

CABINET

13 July 2021

Title: Corporate Plan 2020/2022 - Q3 and Q4 2020/21 Performance Monitoring	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: No
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Accountable Strategic Leadership Director: Claire Symonds, Managing Director	
Summary <p>Assembly agreed the current Corporate Plan in May 2020 which was further updated and agreed in November 2020. The purpose of this report is to provide an overview of performance and delivery of that plan.</p> <p>This is the second report under the current performance regime. It summarises performance in quarters three and four of the 2020/2021 financial year and gives updates on the delivery of projects and programmes of strategic importance. Though the scope of the report is Q3 and Q4 of 2020/21, the information in this report reflects the position at the time of writing to give Cabinet a contemporary picture of performance and delivery.</p> <p>The performance framework which underpins the Corporate Plan is all encompassing, comprising 300+ metrics and 150+ deliverables to give an effective overview of all this information the document at Appendix 1 takes a thematic and narrative-led approach to reporting. For each sub-theme of the Corporate Plan a position statement has been produced to summarise performance and delivery. This is to give a holistic view of progress to outcomes at a strategic level and to highlight key performance improvements and challenges over that period.</p> <p>Cabinet receives reports of this kind at six-monthly intervals. The next report will be scheduled in January 2022 and will cover performance and delivery progress in quarters 1 and 2 of 2021/22.</p>	
Recommendation(s) <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none">(i) Note the performance highlights and areas of improvement during quarters 3 and 4 of the 2020/21 financial year, as set out in Appendix 1 to the report,(ii) Agree any actions to address areas of concern; and(iii) Agree revisions to the Single Performance Framework as set out in Appendix 2 to the report.	

Reason(s)

Regular monitoring of performance is a responsibility of Cabinet as set out in Part 2, Chapter 6 of the Council Constitution. This report demonstrates the Council's commitment to good governance and rigorous performance management and shows how we strive for best value and continuous improvement.

1. Introduction

- 1.1. The Corporate Plan sets the agenda for the Council for the remainder of this political administration up to Spring 2022 when the next local elections take place. The Corporate Plan is developed to bring urgency, focus and direction to all activities of the Council in pursuit of the long-term ambitions of the Borough Manifesto. The Corporate Plan is organised into four strategic themes reflecting the priorities of the Council, these are: Inclusive Growth; Participation and Engagement; Prevention, Independence and Resilience; and Well Run Organisation.
- 1.2. A comprehensive performance framework underpins the Corporate Plan. The framework is a tool to drive continuous improvement and appraise progress to outcomes. There are two key elements to the performance framework which are brought together to give a holistic and strategic overview of performance and delivery.
 - **Deliverables** are the projects, programmes, and initiatives that will develop and transform local public services and Barking and Dagenham as a place and community of people, enabling the Council, in collaboration with its partners, to achieve the outcomes/priorities of the Corporate Plan.
 - **Metrics** are a mix of contextual data, business intelligence, operational performance indicators and outcome measures that give an empirical, quantitative view of performance. This data is key to identifying where performance is behind targets and expectations and gives an objective view as to whether improvement activity and transformation is making a tangible impact. More practically, this data shows that LBBD services are meeting the needs of residents in the 'here and now' and directs attention to where improvement plans are needed for services or to tackle broader issues.
- 1.3. This approach to performance reporting, which more closely views performance management information alongside the status of programme delivery, paints a rich picture of the Council's operating context, achievements, and areas of risk/improvement.
- 1.4. Appendix 1 is a collection of position statements which give an overview of performance and delivery, summarising data from metrics and project/programme delivery progress to give a well-rounded view on overall progress to outcomes. The position statements for each sub-theme highlight:
 - areas of good performance and achievement
 - areas where improvement is needed or where performance and delivery is behind expectations and targets
 - areas of focus for the next six months signalling where priorities lie based on the current performance and delivery position, and reflecting the delivery milestones and commitments set out in the Corporate Plan.

