

CABINET

23 January 2024

Title: Corporate Plan 2023-2026 - Outcomes Framework Performance Report Q1 and Q2 2023/24	
Report of the Cabinet Member for Finance, Growth & Core Services and the Deputy Cabinet Member for Performance & Data Insight	
Open Report	For Information
Wards Affected: None	Key Decision: No
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Accountable Executive Team Director: Jo Moore, Strategic Director, Resources	
Summary <p>Assembly agreed the current Corporate Plan in May 2023. The purpose of this report is to provide an overview of performance and delivery of that plan.</p> <p>This is the first report reflecting on the performance of the new Corporate Plan. It summarises performance in quarters one and two of the 2023/2024 financial year. Although centred on quarters one and two of 2023/24, this report draws on the latest available data at the time of composition, aiming to offer the Cabinet a current perspective on performance.</p> <p>The performance framework which underpins the Corporate Plan comprises of 54 outcome measures employing a comprehensive approach that combines graphics, thematic analysis, and narrative elements. This approach aims to provide a holistic and strategic perspective on progress towards the seven priorities within the Corporate Plan, highlighting significant performance improvements and challenges during this timeframe.</p> <p>Cabinet receives reports of this kind at six-monthly intervals. The next report will be delivered in June 2024 and will cover performance and delivery progress in quarters three and four of 2023/24.</p>	
Recommendation(s) <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none">(i) Note the performance relating to quarters one and two of the 2023/24 financial year, as set out in Appendix 1 to the report; and(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.

The report provides a holistic perspective on progress towards the seven priorities within the Corporate Plan:

- Residents are supported during the current 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.

1. Introduction and Background

- 1.1 In May 2023, Assembly approved the current Corporate Plan which aligns council priorities with the shared long-term vision established in 2017 through the Borough Manifesto. The 2017 Borough Manifesto continues to be a guiding force, shaping the Council's commitment to making the borough a place that people are proud to live, work, study, and stay. The Corporate Plan serves as a crucial element of the council's "Golden Thread." It translates long-term ambitions outlined in the Borough Manifesto into clear objectives, guiding council activities through to 2026.
- 1.2 A comprehensive performance framework underpins the Corporate Plan. The framework is a tool to drive continuous improvement and appraise performance. The Corporate Plan's Outcomes Framework incorporates 54 outcome measures, and utilises a comprehensive approach that integrates graphics, thematic analysis, and narrative elements. This methodology aims to provide a holistic view of progress toward the Corporate Plan's priorities, spotlighting notable performance and challenges during this reporting period.
- 1.3 Bi-annual reporting to Cabinet ensures ongoing transparency, accountability, and a strategic focus on achieving the council's priorities. The next report in June 2024 will cover performance and delivery progress in quarters three and four of 2023/24, reinforcing the commitment to regular reporting.

2. Proposal and Issues

- 2.1 This report serves as the first performance overview under the new performance regime, capturing the performance status in the first two quarters of the 2023/2024 financial year, as detailed in **Appendix 1**. Focused on Q1 and Q2 of 2023/24, the report offers a contemporary snapshot to Cabinet, ensuring transparency and accountability.

- 2.2 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 Committees in Common, 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 priority areas and is therefore the primary performance framework the organisation uses for performance management purposes.
- 2.3 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. 6 monthly exception reporting to the Executive Team is in place to investigate and intervene in areas that are behind target/expectations. 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 council 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.

3. Options Appraisal

- 3.1 Not applicable.

4. Consultation

- 4.1 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. 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.
- 4.2 In accordance with the Officer Scheme of Delegation, 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.

5. Financial Implications

Implications completed by: Nish Popat – Deputy Section 151

- 5.1 The delivery of the Corporate Plan 2023-2026 is done within council budgets. 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 because of the wider economic pressures including inflation and increases in interest rates. This has impacted on the council's ability to meet rising needs and has been impacted by rising costs. The council approved its 2023/24 Budget in February 2023 and further refreshed Budget Strategy report was presented to Cabinet in December 2023 reflecting the Budget position for 2024/25 to 2026/27.
- 5.2 The MTFS shows considerable pressures and a £23m budget gap for next financial year which will result in further savings needing to be found. There will be another update to Cabinet and Assembly in February 2024 where the final budget for 2024/25 will be presented along with savings and growth proposals for approval.
- 5.3 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 or other external sources.
- 5.4 Regular monthly 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 reported position was £11.6m overspent as at period 7. However, the council does have sufficient reserves to cover these pressures in the current year but once reserves are utilised it diminishes the long-term financial resilience of the organisation.

