

## CABINET

18 January 2022

<b>Title:</b> Corporate Plan 2020-22 – Q1 and Q2 2021/22 Performance Monitoring	
<b>Report of the Cabinet Member for Finance, Performance and Core Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
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<b>Accountable Strategic Leadership Director:</b> Claire Symonds, Interim Chief Executive and managing Director	
<b>Summary</b> <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 third report under the current performance regime. It summarises performance in quarters one and two of the 2021/2022 financial year and gives updates on the delivery of projects and programmes of strategic importance. Though the scope of the report is Q1 and Q2 of 2021/22, 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 July 2022 and will cover performance and delivery progress in quarters three and four of 2021/22. That report will mark the end of monitoring this iteration of the Corporate Plan and its performance framework. Monitoring of the Corporate Plan 2022/26 will begin in January 2023.</p>	
<b>Recommendation(s)</b> <p>The Cabinet is recommended to:</p> <p>(i) Note the performance highlights and areas of improvement relating to quarters 1 and 2 of the 2021/22 financial year, as set out in Appendix 1 to the report; and</p>	

- (ii) Agree any actions to address areas of concern.

**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 LBBB 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 July 2022 and will cover Q3 and Q4 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 priorities around economic development, home building, and place shaping. Additional funding has been agreed with Homes England to allow the continued development of the business case for the tunnelling of the A13, to improve connectivity across the borough and provide land for new development. The Council has agreed a plan with Barking Riverside London to accelerate to delivery of a health and leisure hub at Barking Riverside, bringing together primary health services, community spaces and a leisure centre with pool under one roof. The leasing of Roycraft House to an affordable workspace provider will bring new business into the Town Centre and provide new public realm. Be First have started construction on two sites at Thames Road, providing a mix of new homes and commercial premises, while the industrial development will provide a stacked industrial scheme that is one of the first of its kind in London. The coming months will bring a continued focus on working with National

Rail and C2C to ensure the delivery of improvements to Barking Station and its surroundings. The successful delivery of the new jetty will see the arrival of Thames Clipper services from the Spring of 2022, providing a new and exciting transport link to Canary Wharf and Central London.

- 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 76 local businesses through the pandemic and position them for future growth opportunities. A Film Sector Development Lead is in post and is working to develop branding, launch and delivery plans for the programme of employment, training, supply chain and community pathways to ensure residents and local businesses benefit from the new film studios.
- 2.1.3. There is a healthy pipeline of housing developments which bring vital affordable homes to the borough. Between 2018 and 2022, over 2,500 homes will have been built. Nearly 900 of these are due to be built between October 2021 and May 2022. In August 2021, the Council received an additional £171m of affordable housing grant, the largest allocation of any London borough. This grant will fund additional affordable homes that will start on site between 2022 and 2026. Specialist housing provision is being delivered too, with 187 wheelchair accessible homes due to be built by Be First by 2024 and new supported housing options for vulnerable people being provided through Reside.
- 2.1.4. Economic and employment support for residents who have been impacted by the pandemic has been a priority for services with Community Solutions. As of October 2021, the Job Shop has supported 355 residents into work this year. Since the Kickstart scheme launched in September 2020, the Council has secured over 300 Kickstart places for young people in the area, of which more than 150 have been filled.
- 2.1.5. An ethical and measured response to the rising levels of resident arrears as a result of Covid-19 is in place. Residents are clearing the Council Tax arrears that were accrued during the pandemic, with collection of historic Council Tax debt from previous years increasing by 88%. Work continues with tenants to help them clear rent arrears, with payment plans, budgeting advice, work and skills training, and guidance and assistance with applications for any further benefit entitlements. Businesses have been contacted to discuss repayment of any debt accrued as a result of the pandemic, and Business Rate collection is now 3% above the same time in 2020/21. In addition, exciting work is progressing to launch a community banking initiative which will bring affordable credit to residents who would otherwise be at the mercy of unscrupulous credit providers.
- 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 October 2021, there were 1,408 households in temporary accommodation, compared to c.2,000 in Quarter 3 of 2017/18. Although slight increases are expected in November and December in line with seasonal trends, it is projected that total households will be under 1,400 by March 2022 – a direct result of the well-developed preventative approaches to support people with housing needs.
- 2.1.7. New and innovative ways of carrying out enforcement activity are being explored across all areas. A Barking Town Centre action plan and working group has been

established to develop long term solutions and improve safety and reduce crime and anti-social behaviour in that locality. A pilot has been launched, in September 2021, to identify unlicensed privately rented properties. This is showing early signs of success and identifying other housing related issues. Two new anti-social behaviour teams have been established; a new community safety enforcement team focussed on dealing with street-based issues, and a pilot to ensure that cases are better co-ordinated and victims receive a better service. Over the past six months performance has improved in a number of enforcement areas including the numbers of fixed penalty notices issued, numbers of zero-rated food premises, and £300k of fines have been issued to non-compliant landlords in the last year.