- key risks

- 1.5. Although the Corporate Plan performance framework is very comprehensive it does not cover all performance. Several other important performance frameworks exist to review performance in specific areas and across partnership agendas. For example, health and wellbeing outcomes are monitored through the Health and Wellbeing Board, crime and disorder through the Community Safety Partnership, and safeguarding through the Safeguarding Boards for Adults and Children. There are also service specific performance frameworks which are used for performance management at an operational level between commissioners and operational leads, or in some cases external contractors. Importantly the Corporate Plan gives a summary of performance and delivery across all areas and is therefore the primary performance framework the organisation uses for performance management purposes.
- 1.6. A rigorous performance management process underpins the performance framework and ensures good governance and accountability. Performance information is scrutinised at all levels of the organisation with clear escalation paths to ensure performance and delivery issues are responded to effectively and efficiently. Target-setting and benchmarking is used (where appropriate) to set clear expectations about levels of performance. Monthly exception reporting to the Senior Leadership Team is in place to investigate and intervene in areas that are behind target/expectations. Similarly, programme delivery milestones are monitored closely with the same monthly exception reporting process. Performance and delivery reports are routinely reported to Cabinet portfolio holders in support of them discharging their executive remits. These reporting processes and governance structures ensure that the organisation is focussed on the right things at the right time, has an overview of all areas of performance and delivery, is driving continuous improvement, and is managing risks and issues effectively.
- 1.7. Cabinet receives this report twice a year. The next report will be scheduled for January 2022 and will cover Q1 and Q2 of the 2021/22 financial year.

2. Key performance and delivery highlights

2.1. Inclusive Growth

- 2.1.1. Considerable steps have been taken since September 2020 to achieve our priorities around economic development, home building, and place shaping. The City of London markets have planning permission to move to Dagenham Dock and the Council was successful in its bid for a Thames Estuary Freeport. These major announcements follow the important developments in bringing a film studio to Dagenham East, as reported in the Q1 and Q2 report. Progressing transport infrastructure plans at Castle Green, Barking Station, and the tunnelling of the A13 are priority projects in the next months.
- 2.1.2. These big regeneration projects bring jobs and growth as well as a new identity and direction for the local economy which is evolving to build the creative, green and food sectors. There is a vibrant Business Forum and strengthened relationship with the Barking Enterprise Centre which has helped to support SMEs through the pandemic and position them for future growth opportunities. Focus has been on recovery plans

for Dagenham Heathway and Barking Town Centre, the commercial and retail hubs of the borough.

- 2.1.3. There is a healthy pipeline of housing developments which bring vital affordable homes to the borough. Between 2018 and 2022, 2,700 homes will have been built. 34% of new homes with planning permission are three bed or larger meeting the demand for family homes – this is the largest proportion of any London borough. Specialist housing provision is being delivered too, with 187 wheelchair accessible homes in the pipeline and new supported housing options for vulnerable people are being provided through Reside.
- 2.1.4. As during Q1 and Q2, economic and employment support for residents who have been impacted by the pandemic has been a priority for services with Community Solutions. In 2020/21, 850 people were supported into employment, mostly through the Job Shop, and LBBD has secured funding from the Kickstart scheme which will create opportunities for young adults (16-24 years old). Delivering apprenticeships during the pandemic was difficult despite much effort to promote the offer in key sectors. In the next period we will seek to improve uptake and create more apprenticeship opportunities directly as a local employer.
- 2.1.5. More than 3,000 residents were supported through the Homes and Money Hub in 2020/21, facilitating income maximisation of £1.04m. 1,500 people benefitted from the Financial Hardship and Covid-19 Support Schemes which awarded £900k in support. Community Food Clubs, which had more than 6,000 visits in the last financial year, helped residents to save more than £120k on food. These critical sources of help and support have been key to the Council's pandemic response. Because of the financial impact of the pandemic on residents unsurprisingly debt and arrears have grown as seen through declines in rent and Council Tax collection.
- 2.1.6. Barking and Dagenham has had the largest decrease in numbers in temporary accommodation in London since April 2018 (when the Homelessness Reduction Act came into effect). As of the end of May 2021, there were 1,439 households in temporary accommodation, compared to c.2,000 in Q3 of 2017/18. Maintaining this level of performance after the evictions ban is lifted will be difficult as we expect homeless approaches to notably increase but Community Solutions has well-developed preventative approaches to support people with housing needs.
- 2.1.7. The launch of the new ethical enforcement service in April 2021, following the transfer of Revenue and Benefits services back into the Council earlier in the year, will better support residents to achieve financial stability and resilience – as well as improve collection rates. Data and insight are being used innovatively to inform targeted debt recovery and identify residents who are at risk of financial problems so early intervention can be made before crisis point. In addition, exciting plans are in progress to launch a community banking initiative which will bring affordable credit to residents who would otherwise been at the mercy of unscrupulous credit providers.
- 2.1.8. Enforcement activity across all areas has decreased due to restrictions which impede investigations, visits and follow up work to achieve prosecutions. However, there has been an increase in housing related enforcement which has seen £170k of fines issued to landlords during 2020/21. New pandemic-related anti-social behaviour offences have occupied the Community Safety Enforcement Team. This service will

