



**Barking &
Dagenham**

The Development of the Corporate Plan 2023-27

Overview and Scrutiny

4 April 2023

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Overview

1. **Background**
2. **Challenges in how the organisation works**
3. **Leadership development**
4. **Corporate Plan: approach and priorities**

Part one

Background

Organisational development never stops

Let's reflect on what's happened in recent times and how that shapes the road ahead...

Ambition 2020

Major restructuring and redesign of the Council

Long period of transformation and change management

Big savings delivered. Secure financial footing in the short-term

Really big achievements and successes . . . but some issues to address now we have emerged from that period

Pandemic

Fundamentally changed how the Council operates

Showed strength and resilience of our workforce

Showed how we can work with the community in new and impactful ways

Socio-economic and health impacts on our population

Other reflections

Organisational development and maturity challenges

Priorities needing sharpening with a need to rethink next steps on vision

Lines of accountability less clear than could be

Some complicated internal processes

Corporate Plan with greater clarity and sharper measurements needed

Sector and borough challenges

Significant challenges in public sector and local government

New legislative and regulatory requirements

Inadequate funding and austerity 2.0

Deprivation and hardship worsened by recession and inflation

Outcomes worsened by legacy issues from Pandemic

The next leg of the journey

How do those things inform what we do to:

Create the right culture and strengthen how we work with each other and with the community

Be more productive and efficient and improve collaborative working

Enhance leadership, develop strong leaders and empower senior managers

Communicate the mission and priorities through a Corporate Plan

Part two

**Challenges in how the
organisation works**

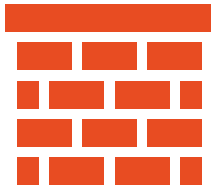
Process over outcome is a problem



Too much is being held by Senior Leadership Team (Strategic Directors). Decision-making needs to be delegated more.



Senior Leadership Team needs to have capacity to do the hard strategic thinking instead of being absorbed into more day-to-day business.



There needs to be more close working between senior managers from different services.



Internal governance in some places is over engineered and on a rhythm which can slow delivery and officer decision-making.

How do we nurture our greatest assets?



We need systems leaders as well as service leaders



We need to maintain motivation and inspiration for leaders and staff

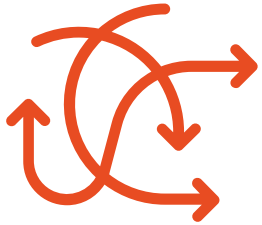


We need to empower leaders



We need to set expectations for leaders at all levels with a values-led inclusive approach

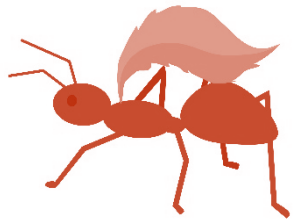
How do we restore clarity to strategy



Too many priorities means not prioritising properly



The link from the Borough Manifesto to operational delivery needs to be clearer



The 2020-22 Corporate Plan carried too much operational detail and there was too much oversight



Because of the things above, we've lost sight of "SMART" outcomes we want for residents

Part three

Leadership development

Developing the great leaders of tomorrow

By creating a new framework for developing skills and qualities we need and think are important



Thinks strategically & takes accountability

Develops and delivers strategies, holds self and team members to account

Effective decision-making

Takes a data led approach, constructively challenges



Politically aware & horizon-scans

Political priorities and contextual changes inform actions



Drives performance

Leads a performance culture and ensures resource effectively allocated to deliver



Delivers & manages risk

Delivers against goals, whilst mitigating risks



Visible, inclusive leadership

Leads visibly from the front and with compassion



Communicates & networks effectively

Engages outside and inside the Council



Manages change

Adapts approach readily, engaging people on the journey to be taken



Commercially & financially astute

Making rational choices to ensure delivers for wider Council and residents

Part four

**Corporate Plan:
approach and priorities**

The goal and approach

We aim to communicate the **vision** of the Council which is rooted in the Borough Manifesto (golden thread) with a **unifying mission** for everyone to rally behind

It will be written primarily for staff and Members, though voluntary and community sector partners, statutory partners, businesses, those seeking to invest in the Borough and of course residents are other important audiences.

Wider aims

Set out the **principles of our approach to work** and working together

Nurture **culture and behaviours**

Re-affirm that **equality, diversity, fairness and inclusion** is critical to everything we do

Set out the **organisational development journey** post-A2020/pandemic

Arrive at a **smaller outcomes framework** focussed only on strategic priorities

Arriving at the right priorities for now

- **Residents are supported during the cost-of-living crisis**
- **Residents are safe, protected and supported at their most vulnerable**
- **Residents live healthier, happier, independent lives for longer**
- **Residents prosper from good education, skills development, and secure employment**
- **Residents benefit from inclusive growth and regeneration**
- **Residents live in, and play their part in creating, safer, cleaner and greener neighbourhoods**
- **Residents live in good housing and avoid becoming homeless**

For each...

What is the evidence base in support of the priority?

What have we done in recent times?