- 2.1.8. Keeping the borough clean and tidy is always a top priority for residents and our refuse and services are used by all residents. Bin collection performance has consistently exceeded the 99% collection target and where there have been service failures, those bins have been collected promptly, in the main. A recruitment programme took place over the Summer to boost capacity and resilience in refuse and waste services and workforce stability is leading to good and reliable performance. In April 2021, the Extended Recycling Scheme was launched. Residents are now able to recycle more items which will reduce waste and refuse going to landfill, as well as providing a simpler system for residents to follow, helping them recycle and contribute to a better environment.
- 2.1.9. The Council remains fully committed to green initiatives to avert climate crisis and improve the local ecology. Tree planting, electric vehicle infrastructure, and retrofitting of homes are all programmes which have moved forward in the past six months. The Cosy Homes programme has seen 1,002 energy efficiency measures installed in 855 homes, delivering £3.8m of expected lifetime bill savings for residents over the next 25 years. 71 Solar panel arrays have been installed in households of vulnerable residents, significantly cutting heating and power bills. 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. Plans are in place to work with external partners such as London Wildlife Trust (LWT), Thames Chase, Buglife, Citizen Zoo and others to devise the principles for an Ecological Recovery Plan.
- 2.1.10. 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, we will begin to understand in full the affects lockdown has had on individuals' economic circumstances, especially now that Government support schemes have wound down. Demand for employment, housing, and financial support has started to increase and further demand is expected to come through in early 2022 as the impact of the withdrawal of those schemes materialises. Being prepared to help residents through this difficult period is imperative.

## **2.2. Prevention, Independence and Resilience**

- 2.2.1. Managing vital care and support services for the most vulnerable residents in our community whilst the pandemic continues to be challenging and places ongoing strain on our care and support system. Demand for care and support across all age cohorts is up. For adults, between April and September 2021, the number of people in receipt of care and support services increased by 6%, from 2,694 to 2,953. For children, in 2020/2021 we received more than 13,000 initial contacts, of which 3,913 progressed to referrals. LBBD's social workers and all frontline care and support staff

have absorbed this demand well. Services have remained reliable and resilient, and practice standards have been maintained, though caseloads have risen.

- 2.2.2. In Adults Care and Support, there have been two important developments. Firstly, hospital discharge arrangements have been remodelled with new teams now in place. A newly created Community and Hospital Assessment Team will improve discharge pathways and assessments. We have also worked with Havering, Redbridge, the Hospital Trust and NELFT to establish a new unit to co-ordinate discharges within the hospital. The changes have focused on improving resident outcomes and experience, ensuring that residents stay as independent as possible and away from long-term care options. Secondly, through the BD\_Collective, there are now several groups which bring together care and support staff and Voluntary, Community and Social Enterprise colleagues. This is part of a bigger programme to develop Community Hubs and Neighbourhood Networks putting practitioners and professionals in community-settings where they can better support residents and benefit from integration and co-location.
- 2.2.3. We continue our journey to improve our Ofsted inspection rating for Children's Care and Support which was most recently judged as 'requires improvement'. Addressing Ofsted's findings before the next inspection, likely in spring/summer 2022, is imperative and an extensive programme of improvement work has been underway for some time. The offer for care leavers has been strengthened. A dedicated Housing Officer is working jointly with Children's Services and young people to identify appropriate housing offers and care leavers can access our enhanced leaving care grant. There is also dedicated resource in the Job Shop to help care leavers find employment. The Early Help Service has faced difficulties and is an area where Ofsted will expect to see significant improvement and developments. The Early Help Programme has been mobilised during this reporting period and it is intended to have a new Target Operating Model in place for 2022/23.
- 2.2.4. In the Disability service, the Heathway Resource Centre is now open to children and families, offering stay and play, parenting and early help assessments. The Centre improves the local early help offer and management of risk. Work on the Autistic Spectrum Disorders diagnostic and pre/post diagnostic pathways has developed delivering a key objective of the SEND/Disability Improvement Plan.
- 2.2.5. The pandemic has taken its toll on the mental health of the population as seen through swells in demand for mental health services of all types. Demand for acute inpatient care rose by 36% showing the severity and increase in mental ill health. We do not anticipate a return to normal caseload levels until 2023/24 as services manage high caseloads, clear waiting lists and deal with new demand. Delayed diagnosis of dementia has seen people decline, and where early intervention opportunities were missed the need for nursing and residential care has grown putting pressure on placements.
- 2.2.6. Despite major disruption to education, the percentage of young people Not in Education Employment or Training has increased only very slightly to 3.7%, outperforming London and the rest of the country. There are still big challenges for school pupils of all ages to catch up on lost learning and development following two academic years of disruption and instability. The borough's schools have adapted and responded brilliantly to the challenges of the pandemic and are now working together through the School Improvement Partnership to ensure a good recovery and stable local education system while we manage through the remainder of the pandemic.

