

THE EXECUTIVE
Tuesday, 12 June 2007

THE ASSEMBLY
Wednesday, 27 June 2007

Futures 2007/08 - Barking and Dagenham's Corporate Plan (Pages 1 - 72)

This draft Corporate Plan for 2006/07 will be considered at the meetings shown above. Members attending these meetings are reminded to bring this document with them.

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Our Vision Barking And Dagenham By 2020 Foreword By The Leader Of The Council

Barking and Dagenham has many strengths which our community can be rightly proud of. We have outstanding primary and secondary schools which gives parents and children confidence in our education system; a large number of public parks for people to enjoy; a wide range of sporting and recreation facilities; a talented and growing arts sector; a growing local economy; and some stunning urban regeneration projects. Underpinning this is a community that values extended support to each other.

The achievements and progress that the Council has made over the past year, together with residents and its partner organisations, have built on these strengths and support our vision of 'together we will build communities and transform lives'.

We recognise that the borough continues to face a number of significant challenges created by the rapid pace of change in the area. The population of the borough is set to increase by up to 60,000 by 2020; we must ensure that all communities feel able to seize the opportunities that the regeneration of the borough offers and that this is done fairly.

This will take time, but we are determined to tackle these issues and improve the quality of life for all residents as quickly as possible. Our corporate plan builds on what we have already achieved, and will help the community grow in confidence and in its ability to make the most of the unique opportunities available in the borough.

Our key priorities for the year match the current priorities set by the community, and which are:

- Raising general pride in the borough;
- Promoting equal opportunities and celebrating diversity;
- Developing rights and responsibilities with the local community;
- Improving health, housing and social care;
- Making Barking and Dagenham cleaner, greener and safer;
- Providing better education and learning for all;
- Regenerating the local economy.

Delivering on all of this will be challenging and require hard work from everyone. We intend to lead by example through excellent partnership working to promote better public management and community sector delivery, and be a customer-focused provider that is respected within and outside the borough for the quality of the services delivered in partnership with residents and partner organisations in the borough.

May I take this opportunity to thank everyone for their support and commitment to working with us to build communities and transform lives.

Councillor Charles Fairbrass
Leader of the Council

Introduction By The Chief Executive

Barking and Dagenham is a dynamic and ambitious Council - aiming to build communities and transform lives. This is more than a vague aim - over the next 15-20 years we will be building new districts on some of the largest development sites in the country - creating 25,000 new homes. Our job is to make sure that these developments are built to a high quality, have first-class transport links and an excellent social infrastructure that benefits existing and future generations of residents.

We know from asking people that building homes is not enough – people want communities where people know each other, respect each other and get on well together. They want good education for their children, an area free from the effects of drugs and crime – in an environment they can be proud of. Our job is to work with the community and our partners to make this happen.

The Council had a strong year, progressing from a two star (fair) to a three star (good) council. We have improved under the Comprehensive Performance Assessment in five blocks and sustained improvement in many performance indicators.

These magnificent achievements have been accomplished during a period of Council-wide reorganisation and by focusing our leadership and management systems. As a result we have succeeded in the first steps of delivering:

- first-class customer services;
- excellent adult and community services;
- first rate children's services;
- ambitious regeneration projects including arts, leisure, skills and business;
- unified procedures to maximise resources.

Despite these achievements, we cannot be complacent. We are improving fast, but need to maintain this momentum and further capitalise on our achievements.

To translate the ambition into reality - we must be honest about the challenges of the present. Over the next few months we need all to be thinking about what excellent means for us – and as the organisational development strategy says - show that we are:-

- learning from our customers so we can better meet their needs;
- demonstrating engaged and effective leadership;
- creating a culture of excellence with a “will do” approach;
- developing a competent, confident and motivated workforce;
- making the best use of resources and ensuring value for money.

This means – that where we know we have services that need improving – we must act quickly and not be defensive about the need to change. We need to ensure that major programmes are being effectively managed and that we are clear what we expect them to deliver - and by when.

Our elected Members are passionate about our community and the life chances of our children and young people. We need to complete the creation of the Children's Trust and make sure that we get maximum value from the Building Skills for the Future programme.

Over the next two years we will roll out Borough-wide neighbourhood management initiatives linked to intensive community development. This will provide localised services – enabling us to design local services to meet local needs – working with people so that the community has the capacity to cope with the changes taking place.

Our strong partnership with Government, improved programme management of the Local Area Agreement, and community development will be complemented by the creation of a more modern role for elected Members as they lead the community through this period of change. We are investing in organisational development across a range of areas such as Member development and middle managers' skills to manage projects.

Let us remember - there are many things that are going really well, from our work to offer social care clients direct payments and individual budgets, to massively improving recycling rates, passion about outstanding service delivery and improved administration in areas such as housing benefits – we must learn from these examples and not accept any excuses for not delivering excellence across the board.

I am confident that together with our partners, we are ready to make the next leap – from good to excellence.

Rob Whiteman
Chief Executive

Some Of The Highlights Of 2006-07

2006-7 was a strong year of improvement for Barking and Dagenham. We worked hard to ensure progress we made progress in all areas and that residents received value for money. Some major improvements benefiting the community were made, we know this because of feedback from:

- User satisfaction information;
- External inspections;
- Awards.

What we learnt from our Customers.

To support what the Audit commission have told us, we know we have improved because our Customers are telling us so across a number of key areas. Every three years a major survey of all local authorities asks residents their opinion of various services and about their Council overall. The latest survey in 2006 shows:-

- Overall satisfaction up 2% to 55%;
- Satisfaction with cleanliness up 19% to 67%;
- Waste collection up 8% to 82%;
- Recycling satisfaction up 19% to 69%;
- Satisfaction with the local tipping facilities up 12% to 81%;
- Parks and open spaces up 10% to 66%;
- Sports and leisure facilities satisfaction up 6% to 56%;
- Satisfaction with Library services up 6% to 67%;
- Theatre and concert hall satisfaction up 10% to 34%;
- Museum and gallery satisfaction up 6% to 29%;
- Complaint handling satisfaction up 5% to 33%.

Through the *Tell Us* campaign, we put more customer needs into action. *Tell Us* ensures we consider customer comments and ideas to improve services. By March 2007, there had been over 2,000 suggestions: positive outcomes include:-

- Residents told us that they wanted to feel safer on our estates. As a result, we spent £3.6 million on better entry systems and other security improvements last year;
- The community often asks for more litter bins. We developed a new strategy designed to get more bins exactly where they are needed, that are vandal proof and therefore keep the Borough cleaner;
- Residents often comment on cleanliness: to enable a quicker reaction to any incidents, we restructured our refuse and cleaning teams so that they had responsibility for particular areas. New Area Managers work with the local community, Housing Estate Officers and Street Wardens to ensure neighbourhoods are cleaner for longer – aided by a new shift system for Street Cleaners;
- Our previous garden waste scheme was tricky for non-car users to access and also encouraged fly-tipping. We responded by improving the scheme by offering a booking system, so collections would be made from residents' addresses, and supplied better quality biodegradable bags.

What we learnt from external feedback.

In March 2007, the Council was recognised and praised for its progress by the Audit Commission, who described us as now amongst the highest performers in London. The Council improved to a three out of four star in the Comprehensive Performance Assessment (CPA), and the Audit Commission are confident that we will continue to improve and that we are not complacent about the progress we still need to make.

We set ourselves this target a couple of years ago and have always maintained our priority is to build communities and transform lives. These continuous strides forward show that we are managing to achieve this but we will not stop until we reach four stars.

Rob Whiteman, Chief Executive

All the Council's core services, benefits, children and young people, environment, housing and social care of adults, have scored a three out of four star rating, with culture scoring two. We were also given three stars for how well we manage our finances and provide value for money.

The Audit Commission in the Council's *Direction of Travel* report, which assesses the progress we have made in the past year, said:

“Barking and Dagenham is improving well...

Improved service outcomes in corporate priorities continue to be achieved and significant advancement seen in children and young people, housing and environment services. Recent external inspections have reported maintained or improved performance and promising prospects for continuing progress. Service performance indicators have shown substantial improvement trends but further progress is required in areas including benefits and cultural services. The overall positive change was achieved during a major corporate reorganisation and the resulting additional capacity is being translated into performance improvement. Developments to enhance and improve value for money are demonstrating outcomes such as savings and process efficiencies. Overall public satisfaction with the Council is increasing and is one of the highest in London. The Council works well in partnership and recognises the need to maintain its focus on the Local Strategic Partnership to achieve additional outcomes, including improved community cohesion, and is further developing relationships with the community and voluntary sector. The Council is now amongst the highest performers in London but is not complacent about the progress still required to ensure that there is greater consistency across all areas.”

In the past year, the Council has also made great improvements in the way in which it both delivers and manages value for money. We increased our score for the value for money aspect of the Audit Commission's annual Use of Resources assessment from two to three and are well on course to sustain this score in 2007 and improve it in 2008.

The report showed:

- We have shifted resources to target improvement and considerable success has been achieved, for example in Planning and Housing Benefits;
- Children and Young People's Services have demonstrated marked performance improvement to gain a score of three for all criteria in the Annual Performance Assessment;
- Significant progress has been made towards embedding the concept of value for money within the Council's culture. As examples, achieving and improving value for money is now a corporate priority, and there is a lead member and senior manager with overall responsibility for value for money. Information to enable effective scrutiny and challenge of value for money is improving in terms of regularity and quality;

- The Council has put in place processes and forums to ensure that value for money is more explicitly considered by staff;
- A new development has been to increasingly ensure value for money is integral to the budget setting and service planning process, and this is reflected within format of the service scorecards.

Our challenge this year is to make sure value for money becomes a principle on which the whole organisation delivers services.

Confirming we are on the right track.

Awards are one way of confirming that the work being progressed is delivering something exceptional, or that something innovative is being tried to radically improve a service. During 2006-07 there was considerable recognition that Barking and Dagenham were both pioneering and accomplishing in the services that it delivers with its partners. At all levels, the number of awards suggests that this is an authority that is improving, and one which has its sights firmly set on being the best. Examples include:-

- Along with our partners at the Primary Care Trust, we have been selected as a finalist in the Municipal Journal Awards 2007, in the partnering with Health Services Achievement of the Year Award for our Age Direct allotment project;
- Also for the Municipal Journal Awards 2007, we have been commended for: the Reducing Health Inequalities Achievement of the year Award for Teenage Pregnancy and Young Parents' Support Services; the Effective Top Team Leadership Achievement of the Year Award for our Corporate Management Team; the Best Achievement in Children's Services Achievement of the Year Award for the Family Group Conferencing Project;
- At the Civic Trust Awards 2006, the Partnership Award went to Broadway Theatre and Barking College, whilst Abbey Children's Centre was commended;
- The Trading Standards Team won the International Federation of Spirit Producers UK Awards 2006 for work on spirit substitution;
- London Connects awarded Barking and Dagenham the Best Customer Service Award 2006;
- The Association for Public Service Excellence Award 2006 gave its Best Employee and Equality Initiative award to Mickey Neale, Group Manager for Waste Management and Transport;
- The Institute of Leadership and Management Award 2006 went to Chris Taylor, an Area Supervisor in the Environmental and Enforcement service;
- Association for Public Service Excellence Award 2006 gave its Apprentice of the Year award to Luke Overington, an Apprentice Gardner;
- The National Conference for Work Experience Organisers gave Myra MacCormick, Trident Director, a Special Achievement Award November 2006;
- The Frizlands Learning Centre was been awarded a prestigious public sector award for People Management at the Local Government Chronicle Awards 2007, recognising the investment the Council has made in transforming the lives of hundreds of its staff.

The Council's Priorities

The Council and our partners work to achieve the seven community priorities set out in the Leader's vision statement. This is to achieve our shared aim of building communities and transforming lives. With our partners, we have ambitious plans for the Borough including:-

- The planned Barking Riverside scheme will create 10,800 new homes in the next 20 years. The development will include community, healthcare and leisure facilities and will create more than 2,500 new jobs;
- The transformation of Barking Town Centre will continue with the completion of the Learning Centre in partnership with University of East London and Barking College and the demolition and redevelopment of the Lintons site;
- Improving opportunities for children through the successful programme of Children's Centres and remodelling or rebuilding secondary schools using £214 million Building Schools for the Future funding;
- Strengthening and involving the community more fully through neighbourhood management projects across the Borough;
- Delivering the targets in the Local Area Agreement.

We have looked at how we specifically contribute towards this shared vision and have identified three key things we need to do - **our Council priorities** - to provide a sharper focus for our work and to ensure our contribution is delivered. These Council priorities will be delivered through service scorecards, our internationally recognised planning tool. The Council priorities are:

Delivering outstanding customer service

Building on the success of the award winning Barking and Dagenham Direct and the Done in One and Tell Us campaigns, we will continue to improve services through One Stop Shops and delivering the Done in One concept.

Improving performance across the board

This is being achieved through a combination of targeting resources at priority areas and effective performance management systems, built around the principles of challenging below target performance.

Regenerating the Borough

Much has been achieved with high quality developments across the Borough. As well as plans for Barking town centre and the Riverside proposals are in hand to ensure local people are equipped to take advantage of the opportunities this development will present.

To deliver the seven community and three Council priorities, we are all guided by five values, setting out how we will work. The **Council values** are:-

- Involve those affected when making decisions and shaping services;
- Take responsibility for customer care and service excellence;
- Value and develop the diverse talents of our employees;
- Demand best value for money from our services and invest in our future;
- Work in partnership with others across Departmental, organisational and Borough boundaries to deliver our community priorities.

How We Manage Our Performance

What is Performance Management?

“Taking action in response to actual performance to make outcomes (for users) better than they would otherwise have been.” The IDeA and Audit Commission: Performance, Management, Measurement and Information Project

This definition gives some clear messages about performance management as a process. It involves measuring performance systematically, using performance indicators. With one of our Council's priorities being **Improving performance across the board**, making sure our performance processes are right is important.

Barking and Dagenham's vision will only become a reality if the Council and partners constantly improve. As Chapter 3 on Council highlights shows, we are an improving organisation. To continue to achieve in the future, our processes for performance management need to be focussed, challenging, universally understood and involving our service users through the service planning process. Therefore, our aim is to ensure challenge is used to drive improvement at the right time, at the right place across the partnership.

To be effective, performance management must take place at every level of the organisation's staffing structure. We manage performance because:-

- It enables us to deliver better services, which lead to greater public satisfaction and understanding of what we do;
- It will allow us to achieve our vision because we are actively managing our journey towards it;
- It gives us more capacity because we are focusing on the things that matter to us and are achieving value for money in everything we do;
- Employee motivation, skills and job satisfaction increase because we are able to reward success and support people to do their jobs to the best of their ability.

What does it involve?

Effective performance management arrangements are a series of tools designed to help staff, partners and Councillors make informed decisions and improve services. Our performance management framework therefore has:-

- A clear definition of what we are trying to achieve, which is our vision: Building Communities, Transforming Lives;
- A clear definition of what success will look like in terms of the **vision**. Our vision is underpinned by the seven community priorities and three Council priorities;
- **Policies, strategies and plans** to deliver the vision;
- **Targets and Performance Indicators** which are SMART (specific, measurable, achievable, realistic and time bound);
- **Robust arrangements for performance reporting, review and scrutiny**, which allow performance to be challenged and action to be taken when things are not going according to plan.