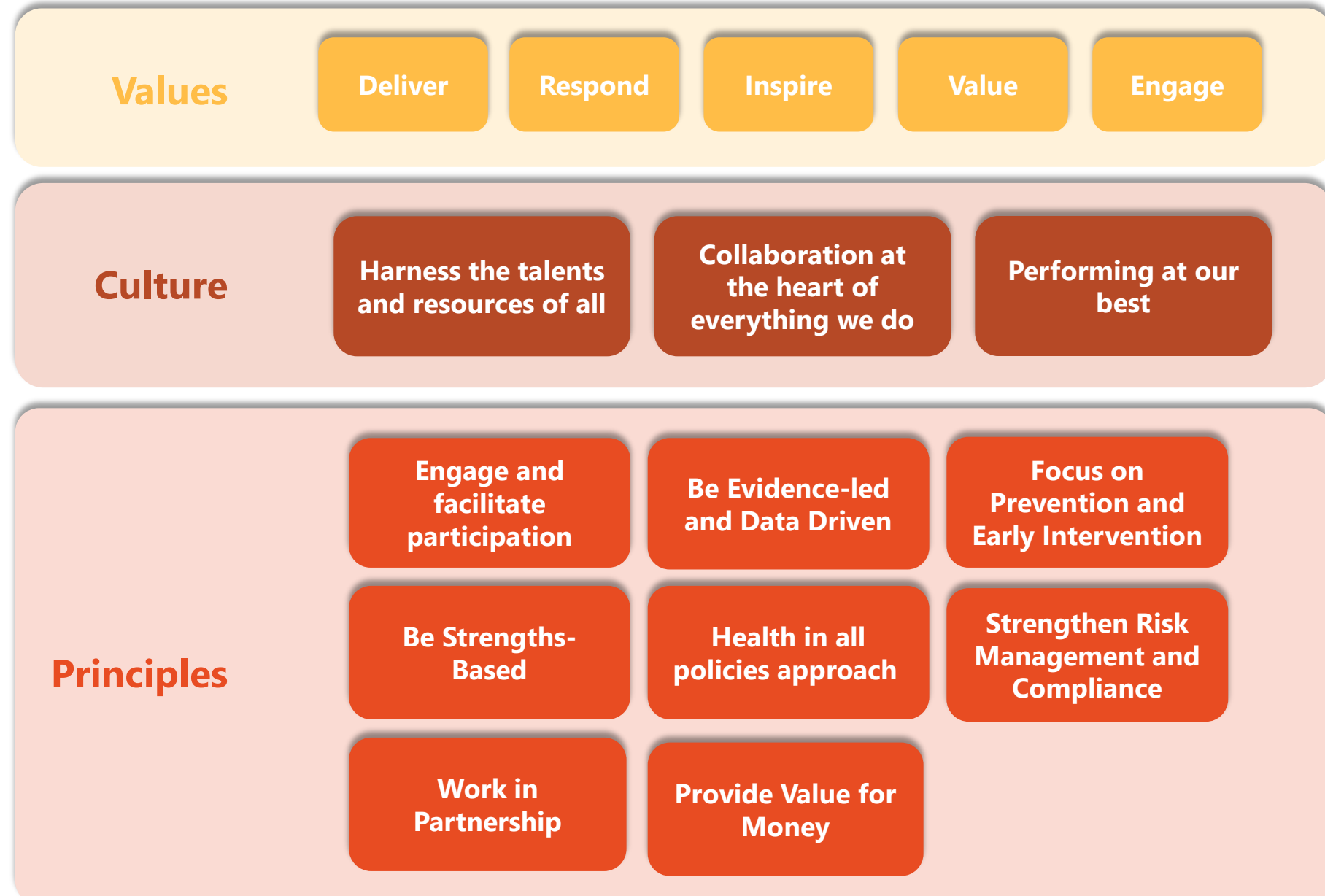
What are the challenges for us/the Borough/residents?

What will we do over the next two to four years?

What are the key outcome measures which show progress or improvement?

How is just as important as what

As well as giving strategic direction, the new Corporate Plan will foster how we should work and bind everyone with shared principles



Ensuring good foundations: 'getting the basics right'

We will re-establish an annual service planning cycle

The principle is to have a **tailored approach** which is proportionate and recognises that all services are different

A framework will cover important considerations to support holistic strategic planning, be part of the golden thread and support strong internal governance measures

What our Service Planning will consider

- **Objectives**
- **Strategic planning** (Strategy/policy development)
- **Interdependencies** (e.g. with other teams)
- **Drivers for change**
- **Risks**
- **Budget Summary** (including savings, growth, pressures, grant funding)
- **Technology, systems and digital transformation**
- **Workforce**
- **Equalities, diversity, fairness, inclusion**
- **Net Zero**
- **Partnerships**
- **Participation and Engagement**
- **Campaigns activity**
- **Major Procurements**
- **Performance and Outcomes**
- **Quality Assurance**

Timeline and milestones

January 2023	Roundtable session with VCS partners
	Kick-off Service Planning
February / March 2023	Emerging draft of Corporate Plan for Senior Leadership Team
18 April 2023	Request Cabinet approval of Corporate Plan
April 2023	Service Plans completed
17 May 2023	Request Adoption of Corporate Plan by Assembly