- 2.2.7. Following the report of the Domestic Abuse Commission early in 2021, a strategic review of local domestic abuse service provision has been carried out to tie together the Commission's recommendations with those of Ofsted and the Early Help audits. Tackling violence against women and girls is a main priority for the Community Safety Partnership and Children's Safeguarding Partnership. A new Domestic Abuse Commissioning Plan will look to bring cohesion and strategic direction to what was a 'patchwork' system.
- 2.2.8. Public Health has been supporting the local vaccination programme through which more than half of adults in the borough have had two doses of vaccine. Managing through the pandemic will remain a priority into the next period with new Covid-19 variants, NHS winter pressures and seasonal flu being the next challenges to contend with.
- 2.2.9. Finally, there has been considerable work with health partners to develop an Integrated Care System across the sub-region. Work on the detail of the place-based partnership arrangements will continue into 2022. This landmark partnership agreement will drive forward integration between health and social care and in the process transform services.

### **2.3. Participation and Engagement**

- 2.3.1. Over the past six months the social and culture sectors in the Borough have continued to collaborate with each other, and with the Council, to support our residents.
- 2.3.2. The BD\_Collective has gained traction over the past six months through its 'network of networks' – these include Food Banks, Reimagining Adult Social Care, Early Help for Families and the Youth Network. Partners are coming together regularly to discuss shared priorities in the above broad areas, with over 40 organisations regularly attending across the networks. This has led to the launch of a new shared programme of work, focused on Neighbourhood Networks, with the Council and the Sector coming together to begin to support and connect residents in five different areas of the Borough linking to our new community hubs coming early next year. The Council has activated a one-year extension option in the BD\_Collective contract through to June 2023.
- 2.3.3. Barking and Dagenham Giving has also made significant progress. The Community Endowment Fund worth over £900,000 was transferred to them in October 2021 to manage and grow on behalf of the Social Sector. This in turn has seen BD Giving secure further funding worth over £300,000 which will see their capacity further increase.
- 2.3.4. The Faith Forum and faith communities play a vital role in supporting residents. Additional capacity building support for the Faith Forum and faith communities has been commissioned to further strengthen and coordinate this. The successful provider is Lifeline (Faith Action).
- 2.3.5. Significant work has been undertaken in the area of Community Assets, with extensive research and engagement carried out which can inform future action and strategy in this area. However, for progress to be made in this space, and for ongoing work around community halls and spaces to be made more efficient, commitment will be needed from across the organisation for any agreed future policies or action

plans. Guiding principles have been shaped and agreed setting the basis for this work.

- 2.3.6. In the past six months, participation has continued to take place wherever possible, with in-person participation gradually returning. The Culture Service has continued to run an ambitious programme of community engaged festivals, workshops and activities for residents of all ages and backgrounds. Focus has been on collaboration and partnership work with local people and organisations wherever possible, bringing arts and culture into the everyday lives of residents. Between July and December 2021, our community festivals have been attended by over 35,000 people, delivered in partnership with more than 75 local artists and community organisations.
- 2.3.7. New Town Culture, LBBD's pioneering programme to develop artistic activity as a core part of Social Care services, has continued to grow and forge new pathways throughout the pandemic. By bringing together creative and social work practitioners across Children's and Adult Social Care, New Town Culture has continued to thrive through the development of research, exhibitions, publications, tools, residencies and workshops. As of December 2021, more than 600 young people in Social Care have participated in dedicated clubs, workshops and activities, and over 100 social workers have been engaged to develop a practice framework and standards so that 'creative social work' is embedded in the Borough approach.
- 2.3.8. The Becontree Forever programme has seen thousands of students, families, young and elderly people taken part in initiatives commemorating 100 years of the Becontree Estate. Partnerships with both local and national cultural organisations saw an expansive programme of activity take place across the estate, laying a framework of participatory and collaborative activity on the ground that will continue into the future through initiatives like the Arts and Culture Hub at Valence Library and Becontree Broadcasting Station.
- 2.3.9. Evaluation of the Citizens Alliance Network (CAN) platform is ongoing. The lessons taken from this evaluation inform CAN's place in the 2022/26 strategic priorities. CAN will be activated across the Borough by the end of 2021/22. As part of this Neighbourhood Hubs have been developed on CAN to facilitate a more localised approach, with Members and the Social Sector engaged with for preview and input, with both sessions seeing the hubs well received. The CAN newsletter subscription has now exceeded 2,000.
- 2.3.10. For us to truly utilise the ability of CAN to connect and engage, a council-wide approach is required to help coordinate material changes with our residents, such as planning, implementation of CPZs, the introduction of our new Community Hubs. Therefore, corporate engagement remains a priority and a risk.
- 2.3.11. Every One Every Day shops were previously closed due to Covid-19, with operations either moved online to their 'Mighty Networks' platform or residents were able to participate in a covid safe way at the warehouse business programme, from their homes through the 'Tomorrow Today Streets' programme or online. Despite these efforts to move participation opportunities online, the impact of Covid-19 had a negative impact upon peer-to-peer participation levels in the borough. However, Every One Every Day has re-opened its participation spaces, running a reduced Autumn programme.
- 2.3.12. Progress has been made with Every One Every Day's collaborative business programme, through which 20 local young people were hired as part of the