Other information used to assess performance

As well as performance indicators, we use a range of other information sources to help get an overall picture of how we are performing. These include:-

- Inspections and audit;
- Peer Review;
- Consultation results.

Getting focussed with the Balanced Scorecard

The Balanced Scorecard is at the heart of our performance management arrangements. This tool enables us to take a high level view of performance and aids in translating high level local and national priorities, into deliverable actions and positive outcomes for local people.

Reporting performance and taking action

Our arrangements for reporting performance are focused on:-

- Ensuring the right information gets considered at the right level within the organisation;
- Challenging performance through the Performance Board framework;
- Developing focused action plans when performance is not on target;
- Sharing learning and experience across the organisation.

Review and Scrutiny

The processes of review and scrutiny both play an important part in performance management and improvement planning.

Review - Each year the Council carries out a programme of reviews. These reviews target areas where we know we need to change what we do in response to changing circumstances or where we just need to get better. The review topics and priorities are determined by the Efficiency Service and Financial Planning Board.

The reviews that will be carried out during 2007-08 are:-

- Housing;
- Cultural services;
- Adult care services;
- Services for children with learning difficulties and disabilities.

Scrutiny - this is one of the key ways in which elected members challenge performance. The Scrutiny Management Board carries out this role in a number of different ways:-

- Quarterly examination of performance trends;
- Carrying out scrutiny of activity in areas of particular concern;
- Contributing member input to our review processes;
- From the value for money Balanced Scorecard process.

More details on how the Scrutiny Management Board operates can be found at:-

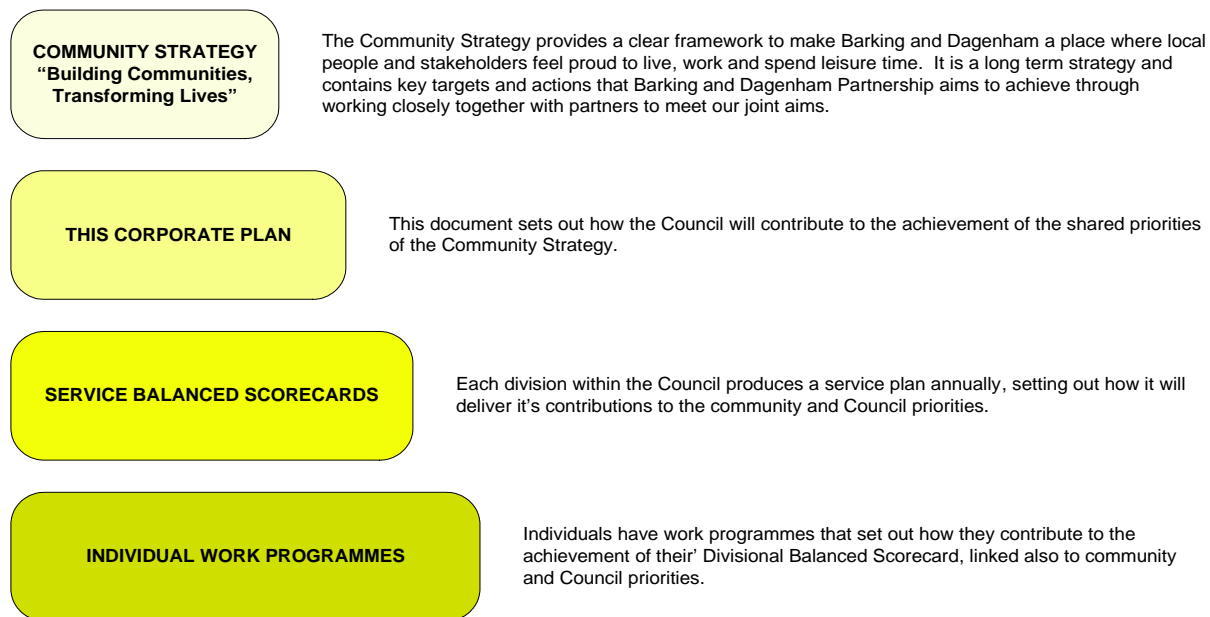
<http://www.barking-dagenham.gov.uk/9-Council/political-structure/political-structure-scrutiny.html>

Additionally, members of the Executive have specific portfolios for which they are responsible. The Executive members and the contents of their portfolios are detailed in appendix 3.

The Barking and Dagenham Partnership has consolidated its performance management arrangements to reflect those successfully used within the Council for many years. This means that the format of what is produced has become smarter and more focussed, is subject to the same data quality requirements, and the information produced is designed to drive improved outcomes across the Local Area Agreement sub-groups by providing the right data to the right people at the right time.

Where this plan fits...

This plan provides a summary of the key improvements for the Council and as such is an important part of our performance management framework, linking the Council's vision and priorities into the everyday activities of all our staff. The corporate plan also links to other important strategies, and that relationship is explained below:-

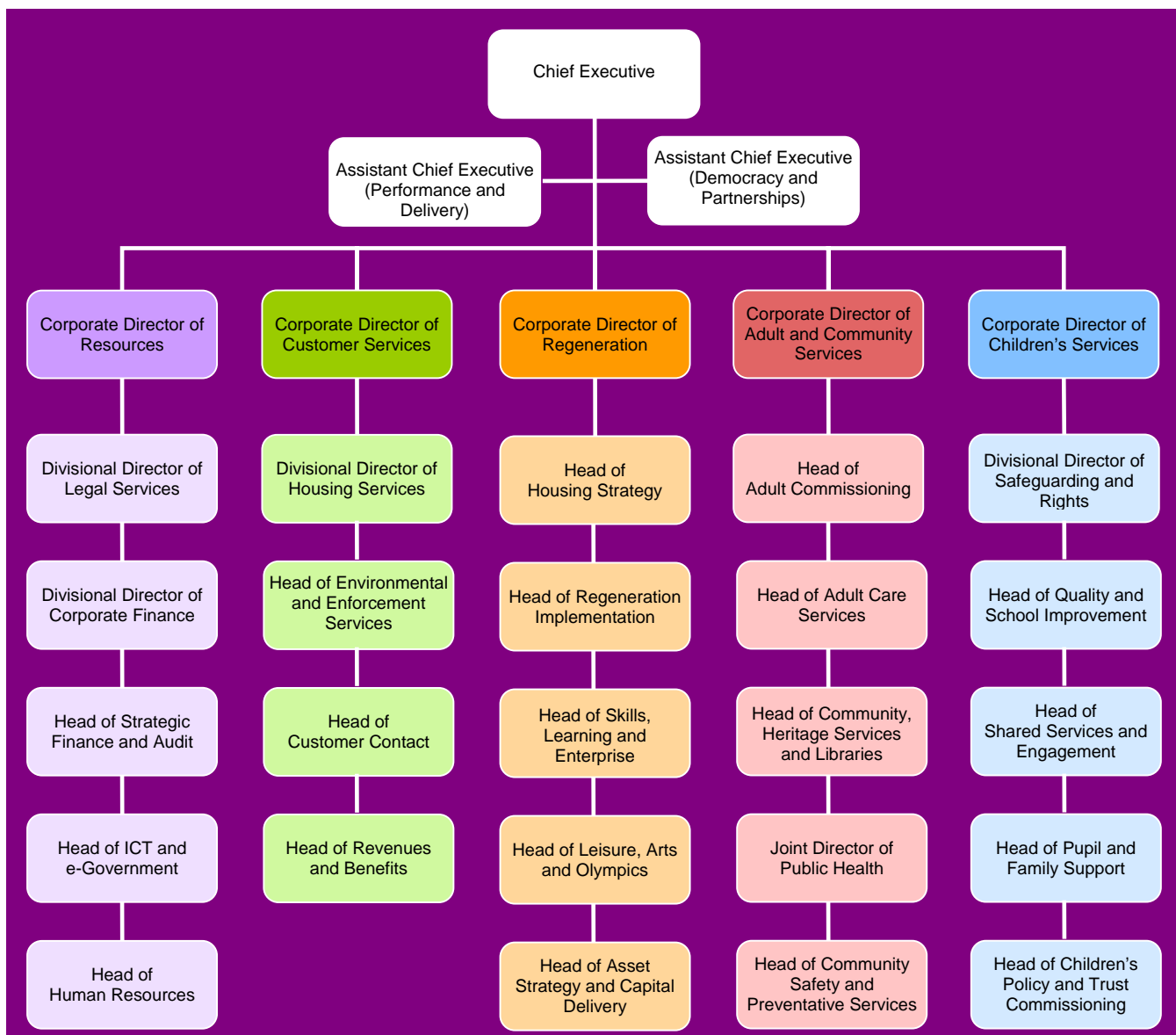


The Council's Structure

In 2006, the Council restructured, moving to five new Departments.

This was designed to ensure that over the next five years we improve services further by having a clear focus on:-

- Outcomes for children;
- High quality customer services;
- Regeneration and economic development;
- High quality adult care and community services;
- Effective use of resources and corporate management.



For the 2007-08 Corporate Plan, we have taken a Departmental approach. This Departmental approach explicitly sets out our vision, ambitions, priorities and plans for what the Council intends to do and how we will do it. This approach is intended to:

- Be more meaningful to staff within Departments;
- Provide clarity to all staff within Departments about what the priorities for their' area will be over the next three years;

- Build accountability by making it easier to identify budgets, projects and performance indicators more straightforward;
- Make identifying champions for each work stream simpler;
- A Departmental approach will align itself much more clearly to existing governance arrangements such as the Chief Executive's Performance Boards.

The following chapters provide details of each Department's key achievements of 2006-07 and their vision and priorities for 2007-08 and beyond.

Adult and Community Services

Director's Introduction

Our Vision

Adult and Community Services will work to improve the quality of life for its residents by promoting the independence and well-being of adults and older people:

Community Services, Libraries and Heritage aims to connect people and change lives. It does this by:

- Improving quality of life - adding value and choice to statutory and non-statutory services alike
- Supporting lifelong learning and self-improvement
- Developing a sense of time, place and belonging
- Providing equal access to services and fairness
- Bringing people closer to decision making
- Building local infrastructure through involvement, leading to economic and social vitality
- Promoting and facilitating enjoyment of the Borough.

Adult Care strives to improve the provision of high quality, cost effective care, welfare and support services to vulnerable adults and older people:

- Developing a highly trained and skilled workforce, raising local pride and providing better education and learning for all
- Providing care and welfare services that meet and exceed quality standards, leading to improvements in health and social care
- Developing a workforce that represents the local community and meets the cultural needs of service users and carers

Adult Commissioning strives to ensure that individuals have a choice of services that meet their needs and are deliverable when required through:

- Robust governance framework influenced by all stakeholders, helping develop rights and responsibilities within the local community
- Implementing staffing structures where individual skills are developed and configured to support service delivery, raising pride and providing better education and learning for all
- Delivering and procuring quality services that are fit for purpose, represent value for money and are competitive

Community Safety

- Improving quality of life by responding to anti-social behaviour in our community
- Working with the community to address crime and disorder priorities
- Co-ordinating the Council and partners' response to crime and disorder reduction
- Supporting young people and their families in making choices
- Reducing the harm caused by drugs and alcohol
- Ensuring Community Safety makes a positive contribution to the neighbourhood management agenda

Public Health

We aim to improve public health services and build healthier, more sustainable communities. This will be achieved by reaching the objectives set out in the Choosing Health White paper as well as the Local Area Agreement. These focus on reducing health inequalities in the Borough.

With regards to the **capacity** needed to deliver the above, Adult and Community Services is a relatively new Directorate. All structures need to bed down and some fine-tuning may be required in the future. Consideration needs to be given to how functions such as performance, quality and development can work across the Department. All services need to develop further internal Departmental links, relationships across the Council and links with partners.

Achievements in 2006-07

Put equalities at the heart of the Council's service delivery

- Restructured to locate lead responsibility for Equalities and Diversity within a frontline service Department
- Self-assessed as level three against the Equality Standard
- Adopted the Disability Equality Scheme (28 November 2006)

Promote community cohesion

- Agreement of outline Neighbourhood Management strategy by Executive
- Ensuring that services are working in partnership with local people and voluntary organisations, through events with Age Direct, Learning Disabilities Partnership Board and carers along with service user participation in Local Implementation Teams.

Promote arts, heritage, leisure and recreation for all

- Promotional campaign for libraries and heritage venues Autumn 2006
- Heritage Lottery Fund stage one funding for redevelopment of Valence House Museum was confirmed November 2006, with construction starting in August 2009 and the museum reopening in March 2010.

Improve skills and support to enterprise

- Barking Learning Centre practical completion March 2007

Improve health and promote independence

- Promoted social inclusion through training and employment initiatives for people with learning disabilities at the Maples day centre.
- Achieved pilot status for Individual Budgets, one of only 13 authorities.
- Developed virtual teams with health colleagues to promote joint working
- Effective discharge planning for patients coming out of hospital into the community
- There has been some improvement in recording in general practices
- Joint action plan has been agreed between Council and Primary Care Trust to deliver targets required in Choosing Health white paper
- Council and Primary Care Trust have achieved smoke-free environments
- Best value review of Children and Adolescent Mental Health Services has been completed and outcomes are currently being actioned
- Equity audit of the needs of young people with dual diagnosis of mental health and learning disabilities has been conducted and discussions between Council and Primary Care Trust on how to take this forward, are being held
- A campaign addressing education and health promotion relating to Tuberculosis has been undertaken

Improve access to and experience of social care

- Using organisational re-alignment to improve the customer experience through ongoing work by new Transitions section and development of Adult Commissioning staffing structures.
- More people are being assessed for social care more quickly
- Once assessed for social care more people are receiving services promptly
- People requiring equipment are receiving items in a timely manner
- We are on course to hit our target of reviewing care packages ensuring that people are receiving appropriate services
- We are on course to hit our Local Area Agreement stretched targets for older people's dementia care and direct payments

Delivering value for money services

- Ensuring that current residential and homecare services are delivered within budget and meet external service standards
- Developing a coherent commissioning process across adult social care

Delivering high quality services

- All inspections contributed to the improved adult social care star rating
- Ensuring best practice and professional governance throughout services with the involvement of all services in Adult Protection Committee

Value and invest in our employees

- Promoted a healthy workforce through effective sickness management within all services
- Promoted the service as an employer of choice with Protection of Vulnerable Adults, occupational therapy and general social work training, and by promoting the service at Community Live event.

