

CABINET

17 January 2023

Title: Corporate Plan – Quarters 1 and 2 2022/23 Performance Monitoring	
Report of the Cabinet Member for Finance, Growth and Core Services and the Deputy Cabinet Member for Performance and Data Insight	
Open Report	For Decision
Wards Affected: None	Key Decision: No
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Accountable Director: Alex Powell, Director of Strategy	
Accountable Strategic Leadership Director: Fiona Taylor, Acting Chief Executive	
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 fifth report under the current performance regime. It summarises performance in quarters one and two of the 2022/23 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 2022/23, 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 2023 and will cover performance and delivery progress in quarters three and four of 2022/23.</p>	
Recommendation(s) <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 2022/23 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 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 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 2023 and will cover Q3 and Q4 of the 2022/23 financial year.

2. Performance and Delivery Headlines

Some key points are extracted from Appendix 1 to highlight areas of achievement or good performance, or where improvement is required, or where there are challenges and risks.

2.1. Inclusive Growth

- Due to economic downturn and increases in labour and materials, as well as supply issues, scheme viability across the Be First portfolio has been negatively impacted. In response, tenure mixes at Woodward Road, 12 Thames Road, and the Gascoigne Estate have been revised, and some delivery has slipped into 2023/24.
- The Council's landlord compliance position has significantly improved since the self-referral to the Regulator of Social Housing in February 2022. As at the end

of October 2022 only the domestic electrical testing programme remained non-compliant. The electrical testing program is underway with phase 1 already being successfully delivered and phase 2a currently on site. The remaining phase 2b and 3 schemes are expected to be commissioned by end of January 2023.

- The total number of households in Temporary Accommodation was 1,321 at end of Q2 2022/23, down from 1,399 (-78) at the start of 2022/23. This is contrary to the trend across London which on average has seen an increase of 1.4% in households in Temporary Accommodation.
- During the pandemic unemployment rose to the highest in the country – and the Borough remained in the top 10 highest until March 2022. Recent survey data suggests unemployment has fallen since then, meaning the Borough now has the 33rd highest unemployment rate of all local authorities in the country. However, the numbers of long-term unemployed and economically inactive people remain high, and the forthcoming recession could see unemployment rise again.
- In summer 2022, two new affordable workspaces created by the Council opened in Barking Town Centre. The Barking Enterprise Centre 360 provides hot-desking spaces while Roycraft House has been re-launched as Make It Barking, providing units for small businesses and charities.
- In June, the Make It Here: Film Barking and Dagenham programme held a flagship careers event for over 800 young people from diverse communities to understand the wide range of careers opportunities in film. The programme has also brokered marshalling jobs with visiting productions for 20 residents and a six-month job for a local graduate as a runner at the Wharf Studios.
- Delays to the Controlled Parking Zone programme mean there is now a challenging timetable to work through the issues raised during consultation and deliver the remaining schemes, particularly as there are requests for existing schemes to be reviewed too.
- The impact of inflation and the rising cost of borrowing stalled existing retrofit and renewable schemes and prevented others from beginning, particularly the retrofit of the corporate estate. However, a programme which has been reduced in size and the funding for phase 1 works has been agreed and will begin in 2023.
- Good Parks for London 2022 confirmed that LBBB remained in the top 10 for quality parks in the capital, although it fell slightly from fifth place to seventh.
- The BD Money web platform has supported a growing number of residents with money advice and support. 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 and will support the Cost of Living Alliance work. Between April to September 2022 there were almost 10,000 page views. Following the launch of the Credit Union Offer, this has grown to over 22,000 views (as of November 2022).

2.2. Participation and Engagement

- The Neighbourhood Community Infrastructure Levy participative funding process distributed £263,764 in April and November 2022. Over 170 residents trained and completed the Neighbourhood Fund, Dragons' Den style, participative funding process. 91 community projects have been funded by Neighbourhood Community Infrastructure Levy to the value of £806,000, enabling residents to make decisions on funding in their neighbourhoods.
- 13 warm spaces are in operation, offering warmth, shelter and places of advice. A small grants scheme of up to £1k has been launched to provide further support to enable organisations providing spaces to keep their doors open.
- The Estate Improvement Fund launched its pilot stage in August. £100,000 of funding was allocated to improve three estates across the Borough, enabling estate residents to make suggestions on how to use the spending and vote on the most feasible options. Over 100 project suggestions were received with 400 tenant votes and 8 priority projects agreed.
- The Culture service continues to work on the development of cultural infrastructure on the ground for and with residents and local arts organisations through community-focused schemes which prioritise digital access, resilience and sustainability. A successful capital grant application for c.£240,000 from Arts Council England has allowed for the development of the Woodward Library site into a digital arts hub for the Becontree Estate, allowing for the building of a community-led legacy to the Becontree Forever centenary cultural programme.