expand to operate 24/7 and focus on priority issues of street begging and street drinking.

- 2.1.9. The continued focus within Public Realm over the duration of 2020/21 remained on service continuity throughout the Covid-19 pandemic. The workload around ensuring a Covid safe workplace and monitoring staff compliance presents an ongoing challenge. Despite these challenges, domestic, recycling, and green garden waste collections made on the scheduled day have consistently exceeded the target of 99%. A review is being conducted to embed the area-based street cleansing model that was implemented during the summer of 2020, and to continue delivering improved standards in comparison to previous years.
- 2.1.10. The Council remains fully committed to green initiatives to avert climate crisis and improve the local ecology. Tree planting, electric vehicle, and retro-fitting of homes are all programmes which have moved forward in the past six months. Securing adequate investment to protect the borough's 28 Sites of Interest for Nature Conservation and improving air quality are high on the agenda for the next period.
- 2.1.11. Ensuring the local economy bounces back from the pandemic is the absolute priority for the next period as this has dependencies across nearly all the Inclusive Growth agenda because it affects the pace of regeneration and economic development. As the pandemic eases (and government support schemes wind down) we will begin to understand in full the affects lockdown has had on individuals' economic circumstances. Demand for employment, housing, and financial support is expected to increase dramatically. Being prepared to help residents through this difficult period is imperative.

2.2. Prevention, Independence and Resilience

- 2.2.1. The second half of 2020/21 was much like the first, in that it was dominated by the impacts of the pandemic on service delivery and which added complexity and challenges to service development and improvement programmes. However, despite those circumstances, there is much good news to report about ways in which the Prevention, Independence and Resilience agenda has been taken forward.
- 2.2.2. Most importantly, the vaccination programme is progressing well reducing the Covid-19 case levels and mortality enabling a return to more usual service delivery and the ability to focus on recovery from the pandemic and legacy issues. Front and centre of such work is a comprehensive review of the impacts of the virus on inequalities (health and socio-economic), which have sadly widened.
- 2.2.3. The response to the second wave of the pandemic proved again that Care and Support Services are resilient and adaptable. In Adults Care and Support, infection control in provider settings was successfully managed ensuring the safety of older vulnerable residents. The recently established social prescribing service, which will soon be expanded, proved invaluable in supporting health and wellbeing outcomes throughout the pandemic. In Children's Care and Support, stability and permanence were maintained for Children in Care, of whom 70% were in stable long-term placements. For Care Leavers, 92% were in suitable accommodation, and we have further developed the Local Offer. Governance and accountability for safeguarding vulnerable children is more robust following the appointment of an independent scrutineer and strengthened partnership arrangements through the Safeguarding

Children Partnership. In the Disability Service, the Heathway Resource Centre has moved to Becontree Children's Centre, improving the early help offer. It is hoped the service will be open sometime in Q2 2020/21. Mental Health Services have seen a marked increase in referrals (32%) with a notable rise in young people needing mental health support. The service was absorbed this demand well and will be under significant pressure in the coming months and years.