Reduce crime and anti-social behaviour and reduce the fear of crime

- Review of data analysis and collation to inform crime reduction strategies
- Reshape and consolidation of all drug and alcohol services within the Borough
- Increase in retention and numbers in treatment in drug services
- Expansion of Young People's treatment services
- Reduction in number of young people entering the criminal justice system and development of Youth Inclusion Project to include second Youth Inclusion Project
- Restructure of community safety team to reflect emerging priorities
- Focus on priority crimes, e.g. Burglary Artifice resulting in sustained reduction
- Reduction in violent crime
- Awareness raising and increased reporting of domestic violence
- The development of a range of services to address domestic violence
- Development of a Anti-Social Behaviour strategy to tackle anti-social behaviour in line with the Respect agenda

Improvement Priorities 2007-08 to 2010-11

Improvement Priority	Performance Indicator	Link to Community or Council Priority
<p>Promote Equalities and Diversity</p> <ul style="list-style-type: none"> ▪ Ongoing implementation of Corporate and Departmental Equality and Diversity plans ▪ Self-assess against Equality Standard Level 4 (March 2008) ▪ Achieve external accreditation against Equality Standard Level 5 (March 2009) 	<p>BV2a – Level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability</p>	<p>Promoting equal opportunities and celebrating diversity</p> <p>Delivering outstanding customer services</p>
<p>Community Cohesion</p> <ul style="list-style-type: none"> ▪ Sustain current and develop further consultation with all stakeholders to ensure that services are responsive and appropriate to need ▪ Adoption of Neighbourhood Management Strategy ▪ Reduce BCS Comparator Crimes (basket of 10 including acquisitive crime, anti-social behaviour and violent crime) 	<p>Percentage of population who say that people from different backgrounds get on well together</p> <p>Percentage of residents who think the Council listens to them</p> <p>Annual reduction in each crime type as measured by Metropolitan Police – mandatory Local Area Agreement indicator</p>	<p>Promoting equal opportunities and celebrating diversity</p> <p>Raising general pride in the Borough</p> <p>Developing rights and responsibilities within the local community</p> <p>Making Barking and Dagenham cleaner, greener and safer</p> <p>Improving performance across the board</p> <p>Delivering outstanding customer services</p>
<p>Develop and publish service standards for all services</p> <ul style="list-style-type: none"> ▪ User/stakeholder engagement exercises ▪ Implement and publish standards 	<p>BV170a – Library visits per 1,000 population</p> <p>BV170b – Museum visits per 1,000 population</p> <p>Satisfaction surveys</p> <p>Quality Assessment Framework service assessments</p>	<p>Put the customer at the heart of our services</p> <p>Improving performance across the board</p>

<p>Improve access to services</p> <ul style="list-style-type: none"> Improve accessibility and information for residents through Barking and Dagenham Direct and new One Stop Shops, in partnership with Customer First Improve access to library services with new provision Provide high quality heritage venues Commission 10 to 12 year population needs analysis as per white paper 'Our Health, Our Care, Our Say'. To understand better the current and future needs of our community 	<p>BV170a – Library visits per 1,000 population</p> <p>BV170b – Museum visits per 1,000 population</p> <p>Evidence of sustained improved access levels to services leading to service provision.</p>	<p>Raising general pride in the Borough</p> <p>Providing better education and learning for All</p> <p>Delivering outstanding customer services</p> <p>Improving performance across the board</p>
<p>Improving health, housing and social care</p> <p>Adult Social Care</p> <p>Shift the balance of care from hospital to community based and preventative services by:-</p> <ul style="list-style-type: none"> Further strengthen partnership with health around well being (in line with white paper, 'Our health, our care, our say') securing joined up health and social care working Develop new re-focused residential service, specialising in dementia care Implement new re-focused home care service structure Continue development of Adult Commissioning Strategy linking to needs analysis and consultation exercises Ensuring Supporting People Programme is fully integrated within the Council 	<p>PAF D54 – Equipment delivered within seven days,</p> <p>PAF D41 – Delayed hospital discharges</p> <p>Number of people receiving telecare services</p> <p>Number of patients receiving intermediate care preventing hospital admission, and delivery of joint initiatives/services</p> <p>Finalised Commissioning Strategy endorsed by all stakeholders</p> <p>Local Area Agreement stretched target – Number of older people with dementia being admitted to Elderly Mentally Infirm residential and Elderly Mentally Infirm nursing care in Barking and Dagenham</p> <p>PAF C72 – Permanent admissions to residential and nursing care</p> <p>PAF B13 – Unit costs of residential and nursing care for older people</p>	<p>Improve health, housing and social care</p> <p>Improving performance across the board</p> <p>Delivering outstanding customer services</p>

- Increase and improve supported living services that help people to live in their own homes and maintain their tenancies

Public Health

- Contribute to the national target to halt the annual rise in childhood obesity in children under 11 through Healthy Schools, healthy school meals and the preparation for the Olympic Games
- Reduce teenage pregnancy rate to 57 per 1,000 by 2007
- Reduce rate of smoking by increasing number of 4 week quitters through implementation of the smoking ban and joint working with NHS smoking cessation services

PAF D37 – Availability of single rooms, percentage of residents and staff who were satisfied with transitional arrangements

PAF C32 – Older people helped to live at home

PAF C28 – Intensive home care

PAF B11 – Intensive home care as a percentage of intensive home and residential care

PAF B12 – Cost of intensive social care for adults and older people

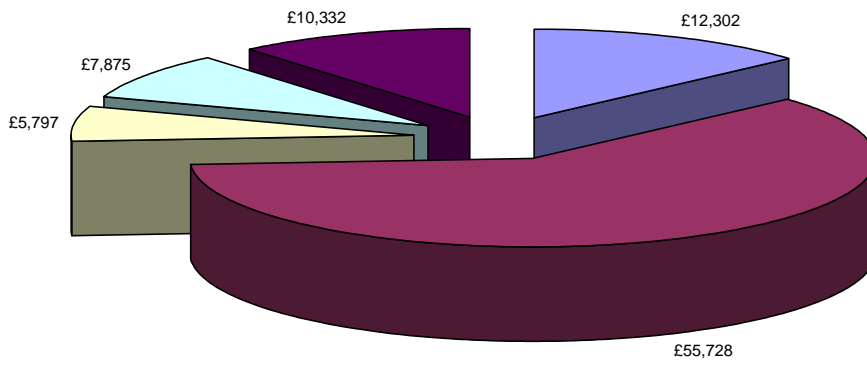
PAF B17 – Unit cost of home care for adults and older people

Priority Projects 2007-08

Project Title	Aim of Project	Target / Success Measure	Milestones	Lead Officer
Valence House redevelopment	Refurbishment and redevelopment of Valence House museum; construction of visitor centre	Re-open Mar 2010 Museum visits per 1,000 population	HLF Stage 2 approval Jan 2008 Construction starts Aug 2009 Re-open Mar 2010	Group Manager, Heritage Services
Eastbury Manor House redevelopment	Accessibility works and repairs designed to increase attractiveness of Eastbury Manor House to visitors	Re-open Sept 2008 Eastbury Manor visitor figures	Start building work Apr 2007 Complete building work and re-open Sep 2008	Group Manager, Heritage Services
Community cohesion strategy	Revise, re-launch and implement community cohesion strategy	Percentage of residents who say that people of different backgrounds get on well together	Launch new strategy Jul 2007 Annual review of progress Jul 2008 Annual review of progress Jul 2009	Head of Community Services, Libraries and Heritage
Transitions	Seamless services between children and adult social care and within adult social care, with clear frameworks and pathways	Partnership working between children and adult social care teams. Effective transitional arrangements to ensure that children/service users are kept safe can make a positive contribution and can exercise some control and choice towards their future care.	Transitional Strategy Group Raising profile of project Benchmarking activities completed Development and implementation of consultation groups Develop policy and procedures relating to the management of transitions within LBDD	Group Manager Transitions
Mental Health Inspection Action Plan	To improve mental health services across the Borough by addressing all recommendations made during the inspection of mental health services (Feb/Mar 2006)	All actions have been fully implemented and 'signed off' by Commission for Social Care Inspection	Completion of each recommendation	Borough Director Mental Health
Individual Budgets	To develop sustainable model for individual budgets which will be fed back into the Government's pilot studies (13 in total)	Target number of service users are receiving individual budgets		Group Manager Assessment and Care Management
Commissioning Strategy	To develop a comprehensive and cohesive direction for the delivery of adult social care services fit for current and future purpose	Strategy agreed with all stakeholders	Establishing consultation programme Developed strategy based on stakeholder consultation Endorsement of strategy by stakeholders	Head of Adult Commissioning

Risk Register	To produce an initial risk register for the Department and establish a rolling programme for review	Department is able to manage risk before issues arise thereby reducing vulnerability to risk and improving continuity of service	Consultation with Heads of Service Development of draft risk register Endorsement by Adult and Community Services Departmental management team	Group Manager Quality and Development
Passenger Transport Review	Improve the effectiveness and efficiency of in-house passenger transport service	Effective use and monitoring of passenger transport service providing high quality and cost effective services	Entering second year of three year project with ongoing monitoring of contract compliance, quality of service and value for money	Group Manager Commissioning
Proactive Partnership working to Reduce Domestic Violence	Increased availability of safe choices for victims and children experiencing domestic violence. To improve education and to raise awareness.	Part of the London Domestic Violence Strategy and the Borough Domestic Violence Strategy	To have the final strategy complete and Domestic Violence Intervention Project in place by Mar 2008	Head of Community Safety and Preventative Services
Health Inequality – Healthy Eating Project	To address the high rates of obesity and obesity related diseases amongst the South Asian Community.	Improving health and social care within the community	To recruit eight more Link workers and commence training before Nov 2006. Schedule Information sessions Feb 2007 – Jun 2007	Project leader for Public Health
Borough Beat	To support a set number of Council staff to become Special Constables. The focus of their work will be to work alongside Safer Neighbourhood Teams.	Help reduce crime and the fear of crime in the community		Head of Community Safety and Preventative Services
Development of Libraries Strategy	To develop a libraries strategy to most effectively meet the needs of local people	Providing a cost effective service and raising general pride in the Borough	Open Barking Learning Centre Jun 2007 Draft Strategy Autumn 2007	Group Manager, Libraries
Service Refurbishment – fit for purpose capital programme	Implementation of a range of capital schemes in connection with the delivery of improved service and office accommodation – covering six small schemes – last year of three year programme.	Obtained “Green” status within CPMO “strategic fit” appraisal criteria	Ensure all projects are costed and orders are placed in May 06 – May 07	Corporate Asset Manager
Older People’s Modernisation Project	Improve choice of service delivery for older people by developing specialist, niche services	Re-focused in-house home care structure Specialist residential dementia care	Implementation of new home care structure Agreement of business case for residential service Implementation of residential business case	Head of Adult Care and Group Manager Residential and Homecare

Adult and Community Services Gross Expenditure 2007-08 (£'000)



■ Adult Care Services ■ Adult Commissioning Services □ Community Safety & Preventative Services □ Community Services, Heritage & Libraries ■ Other Services

Children's Services

Director's Introduction

Our Vision

In the past year the Council has sought to establish a coherent new structure for the support and delivery of services to children. A Director of Children's Services and a Lead Member have been appointed. A representative Children's Trust has been established. A restructured Directorate has been established and the five divisions of Children's Services are working together successfully to improve provision.

Strategic priorities for the Directorate come from the partnership community priorities and these are reflected in the Children and Young People's Plan. The Directorate has sought to establish a common sense of purpose through multi-disciplinary briefings and discussions, led by the Corporate Director and the senior management team.

The Children and Young People's Plan drives delivery. It identifies the priorities for action and has been based on a thorough and accurate analysis of need in the Borough.

The Children's Trust has overall responsibility for the delivery of the objectives of the Children and Young People's Plan, which is proving a powerful lever for integrated working. The Children's Trust of approximately 20 members has made an excellent start. It has a representative membership from community partners and includes the voluntary and community sector.

Our ambition is to put children, young people and families first by:

- Supporting and encouraging them to participate actively in planning the delivery of new and improved services;
- Providing well-targeted, locally accessible services of the highest quality, focused on helping children and young people to meet the five Every Child Matters outcomes of being healthy, staying safe, enjoy and achieve, make a positive contribution and achieving economic wellbeing;
- Organising services to provide strong support for children with additional needs;
- Giving particular attention to identifying and supporting children with complex needs and those most at risk.

Achievements 2006-07

Raising pride in the Borough

- The Borough now has five high-quality, well-designed Children's centres providing the ideal opportunity for a joined up system of health, family support, early education and childcare services in locally accessible venues. The programme will create a further nine centres in the next two years. Our aim is to provide innovative buildings that are fit for purpose and architecturally interesting, creating a sense of local ownership and civic pride. Two of our buildings have already won prestigious awards.
- A Children's Trust of representative members from the local community was established in April 2006. The Trust will consider how services to children, young people and their families can be improved by working together and pooling resources.

Improving health and social care

- All areas of performance on the safety of children and young people have been improved. The jointly funded and multi-disciplinary LACHES team (Looked After Children's Health and Education Service) has worked effectively with schools to make dramatic improvements to the attainment of looked after children, to increase their attendance and to improve provision for their health.
- Barking and Dagenham were nominated for best social services team, best corporate parent and best volunteer in the national 'Children Now' awards. Barking and Dagenham were highly commended for their work in categories and runner up for best corporate parent.
- A Family Group Conferencing Service is now well established. A family group conference gives members of a family the chance to meet and explore what is happening with the family and plan what needs to happen next to overcome any problems. A recent independent evaluation of the service found that it was an exemplar model of family group conferencing and that 51 children were prevented from entering the care system as a result of its work.
- Over 50% of our schools have now achieved 'Healthy School Status'. A healthy school promotes the health and well-being of its pupils by what is taught in the school and through the wider school environment. A healthy school improves pupils' life-choices, achievement and opportunities by promoting social and health education, encouraging healthy eating and physical activity and sex and relationship education.

Providing better learning and education for all

- Over a ten year period, the Council's education services have made significant strides. The Council received Beacon status in 2004 for improvements to secondary education. The results achieved by our secondary schools this year show further and sustained improvement. Barking and Dagenham is amongst the most improved local authorities this year with 56% of our pupils achieving five or more A*-C grade GCSEs.
- There have been significant improvements in attendance in Barking and Dagenham since 2000, especially in our secondary schools. The efforts of schools and support services need to be re-focused further to support young people with attendance issues and promote school attendance in the community.

Regenerating the local economy

- Currently, 36 primary and secondary schools are delivering extended services open to the community. Our aim is to have all schools offering a core of extended services by 2010 which consist of: high quality childcare before and after school; a varied menu of

recreational activities; parenting support and family learning; easy referral to specialist services; and wider community access to IT, sports and art facilities, and adult learning.

- Brochures have been produced containing course information for all schools and local Colleges for students aged 14 to 19. We have also contributed to the pan-London e-prospectus. New specialised Diplomas are being planned in four vocational areas. Participation rates at post-16 are increasing and the percentage of young people not in education, employment or training is decreasing.

Improvement Priorities 2007-08 to 2010-11

The Children's Services Department has a clear view of its strengths and weaknesses which are used as the basis for planning service provision. Clear and common objectives and targets for improving the welfare and well-being of children and young people are set out over a three year period in the Children and Young People's Plan (CYPP).

Priority areas for action, highlighted in the Children and Young People's Plan, are reviewed regularly by the Directorate and with its partners in the Children's Trust.