Kickstarter programme, and which overall has seen over 400 residents involved in their collaborative business programme. The platform has increasingly sought to embed itself in the place, through new collaborative shops in the Heathway Shopping Centre and the launching of a collaborative coffee shop business at the Wilds Ecology Centre. Discussions are ongoing, both over future Council funding of the platform and with potential external funders, with significant external funding already having been secured.

- 2.3.13. The priority of the Building a Relational Council strategic theme has advanced in the past two years through different collaborative workstreams, including the New Town Culture programme, the Homes and Money Hub and the developing of a Customer Experience Strategy. There are also tools and mechanisms through which a relational council can be built and monitored, including the Engagement Champions programme, which launched at the end of September and already has over 40 people signed up to participate, the Digital Inclusion programme and regular development discussions with key internal stakeholders. The next stage is testing and agreeing an organisational approach to further building a relational council. However, no approach will succeed if the whole organisation is not bought into this priority and work of building a more relational council. Fundamentally, there is a clear sense of significant progress in this area in the past year. Through the work of the BD\_Collective, BD CAN, BD Giving and other key partners, the Social Sector and council services are more connected and coordinated in their shared work to support residents. Dialogue and collaboration across cultural partners and investment in cultural infrastructure continues to grow across the borough. LBBB is in a different space to where it has been before, with collaboration and partnerships now effective and utilised methods to deliver shared priorities. To make further progress however, it will require commitment from across the Council to cross-cutting spaces and workstreams such as the Citizens Alliance Network, Community Assets and Building a Relational Council. To advance this space, the Council, together with partners, will bring together a plan that encompasses different areas of joint focus such as those listed above, while setting out a shared ambition for the next 18 months.
- 2.3.14. There have been many achievements in our parks and open spaces. This year marks another successful year in the 2021 Green Flag Awards, with six local parks achieving the standard. LBBB has also significantly improved its standings in the Good Parks for London Guide and was one of seven councils recognised in the report for significant improvement. The theme this year was 'Parks and Climate Change', and the Parsloes Park 'Forest of Thanks' was recognised and acknowledged by the judges. Eastbrookend Country Park was voted the number one 'best things to do in Dagenham' in Time Out Magazine. A review on the Parks and Open Spaces Strategy will be carried out to ensure that the priorities are still relevant given the pandemic and the increased focus on climate change.
- 2.3.15. A website for the Country Parks went live in October 2021. The new website and content will promote the Dagenham Corridor and encourage residents to venture outdoors and visit and enjoy the wonderful and exciting countryside on their doorstep.
- 2.3.16. A merger of Culture and Heritage Services will take place with the aim to be in place by April 2022 to broaden the Heritage Service's focus on the wider heritage of the borough. This will improve the connection and 'embeddedness' of the service in the wider developments in cultural and community programming.

