

## CABINET

12 July 2022

<b>Title:</b> Corporate Plan 2020-22 – Q3 and Q4 2021/22 Performance Monitoring	
<b>Report of the Cabinet Member for Finance, Growth and Core Services and the Deputy Cabinet Member for Performance and Data Insight</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Richard Caton, Head of Performance and Programme Management Office	<b>Contact Details</b> E-mail: <a href="mailto:richard.caton@lbbd.gov.uk">richard.caton@lbbd.gov.uk</a>
<b>Accountable Strategic Leadership Director:</b> Fiona Taylor, Acting Chief Executive	
<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 fourth report under the current performance regime. It summarises performance in quarters three and four 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 Q3 and Q4 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 January 2023 and will cover performance and delivery progress in quarters one and two of 2022/23.</p>	
<b>Recommendation(s)</b> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"><li>(i) Note the performance highlights and areas of improvement relating to quarters 3 and 4 of the 2021/22 financial year, as set out in Appendix 1 to the report; and</li><li>(ii) Agree any actions to address areas of concern.</li></ul>	

## 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 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. It 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 2023 and will cover Q1 and Q2 of the 2022/23 financial year.

## **2. Key performance and delivery highlights**

### **2.1. Inclusive Growth**

- 2.1.1. A new Inclusive Growth Strategy coming later in the year will give fresh impetus to the delivery programme with a sharp focus on people, delivering outcomes for them, and creating opportunities for them to thrive in the local and wider London economy, as well live well in their neighbourhoods. Integral to the next six months will be supporting residents through the cost-of-living crisis so that people are protected from falling into poverty and hardship, or existing poverty and hardship becoming more entrenched, widening inequalities and stalling progress on key socio-economic and health and wellbeing outcomes.
- 2.1.2. Pending that strategy there have been important developments and milestones achieved. As part of the agenda to help residents with debt and give them financial support, which is critical in the current climate, the Barking and Dagenham Money website launched in April. It provides an essential focal point and universal source of financial guidance and self-help tools for households struggling with the cost-of-living crisis. The website enables residents to directly access financial support. It is also a resource for Council staff and public and voluntary sector partners to use to support residents. In the first month, 545 people accessed the website.

- 2.1.3. By March 2023, over 3,000 affordable homes will have been completed in the borough increasing the supply of local housing. Inflation is a risk to construction and with material and labour shortages the building of more homes in future years may slow down. The current target is for more than 9,000 homes to be built by 2026.
- 2.1.4. After self-referral to the Regulator of Social Housing in February 2022 because of safety concerns, the overall compliance position has improved. After considerable work to respond to audit findings and recommendations, we expect to be complaint in all six areas of building safety by the end of Q3 2022/23.
- 2.1.5. There are still challenges with the quality and promptness of housing repairs for tenants and leaseholders as seen through low levels of tenant satisfaction, complaints, and contacts into the Contact Centre relating to repairs. Void turnaround times are also a problem area which is costly for the Council in terms of rent income and affects moving people from temporary accommodation into social housing which has implications for the housing waiting list. Improvement plans are in place and over the next six months we expect BDMS to show demonstrable and sustainable signs of improvement.
- 2.1.6. Driving economic growth in key sectors such as creative, care, construction and food industries continues. This is critical to creating jobs as unemployment in the borough remains high. 31.5% of residents are economically inactive, up from 25% before the pandemic. Over 11,000 economically inactive residents 'would like a job', up from 5,400 before March 2020. A flagship 'Make It Here' Film Barking and Dagenham programme was launched in March 2022. It will deliver career pathways and employment in the film industry and its supply chains.
- 2.1.7. The Council continues its tough stance on matters of enforcement. Performance has improved regarding the numbers of Fixed Penalty Notices issued, numbers of zero-rated food premises, and £300k of fines were issued to landlords in the last year. A steady stream of prosecutions is also now happening following court closures due to Covid-19. In response to resident's concerns and experiences of anti-social behaviour, two new teams have been created to deal with cases and support victims, and to deal with street-based issues such as drinking and begging. These pilot services will become fully operational in Q1 2022/23. In addition, through the Barking Town Centre Action Plan, issues of crime, safety and anti-social behaviour in this location are being addressed.
- 2.1.8. There have been further developments to improve the ecology of the borough and to deliver green initiatives which address the climate crisis. For example, the Cosy Homes Programme has delivered 1,160 energy efficiency measures, across tenure, in 1,012 homes, delivering £4.7m of expected lifetime bill savings for residents over the next 25 years – this is hugely important given the energy price rises which are putting residents into fuel poverty. Another example of our commitments to becoming a greener borough is the conservation and re-wilding work at the Chase Local Nature Reserve. Later in 2022 we will publish Zero Carbon Roadmap setting out the actions needed to be a carbon neutral council by 2030 and a carbon neutral borough by 2050.

