

ASSEMBLY

17 September 2014

Title: Vision and Priorities for Barking and Dagenham	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision:
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Accountable Director: Graham Farrant, Chief Executive	
Summary: <p>This report sets out the proposed new vision and priorities for Barking and Dagenham.</p> <p>They are intended to reflect the changing relationship between the Council, partners and the community, and our role in place shaping and enabling community leadership within the context of a significantly reducing budget. They also reflect the ambitions of the new Administration.</p> <p>The proposed vision for the borough is:</p> <p style="text-align: center;">One borough; one community; London's growth opportunity</p> <p>The three corporate priorities that will support the vision are:</p> <ul style="list-style-type: none">• Encouraging civic pride• Enabling social responsibility• Growing the borough <p>The Cabinet considered this report at its meeting on 4 August 2014 and endorsed the proposed new vision and priorities.</p>	
Recommendation(s) <p>The Assembly is recommended to adopt the refreshed vision and priorities, as detailed in Appendix 1 to the report.</p>	
Reason(s) <p>Although there is no longer a statutory requirement to produce a Community Strategy or Corporate Plan, it is good governance to frame the vision for the borough and agree the Council's policy priorities to inform decision making and allocation of resources.</p>	

1 Introduction

- 1.1 This report sets out the proposed new vision and priorities for Barking and Dagenham. They have been developed to reflect the changing relationship between the Council, partners and the community, and our role in place shaping and enabling community leadership within the context of a significantly reducing budget.
- 1.2 As a result of reductions in the money received from the Government and other pressures on services from the growing population and national policy changes, the Council will have to make approximately £55-60m of savings over the three years between 2015/16 and 2017/18. This reduction in funding is unprecedented, requiring a fundamental change in the way the Council approaches addressing the budget gap and in considering the future shape of the Council going forward. This means that the development and delivery of the vision and priorities and relationship with the Medium Term Financial Strategy (MTFS) and resources available to achieve them is key.
- 1.3 The proposed vision and priorities also reflect the ambitions of the new Administration. Barking and Dagenham has the most untapped potential for growth in London, and the Council needs to define its role and champion the delivery of that ambition and aspiration for its communities. In doing so it recognises that with an increasingly diverse population, community cohesion and the active engagement and participation of the community are key components to improving the quality of lives of our residents and maximising the opportunities created by growth. It also reflects that wherever possible we enable our residents to help themselves, support their neighbours and live more independently, whilst still offering a safety net for the most vulnerable.

2. Vision and Priorities

- 2.1 The proposed vision and priorities for the borough are:

One borough; one community; London's growth opportunity

- Encouraging civic pride
- Enabling social responsibility
- Growing the borough

- 2.2 Each priority has a set of key objectives sitting beneath them that define the areas of focus for the Council, partners and community. These are set out below and in full at Appendix 1. A more detailed narrative for each priority and its objectives is included at Appendices 2 to 4. This will inform the overall strategic narrative about the borough for use in our communication and engagement activity with residents, partners, including the voluntary sector and businesses, and in London to demonstrate our ambition and build our reputation and profile locally and nationally.

Encouraging civic pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces

- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

Growing the borough

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough's image to attract investment and business growth

2.3 The Cabinet endorsed the new vision and priorities at its meeting on 4 August 2014 (Minute 3 refers). Partners and the community have also been consulted through existing boards and groups, and given the opportunity to adopt them as community priorities for the borough. The Council is also developing new values that will closely integrate with and run alongside the vision and priorities.