- 2.2.4. Local schools and partners deserve special mention for how they maintained education and are now focusing on reintegrating children into school and helping pupils to catch up on lost learning and development. As do Further Education institutions and partners for ensuring a good proportion of 16-18 year olds have employment, education and training destinations at a time of disruption and limited opportunity for employment, apprenticeships and work-related learning.
- 2.2.5. One area of concern over the past six months has been the independent review of the Early Help Service which identified serious weaknesses about protecting and supporting vulnerable children. Developing and beginning to implement the Early Help Improvement Programme is therefore the critical priority for the next period.
- 2.2.6. Other priorities for Q1 and Q2 of 2021/22 include taking forward the recommendations of the Domestic Abuse Commission, re-designing the hospital discharge service, and increasing capacity in the Disability Service to manage high caseloads and pressure.
- 2.2.7. Big transformation programmes for Adults' Care and Support, the Disability Service, and Mental Health were mobilised in the early part of 2021. These programmes will need to adapt and respond to operational priorities arising from Covid-19 recovery and legacy work which present challenges. Uncertainty around demand into care and support services and major financial pressures will provide a difficult context against which to deliver service improvements at pace. However, the previous financial year has shown that the services can drive forward transformation whilst maintaining performance standards and quality.

2.3. Participation and Engagement

- 2.3.1. There has been a clear sense of achievement and progress in the Participation and Engagement agenda for the 2020/21 financial year. Relationships have been built, systems have been developed and the principles of collaboration and partnership working have spread. Important milestones have been reached which demonstrate this and show the benefits of a collaborative and connected approach across the Borough involving all stakeholders.
- 2.3.2. An endowment for the Social Sector was agreed, creating an initial £905k pot for BD Giving to establish and grow an endowment that will then be distributed to community groups. This gives the sector sustainability and security to take forward initiatives which can improve outcomes for residents and build the capacity of the sector. In addition, NCIL funding is continuing to be awarded through a participative funding process that has residents at its heart. £100k was awarded to 12 projects in the fifth funding round.
- 2.3.3. The BD_Collective's 'Network of Networks' has grown, and progress has been made on the social infrastructure contract held by the Collective. Exciting, shared projects

between the Council and the sector, on neighbourhoods and social isolation, will kick-off in the next season. Volunteering take-up through the Better Impact platform was a challenge during the pandemic with limited capacity of community groups, but gradual improvement is starting to be seen and there will be a further push for new groups to begin using the platform in the coming months.

- 2.3.4. Engagement has taken place with the aim of developing a Community Assets policy that will ensure community spaces are run by organisations that develop open and inclusive spaces for residents and community groups to use. This will align with and help to deliver the goals of the Borough Manifesto such as making Barking and Dagenham a more friendly and welcoming Borough with a strong community spirit by increasing the opportunities for people of different backgrounds to meet and interact. A Community Assets policy will actively enable the use and management of Council owned spaces and places by communities for socially beneficial collective activities. It will be created in collaboration with our social sector partners to ensure that the policy works in their interests. It is hoped this policy will be agreed at December Cabinet 2021.
- 2.3.5. Every One Every Day is approaching the end of its initial five year research programme period and work is underway to plan for the future of in-person participation in the Borough. During the pandemic Every One Every Day's 'Mighty Networks' platform and 'Tomorrow Today Streets' programme provided sources of virtual participation in an otherwise restricted environment for participatory activities. They are gradually re-opening their physical spaces as social distancing restrictions are lifted and the business development programme has continued.
- 2.3.6. Community events, cultural and heritage projects are key sources of resident engagement and participation. The Becontree Forever centenary celebrations kicked-off in March 2021 as did another successful Women's Empowerment Month. After hiatus last year, the Summer of Festivals will be back in 2021 with a vibrant programme of events.
- 2.3.7. The Citizen's Alliance Network is continuing to host important conversations, allowing residents, community groups and Council staff to discuss the Borough, their community and issues that matter to them. A recent project on Women's Safety saw huge engagement numbers and coverage in national media publications. One Borough Voice is delivering a step change in levels of engagement and dialogue with the community on important local issues. Visitor numbers and interaction through the online platform are exceeding initial targets for 2020/21. More council services have exploited the platform to obtain vital customer feedback and service user experiences. Creating more opportunities for engagement through One Borough Voice is an important element of developing a relational approach and amplifying the voice of residents in policy and decision-making. The recent engagement on women's safety in the borough is an example of the power of these platforms and approaches.