6. Legal Implications

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

- 6.1 As a report on performance updating the Cabinet on performance in quarters one and two of the 2023 / 2024, there are no specific legal implications. Nevertheless there is a legal basis for monitoring performance in that 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.
- 6.2 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.

7. Other Implications

- 7.1 **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 Executive and 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 Executive, 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.
- 7.2 **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 performance development conversations (PFD's), 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 (IIP) organisation.
- 7.3 **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, 2023/24) from the outcome measures in the Corporate Plan Outcomes Framework. 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 2023. 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 Outcomes 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.
- 7.4 **Safeguarding Adults and Children** – The Corporate Plan contains priorities related to the safeguarding of Adults and Children. These include ensuring that 'Residents are safe, protected, and supported at their most vulnerable'.

The Safeguarding Adults Board receives in-depth performance reporting, including data held by safeguarding partners, each quarter. The next Safeguarding Adults Board Annual Report 2022/23 will be presented to Assembly in the first quarter of 2024 – the previous one was presented in early 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 published in September 2023.

- 7.5 **Health Issues** - The Corporate Plan is aligned to the Joint Health and Wellbeing Strategy 2023/28. The priority 'Residents live healthier, happier, independent lives for longer' in the Corporate Plan focuses on enhancing health and well-being outcomes and addressing health inequalities. Additionally, other priorities in the Corporate Plan, such as 'Residents are safe, protected, and supported at their most vulnerable' and 'Residents prosper from good education, skills development, and secure employment,' contribute to progress in improving health and wellbeing outcomes and addressing health inequalities.

Last year's Annual Director of Public Health Report was published on 8 November 2022. It was 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 will therefore be monitored through the Committees in Common and through developing delivery plans for Barking and Dagenham Place partnership.

The 2023 Annual Director of Public Health report is due to be published in early 2024. The report will focus on what we can do in the short term (during the next 5 years) to improve the health of the population, to increase the number of years our residents spend in good health and able to live independently for longer. It outlines the importance of early intervention and prevention and will inform future commissioning intentions across the place partnership. Development of a 'Health in all Policies' approach will also be key to achieving this ambition going forward.

- 7.6 **Crime and Disorder Issues** - Crime, and community safety are key concerns for residents, and these are reflected in the 'Residents live in, and play their part in creating, safer, cleaner, and greener neighbourhoods' priority 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 2023/2026 was agreed in December 2021, it is underpinned by the Crime and Disorder Strategic Assessment which provides a framework through which intelligence and performance data and information is monitored.

The Community Safety Partnership is currently analysing serious violence affecting the residents of Barking and Dagenham, with the aim of identifying and quantifying the extent of serious violence that takes place, looking at potential causes and drivers of violence, identifying the types of individuals most at risk of violence either as victims or perpetrators, uncovering hotspot locations and helping to improve understanding of trends.

This Serious Violence Needs Assessment is in response to the Serious Violence Duty (SVD) which was introduced by government through the Police, Crime, Sentencing and Courts Act 2022. It will commence on 31 January 2023.

- 7.7 **Property / Asset Issues** - The priority 'Residents live in good housing and avoid becoming homeless' within the Corporate Plan centres around the effective management of LBBB assets and the services, functions, and responsibilities offered by My Place. It places a specific emphasis on ensuring the quality and stewardship of LBBB's housing stock.

Public Background Papers Used in the Preparation of the Report:

- Corporate Plan 2023-2026
<https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CId=179&MIId=12602&Ver=4>

List of appendices:

- **Appendix 1:** 2023/2024 Quarter 1 and 2 – Outcome Framework Performance Report.