## 2.4. Well Run Organisation

- 2.4.1. The Council continues to achieve excellence and drive improvement across the Core services and support functions on which all council service provision depends upon and benefits from.
- 2.4.2. There have been some big achievements in this reporting period, especially in relation to technology and how we have used it to improve resident experience. My B&D was launched in September 2021, facilitating residents to report issues or manage certain types of transaction through their account. We have also launched a Chat Bot feature on our website which is helping to resolve issues and deliver the right information to the user with minimal effort from them. Building on these developments, in 2022, a priority will be to re-design the Council's website to improve navigation and accessibility. More broadly, a new Information and Technology Strategy has been finalised which through its delivery will develop digital capability across all aspects of the Council, and we have strengthened the tools and systems we have in place for cyber security. The Oracle ERP replacement project, which is critical to how HR, Finance and Procurement operate, has been delayed. The new go-live date is 01 April 2022 and every effort will be made to prevent further delays.
- 2.4.3. The Council's financial situation remains an area of risk. For this financial year, there is a forecast overspend of roughly £10 million to be addressed. This means we will need to find ways to bridge that gap in the immediate term and develop savings programmes for future financial years. The next Medium Term Financial Strategy will be agreed by Assembly in March setting out the approach for setting a balanced budget beyond 2023.
- 2.4.4. HR has risen to the challenges of keeping the Council in operation during the pandemic. Various health and safety measures which were put in place at the start of the pandemic to protect staff and the public and been maintained and developed as required in light of new variants of the virus, and in response to Government directives and guidance. As a result, there has been minimal disruption to most council services. The dispersed working model has successfully rolled out enabling flexible and remote working (which was an absolute necessity during Covid-19 lockdowns) and makes best use of civic buildings, recasting how and what they are used for and by whom.
- 2.4.5. Having achieved Investors In People 'Gold' in February 2021, Platinum status is the next ambition. Several key organisational development programmes will advance our push for Platinum, including one focussed on being an inclusive employer with the highest standards and practices in leadership, talent management, and recruitment.
- 2.4.6. Performance in the Contact Centre remains a concern though some of the challenges are demand and event-led, therefore not always within our control. Overall satisfaction with the Contact Centre and call handling is very good, however, due to capacity and resourcing, at times we have not been able to maintain good standards in relation to percentage of calls being answered. Improvement plans are in place and will be delivered in the next six months. It is expected the targeted actions/interventions within these plans will lead to performance improvements.
- 2.4.7. Another area for improvement is how the Council responds with complaints. We consistently fail to meet targets in relation to promptness of response. Improvement plans have been introduced for the poorest performing services and monitoring activities have been strengthened to keep oversight of performance. As we seek to

become a more relational council it is important not to let the basics slip in terms of listening, responding, and giving residents effective routes of redress.

- 2.4.8. Meaningful communication and engagement with residents, as often as we can facilitate, helps to build and strengthen relationships with the community we serve and keep them involved in civic affairs so they can influence policy and decision-making. It also facilitates opportunities for residents to contribute to the discourse on important local issues such as enviro-crime or youth violence. Several campaigns have been launched within this reporting period to raise awareness and share information and engagement through One Borough Voice continues to grow and be used in creative ways on all sorts of subject matter. More than ever, local people can engage and connect with the Council and have their voices, individually or collectively, heard.

### **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 Delegation<sup>1</sup>, 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. The Council's Corporate Plan works alongside the Council's Medium Term Financial Strategy (MTFS) as two key elements of the Council's planning process. The Council's financial context is increasingly challenging as a result of the legacy of austerity, the impact of the pandemic and the wider economic environment. The MTFS is being reviewed in the light of this and the pressures experienced by Council services as part of the budget setting process for 2022-23 which will be brought to Cabinet and Assembly for approval in February.

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<sup>1</sup> [Council Constitution](#), Part 3, Chapter 1

- 4.2. In the current financial year the Corporate Plan is to be delivered through approved budgets and where new initiatives or remedial actions are proposed in response to delivery issues funding will need to be found from within existing resources.
- 4.3. Regular budget monitoring reports to Cabinet detail the financial risks, spending performance and budgetary position. The forecast outturn position as at month 7 (October) was an overspend on the General Fund of £9.3m
- 4.4. A specific theme of the Corporate Plan is concerned with ensuring value for money and good financial management and controls (see page 48 of Appendix 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 1st and 2nd quarters of 2021/22 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 2022/23 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 49 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 2, 2021/22) 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 Corporate Plan. That EIA was submitted as part of the documentation when it was agreed by Assembly in May 2020, and further 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 2020/21 (Assembly, November 2021) has key performance headlines showing LBBD'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 LBBB assets and the services/functions/responsibilities provided by My Place, with particular focus on the quality and stewardship of LBBB housing stock. Cabinet will find an overview of performance relating to that sub-theme on page 5 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 \(Cabinet, January 2021\)](#)
- [Corporate Plan 2020-22 - Quarter 3 and 4 2020/21 Performance Reporting \(Cabinet, July 2021\)](#)

### List of appendices:

- **Appendix 1:** Corporate Plan 2020/2022 Performance and Delivery Update