3. Corporate Delivery Plan

- 3.1 In order to ensure that the Council's contribution to achieving the priorities is proactive, co-ordinated, resourced in line with the MTFs and monitored so that Members and residents can see progress, an annual corporate delivery plan will be developed along with key performance indicators and targets. These will be reported to Cabinet in October 2014 for approval. Progress will be reported quarterly to Cabinet and six-monthly to Public Accounts and Audit Select Committee (PAASC).
- 3.2 To demonstrate the Cabinet's commitment to ensuring the ambitious vision and priorities are delivered and the Council has the ability and capacity to lead and deliver them, the LGA were invited to carry out a Corporate Peer Challenge from 29 July to 1 August 2014. This explored these areas and helped to provide challenge and reassurance.
- 3.3 In addition to the core components of a corporate peer review, the LGA and peer team were asked to provide an external perspective on:
- The Council's vision for the future, its position in London and how it can best develop external partnerships
 - How to cope with the increasing demands being placed upon children's services given the significant financial challenge
 - The role of elected members in the authority.
- 3.4 The outcomes of the review will be reported to Cabinet and inform the development of the corporate delivery plan.

4. Consultation

- 4.1 The new vision and priorities for the Council were developed with the Leader, Cabinet members and Leadership Group during Strategy Week in June 2014.
- 4.2 The Cabinet considered this report at its meeting on 4 August 2014 and endorsed the proposed new vision and priorities. Partners and the community have been asked for their views on the vision and priorities through existing boards and groups, and given the opportunity to adopt them as community priorities for the borough. The new vision and priorities are also due to be considered by the Community Safety Partnership on 8 September and the Health and Wellbeing Board on 9 September.
- 4.3 Feedback from the consultation will inform the final vision and priorities presented to the Assembly.

5. Financial Implications

Prepared by Tamara Beckford, Interim Group Manager - Corporate Finance

- 5.1 The new vision and priorities reflect the Council's context and priorities. These have been written in line with the funding arrangements identified at a high level within the Medium Term Financial Strategy (MTFS).
- 5.2 Officers are responsible for ensuring that service plans are aligned to available budgets in order to set and maintain a balanced budget while delivering quality services. Essential actions are being delivered to ensure the sustainability of the Council's new vision and priorities. This will be monitored through the existing financial management process to identify and address potential issues on a timely basis.

6. Legal Implications

Prepared and verified by Eldred Taylor-Camara, Legal Group Manager

- 6.1 The Assembly is the central political focus of the Council and the co-ordinating body for all elements of the political structure. It sets the overall corporate direction, policy framework and financial limits for the Council within which all operations and policies are carried out.
- 6.2 Under the Council's Constitution it is the responsibility of the Assembly to approve and adopt the Council's Community Strategy, the Community Priorities and the Council Plan.
- 6.3 It is the function of Cabinet to determine all major issues affecting the Council, particularly strategic, financial, policy related and corporate management matters, within the overall policy framework set by the Assembly.
- 6.4 Cabinet endorsed the new Vision and Priorities (Community Strategy) document and agreed to the development of a corporate delivery plan on 4 August 2014, the documents are now submitted to Assembly (as the Council's policy-making body) for

final decision and adoption. Once Assembly approves and adopts the plan, the responsibility for implementation will rest with Cabinet.

7. Other Implications

- 7.1 **Risk Management** – There are no specific risks associated with this report. The corporate delivery plan and ongoing monitoring will set out any risks and mitigating action. The Council’s business planning process sitting underneath the vision and priorities describes how risks are mitigated by linking with the Corporate Risk Register.
- 7.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 7.3 **Staffing Issues** - There are no specific staffing implications.
- 7.4 **Customer Impact** – The new vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council’s role in place shaping and providing community leadership.
- 7.5 **Safeguarding Children** - The priority **Enabling social responsibility** encompasses activities to safeguard children in the borough and is delivered through the Local Safeguarding Children Board and Children’s Trust.
- 7.6 **Health Issues** - The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board.
- 7.7 **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership.

Background Papers Used in the Preparation of the Report: None

List of appendices:

- Appendix 1: Vision and priorities
Appendix 2: Priority 1: Encouraging civic pride
Appendix 3: Priority 2: Enabling social responsibility
Appendix 4: Priority 3: Growing the borough