Resources will be targeted on the outcomes noted below:

Improvement Priority	Performance Indicator	Link to Community or Council Priority
Teenage Conceptions: these remain very high. The authority and its partners have identified priorities for action and devoted substantial resources in a three year plan to tackle the situation.	BV197 - percentage change in the number of conceptions in the 15-17 age group female population compared to the baseline year of 1998 (54.6%)	Improving health, housing and social care Improving performance across the board
Fostering Placements: There is a continued need to increase fostering within the Borough so that more looked after children can live locally. A joint commissioning service has been established and will develop resources in the coming year.	PAF C69 - percentage of newly looked after children who live outside the Borough	Improving health, housing and social care Improving performance across the board
School Attendance: Overall, school attendance has improved, but the level of pupil absence in primary schools is very high. The efforts of schools and support services need to be re-focused further to support young people with attendance issues and promote school attendance in the community.	BV46 - percentage of half days missed due to total absence in primary schools	Providing better learning and education for all
Young People not in Employment, Education or Training: While there has been some success in reducing the number of young people who are not in employment, education or training the number remains too high. Resources are being targeted through the Local Area Agreement to support improvement.	Local Area Agreement reward target 1 - percentage of young people who are not engaged in education, employment or training	Regenerating the local economy
Improve Mental Health Service to Children and Young People:	Number of Children and Adolescent Mental Health	Improving health, housing and social

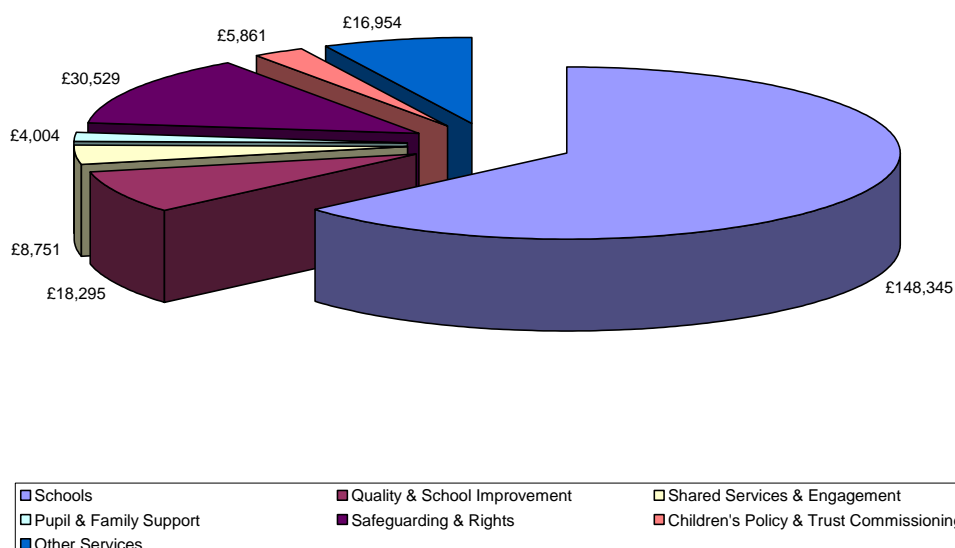
<p>We are committed to improving the quality and provision of support offered to children and young people with mental-health problems.</p>	<p>Service clinicians per 1,000 population</p>	<p>care Improving performance across the board</p>
<p>Engaging Young People: We will continue to improve the quality of support and range of provision to help young people to engage in decision making and make a positive contribution to the community.</p>	<p>BV221a - percentage of young people engaged in youth work who receive a recorded outcome</p>	<p>Providing better learning and education for all Developing rights and responsibilities</p>

Priority Projects 2007-08

Project Title	Aim of Project	Target / Success Measure	Milestones	Lead Officer
Implementation of Children and Young People's Plan	To implement maintain a Children and Young People's Plan that is effective in improving the outcomes for children, young people and their families in the Borough that key stakeholders and partners are signed up to	To improve outcomes for Children and Young People in Barking and Dagenham in the five Every Child Matters outcomes Specific targets listed in plan	Listed in plan	Meena Kishinani
Departmental Risk Register	To produce a comprehensive Departmental risk register	A Departmental risk register has been produced	Final register completed	Meena Kishinani
Information Sharing	To fully implement National Implementation Sharing Index by the end of 2008 Common Assessment Framework fully implemented by the end of 2008 Training fully implemented by end of 2008	Completed and successfully embedded on schedule.	Training completed	Tolis Vouyioukas
Children's Centre delivery model	A network of 14 children's centres to be created serving disadvantaged areas of the Borough	Children and families throughout the Borough are able to access childcare, health, family support, training, and employment services	Approval of projects by Department for Education and Skills	Christine Pryor
Review of the CIAS	A restructure of Community Inspection and Advisory Service as required to meet current demands and priorities	To successfully support schools in monitoring and improving performance	Completion of initial review of Community Inspection and Advisory Service Completion of review of structure Consult on new structure	Jane Hargreaves
Teenage pregnancy reduction programme	To reduce the percentage of girls under 18 who become pregnant. To improve outcomes for teenage mothers	To reduce the under-18 conception rate per 1,000 females aged 15 to 17 Reduce the teenage conception rate within two wards with the highest rate of teenage pregnancy Increase the educational outcomes for teen mothers conceiving under the age of 16 (one x A*-G GCSE or equivalent by age 18)	Staff recruited	Anna Harskamp

Youth Service Review	To identify requirements and restructure the Youth Service as necessary. Phase 2 will focus on future planning for Connexions from 2008	To provide a service that meets the needs of young people	Review report agreed Decision on which of options to take forward	Anna Harskamp
High Cost Placement review	Implement measures to reduce costs of placement	To improve outcomes for children and young people in care or at risk of coming into care whilst reducing costs	Review report produced Decision on how to proceed	Tolis Vouyioukas
Children and adolescent mental health service review	Implement actions identified in review of the children and adolescent mental health service	To provide a service that meets the mental health needs to children and young people	Review report and recommendations agreed	Anna Harskamp

Childrens Services Gross Expenditure 2007-08 (£'000)



Customer Services

Director's Introduction

Our Vision

Customer Services supports the local strategic partnership vision of **building communities and transforming lives.**

Our ambition is to have:

- The cleanest streets
- The highest recycling rates in London
- The best housing provision in the Thames Gateway
- The most improved council tax collection in London
- The highest income from rents
- A first class benefit service
- All services into the one stop shops and contact centre

The Department will contribute to the Council's priorities:

Customers

The corporate Done in One strategy recently agreed by the Council will be the principal means of delivering outstanding customer services across the board. This strategy, in conjunction with those on community cohesion, consultation and engagement will make sure that the Council puts local people at the heart of everything we do. It will also involve and empower people to make informed choices about the issues affecting their lives.

As part of our service planning for 2007-08 we have undertaken comprehensive self-assessments of the services provided by the Department. These self-assessments together with benchmarking and performance data are being used to identify areas where the needs of customers should be clarified and where performance and value for money need to be improved. The Department is focussing on three customer issues:

- Do we understand the needs of our customers?
- How good are we at meeting their needs?
- Is our service value for money?

We will also continue benchmarking, consulting and talking to our customers, and involving staff through the staff forum, service improvement groups, focus groups and Done in One training.

During the year, we will begin a housing modernisation programme aimed at improving the processes and approaches in our housing service and taking us to a three star rating for the CPA service block.

Performance

We will continue to implement the waste strategy to achieve the cleanest streets and the highest recycling rates in London.

By realising the full advantages of the Revenues and Benefits modernisation programme, our performance on Council Tax, Rent collection and benefit processing times will continue to improve.

By regularly monitoring performance we will continue to make sure that planned improvements take place, and we will aim to have all of our services rated 'good' by the Audit Commission by the end of the year.

More efficient resource planning is expected to save approximately £250,000 per annum, and with other efficiency measures this will produce a contribution of £1.4 million to the Council's medium-term financial strategy.

We will continue with plans to make savings through better procurement of capital projects, making savings of 8% overall in the annual capital programme of around £30 million.

We will continue to implement improvements based on peer inspections and prepare for inspection by the Audit Commission of the Housing service.

Regeneration/Community Cohesion

Completing the move of all services into our contact centre, Barking and Dagenham Direct, and the opening of two One Stop Shops will be an important contribution to providing outstanding customer services. All of our services have undertaken risk assessments, including those for equalities and diversity and we will continue to consult and involve tenants, leaseholders and customers in designing and delivering our services.

Housing investment as part of the Housing Futures project will ensure that we maximise regeneration opportunities and to design out burglary and anti-social behaviour.

Support for neighbourhood management and in particular the intensive neighbourhood management pilot, will see us take part in comprehensive measures to deliver excellent services to those most in need of them.

The corporate Done in One strategy will also:

- Develop relationships with partner organisations and provide services jointly and seamlessly
- Develop the diverse skills of our workforce and increase our capacity to innovate and improve performance
- Through service reviews, improve effectiveness and efficiency as well as meet customers' needs and expectations
- Maximise the use of corporate assets such as libraries, community facilities etc and ensure a "One Council" approach to access, services and information
- Improve community cohesion.

Develop customer awareness and skills to access our services.

Achievements 2006-07

Promoting Tenant participation through CHP

Demonstrated by the:

- Unity Week
- Tenants resource centre and improvements in security through the use of CHP boards to agree priorities

Tackle Homelessness

Demonstrated by the:

- Introduction of the rent deposit scheme
- Achieved government target of no families in bed and breakfast accommodation

Become the best social landlord within the Thames Gateway area

Demonstrated by the:

- Increase in number of homes meeting the Decent homes standard
- Delivery of the £2 million external decoration programme
- Training of caretakers, cleaners and estate officers to the standard of British Institute Cleaning Science and the introduction of a deep clean team to target worst areas

Enforce the law against environmental crime and tackle graffiti and rubbish dumping

Demonstrated by the:

- Targeting of Anti-Social Behaviour using a variety of enforcement methods
- Reduction in the number of small fly tips from 6,000 in 2004 to 3,000 in 2006, of which almost 100% are cleared within 24 hours
- Increase in number of fixed penalty notices issued from 190 in 2004 to over 600 in 2006

Have the cleanest streets in London through improved environmental management

Demonstrated by the:

- Implementation of the redesign of street cleansing, using neighbourhood management model, that is supervisors are responsible for all frontline services in their appointed geographical area, rather than having responsibility for a single service
- More efficient refuse collection through co-collecting waste and recycling
- Achievement of top quartile performance in the inspection and removal of abandoned vehicles

Increase the recycling participation rates

Demonstrated by the:

- Improved performance of recycling and composting to 22% surpassing our statutory target of 18%
- Introduction of the mechanical biological treatment facility in October 2006

Focus on customer satisfaction

Demonstrated by the:

- Achievement of winning the Best Customer service in London award
- Launch of the Tell Us campaign and the review of its success
- Focus on customer feedback which has resulted in the number of missed bins halving to 40 per 100,000 collections over the past two years
- Above average scores for customer satisfaction within environmental and enforcement

Provide flexible and accessible services

Demonstrated by the:

- Official opening of the newly refurbished customer services reception
- Introduction of a joint visiting team with Pensions service
- Increased outreach work and surgeries for Revenues and Benefits clients
- AllPay facility which was introduced in numerous outlets making more payment points accessible to residents and taxpayers.
- Delivery of Phase 2 of the contact centre and review of Phase 1
- Barking Learning Centre One Stop Shop, and identifying a suitable location for the Dagenham interim One Stop Shop

Raise the quality of the Benefits service

Demonstrated by the:

- Upgrade to Academy which resulted in a significant reduction in down time from four weeks to two days for main billing
- Improvement in claims processing new claims from 68 days last year to 30 days in September 2006 and the change of circumstances processing from 22 days last year to 11 days
- Sustained publicity of fraud prosecutions and enforcement action
- Value for money work developed within the service

Improve skills and support to enterprise

Demonstrated by the:

- Culture change programme in progress
- Staff recognition awards given
- Skills and competency project advanced in Revenues and Benefits
- Success of the Done in One staff suggestion scheme

Improve passenger transport services

Demonstrated by the:

- Modernisation of the fleet service which has realised considerable savings and better outcomes for users

Improvement Priorities 2007-08 to 2010-11

Consultation within the crime disorder and drugs strategy, waste management strategy and around the future of the Council's own housing stock, says the quality of the street scene is the main factor in how safe residents feel. The reorganisation of the Department will make sure the Council's services meet and exceed customer expectations.

As part of the reorganisation, the Out of Hours Social Alarms service was co-located with the Contact centre to provide a 24/7 service. To build on the changes we had already made, the Council launched the Tell Us campaign to canvass the views of residents.

The Department needs to maximise the business benefits around the modernisation programme to achieve top quartile or most improved performance within the next two years, Benefit Fraud Initiative CPA score of 4 for 2007/2008 and be recognised as a leading edge, innovative service provider within the next four years. In addition, work has started on addressing the lack of information on value for money and understanding our customers' needs through equalities and diversity monitoring. Our improvement priorities for the Customer Services Department are as follows:

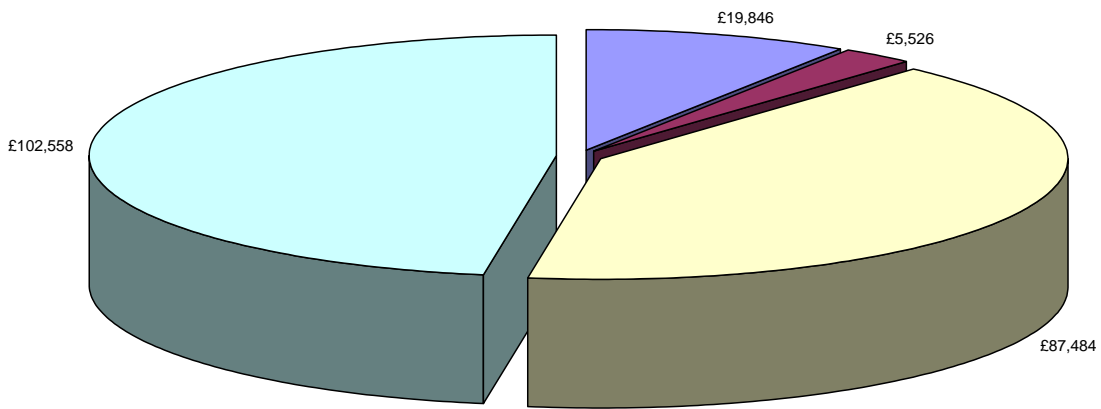
Improvement Priority	Performance Indicator	Link to Community or Council Priority
To reduce the total waste we produce per household	BV84a – Number of kilograms of household waste collected per head of the population	Making LBBB cleaner, greener and safer Improving performance across the board
To improve the cleanliness of our streets	BV199 – Local street and environmental cleanliness	Making LBBB cleaner, greener and safer Improving performance across the board
To improve our recycling rates	BV82 – Percentage of household waste sent by the Authority for recycling or composting	Making LBBB cleaner, greener and safer Improving performance across the board
Reduce antisocial behaviour	Number of fixed penalty notices issued	Making LBBB cleaner, greener and safer Improving performance across the board

Careline services improved	Number of vulnerable people supported	Improving health, housing and social care Delivering outstanding customer services
Develop effective benchmarking for all services	All services to have viable benchmarking information Use of resources score increases	Improving performance across the board
Community engagement and customer knowledge through the Tell Us scheme	Number of responses received from residents	Developing rights and responsibilities with the local community Delivering outstanding customer services
Customer Service Excellence through the Done in One Strategy	Monitor against the published service standards	Delivering outstanding customer services
Deliver high quality services to the customer	Best Value Performance Indicators Benefit Fraud Initiative CPA Housing inspection score	Improving performance across the board Raising general pride in the Borough
Invest in new technology to realise more efficient ways of working	Achieving the Medium Term Financial Strategy	Improving performance across the board
Develop and embed equalities monitoring, review and evaluation across all services	Achieving Equality Standard Level 4	Delivering outstanding customer services
To continue to develop managers and staff to ensure that they achieve consistently high performance and drive continuous improvement	Skills and competency targets	Improving performance across the board

Priority Projects 2007-08

Project Title	Aim of Project	Target / Success Measure	Milestones	Lead Officer
Housing Futures Retained Stock	To deliver decent homes to all properties within the Borough by 2010	Amount of properties decent homes have been delivered on	Reducing the numbers of properties that do not meet the Decent Homes Standard	Jim Ripley Tony Wiggins
Customer First Phase 4 Barking One Stop Shop	To deliver a One Stop Shop in Barking	To successfully deliver a One Stop Shop in Barking for all residents to access services from.	Identifying and acquiring the site to be used. Development of the back office systems, and business process re-engineering on services to be delivered	Jennie Duffy
Customer First Phase 5 Dagenham One Stop Shop	To Deliver a One Stop Shop in Dagenham	To successfully deliver a One Stop Shop in Dagenham for all residents to access services from.	Identifying and acquiring the site to be used. Development of the back office systems, and business process re-engineering on services to be delivered	Jennie Duffy
Barking and Dagenham Direct 24/7 Phase 3	To provide 24/7 Contact Centres	To successfully deliver 24/7 Contact Centre across the Borough	To integrate the remaining processes (400 approx) into the Contact Centre	Jennie Duffy
Bartlett and Oldmead	To refurbish the high rise block to the LBBD decent homes standard	For the refurbishment to take place, and tenant's to be satisfied with the outcome.	Official Journal of the European Union notice put out. Contractors appointed.	Jim Ripley
Housing Modernisation Programme	To improve the housing services division, and improve on performance and delivery	Successful completion of the Transformation Programme		Jim Ripley
Waste Service Improvement Plan	To improve the way we collect waste and keep the environment clean	Improved waste reduction and a cleaner environment	To improve performance measured through Best Value Performance Indicators	Darren Henaghan

Customer Services Gross Expenditure 2007-08 (£'000)



Regeneration

Director's Introduction

Our Vision

The Regeneration Department supports the local strategic partnership vision of **building communities and transforming lives**.