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

- 2.2.1. As we begin to emerge from the pandemic the impact of the past two years is evident. Demand for care and support across all age cohorts is up. For Adults Care and Support services, the past year has seen a 7% increase in those needing

support; with increases seen in the number of safeguarding concerns raised, a record number of Deprivation of Liberty Safeguards applications, and a steady increase in the number of admissions to care homes.

- 2.2.2. It is a similar picture for Children's Care and Support services with the number of children meeting the threshold for statutory intervention from Children's Social Care increasing. At the time of writing 3,357 cases are open to the service, a 43% increase over the past two years from 2,349 at the end of 2019/20. The number of children meeting the extremely high child protection threshold is at record levels, with 451 children subject to Child Protection Plans (a 31% increase over the same period). The number of children in the care of the Local Authority is 406, slightly down on the recent (February) highest ever number recorded in the borough.
- 2.2.3. The nascent cost of living crisis seems likely to only exacerbate these trends. There are, however, positive signs.
- 2.2.4. The take-up of vital Early Years provision has returned to pre-pandemic levels and in 2021, a record number of Year 11s progressed to an education destination. This is above the sub-regional average of 97.7%. The borough has the lowest ever recorded number of young people aged 16-18 who are Not in Education, Employment and Training: in the top 20% of local authorities. 95% of the borough's schools are rated 'Good' or better by Ofsted, with the borough above the London benchmark for the first time.
- 2.2.5. In Adults Care and Support, short-term Crisis Intervention services remain effective and timely, with outcomes improving significantly. The new Integrated Discharge Hub is working well, and two new jointly commissioned services with the Clinical Commissioning Group have launched to support discharge; the 'Discharge to Assess' beds and the 'Home First' pilot. We have published a new Carers Charter and Cabinet has recently approved a new Aids and Adaptations Policy that will make a real difference to how residents are supported to remain in their own homes for longer. In May our ambitious new Care Technology service was launched, delivered in partnership with Medequip. This exciting new service is focused on using the most innovative technology in the care and support arena to support residents to be empowered and live as independently as possible, with an ambition to become the national leader in this area.
- 2.2.6. In Children's Care and Support the process of responding to the recent Ofsted Focused Visit in May 2022 is underway. Plans are being refreshed to account for the learning from this exercise as we map out the next 12-months worth of activity building towards a likely full Ofsted Inspecting Local Authority Children's Services inspection in the first half of 2023 – a significant challenge given the pressures the service is experiencing as outlined above. The implementation of the new Early Help Target Operating Model continues apace, with the staffing reorganisation and growth at an advanced stage and starting to positively impact. This will be the subject of a full report to Overview and Scrutiny Committee in September 2022. The partnership Early Help Strategy has been developed and will be presented alongside our plans to meet the governments 'Start for Life' agenda, over the summer.
- 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; this will be presented in June 2022.