2.3. Prevention, Independence and Resilience

- The provisional combined grades 9-5 in English and Maths at Key Stage 4 was 50.4%, an increase of 7.8% on 2019 (42.6%), this is Barking and Dagenham's best ever performance on this indicator and 0.6% above the national average (49.8%) for 2022.
- 58% of children in Barking and Dagenham who received a health and development review at age 2-2½ were at or above the expected level in all five areas of development. This is the second lowest of the 26 boroughs who publish data.
- The Council met and exceeded its commitment to deliver 73 work experience placements, hosting 99 placements from April to November 2022.
- The proportion of Year 12s and 13s in Barking and Dagenham who were not in education, employment or training or whose post 16 destination was 'unknown' decreased significantly from 3.7% to 2.9% (the December-February average). This is the Borough's best ever position.
- The Vulnerable Housing Programme has accommodated 145 Care Leavers in paid for accommodation.

- In partnership with Habitat for Humanity, approximately 16 beds of high specification shared flats have been developed in empty spaces above shops, providing new affordable accommodation for Care Leavers.
- Nearly 2,500 young people have been reached through the Young Londoners Fund 'From Roads to Communities' programme. 200 young people were reached in Q3 quarter alone.
- After a successful recruitment campaign by North East London NHS Foundation Trust, the two Mental Health in Schools Teams are fully operational in two primary schools and two secondary schools. A phased roll out across all schools will start in January 2023.
- An inspection report published by the Care Quality Commission on 16 November rated Chaseview care home, run by HC-One, as inadequate. The care home is the largest in the Borough and currently has 89 residents, 61 of which are Barking and Dagenham residents. The home supports older people and people living with dementia. New council placements were suspended to the home in September this year following concerns that were echoed by the Care Quality Commission. Commissioners have been working closely with the home to follow an improvement plan to make significant changes to services.
- As at 5 December 2022, 28% from all priority groups combined had received a seasonal flu vaccination compared to 30% regionally for North East London. For COVID-19 seasonal booster vaccination, uptake in Barking and Dagenham for all priority groups was 31%, behind the North East London average of 37%.

2.4. Well Run Organisation

- Completion of the 2019/20 external audit of the Council financial statements remains a priority. The 2021/22 subsidiary external audits are being completed in line with the Companies House deadline of 31 December 2022. The continued delays to external audits of the Council's Statement of Accounts 2019-20 persist causing additional work and a reputational risk to the Council with respect to assurance on its governance. An alternative audit firm has been contracted to audit grant claims to mitigate the risk to the Council financial statements audit.
- Good progress continues to be made against the current apprenticeship action plan, with pipeline apprenticeships at all levels. Most Scale 5 and below job vacancies are now converted to apprentices. The new process has been successfully implemented and services continue to support the apprenticeship offer for new and existing staff at all levels.
- The Cost-of-Living communications campaign launched in December 2022 working with our community, faith and voluntary sector partners as part of the Cost-of-Living Alliance to provide information to residents on the range of support available in the Borough. A cost-of-living themed booklet was sent to all homes in the Borough and is being made available in libraries and GP surgeries. A further booklet was distributed to homes before Christmas, emphasising cost of living messages.

- Freedom of Information requests which have been completed within timescale of (20 working days) is now sitting at an average of 82% this remains under the stated Information Commissioners Office target of 95%. The Feedback Team have implemented strategies to improve the performance, and this is having a positive impact with September's performance at 95%.

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, Growth and Core Services, and the Deputy Cabinet Member for Performance and Data Insight, both of whom provide added rigour and accountability to performance management.
- 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. 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 was presented to Cabinet in December. There will be another update to Cabinet and Assembly in February that will include the budget for 2023/24 along with savings and growth proposals for approval.
- 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.

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

- 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. In year forecasts suggest there could be a significant overspend – the latest reported position was £14.7m overspent although there are some potential mitigations. However the Council does have sufficient reserves to cover these pressures and there are processes in place to manage and mitigate the overspends.
- 4.4. A specific theme of the Corporate Plan is concerned with ensuring value for money and good financial management and controls (see page 43 of Appendix 1). This year the Council has replaced its financial, HR and procurement systems which will allow it to bring in further improvements.

5. Legal Implications

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

- 5.1. As a report on performance updating the Cabinet on performance in quarters one and two of the 2022/2023, there are no specific legal implications. 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 assists 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 45 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, 2022/23) 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 next Safeguarding Adults Board Annual Report 2021/22 will be presented to Assembly in January 2023. The report includes 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 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 services with an equity lens, ensuring every child has the best start in life during their early years, early diagnosis and intervention on common conditions (e.g. through NHS Health Checks and Healthy Lifestyle services) and building individual and community strength.

This year's Annual Director of Public Health Report was published on 08 November 2022. It is a call for action for a more integrated and collaborative approach with partners and residents to deliver impactful population health management and finding innovative ways to close health inequality gaps.

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 and emerging Place structures.

- 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 (October 2022) 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 LBB assets and the services / functions / responsibilities provided by My Place, with particular focus on the quality and stewardship of LBB 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 \(Cabinet, January 2022\)](#)
- [Corporate Plan 2020-22 – Quarter 3 and 4 2021/22 Performance Reporting \(Cabinet, July 2022\)](#)

List of appendices:

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