Our ambition is to:

- Improve skills and support enterprise and encourage business to invest in the Borough
- Have a skilled population
- Build a vibrant, sustainable future with a wider range of housing, excellent retail, leisure and transport services
- Ensure outstanding outcomes in Barking Riverside, South Dagenham and Barking Town Centre
- Promote arts, heritage, leisure and recreation and improve general health and fitness
- Have the best highways and traffic services in London

The department will contribute to the Council's priorities:

Delivering outstanding customer services

The department will be guided by the corporate customer services strategy recently agreed by the Council.

As part of our service planning the department will be carrying out a number of service reviews and part of this process will be to focus on the outcomes for the customer. The department will continue to consult our customers.

More specifically the department intends to engage with its registered social landlord partners to identify satisfaction levels of customers who have moved into homes funded within the Borough.

The department intends to establish a number of consultation 'slice' groups on specific topics and where appropriate, customers will be encouraged to take part.

Improving performance across the board

The department is committed to carrying out a number of value for money service reviews which will identify savings and efficiencies.

A review of the way that large-scale capital projects are managed is planned and is expected to result in large-scale savings.

Regular monitoring of performance will continue and will provide a tool for planning and service improvement.

Regenerating the Borough

In consultation with the community and our partners, we are developing a revised Regeneration Strategy. The department is focused on delivering regeneration to support social, economic and environmental well being of the Borough and contribute to sustainable development.

Planning officers form part of the estate renewal teams and there is a regular dialogue between the Council and the Greater London Authority.

Achievements 2006-07

Improve Skills and Support Enterprise

Demonstrated by the:

- Reduction in the number of people not in employment, education or training from 15.4% to 11.5%
- Number of achievements by adult learners which has increased by 42%

Encourage business to invest

Demonstrated by the:

- Achievement of the £15.5 million funding for the Local Enterprise Government Initiative

Build a vibrant, sustainable future with excellent retail, leisure and transport services

- Annual Programme of Transport Schemes (£3.5 million capital programme) aimed at encouraging model shift from the car to sustainable modes

Ensure outstanding outcomes in Barking Riverside, South Dagenham and Barking Town Centre

- Estate renewal schemes are being progressed such as Tanner Street, where 118 unpopular Council owned flats in three blocks have been replaced by 165 new homes including four-bedroomed houses, which will help address a chronic shortage of larger size family homes. This scheme has secured an Office of the Deputy Prime Minister award. Planning consent has been granted for the development of Barking Riverside – these plans include 10,800 new homes

Improve fitness and reduce obesity

- Working in partnership with the Primary Care Trust the Leisure centres have delivered the mind, exercise, nutrition, do it programme at Goresbrook Leisure Centre and Abbey Sports Centre. This programme was specifically designed to tackle obesity in children and to address inactivity and dietary problems.
- The Council has run sports development Just Walk schemes, where five weekly walks are available at various parks within the Borough. The walks are free of charge and available to all sections of the community. In partnership with the rangers service we provide monthly nature walks. We supported the Primary Care Trust and British Heart Foundation at the annual East London walking festival.

Promote arts, heritage, leisure and recreation for all

Demonstrated by the:

- Annual Molten Diversity Arts Festival, Eastern Edge Film project, LBBDD Creatives Forum, Sonic Spin, Marking Town Centre Artscape.
- Two parks received Green Flag Status
- A Stage 1 Heritage Lottery Fund pass worth £3,254,000 and Development Grant of £245,000 secured for Barking Park Restoration and Improvement Project.
- Production of outline plans for the new Becontree Heath Leisure Centre.
- Full schools educational programme delivered at the Millennium Centre.

Deliver Excellent highways, traffic and street lighting services

Demonstrated by the:

- Council's Street Lighting Capital Replacement Programme 2006-07 where 242 lamp columns were replaced covering 3.26 kilometres of road. In addition, 242 lamp columns have been incorporated into our street lighting remote monitoring system which enables the Council to remotely monitor the performance of the lamp and control gear so there is no need for night scouting and there is an accurate account of faulty components
- Street Clutter and Legibility audit for Heath, which resulted in Eastbrook and Alibon wards preparing a best practice document, and over 1,200 separate items have been identified for improvement or removal.
- Introduction of retro reflective bollards at traffic light junctions should help decrease accidents within the Borough.
- Highways maintenance programme has resulted in 13.3 kilometres of footway being upgraded and improvements in 6.0 kilometres of carriageway
- Continuing improvements to the Borough's highways to make them safer where 39 roads have been made 20mph speed limits, four roads have had speed humps installed and six schools have had their existing entrances improved.

Provide more key-worker housing

Demonstrated by the:

- Provision of housing schemes provided on a low cost home ownership basis for key workers

Build partnerships to enable a range of decent, affordable high quality private and social homes

Demonstrated by the:

- Achievement of external funding of £7 million for the redevelopment of the Lintons from the Department of Communities and Local Government estate renewal source.
- Provision of 332 new affordable homes, which included homes for specific housing need groups such as victims of domestic violence, single teenage parents and older people.
- Design awards for two of our housing schemes

Increase job opportunities and raise income levels

- The Barking and Dagenham Jobs Partnership has been established with providers in the voluntary and community sector to provide a free-of-charge supported job brokerage service
- Training programmes have been developed in Skills for Life and English for speakers of other languages, with an integrated package of pre-entry training and support to meet the needs of lone parents.

Improvement Priorities 2007/08 – 2010/11

Improvement Priority	Performance Indicator	Link to Community or Council Priority
Develop effective benchmarking for all services	All services to have viable benchmarking information	Improving performance across the board
Percentage of new homes built on previously developed land	BV106 – Percentage of new homes built on previously developed land	Improving health , housing and social care Regenerating the Borough
Percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	BV156 – Percentage of authority buildings open to the public which are suitable for and accessible to disabled people	Promoting equal opportunities and celebrating diversity Delivering outstanding customer services
Deliver high quality services to the customer	BV119 – Customer satisfaction with: a) Sport and leisure facilities c) Museums and galleries e) Parks and open spaces	Raising general pride in the Borough Delivering outstanding customer services
Carryout bi-annual Impact Assessments of all Service areas	Achieving Equality Standard Level 4	Promoting equal opportunities and celebrating diversity Delivering outstanding customer services
Well trained and motivated work force	Investors in people review	Improving performance across the board
Cadiz Court Redevelopment	60 new homes	Improving health, housing and social care Regenerating the Borough
Level of affordable housing	50% of all new homes	Improving health, housing and social care Regenerating the Borough

Proportion of new larger size affordable family homes	50% of all affordable homes to be 3 bedrooomed or greater	Improving health, housing and social care Regenerating the Borough
Improve prosperity and enterprise	Local Area Agreement block four floor and reward targets	Regenerating the local economy

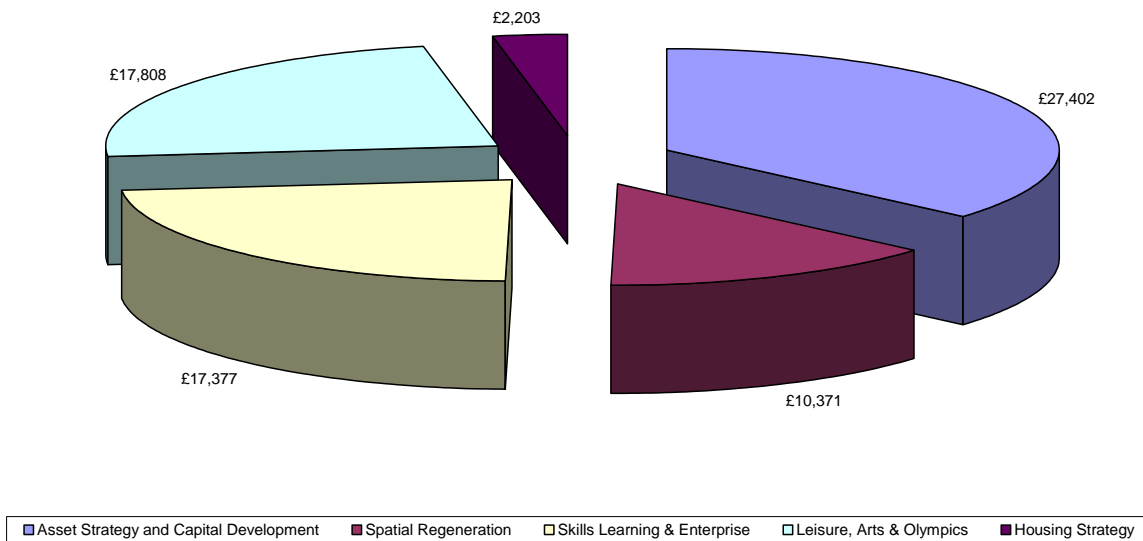
Priority Projects 2007/08

Project Title	Aim of Project	Target / Success Measure	Milestones	Lead Officer
Local Enterprise Growth Initiative	£15.5 million programme to boost enterprise culture in the Borough, transform the Borough's business start-up and business support provision and create new workspace for small and medium sized enterprises	<p>"Enterprise Culture" - To create an enterprise culture in the Borough that will close the gap (year on year) and surpass the national Total Entrepreneurship Activity rating by 2015.</p> <p>"Access to Support" - To establish an integrated business support service by the end of 2006, that will increase productivity at the local level to the national average by 2015.</p> <p>Space for Business" - By 2010, we will deliver, and fill to acceptable occupancy levels; 60,000 square feet of high quality managed workspace.</p>	<p>Establishment of Barking and Dagenham Enterprises (BDE)</p> <p>Create an Enterprise Culture</p> <p>Access to Support</p> <p>Space for Enterprise</p>	Alan Lazell
Barking Learning Centre	Construction of new central library together with joint teaching facilities with the Adult College, Barking College and the University of East London. The Council's first One Stop Shop providing residents with easy access to not only Council services but also other public services, a cafe and 246 new homes	<p>Support the regeneration of the town centre</p> <p>Create environment to promote learning</p> <p>Provision of 246 new homes</p>	<p>Opening of library</p> <p>Agreed a fixtures, fitting and equipment installation programme</p>	Jeremy Grint
Corporate Accommodation Strategy	The rationalisation of office accommodation from 29 buildings to eight over a three to four year period. And the re-provision of new office space	<p>The relocation of staff into newly constructed office extensions at both the Town Hall and the Civic Centre</p> <p>The disposal of buildings to be vacated</p> <p>An improved working environment, leading to improved service delivery, improved staff networking through consolidation and buildings that are 'fit-for-purpose'</p> <p>The introduction of new ways of working which maximises new technology and flexible working environments (with Human Resources, Information Management and Technology Divisions)</p>	<p>Pre-qualification questionnaire and invitation to tender period for design and project management consultants</p> <p>Create project board & work stream teams</p> <p>Appoint design team & main contractor</p> <p>Disposal of redundant property</p> <p>Construction phase</p> <p>Occupation of new extensions and decanting buildings to be disposed</p>	Jim Mack

<p>Barking Town Centre Public Realm</p>	<p>Ensure the quality and design of the built and natural environment, the public realm, public art and lighting</p>	<p>Supports the regeneration of Barking town centre</p> <p>A refurbishment programme for Town centre</p>	<p>Initiation and planning</p> <p>Specification & Design</p> <p>Town Square Phase 1- Works to be procured by the Learning Centre contractor</p> <p>New Health Care Centre-Phase 1 works due to commence Jan 2007 and be completed by end of Mar 2007</p> <p>Phase 2 works will commence once the Health Care Centre building has been completed in approximately 18 months time</p> <p>Town Square Phase 1- Works to commence in Jan 2007 and be completed by May 2007</p> <p>On-street car parking St. Pauls Road works to commence in Nov 2006 and be completed by Mar 2007</p>	
<p>The Decant and Redevelopment of the Lintons</p>	<p>The comprehensive redevelopment of the Lintons site to provide a range of housing, which will include one and two bedroom flats as well as large family units, a new community facility of up to 500 square metres and an enterprise centre</p>	<p>Achieve development funding</p> <p>Successfully relocate current occupants</p> <p>Provide a mix of housing to meet the needs of the Council's strategic objectives.</p> <p>Contribute to the regeneration of the Barking town centre</p>	<p>Decant and acquisition of properties</p> <p>Produce development brief and marketing material</p> <p>Market site and appoint developer</p> <p>Clear site</p>	<p>Ken Jones</p>
<p>The Decant and Redevelopment of London Road, North Street</p>	<p>The redevelopment of the Council's properties on London Road, North Street</p>	<p>The master plan outlines proposals that include approximately 450 residential units (including one, two and three bedroom flats and four or five bedroom family dwellings); 7,600 square metres of commercial floorspace, community facilities and a new public square</p>	<p>Consultation and adoption of the master plan</p> <p>Decant and acquisition of properties</p> <p>Market site and appoint developer</p> <p>Submit planning application based on master plan.</p> <p>Sale of core site</p>	<p>Ken Jones</p>

UEL Site Redevelopment	Redevelopment of the University of East London Site, Longbridge Road	Appropriate balance of housing tenures and types on new development Deliver aspirational homes at key sites outside Barking town centre New homes developed to meet the needs of the community	Agree affordable housing target for scheme Establish overall timetable for scheme set Establish economic viability of scheme	Ken Jones
Major Transport Infrastructure – East London Transit (Phase 1a) and DLR Extension.	Secure major investment by external partners (Transport for London) to provide new transport infrastructure to support development of major regeneration areas – Barking Riverside and Barking town centre	Primarily working with Transport for London and others on Docklands Light Rail extension from Beckton to Dagenham Dock; and implementation of East London Transit (Phase 1a – Ilford to Barking Riverside/Dagenham Dock via Barking town centre).	Construction start for East London Transit Phase 1a Transport for London appoint team to progress scheme to Transport & Works Act powers for DLR.	Jeremy Grint

Regeneration Gross Expenditure 2007-08 (£'000)



Resources

Director's Introduction

Our vision

The Resources Department leads and supports service improvements across the Council particularly through our partnerships. It also supports elected Members and chief officers to monitor and challenge barriers that may stand in the way of improvements for the community.