2.4. **Well Run Organisation**

- 2.4.1. The achievement of Investors in People Gold in February 2021 provides external validation that LBBD is achieving its goals, is focused on continuous improvement, has strong leadership, and shows good practice in people management. Having met the Gold standard, the ambition is to achieve Platinum.

- 2.4.2. In the past six months two important developments in HR will make us an even better employer. Recruitment and selection practice has been improved by the introduction of the Talentlink system which delivers many user experience benefits for recruiting managers. One key feature is anonymised applications for shortlisting, minimising discrimination and unconscious bias. Progressive initiatives such as this are another step to becoming a more diverse and representative workforce in the community. Another new system, Enboarder, introduced in February 2021, improves the candidate experience ensuring a smooth and effective onboarding and induction process for new employees.
- 2.4.3. Developing a dispersed working and Community Hubs model has been a priority and will remain so throughout 2021/22. Flexible and remote working, and a new approach to how and where staff and services are deployed across the borough, will put staff into community settings, closer to the residents we serve and support. In part this programme has been borne out of operational necessity to maintain public services during the pandemic but there has been important learning and opportunities which have accelerated a more general move in this direction.
- 2.4.4. The Council's financial position remains challenging so delivering savings substantial programmes is imperative. Next year alone we must save £10.3m and a further £7m each following year to deliver the Medium Term Financial Strategy. Financial management is robust but one area of weakness is compliance with some aspects of procurement rules. Over the next six months, leadership attention will be focused on driving up compliance to address this and ensure good practice is delivered through procurement.
- 2.4.5. The implementation of the Oracle replacement later in 2021 will bring major improvements to financial management and HR record keeping. Technology solutions have been upgraded and modernised in other areas too, such as migrating to the Microsoft Azure Cloud, and moving to Microsoft Windows Virtual Desktop. Following recent cyber attacks on other local authorities, LBBD is strengthening its security through procurement of a specialist product which counters ransomware.
- 2.4.6. A focus of technological advancement is to deliver the best customer experience to residents. A chat bot feature has been introduced to the Council's website giving another option for digital self-service, and a new booking system was introduced at the end of March 2021 which enables residents to directly book appointments for pest control, bulky waste, and registrar services. The new technology will be supported by a digital inclusion programme to close gaps on digital skills and accessibility.
- 2.4.7. Successful public campaign activity has helped to engage residents on the cleanliness of the borough and promote the new extended recycling scheme. To tackle youth violence and anti-social behaviour, the 'Lost Hours' campaign has worked with local secondary schools to deliver outreach. A domestic abuse behaviour change campaign will launch in 2021/22 following the Domestic Abuse Commission which concluded earlier this year. These important campaigns are helping to involve and engage residents in the journey to achieving the Council's strategic objectives, making them stakeholders in the solutions to some of the borough's biggest problems.

3. Consultation

- 3.1. Delivery of the Corporate Plan is closely monitored by Cabinet Members as part of the discharge of their executive functions, roles and responsibilities. Peer challenge and oversight is provided by the Cabinet Member for Finance, Performance and Core Services for added rigour and accountability.
- 3.2. The Cabinet collectively, and as individual portfolio holders, receive regular performance information in support of their executive remits; the purpose of this report is to bring transparency to the Council's performance and highlight areas where performance needs to improve based on latest data and the status of important projects and programmes. The report is therefore of interest to the local community for whom we must provide effective and efficient local services, and to the Council's Overview and Scrutiny Committee, which has a remit to scrutinise performance, as delegated by the Assembly.
- 3.3. In accordance with the Officer Scheme of Delegation¹, the Chief Executive has responsibility for the overall management of the authority, including performance monitoring. As part of the performance management framework and the robust governance which surrounds it, this report and the performance narratives therein have been consulted on with relevant officers in the Council with day-to-day operational and commissioning responsibilities to deliver the outcomes within the Corporate Plan.