- 2.2.8. Public Health has been supporting the local vaccination programme through which two-thirds of adults in the borough have had the required vaccine doses, with attention now turning to a wider redevelopment of the Health and Wellbeing Strategy for tackling health inequalities in the borough. Finally, there continues to be 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 over the summer. 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. The Social Infrastructure contract has been extended, delivered by the BD Collective, who launched networks in the areas of: Adult's Social Care; Early Help for Families, Food Banks and Young People. The sector's capacity continues to grow, including securing £50,000 from the National Lottery for the Neighbourhood Networks programme to continue past its pilot phase. The collaborative strength of the networks can also be seen in the securing of £295,000 funding from NHS Charities for the BD Community Wellbeing Support programme, by a consortium of the Adult Social Care Network partners. Social Infrastructure partners held two collaborative workshops on Debt and Social Isolation to start embedding a coordinated approach to tackling the issues borough-wide. This new, collaborative and partnership-led approach is increasingly being embedded throughout the Borough and it is increasing the capacity of our community groups to support residents. There is increasing potential for Council services to work together with the developing Social Infrastructure and community partners, to provide a whole systems model of support for residents that makes early interventions and sees tangible improvements to people's lives. In order for the positive potential of this developing social infrastructure to be fully realised, it will need buy-in from across the organisation and with partners.
- 2.3.2. More residents are being able to make decisions on funding in their local areas than ever before. The Neighbourhood Fund's sixth and seventh rounds saw the highest number applications from community groups that it has ever had, with £150,000 available for resident funders to allocate in each round. The success of this participative funding process has paved the way for similar resident-led participative funding processes to be explored in other areas of the Council. Closely linked to this, Barking and Dagenham Giving has launched its Investment Policy, which was co-created with a Community Steering Group of committed residents as well as Trustees. The Steering Group has been meeting monthly with BD Giving and will be reporting their success at The House of Commons in June. They will soon begin to invest the Endowment back into the local community, while continuing to play an active role as part the growing local social infrastructure.
- 2.3.3. The Barking and Dagenham Faith Forum is working alongside Faith Action to deliver a £50,000 capacity-building contract, due to be completed in May 2023. This includes developing the Faith Forum's objectives and delivery of their work.
- 2.3.4. Collaborative efforts across the council have taken place to consolidate and refine policy recommendations for a community assets approach, due to be presented at Cabinet Q4 2022-23. Steering group engagement has established the lease for a consortium of 11 community groups at John Smith House, led by Future M.O.L.D.

Communities, while Studio 3 Arts are due to take over the lease for Heath Park Community Centre, running a programme of regular events and activities for the benefit of the local community.

- 2.3.5. Every One Every Day has been extended for another three years in Barking and Dagenham, with over £2m of committed external funding, alongside council investment. A new project agreement is being drafted which seeks to stimulate increased collaboration between Every One Every Day and the wider participatory and community eco-system, building on the success of the project's Organizational Membership scheme which supports over 100 local organisations in the Borough. Universal Services staff met with project designers to better align place-based work in shops and community hubs, looking to embed participation as part of frontline service delivery while also improving connections between Every One Every Day staff and Universal Services meaning that more residents can be better supported and signposted to additional help when needed.
- 2.3.6. The Citizens' Alliance Network launched seven online neighbourhood pages allowing local people to find out what's going on in their area and to share their views on local issues. The Citizens' Alliance Network has exceeded most of its targets, while still seeking to grow resident-led projects, community conversations, and the number of people engaging with the platform. These figures were impacted by Covid-19 winter outbreaks which in turn, delayed in-person engagement, as well as a pause in engagement during the pre-election period.
- 2.3.7. The Engagement Champion Network launched with just over 50 council and Be First employees, meeting monthly to connect, learn, and share experiences and expertise. The Network is due to launch the second phase of its programme in the coming months.