The Department's ambition for the next three years is to:

- Provide a comprehensive financial service to the Council;
- Ensure the deliver of our Local Area Agreement;
- Take corporate responsibility for democratic processes, the Council Constitution, support to elected Members, partnerships, consultation, marketing and communications.;
- Provide Information Communications Technology (ICT) support and solutions to meet the varied business needs of the Council Departments including the development of e-government;
- Lead and support Departments in managing performance, service planning, inspections, reviews and the Comprehensive Performance Assessment;
- Further develop our corporate approach to risk;
- Provide a fully comprehensive legal service for the Council;
- Provide an excellent human resource service and ensure that all employees and members have the chance to develop the skills they need to performance excellently.

During this time the Department will take an active role in delivering the Council's priorities:

- Delivering outstanding customer service;
- Improving performance across the board;
- Regenerating the Borough.

With these priorities at the forefront of our working, each of the our divisions has made a commitment that they will:

Corporate Finance

- Explore new potential income streams to underpin and reduce service costs;
- Ensure that major regeneration activity within the Borough has closer financial responsibility so that key stakeholders receive excellent value for money;
- Put in place a robust process for developing the medium term financial strategy with the outputs linking more closely to Departmental business planning;
- Ensure the Council is supported to achieve its efficiency targets.

Democracy and Partnerships

- Develop themed marketing and communications campaigns for the Council to be recognised nationally and for the community to be well informed;
- Provide enhanced support to portfolio Members;
- Ensure all stakeholders understand the Council's governance arrangements;
- Drive the Community Engagement and Consultation strategy and plan;
- Support the Barking and Dagenham Partnership to produce strong outcomes for local people and deliver the Borough's floor targets.

Human Resources

- Implement Single Status;
- Support the development and implementation of equalities and diversity in employment;
- Provide learning and training opportunities for Members, managers and staff that meet the needs of the Council and promote leadership focused on the three Council priorities;
- Implement the organisational development strategy, workforce development plan and recruitment and retention strategies;
- Work with managers to reduce the Council's sickness levels.

Information and Communication Technology and e-Government

- Implement the Information and Communication Technology Strategy to deliver future technology and e-government across the Council; in particular begin the renewal of the voice and data network, standardise desktop facilities and enable mobile and flexible working
- Enable the Customer First Access strategy to support and deliver e-Services to the community.

Legal Services

- Ensure our Legal Services delivers first class legal advice, advocacy and support across all the Council's Departments and external partners;
- Reduce the time taken to carry out standard searches;
- Provide innovative value for money solutions to legal, financial and information problems.

Performance and Delivery

- Support the Council to effectively manage performance and projects, leading the Council priority to improve services across the board;
- Manage and learn from customer complaints in order to improve service delivery;
- Prepare the Council for any emergencies and ensure business continuity planning is embedded;
- Ensure the organisation remains committed to maintaining the highest levels of data quality.

Strategic Audit and Finance

- **Deliver external funding and corporate audit strategies;**
- **To achieve value for money level 4 score;**
- **Deliver a partnership and third sector funding strategy;**
- **For our procurement to be a London centre of excellence exemplar;**
- **To achieve energy efficiency big wins;**
- **Audit to lead best practice, aiming to win Cliff Nicholson Award.**

Achievements 2006-07

Supported the Council in its ambition to achieve excellence

- Achievement of three stars (good) for CPA 2006 from a rating of two stars in 2005;
- Direction of Travel Statement describing the Council as among the highest performers in London
- Positive feedback from the Improvement and Development Agency Peer Review team following their assessment of the Council which took place in July 2006.

Delivered the Council's efficiency agenda successfully

- Efficiency savings of £4.5 million for 2006-07, totalling over £9 million since 2005-06.

Maximised the Council's Financial Resources

- Re-organisation of the Council's finance Department to effectively support and advise all Council Members, Departments and partnership organisations;
- Achievement of Level 3 for Use of Resources in 2006 compared to Level 2 in 2005.

Improved the way in which the Council achieved value for money

- 2006-07 Council Tax levels being set below capping levels;
- Achievement of Level 3 for Value for Money in 2006 compared to Level 2 in 2005.

Improved the effectiveness of the Council's partnership working

- Partnership being awarded a green rating by the Government Office for London for qualitative aspects;
- Restructured the performance management for the partnerships arrangements to reflect those used by the Council;
- Tendering of a new Citizen's Panel along with our partners.

Improved procurement practice

- Introduction of Purchase Cards across the organisation;
- Appointment of Matrix Managed Services for the provision of all the Council's agency staff.

Reduced the Council's sickness levels

- Introduction of new Human Resources policies to manage absence linked in to a new in-house Occupational Health service and well being programmes;
- Reduction in days lost due to sickness absence from 11.62 days in 2005-06 to 11.38 in 2006-07.

Provided effective support to all Council services

- Successful implementation of Phase 1 of the Oracle HR Self Service;
- Completion of a best value review of legal services and an increase in in-house capacity to reduce external legal costs.

Enhanced the use and reporting of good quality data to improve our decision-making ability

Demonstrated by the:

- Introduction of a corporate Data Quality Policy and Action Plan to further improve our data quality;
- Nomination of Data Quality Champions throughout the organisation and training of staff in good Data Quality practice;
- Achievement of a Level 2 with regards to our approach to Data Quality.

Improved the Council's consultation and engagement processes

Demonstrated by the:

- Development of a Consultation and Engagement Strategy;
- Scrutiny Panel which reviewed the Council's consultation processes. All recommendations made as a result of the review were successfully implemented within six months;
- Revision and launch of a new Consultation toolkit for Council-wide use;
- Introduction of a Consultation Board in order to oversee all consultation carried out by the Council.

Improvement Priorities 2007-08 to 2010-11

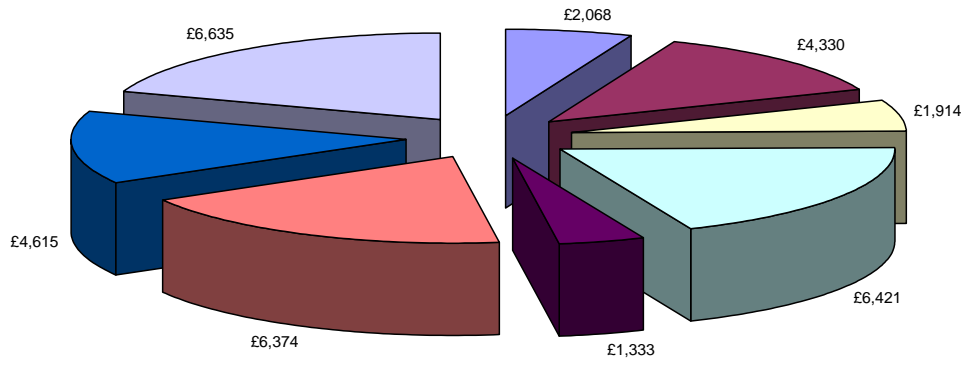
Improvement Priority	Performance Indicator	Link to Community or Council Priority
Help to reduce the Council's sickness levels	BV12 – Number of working days or shifts lost to the local authority due to sickness absence	Improving services across the board
Ensure the Council works effectively with its partners to deliver the Local Area Agreement	B&D partnership outcome rating	Improving services across the board
Maximise the Council's financial resources	CPA Use of Resources – Level 4	Improving services across the board
Ensure the Council provides good Value for Money	Value for Money score – Level 4	Improving performance across the board
Build management and member capacity	Implement revised Member training programme	Improving services across the board
Ensure there is a systematic approach to risk management in order to effectively manage projects and their associated risks	Complete corporate risk register	Improving services across the board
Provide effective support services to the organisation including Information and Communication Technology, Human Resources and Legal services	Improved customer satisfaction ratings	Delivering outstanding customer services
Deliver the Council's efficiency agenda	Meet the Council's efficiency saving target	Improving performance across the board
Ensure the Council's workforce is representative of the local community	BV16a – Percentage of local authority employees with a disability BV17a – Percentage of local authority employees from ethnic minority communities	Promoting equal opportunities and celebrate diversity Delivering outstanding customer services
Build performance management capacity within the B&D partnership	B&D partnership outcome rating	Improving performance across the board

Lead the Council to excellence	CPA rating Number of priority projects on target	Improving performance across the board
Improve the Council's consultation and engagement programme	Strategy in place	Delivering outstanding customer services

Priority Projects 2007-08

Project Title	Aim of Project	Target / Success Measure	Milestones	Lead Officer
Corporate Risk Register	To produce and maintain a relevant Corporate Risk Register leading to better informed decision-making and improved service delivery	Corporate Risk Register complete		Sharon Roots
Investors in People	Maintain Investors in People recognition on re-assessment in 2008	Accreditation gained		Gail Clark
Local Area Agreement Delivery	To improve the programme and performance management of the Local Area Agreement to make the Barking and Dagenham Partnership more effective in delivering the Local Area Agreement outcomes	Improved B&D partnership outcome rating		Guy Swindle
Sickness Absence and Ill Health	Reduce sickness and absenteeism levels and increase management and leadership competence	BV12 – Number of working days or shifts lost to the local authority due to sickness absence		Christine Shepherd
Community Engagement Programme	To develop and deliver a programme of activities designed to effectively engage the community of Barking and Dagenham, putting the Community Engagement Strategy into practice	Improve rates of satisfaction with opportunities to participate in Council decision making		Guy Swindle
Marketing and Communications Strategy	Deliver the Communications Strategy and action plan to drive all our internal and external communications and marketing, so that they better tell the Council's story	Progress against action plan		Duncan Stroud
ICT Infrastructure Upgrade	Provide a reliable service supporting the current Information and Communications Technology systems and the introduction of new and innovative Information and Communications Technology system including e-Government, Customer First, Revenues and Benefits and Oracle	Improvement in IT user satisfaction		Sarah Bryant
Single Status	To achieve single status in relation to grading all jobs within the scope of the "Green Book" on a common basis and in accordance with equal pay legislation	Single Status in place		Jan Southwell

Resources Gross Expenditure 2007-08 (£'000)



Performance & Delivery	Democracy & Partnerships	Legal Services	Human Resources
Strategic Finance & Audit	ICT & E-Government	Corporate Finance	Other Services

Appendix 1

Adult and Community Services

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
COMMUNITY, HERITAGE SERVICES AND LIBRARIES											
BV2a	Level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability	Level 3	n/a	Level 3	Level 3	no change	Level 4	Level 5	Level 5		
BV2b	The duty to promote race equality – The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	63.16%	☹️	73.68%	84.21%	better	84.21%	94.74%	94.74%	79%	89%
BV118	Satisfaction with Libraries. Library users who:									Survey Year 2003	
(a)	Found a book to borrow	75.57% [03/04]	☹️ [03/04]	80%	89.8%	better [03/04 to 06/07]	n/a	90%	76%	67%	
(b)	Found the information they were looking for	73.1% [03/04]	😊 [03/04]	80%	74.9%	better [03/04 to 06/07]					
(c)	Were satisfied with the library service overall	78.8% [03/04]	☹️ [03/04]	80%	85.1%	better [03/04 to 06/07]					
BV119	Percentage of residents satisfied with the Local Authority Cultural services:									Survey Year 2003	
(b)	Libraries	60.98% [03/04]	☹️ [03/04]	85%	67%	better [03/04 to 06/07]	n/a	70%	72%	67%	
	% very/fairly satisfied – all										
(c)	Museums and Galleries	22.73% [03/04]	☹️ [03/04]	45%	29%	better [03/04 to 06/07]		45%	50%	40%	
	% very/fairly satisfied – all										
BV170	Visits to and Use of Museums										
(a)	Number of visits to/ usage's of local authority funded, or part-funded museums in the local authority area per 1,000 population	435.61	☹️	437	466	better	470	219	219	958	322.5
(b)	Number of those visits to local authority funded, or part-funded museums that were in person, per 1,000 population	194.91	☹️	196	234	better	197	n/a		523	161.75
(c)	Number of pupils visiting museums and galleries in organised school groups	2624	☹️	2590	2022	worse	2200	n/a		8155.75	5349.75
BV226	Advice and Guidance										
(a)	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations	£261,347	n/a	not set		n/a	Not required to set				
(b)	Percentage of monies spend on Advice and Guidance services provision which was given to organisations holding the CLS Quality Mark at "General Help" level and above	97.83%									
(c)	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public	£3,681,726									

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06		
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London	
ADULT CARE SERVICES												
BV53	Households receiving intensive home care per 1,000 population aged 65 or over (PAF AO/C28)	18.92	●●●●●	21	20	better	22	23		16.64	24.02	
BV54	Older people helped to live at home per 1,000 population aged 65 or over (PAF AO/C32)	111.01	●●●●●	114	110	worse	115	116		100.10	115.38	
BV56	Percentage of items of equipment delivered and adaptations made within 7 working days (PAFAO/D54)	94.96%	●●●●●	96%	98%	better	96.5%	97%		91	94.45	
BV195	Acceptable waiting time for assessments (PAF AO/D55)	87.2%	●●●●●	93%	94%	better	94%	95%		83.55%	86.91%	
BV196	Acceptable waiting time for care packages (PAF AO/D56)	81.99%	●●●●●	85%	85%	better	87%	90%		91.53%	91.67%	
BV201	Adults and older people receiving direct payments at 31 March per 100,000 population aged 18 or over (PAF AO/C51)	194.25	●●●●●	220	221	better	221	222		98.73	107.83	
COMMUNITY SAFETY AND PREVENTATIVE SERVICES												
BV126	Domestic burglaries per year, per 1,000 households in the local authority area (PPAF SCI 5a)	16.72	☹	16.97	18.00	worse	16.39			6.4	16.4	
BV127 (a)	Violent crime per year, per 1,000 population in the local authority area (PPAF SCI 5b)	38.41	☹	32.88	38.47	worse	30.85	Police have not set targets for this year		12.45	23.2	
BV127 (b)	Robberies per year, per 1,000 population in the local authority area (PPAF SCI 5c)	4.71	☹	4.32	4.89	worse	4.32			0.3	3.8	
BV128	Vehicle crimes per year, per 1,000 population in the local authority area	20.02	☹	16.89	18.33	better	15.25			7.33	15.7	
BV225	Quality of Domestic Violence Services											
	The percentage of the following questions to which a local authority can answer "yes" [To answer "yes" the local authority must have fully achieved the goal described; it is not enough that the authority is working towards the goal]	72.73%	n/a	90%	90%	better	100%	100%	100%			
BV174	Number of racial incidents reported to the local authority and subsequently recorded, per 100,000 population	86.89	see note on BV 174 below		109.4	see note on BV 174 below						
BV175	Percentage of racial incidents reported to the local authority that resulted in further action	98.6%	☹	100%	100%	better	100%	100%	100%	100%	100%	

Note

Grey cells in the Nationwide and London comparisons column refer to indicators that are unsuitable for summary statistics or for national summary figures although the data is collected

BV 2 – The Levels:

1. The authority has adopted a comprehensive equality policy including commitments to develop equality objectives and targets, to consultation and impact assessment, monitoring, audit and scrutiny
2. The authority has engaged in an impact and needs assessment, a consultation process and an equality action planning process for employment and service delivery
3. The authority has completed the equality action planning process, set objectives and targets and established information and monitoring systems to assess progress
4. The authority has developed information and monitoring systems that enable it to assess progress towards achieving specific targets
5. The authority has achieved targets, reviewed them and set new targets. The authority is seen as exemplary for its equality programme.