4. Financial Implications

Implications completed by: Katherine Heffernan, Head of Service Finance

- 4.1. There are no direct financial implications of implementing the recommendations of this report. However, many of the deliverables within the Corporate Plan have dependencies with delivery of the Council's Medium Term Financial Strategy, contributing to income, savings and efficiencies from transformation programmes, commercial initiatives, demand management strategies, and early intervention and prevention approaches. Therefore, delivery of Corporate Plan is critical to maintaining the Council's financial health and long-term sustainability.
- 4.2. The Corporate Plan is to be delivered through approved budgets and against a challenging financial context made increasingly difficult and precarious by the impacts of the pandemic on the Council's income and expenditure. The Corporate Plan and the Medium Term Financial Strategy for 2021/22 onwards was approved by Cabinet and Assembly in February 2021. It will be subject to further review and updates will be presented to Cabinet in Summer and Autumn.
- 4.3. Regular budget monitoring reports to Cabinet detail the financial risks, spending performance and budgetary position. The outturn position for 20/21 was an overall underspend of £1.951m made up of a significant overspend of £26m offset by additional income from Government of £28m.
- 4.4. A specific theme of the Corporate Plan is concerned with ensuring value for money and good financial management and controls (see page 67 of Appendix 1).

¹ [Council Constitution](#), Part 3, Chapter 1

5. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance & Standards Lawyer

- 5.1. As a report on performance updating the Cabinet on the 3rd and 4th quarters of 2020/21 there are no specific legal implications although the Covid 19 pandemic and changes in the way of life could not be predicted nor what its final effect will be going forward to 2021/22 on performance planning and delivery. The Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. This report reflects good practice in terms of corporate governance as it articulates progress to outcomes and assist in highlighting areas where improvements are needed. A corporate plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.
- 5.2. Furthermore, the Accounts and Audit (England) Regulations 2015 Regulations oblige the Council to produce an Annual Governance Statement for each accounting year evidencing how the Council has performed. This is to be done in accordance with proper public sector accounting practices. The CIPFA / Solace Delivering Good Governance in Local Government Framework 2016 guidance sets out the required practice and that includes a clear statement of the Councils purpose and intended outcomes. The Corporate Plan monitoring process thus plays a vital role in the legal duty to ensure sound governance of the Council.

6. Other Implications

- 6.1. **Risk Management** - The Council maintains a Corporate Risk Register that highlights the key strategic risks that may prevent the Council from achieving its stated objectives. These risks and mitigating actions are reviewed periodically by the Audit & Standards Committee. Risks relating to the delivery of projects and programmes within the Corporate Plan are monitored and managed through internal governance arrangements using recognised project/programme management practices and methodologies. There is proportionate reporting and escalation of issues and risks to the Senior Management Team, and to relevant Cabinet Members where appropriate. Project/programme governance and reporting is designed to identify risk at the earliest opportunity and to put in place effective risk management strategies.

Regular monitoring and analysis of performance data in the Single Performance Framework is in place to detect emerging performance issues and then put in place improvement plans. Metrics in the framework have targets which set benchmarks and standards for performance. Metrics which are behind target are reported by exception to relevant stakeholders ensuring rigour and focus on continuous improvement.

- 6.2. **Staffing issues** - The Corporate Plan is the keystone of the Council's strategic framework. As such it guides all of what we do and sets the direction and goals for all services and staff. It is a key resource which drives strategic and business planning at all levels of the organisation. The objectives and priorities of the Corporate Plan inform individual employee appraisals ensuring day-to-day operations are working towards the long-term vision and goals for the borough. We call this the 'golden

thread' as it brings alignment and connects strategic planning with operational delivery. Having a robust 'golden thread' is an important requirement as an accredited Investor in People organisation. More specifically, page 69 of Appendix 1 sets out progress and performance against goals to achieve excellence in people management, to ensure good workforce wellbeing, compliance with policy and procedure, and organisation development goals are being delivered.