## 2.4. **Well Run Organisation**

- 2.4.1. Over £175 million of savings have been delivered since 2010 to keep the Council solvent but the financial context has never been more challenging. Further savings initiatives are required to balance the budget over the course of the next Medium Term Financial Strategy, and we will have to continue to seek out commercial opportunities to supplement revenues from the General Fund with new sources of income. LBBD's commercial portfolio has been very successful in doing this, bringing in around £12 million each year in shareholder dividends from the companies we set up and own (wholly or partially). However, in the coming years the commercial portfolio will need to continue to grow and be profitable to help offset growing financial pressures. High inflation is a big risk to the Council's financial position in the next 12 months as operating costs rise and what we procure becomes increasingly expensive.
- 2.4.2. Social Value outcomes and impacts are being generated since the launch of the Social Value Policy in September 2020. There has been investment in the community to improve the public realm, and investment directly in people, helping them with practical support such as goods and equipment, and creating job opportunities or helping to improve their employability. Going forward we think can leverage more social value from contractors which benefit residents and furthers the Council's strategic aims.
- 2.4.3. On 1 April 2022 a new Enterprise Resource Planning system was launched. Key to the new system is a focus on effective business process management, digital service

design, and mobile working where appropriate. These will drive improvements in financial and personnel management in all areas of the Council as well as a much-improved user interface. The migration from the old to the new system was not without challenges but the transition was successful. The next six months will require teething issues to be resolved and embedding of new processes which ensure the benefits of the system are maximised. Supporting staff to use the system and be compliant with when and how they perform tasks within it is a priority.

- 2.4.4. The Council achieved highly commended in the Public Sector People Managers Awards for innovation in recruitment, for the work on senior recruitment and under-representation, and for equality and diversity in recognition of strengthening the role and voice of staff networks. Forthcoming work through the Inclusive Employer Programme will strengthen the approach to harassment and bullying, talent management, succession planning, recruitment and selection, and representation at all levels of the organisation. Our aspiration is to be sector leaders on equality, diversity, and inclusion and to be representative of the diverse community we serve.
- 2.4.5. It is hoped in the next six months we can achieve the Mayor of London's Good Work Standard and in doing so become an accredited London Living Wage employer. These developments and achievements, among others, feed into progress to meet the aim of being awarded Investors in People Platinum and demonstrate the Council to be an excellent employer.
- 2.4.6. Campaign activity has ramped up again following the pandemic restrictions and safety measures which limited approaches and methods of engagement. The Cleaner Barking and Dagenham Campaign has been very successful with 100 residents participating in litter picks. We have seen an increase in recycling since the extended recycling scheme was introduced in Spring 2021. The campaign has been shortlisted for the Local Government Chronicle Campaign of the Year Award.
- 2.4.7. Improving customer experience is always a priority. Since the launch of the Chat Bot, which automates simple interactions and acts as a virtual assistant, there have been 16,600 interactive conversations. The success of the Chat Bot has been key to driving the performance improvement in call handling and call volumes. In the next six months we want to move forward with re-designing the Council's website to improve navigation and accessibility. In addition, we will continue to implement innovative digital solutions across the Council to modernise services and improve how residents can transact and interact with us.

### **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 was mostly recently approved as part of the budget setting process for 2022-23 in February/March 2022. It is regularly reviewed and an update will be presented to Cabinet in July.

4.2. In any 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 Council faces a large number of financial risks including increasing demand for services, cost increases and inflation and reduced income in some areas following the Covid pandemic. However, there are robust processes in place to manage these. The provisional outturn for the 2021-22 financial year was an underspend of £1.7m.

4.4. A specific theme of the Corporate Plan is concerned with ensuring value for money and good financial management and controls (see page 41 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 third and fourth 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

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

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 43 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, 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 March 2022.

#### **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 Director of Public Health Report will be published later in 2022 and will include an update on a review of the equity of key health improvement services (NHS Health Checks, stop smoking and weight management services) by gender, ethnicity and socio-economic status.

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 are therefore monitored through the Health and Wellbeing Board.

#### **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 2021/2023 was agreed in December 2021, it is underpinned by the most recent Crime and Disorder Strategic Assessment (September 2021) which provides a framework through which intelligence and performance data and information is monitored.

## 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 \(Cabinet, July 2021\)](#)
- [Corporate Plan 2020-22 - Quarter 1 and 2 2021/22 Performance Reporting \(Cabinet, January 2022\)](#)

### **List of appendices:**

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