BV226 – As a number of authorities have expressed concern about the potentially onerous requirements placed on them by this indicator, the Department of Constitutional Affairs have confirmed that they are not expecting any more than broad cost estimates in respect of this indicator. Therefore, it has been decided that data returns in respect of BV226 will not be subject to potential qualification for the financial year 2006/07

BV 170(b) and (c) – Targets have not been set for 2008/09 and 2009/10 because.....

BV 174 sets the context for BV 175 rather than measure performance in itself. Therefore no comparison has been made with National and London figures and no targets have been set

Children's Services










PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
QUALITY AND SCHOOL IMPROVEMENT											
BV38	Percentage of 15 year old pupils achieving five or more GCSEs at grades A* - C or equivalent	50.83%	☹️	53.4%	55.69%	better	55%	60%	60%	58.3%	59.93%
BV39	Percentage of 15 year old pupils achieving five or more GCSEs or equivalent at grades A* - G including English and Maths	88.96%	☹️	95%	88.36%	worse	95%	92%	93%	90.8%	91.25%
BV40	Percentage of pupils achieving Level 4 or above in the Key Stage 2 Mathematics test	70.28%	☹️	79%	73.32%	better	79%	80%	80%	77.43%	77%
BV41	Percentage of pupils achieving Level 4 or above in the Key Stage 2 English Test	75.05%	☹️	79%	74.53%	worse	79%	80%	80%	81.18%	82.5%
BV43	Percentage of proposed statements of special educational need issued by the authority in a financial year and prepared within 18 weeks:										
(a)	excluding exception cases	90.16%	☹️	100%	98.33%	better	100%	100%	100%	100%	100%
(b)	including exception cases	72.37%	☹️	90%	85.51%	better	91%	92%	93%	95.4%	95.6%
BV181	Percentage of 14 year old pupils achieving Level 5 or above in the Key Stage test in:										
(a)	English	66.56%	☹️	75%	66.96%	better	75%	75%	75%	77%	77.2%
(b)	Mathematics	65.85%	☹️	75%	69.97%	better	75%	75%	75%	77%	74.66%
(c)	Science	61.51%	☹️	71%	63.37%	better	71%	75%	75%	74%	70.49%
(d)	ICT	70.26%	☹️	74%	58.72%	worse	75%	75%	75%	73.83%	67.55%
BV194	Percentage of 11 year old pupils achieving Level 5 or above in Key Stage 2:										
(a)	English	19.51%	☹️	28%	23.55%	better	29%	29%	30%	29%	29%
(b)	Mathematics	22.91%	☹️	28%	25.74%	better	31%	31%	31%	32%	34%
PUPIL AND FAMILY SUPPORT											
BV45	Percentage of half days missed due to total absence in secondary schools	8.58%	☹️	8%	8.11%	better	8%	8%	7%	7.26%	7.01%
BV46	Percentage of half days missed due to total absence in primary schools	6.56%	☹️	5%	6.81%	worse	5%	5%	4%	5.13%	5.72%
BV197	Local under 18 conception rate (per 1,000 population of females aged 15-17)	71.8	n/a	47	64	better	39	36	33	n/a	n/a
BV197	Percentage change in the number of conceptions amongst 15-17 year olds compared with the baseline year of 1998 - 54.6	31.5%	☹️	-13.92%	17.22%	better	-17%	-16%	-15%	-18.23%	-17.44%
BV221	Participation in and outcomes from Youth Work										
(a)	Percentage of young people aged 13-19 gaining a recorded outcome compared to the percentage of young people in the local authority area	68.53%	😊	70%	76.99%	better	72%	74%	76%	59%	61%

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
(b)	Percentage of young people aged 13-19 gaining an accredited outcome compared to the percentage of young people in the local authority area	10.59%		15%	12.23%	better	20%	22%	24%	25%	24%
SAFEGUARDING AND RIGHTS											
BV49	Percentage of looked after children at 31 March with threes or more placements during the last financial year	14.86%		14%	15.56%	worse	14%	13%	12%		
BV50	Percentage of young people leaving care aged 16 or over with at least one GCSE at Grade A* - G or a GNVQ (PAF CF/A2)	45.45%		45%	45.28%	worse	55%	64%	65%	59.32%	56.1%
BV161	Percentage of those young people who were looked after on 1 April in their 17 th year (aged 16), who were engaged in education, training or employment at the aged of 19 to the percentage of young people in the population who were engaged in education, training or employment at the age of 19 (PAF CF/A4)	0.54		0.75	0.73	better	0.77	0.80	0.83	0.91	0.98
BV162	Percentage of child protection cases which were reviewed regularly, out of those cases which should have been reviewed during the year (PAF CF/C20)	98.63%		100%	100%	better	100%	100%	100%	100%	100%
BV163	Number of children who ceased to be looked after during the year as a result of the granting of an adoption or special guardianship order, as a percentage of the number of children looked after at 31 March (excluding unaccompanied asylum seekers) who had been looked after for 6 months or more on that day (PAF CF/C23)	9.32%		8%	8.12%	worse	9%	9.5%	10%	9.51%	9.38%
SHARED SERVICES AND ENGAGEMENT											
BV222	QUALITY OF EARLY YEARS AND CHILDCARE LEADERSHIP										
(a)	Percentage of leaders of integrated early education and childcare settings funded or part-funded by the local authority with a qualification at Level 4 or above	44.44%		40%	44.44%	no change	55%	70%	75%	35%	38%
(b)	Percentage of integrated early education and childcare settings funded or part-funded by the local authority which have input from staff with graduate or postgraduate qualifications in teaching or child development	38.89%		40%	61.11%	better	45%	45%	50%	100%	97%

Note

BV197 info – The information provided sets the context for BV197

Customer Services

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
CUSTOMER CONTACT											
BVPI General Survey										Survey Year 2003	
BV3	Percentage of citizens satisfied with the overall service provided	52.84% [03/04]	 [03/04]	55%	55%	better [03/04 to 06/07]	n/a		60%	60%	57%
REVENUES AND BENEFITS											
BV9	Percentage of council tax collected by the Authority in the year	92.97%		94%	92.2%	worse	95%	96.50%	97%	98.4%	96%
BV10	Percentage of non-domestic rates collected by the Authority in year	99.3%		99.5%	99.7%	better	99.5%	99.5%	99.5%	99.26%	98.98%
BV66	Rent Collection and Arrears Recovery										
(a)	Rent collected by the Local Authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	96.84%		98.2%	96.95%	better	97.6%	98.2%	98.5%	98.59%	97.62%
(b)	Number of Local Authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	20.04%		19.5%	8.51%	better	8%	7.5%	7%	4.12%	6.92%
(c)	Percentage of Local Authority tenants in arrears who have had Notices Seeking Possession served	23.78%		21%	32.54%	worse	20.5%	20%	19.5%	17.06%	21.93%
(d)	Percentage of Local Authority tenants evicted as a result of rent arrears	0.65%		0.7%	0.59%	better	0.7%	0.68%	0.66%	0.21%	0.27%
BV76	Housing Benefit Security										
(b)	Number of fraud investigators employed by the Local Authority, per 1,000 caseload	0.19	n/a	0.23	0.21	n/a	0.30	0.30	0.30		
(c)	Number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload	10.79	n/a	12.47	9.23	n/a	25	25	25		
(d)	Number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority Area	0.31	n/a	4.2	2.25	n/a	3	3.5	4		
BV78	Speed of processing:										
(a)	Average processing time taken for all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported	41.19		29	29.07	better	29	27	25	26.4	30.7
(b)	Average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority	16.64		8	16.08	better	8	8	8	9.1	11.4

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
BV79	Accuracy of processing:										
(a)	Percentage of cases within a random sample for which the Authority's calculation of Housing Benefit and Council Tax Benefit (HB/CTB) is found to be correct	97.4%	☹️	99%	98.2%	better	99%	99%	99%	99%	98.86%
b(i)	Amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable over-payments during that period	41.36%	☹️	43%	42.08%	better	64%	72%	75%	79.39%	71.48%
b(ii)	Percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year	25.37%	☹️	24%	21.49%	worse	30%	35%	35%	39.69%	29.89%
b(iii)	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period	4.11%	n/a	2.5%	2.90%	n/a	3%	3%	3%		
BV80	Satisfaction with the Benefit Service									Survey Year 2003	
(a)	Contact / access facilities at benefit office	64% [03/04]	☹️ [03/04]	80%	72%	better [03/04 to 06/07]	n/a			83%	72.75%
(b)	Service in the office	65% [03/04]	☹️ [03/04]	80%	78%	better [03/04 to 06/07]				85%	73.25%
(c)	Telephone service	49% [03/04]	☹️ [03/04]	80%	57%	better [03/04 to 06/07]				77%	55%
(d)	Staff in benefit office	74% [03/04]	☹️ [03/04]	80%	78%	better [03/04 to 06/07]				85%	77%
(e)	Clarity etc. of forms and leaflets	69% [03/04]	😊 [03/04]	80%	69%	no change [03/04 to 06/07]				67%	67.75%
(f)	Time taken for a decision	68% [03/04]	☹️ [03/04]	80%	69%	better [03/04 to 06/07]				76%	68.75%
(g)	Overall satisfaction	74% [03/04]	☹️ [03/04]	80%	78%	better [03/04 to 06/07]				83%	75.75%
HOUSING SERVICES											
BV63	Average SAP rating (Standard Assessment Procedure) rating of Local Authority-owned dwellings	66	☹️	68	68	better	70	72	74	69	69
BV64	Number of non-local authority owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority	256	😊	100	349	better	150	200		76.5	360
BV74	Tenant Satisfaction with Landlord										
(a)	All	76.51%	☹️	79%	70.42%	worse	n/a		85%	84%	77.25%
(b)	Ethnic minority tenants	77.59%	☹️	79%	62.01%	worse	n/a		85%	82%	72.5%
(c)	Non-ethnic minority tenants	76.62%	☹️	79%	71.79%	worse	n/a		85%	84%	77%

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
BV75	Tenant Satisfaction with Participation										
(a)	All	64.14%	☹️	66%	55.53%	worse	n/a		72%	69%	64%
(b)	Ethnic minority tenants	68.18%	☹️	70%	55.89%	worse	n/a		76%	71%	64%
(c)	Non-ethnic minority tenants	64.04%	☹️	66%	55.46%	worse	n/a		72%	70%	62.5%
BV183	Length of Stay in Temporary Accommodation										
(b)	Hostel (weeks)	0.95	☹️	1	0	better	0	0	0	0	0.95
BV184	Decent Homes										
(a)	Proportion of local authority dwellings which were non-decent at the start of the financial year	46.74%	☹️	43.63%	44.8%	better	39%	20%	10%	16%	25%
(b)	Percentage change in the proportion of non-decent dwellings between the start and the end of the financial year	18.41%	☹️	19.44%	14.5%	worse	18%	18%	18%	28.3%	23.8%
BV202	Number of people sleeping rough on a single night within the area of the authority	1	☹️	0				0		0	1
BV212	Average time taken to re-let local authority housing (calendar days)	29.16	☹️	27	35.31	worse	26	25	25	29	29
BV213	Number of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation (per 1,000 households)	5.56	☹️	2	8.63	better	9	10	11	5.25	6
ENVIRONMENTAL AND ENFORCEMENT SERVICES											
BV82a	Recycling										
(i)	Percentage of household waste arisings which have been sent by the Authority for recycling	12.18%	☹️	22.75%	15.18%	better	25.9%	30%	33%	20.87%	19.29%
(ii)	Total tonnage of household waste arisings which have been sent by the Authority for recycling	10,507.36	☹️	18,703	13,089.16	better	16,708	18,371	20,011	15,216.10	18,289
BV82b	Composting										
(i)	Percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	4.42%	☹️	See 82a(i) and note	5.79%	better	See 82a(i) and note			13.05%	7.53%
(ii)	Total tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	3,812.51	☹️	2,000	4,990.84	better	6,141	7,003	7,628	8,770.30	6,746
BV84a	Number of kilograms of household waste collected per head of the population	524.21	☹️	541	524.18	better	519	514	509	393.6	377.8
BV84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population	-3.53%	☹️	-7.68%	0.01%	worse	-1%	-1%	-1%	-3.79	-4.61
BV86	Cost of household waste collection per household	£50.14	n/a £	£45	£56.30	n/a £	£40	£40	£40	£39.48	£42.93
BV89	Percentage of people satisfied with the cleanliness standard in their area	47.51% [03/04]	☹️ [03/04]	57.8%	67%	better [03/04 to 06/07]	n/a		80%	Survey Year 2003 66% 57%	

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
BV90	Percentage of people expressing satisfaction with:									Survey Year 2003	
(a)	Household Waste Collection	73.68% [03/04]		85.1%	82%	better [03/04 to 06/07]	n/a		95%	89%	76%
(b)	Waste Recycling (recycling facilities)	49.66% [03/04]		57.8%	69%	better [03/04 to 06/07]			95%	75%	60%
(c)	Waste Disposal (civic amenity sites)	69.38% [03/04]		80.9%	81%	better [03/04 to 06/07]			95%	84%	70%
BV91	Percentage of households resident in the authority's area served by kerbside collection of:										
(a)	Recyclables	99.79%		100%	100%	better	100%	100%	100%	100%	100%
(b)	At least two recyclables	99.79%		100%	100%	better	100%	100%	100%	100%	100%
BV199	Local Street and Environmental Cleanliness										
(a)	Proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	37.71%		25%			20%	15%	15%	8.8%	17%
(b)	Proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	18.11%		14%			10%	10%	10%	1%	7%
(c)	Proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	1.15%		2%			2%	2%	2%	0%	1%
(d)	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping	New PI		not set		n/a					
BV166	Score against a checklist of best practice for:										
(a)	Environmental Health	100%		100%	100%	no change	100%	100%	100%	100%	100%
(b)	Trading Standards	100%		100%	100%	no change	100%	100%	100%	100%	100%
BV 216a	Number of "sites of potential concern" (within the local authority area), with respect to land contamination	1677		not set	557	557	Not required			1428	1063
BV 216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all "sites of potential concern"	72.27%		77.78%	19.38%	worse	65%	65%	65%	9%	24%
BV217	Percentage of pollution control improvements to existing installations completed on time	72.73%		100%	100%	no change	100%	100%	100%	100%	100%
BV218	Abandoned Vehicles										
(a)	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	92.31%		95%	92.47%	better	96%	97%	95%	96.64%	97.05%
(b)	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	91.26%		95%	97.01%	better	95%	95%	95%	95%	96.94%

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
National Indicators not required for 2007/08											
BV76	Housing Benefit Security										
(a)	Number of housing benefit claimants in the Local Authority area visited, per 1,000 caseload	509.82	n/a	419.6	460.54	n/a		n/a			
BV164	Does the Authority follow the Commission for Racial Equality's code of practice in Rented Housing and the Good Practice Standards for Social Landlords on Tackling Harassment included in "Tackling Racial Harassment: Code of Practice for Social Landlord"?	Yes	n/a	Yes	Yes	no change		n/a			
BV183	Length of Stay in Temporary Accommodation										
(a)	Bed and breakfast (weeks)	0.63	😊	0	0	better		n/a		1	0
BV203	Percentage change in the average number of families place in temporary accommodation	-3.12%	😐	-10%	60.69%			n/a		-15.84%	-7.86%
BV214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years	0%	😊	1%	0%	no change		n/a		0.32%	0.32%

Note

Grey cells in the Nationwide and London comparisons column refer to indicators that are unsuitable for summary statistics or for national summary figures although the data is collected

BV184a and BV 184b – These targets exclude properties in schemes awaiting outcome of Private Finance Initiative (PFI) bid


BV202 – There was a rough sleepers count carried out in The result was.....