- 6.3. **Corporate Policy and Equality Impact** – The Corporate Plan is the Council's medium-term plan to realise the vision of the Borough Manifesto. It sits at the heart of the organisation's strategic framework. This report seeks to give Cabinet an appraisal of delivery of that plan by bringing together recent performance information (up to end of quarter 4, 2020/21) from the metrics in the Single Performance Framework and latest positions on delivering key projects and programmes relevant to the sub-themes of the Corporate Plan.

An Equalities Impact Assessment (EIA) was completed as part of the development of the new Corporate Plan. That EIA was submitted as part of the documentation when it was agreed by Assembly in May 2020 and updated and agreed in November 2020. The EIA identifies examples of priorities and objectives within the Corporate Plan which improve outcomes for residents with protected characteristics and ways in which the Council aims to tackle structural inequalities.

The Corporate Plan Performance Framework does not directly provide performance information in relation to equalities, but other strategic resources such as the Joint Strategic Needs Assessment, Social Progress Index, and Borough Data Explorer contain important and up-to-date data sets relating to the profile and characteristics of the local population.

- 6.4. **Safeguarding Adults and Children** – A sub-theme of the Corporate Plan focuses on safeguarding residents. The Safeguarding Adults Board receives in-depth performance reporting, including data held by safeguarding partners, each quarter. The most recent Safeguarding Adults Board Annual Report 2019/20 (Assembly, November 2020) has key performance headlines showing LBBB's safeguarding procedures and risk management are robust. A similar performance framework is in place for the Safeguarding Children Partnership which receives quarterly performance reports to its Performance and Intelligence Sub-group. The most recent Safeguarding Children Partnership Annual report was presented to Assembly in February 2021.
- 6.5. **Health Issues** – The new Corporate Plan is aligned to the Joint Health and Wellbeing Strategy 2019/2023. Several sub-themes across Prevention, Resilience and Independence appraise progress to improving health and wellbeing outcomes and addressing health inequalities. Focus is on several priorities which include looking at our services from an equality lens, focussing on early years development, achieving and maintaining healthy weight, mental health, prevention programmes including NHS Health Checks, Healthy Lifestyle services, cancer screening, and supporting residents to live well in older age. This year's Annual Public Health Report is a collaborative piece of work with partners focussed on inequalities.

Responsibility and accountability for improving the health of the population is shared across several partners at a local and sub-regional level. Performance and progress on outcomes is therefore monitored through the Health and Wellbeing Board (HWBB)

and implemented via the Barking and Dagenham Partnership Delivery board. The HWBB board is in the process of revisiting its performance monitoring framework with the intention of delivering an outcomes-based one.

- 6.6. **Crime and Disorder Issues** – Crime, perceptions of crime, and community safety are key concerns for residents, and these are reflected in the priorities of the Corporate Plan which aims to stop domestic abuse, challenge hate crime, enforce against and deter enviro-crimes, and to keep young people safe from knife crime and serious youth violence.

Strategic planning and performance monitoring of crime and community safety is managed through a multi-agency partnership, in this case the Community Safety Partnership. The Community Safety Partnership Plan 2019/2022, underpinned by the most recent Crime and Disorder Strategic Assessment, provides a framework through which intelligence and performance data and information is monitored. The most recent performance report was presented to the Community Safety Partnership in March 2021.

- 6.7. **Property / Asset Issues** – There are no direct impacts or issues in relation to the Council's properties and assets. A sub-theme within the Corporate Plan is concerned with good management of LBBD assets and the services/functions/responsibilities provided by My Place, with particular focus on the quality and stewardship of LBBD housing stock. Cabinet will find an overview of performance relating to that sub-theme on page 7 of Appendix 1.

Public Background Papers Used in the Preparation of the Report:

- [Corporate Plan 2020-22 \(Assembly, May 2020\)](#)
- [Reviewed Corporate Plan 2020-22 \(Cabinet, November 2020\)](#)
- [Corporate Plan 2020-22 - Quarter 1 and 2 2020/21 Performance Reporting \(Cabinet, January 2021\)](#)

List of appendices:

- Appendix 1: Corporate Plan 2020/2022 Performance and Delivery Update
- Appendix 2: Schedule of Amendments to the Single Performance Framework