BVs 82a and 82b targets are for the total tonnage of household waste which has been recycled and composted.

Regeneration

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
SPACIAL REGENERATION											
BV106	Percentage of new homes built on previously developed land	100%	😊	85%	100%	no change	85%	85%	85%	96.74%	100%
BV109	Planning Applications										
(a)	Percentage of major planning applications determined within 13 weeks	77.42%	😊	60%	87.5%	better	60%	60%	60%	74.90%	77.33%
(b)	Percentage of minor planning applications determined within 8 weeks	88.73%	😊	65%	85.92%	worse	65%	85%	85%	81.07%	83.89%
(c)	Percentage of "other" planning applications determined within 8 weeks	96.58%	😊	80%	96.62%	better	80%	95%	95%	91.39%	91.79%
BV111	The percentage of applicants satisfied with the service received	94%	😊 [03/04]	94%	76%	worse [03/04 to 06/07]	n/a		81%	Survey Year 2003 81% 71%	
BV156	Percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	70%	n/a	79.73%	85.71%	better	100%	100%	100%		
BV200	Plan-Making – Development Plan										
(a)	Did the local planning authority submit the Local Development Scheme (LDS) by 28 th March 2005 and thereafter maintain a 3-year rolling programme?	Yes	n/a	Yes	Yes	no change	Yes	Yes	Yes		
(b)	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) sets out?	No	n/a	Yes	No	no change	Yes	Yes	Yes		
BV204	The number of planning appeal decisions allowed against the authority's decision to refuse planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	33.33%	😐	33%	40.54%	worse	33%	30%	25%	25%	29%
BV205	The Local Authority's score against a "quality of planning services" checklist	72.22%	😞	100%	77.77%	better	100%	100%	100%	100%	100%
BV219	Preserving the Special Character of Conservation Areas										
(b)	Percentage of conservation areas in the Local Authority area with an up-to-date character appraisal	0%	😞	50%	25%	better	75%	100%	100%	31.81%	43.24%
ASSET MANAGEMENT AND CAPITAL DELIVERY											
BV99	Road Safety										
	Calendar Year	2004		2005		2006	2007	2008	2004		
(a)	All killed or seriously injured (KSI) in road traffic collisions										
(i)	Number of people killed or seriously injured	90	😐	106.68	52	better	100.40	94.12	87.85	83	101
(ii)	Percentage change since the previous year	-14.29%	😐	-5.56%	-42.22%	better	-5.88%	-6.25%	-6.67%	-19.28%	-25.8%
(iii)	Percentage change since the 1994-1998 average –	-40.24%	😐	-29.17%	-65.47%	better	-33.33%	-37.50%	-41.67%	-40.43%	-44%

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
(b)	Children killed or seriously injured (KSI) in road traffic collisions										
(i)	Number of children killed or seriously injured	15	☹️	19.50	10	better	18.00	16.50	15	11	11
(ii)	Percentage change since the previous year	-6.25%	☹️	-7.14%	-33.33%	better	-7.69%	-8.33%	-9.09%	-26.45%	-31%
(iii)	Percentage change since the 1994-1998 average –	-50.00%	☹️	-35.00%	-66.67%	better	-40.00%	-45.00%	-50%	-55.73%	-57.8%
(c)	All Slight injuries in road traffic collisions										
(i)	Number of people slightly injured in road traffic collisions	665	😊	667.96	630	better	651.67	635.38	619.08	717.5	665
(ii)	Percentage change since the previous year	2.15%	☹️	-2.38%	-51.26%	better	-2.44%	-2.50%	-2.56%	-8.55%	-12%
(iii)	Percentage change since the 1994-1998 average –	-14.96%	☹️	-14.58%	-19.44%	better	-16.67%	-18.75%	-20.83%	-21.08%	-25.1%
BV100	Number of days of temporary traffic controls or road closure, on traffic sensitive roads, caused by road works, per km of traffic sensitive roads	0	😊	1.5	2.74	worse	3	0	0	0.1	0
BV165	Percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the Local Authority area	100%	😊	100%	100%	no change	100%	100%	100%	99.6%	100%
BV178	Percentage of the total length of rights of way in the Local Authority area, that are easy to use by the general public	100%	☹️	100%	100%	no change	100%	100%	100%	88.22%	100%
BV187	Percentage of the category 1, 1a and 2 footway network where structural maintenance should be considered	37.53%	😊	38%	35.59%	better	38%	38%	35%	12%	11%
BV215	Average number of days taken to repair a street lighting fault:										
(a)	Which is under the control of the Local Authority	Qualified	n/a	2	2.02	n/a	1.8	1.5	1.5	3.43	1.99
(b)	Where response time is under the control of a DNO (Distribution Network Operator)	Qualified	n/a	20		n/a	18	15	15	14.03	19.3
BV223	Percentage of Local Authority principal road network where structural maintenance should be considered	7.75%	n/a	8%	6.56%	better	7%	6%	5%		
BV 224a	Percentage of the non-principal classified road network where maintenance should be considered	4.31%	n/a	10%	5.8%	better	8%	6%	6%		
BV 224b	Percentage of the unclassified road network where structural maintenance should be considered	19.5%	n/a	18%	18.93%	better	20%	18%	16%		
LEISURE, ARTS AND OLYMPICS											
BV119	Percentage of residents satisfied with the Local Authority Cultural services:									Survey Year 2003	
(a)	Sports and leisure facilities	50% [03/04]	☹️ [03/04]	59%	56%	better [03/04 to 06/07]	n/a		60%	60%	49%
	% very/fairly satisfied – all										
(d)	Theatres and Concert Halls	23.66% [03/04]	☹️ [03/04]	45%	34%	better [03/04 to 06/07]	n/a		56%	56%	41.5%
	% very/fairly satisfied – all										
(e)	Parks and open spaces	55.69% [03/04]	☹️ [03/04]	63%	66%	better [03/04 to 06/07]	n/a		77%	77%	73%
	% very/fairly satisfied – all										

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE				BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06		
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
National Indicators not required for 2007/08											
BV200	Plan-Making – Development Plan										
(c)	Did the local planning authority publish an annual monitoring report by 31 st December each year?	Yes	n/a	Yes	Yes	no change	not applicable				
BV219	Preserving the Special Character of Conservation Areas										
(a)	Total number of conservation areas in the Local Authority area	4	n/a	n/a	4	no change	not applicable				
(c)	Percentage of conservation areas with published management proposals	0%		25%	25%	better	not applicable			7.7%	20%

Note











Grey cells in the Nationwide and London comparisons column refer to indicators that are unsuitable for summary statistics or for national summary figures although the data is collected

Barking and Dagenham has **not** been designated a Planning Standards authority for 2007/08

Planning standard authorities are those that fail to meet a minimum level of performance in respect of the determination of planning applications in a particular year. The level at which the standard is set varies each year. It is related to the Best Value Performance Indicator (BV109) target: Percentage of planning applications determined in line with the Government's development control targets to determine: 60% of major applications in 13 weeks; 65% of minor applications in 8 weeks; and 80% of other applications in 8 weeks.

BV215 – This indicator was qualified in 2005/06 as there was an insufficient audit trail to support the figure supplied

Resources

PERFORMANCE INDICATORS		BARKING AND DAGENHAM PERFORMANCE					BARKING AND DAGENHAM TARGETS			COMPARATIVE DATA 2005/06	
PI Ref.	Description	Actual 2005/06	Banding 2005/06	Target 2006/07	Actual 2006/07	05/06 to 06/07	Target 2007/08	Target 2008/09	Target 2009/10	Top 25% National	Top 25% London
PERFORMANCE AND DELIVERY											
BV4	Percentage of complainants satisfied with the handling of their complaint	27.39% [03/04]	 [03/04]	37%	33%	better [03/04 to 06/07]	n/a			Survey Year 2003 36% 32%	
CORPORATE FINANCE											
BV8	Percentage of invoices for commercial goods and services paid by the Authority within 30 days of receipt of by the agreed payment terms	95.75%		95.75%	96.62%	better	96%	96.5%		96.71%	90.22%
HUMAN RESOURCES											
BV 11	Percentage of top-paid 5% of Local Authority staff (exclude staff in schools) who:										
(a)	are women	48.31%		54%	45.12%	worse	56%	59%		42.45%	47.7%
(b)	from and ethnic minority	9.71%		14%	8.54%	worse	15%	15.51%		4.33%	15.28%
(c)	have a disability	2.7%		4.5%	2.17%	worse	5.5%	6%		4.83%	4.3%
BV12	Number of working days / shifts lost to the Local Authority due to sickness absence	11.62		10	11.38	better	9.5	9		8.34	7.92
BV14	Percentage of Local Authority employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	0.19%		0.15%	0.20%	worse	0.14%	0.13%		0.17%	0.23%
BV15	Percentage of Local Authority employees retiring on grounds of ill-health as a percentage of the total workforce	0.37%		0.35%	0.13%	better	0.34%	0.33%		0.1%	0.17%
BV16a	Percentage of Local Authority employees with a disability	3.74%		4.5%	4.07%	better	5.5%	6%		3.89%	4.23%
BV16b	Percentage of the economically active (persons aged 18-65) population in the Local Authority area who have a disability	17.13%	n/a	17.13%		n/a	17.13%	17.13%			
BV16a /16b	Ratio of Local Authority employees declaring that they meet the Disability Discrimination Act disability definition compared to the working-age population declaring that they are disabled	21.83%	n/a	26.27%			32.11%	35.03%			
BV17a	Percentage of Local Authority employees from ethnic minority communities	13.2%		15.51%	15.61%	better	15.51%	15.51%		4.8%	35.4%
National Indicators not required for 2007/08											
BV17b	Percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the Local Authority area	15.51%	n/a	15.51%		n/a	not applicable				
BV17a /17b	Ratio of Local Authority employees from ethnic minority communities compared to the working-age population from the minority ethnic community	85.11%	n/a	100%			not applicable				

Note

Grey cells in the Nationwide and London comparisons column refer to indicators that are unsuitable for summary statistics or for national summary figures although the data is collected

Appendix 2

Contracts Statement

Barking and Dagenham certifies that all individual contracts awarded during 2006/07 which involved a transfer of staff complied, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

Appendix 3: Executive member portfolio information.

Councillor Fairbrass, The Leader



The Leader's Portfolio

"I am committed to working with our community and partners to improve the area"

Together we will:

- Continue to work in partnership to deliver the Community Priorities
- Promote pride and ambition in our area
- Promote a confident cohesive community at ease with a growing diversity
- Develop rights and responsibilities with the local community
- Celebrate what is excellent through events and publications
- Become an employer of choice
- Improve Leadership and Management.

Councillor Smith Deputy Leader



Deputy Leader's Portfolio

"I am committed to helping the people of Barking and Dagenham live in the best homes possible"

Together we will:

- Build partnerships to enable a range of decent, affordable high quality private and social housing
- Become the best social landlord in the Thames Gateway area
- Provide more key-worker housing
- Continue to promote tenant participation through Community Housing Partnerships
- Tackle homelessness.

Councillor Alexander



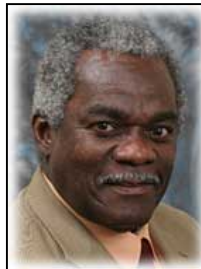
Portfolio holder for
Children's Services

"I am committed to ensuring the best start in life for the borough's children and young people"

Together we will:

- Create a Children's Department / Trust that meets the aspirations of "Every Child Matters"
- Improve outcomes for Looked After Children, school attendance and exclusions
- Minimise risk to children and young people
- Improve children's health and well being
- Increase educational achievement
- Reduce teenage pregnancies.

Councillor McKenzie



Portfolio holder for
Environment and Sustainability

"I am committed to making Barking and Dagenham environmentally friendly, sustainable, as well as having the cleanest streets in London"

Together we will:

- Have the cleanest streets in London through improved environmental management
- Increase recycling participation rate
- Deliver excellent highways, traffic and street lighting services
- Improve passenger transport services.

Councillor McCarthy



Portfolio holder for
Customer First

"I am committed to improving the services we provide to our customers "

Together we will:

- Focus on customer satisfaction
- Improve how we work with customers through the "Done in One" campaign
- Provide flexible and accessible local services
- Raise the quality of the benefits service
- Enforce the law against environmental crime and tackle graffiti and rubbish dumping.

Councillor Bramley



Portfolio holder for Resources

"I am committed to ensuring the Council continues to improve"

Together we will:

- Align service and financial planning to deliver corporate priorities
- Improve procurement practice
- Deliver the Council's efficiency agenda
- Meet targets set out in the Local Area Agreement (LAA) and Service Plans, and ensure project delivery
- Manage risks to services
- Ensure the Olympics and Lea Valley have a lasting legacy for the Borough.

Councillor Kallar



Portfolio holder for Regeneration

"I am committed to ensuring that regeneration of the area benefits all our residents"

Together we will:

- Improve skills and support to enterprise
- Encourage businesses to invest
- Increase job opportunities and raise income levels
- Build a vibrant, sustainable future with excellent retail, leisure and transport services
- Ensure outstanding outcomes in Barking Riverside, South Dagenham and Barking Town Centre.

Councillor Rush



Portfolio holder for Community Safety

"I am committed to building stronger and safer communities"

Together we will:

- Reduce crime and anti-social behaviour
- Reduce the fear of crime
- Increase the use and satisfaction of our parks and open spaces
- Be positive about our young people

Councillor Little



Portfolio holder for Adult Social Services and Independent Living

"I am committed to improving the Council's adult learning services, sports facilities and helping the people of Barking and Dagenham live long, fulfilling and healthy lives"

Together we will:

- Improve access to, and experience of social care
- Improve the nutritional value and quality of all Council meals provided to our schools, children in care and older people
- Promote healthier lifestyles and independent living
- Improve fitness and reduce obesity
- Promote arts, heritage, leisure and recreation for all.

Councillor H.Collins



Portfolio holder for Civic Services

"I am committed to ensuring that the Council has the best infrastructure so that it can deliver good services and respond in emergencies"

Together we will:

- Consolidate our office buildings thus, releasing assets for disposal and improving our working environment
- Continue to ensure accessibility to Council buildings for residents
- Test and upgrade our emergency response plans as required
- Work with colleagues to further improve public space safety and crime reduction