



Corporate Plan 2017/18



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Foreword by the Leader

Our borough and the context within which the Council operates has changed radically over the last decade and will continue to change. Austerity is set to continue and coupled with population and government policy changes, mean the way we deliver services also needs to change.

As a Council we faced a simple choice: we could do nothing and continue to cut services which would affect our ability to improve outcomes for residents, or we could embrace the uncertain future and stay ahead of the curve by finding new ways of delivering them. We chose the latter.

We will own and drive change in the borough. Our plans are about us accepting that the status quo cannot continue and that we must evolve as an organisation in order to ensure we meet the needs of our residents and continue to provide the place based leadership required to deliver our vision for the borough. We look to the future with hope and aspiration and believe that the plans we have in place will ensure we continue to provide services that are fit for purpose moving forward.

We know we are not where we could and should be. In areas, such as employment, skills, educational attainment, and health, outcomes for residents is well below London averages, and we should all have higher expectations.

Ultimately, our drive for change is to realise better outcomes for our residents. In the past year, we have been busy speaking to the community about the future of the borough. They have left us with no doubt about the aspirations they also have for Barking and Dagenham.

These aspirations have informed the development of a new Borough Manifesto. A shared vision of the future of Barking and Dagenham, jointly owned by public, private, community and voluntary sector organisations.

Together, our ambition is to make Barking and Dagenham a stronger, more prosperous place to live, with opportunity for all. To achieve this ambition, we need to change the way the Council is run. We need to be less traditional, more innovative and flexible and develop new relationships with our partners and the communities we serve.

Delivering Council services through long-standing service departments will be a thing of the past. We will be a different kind of Council. This year will see our transformation programme come to fruition. We will see delivery units with right skills liberated to become more entrepreneurial and generate new business and clients within the borough and wider region. The introduction of service blocks such as 'Be First' will see services reconfigured, to make an active and coherent contribution to economic growth and prosperity.

Although change of this scale can be daunting, we must also remember we are in a unique position as London's growth opportunity and we have as many opportunities ahead of us as we do challenges. We see the Council's role as harnessing this growth and the borough's potential for the benefit of all, to ensure no one is left behind.



Cllr Darren Rodwell – Leader of Barking and Dagenham



Vision and Priorities

The Council's Vision and Priorities clearly articulate what we are seeking to achieve for the borough. They set out our role in place shaping and enabling community leadership within the context of a significantly reducing budget. They have also been developed to reflect the changing relationship between the Council, partners and the community.

Our vision for the borough:

**One borough; one community;
London's growth opportunity**

Our priorities:

Encouraging civic pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

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

Growing the borough

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

Well run organisation

- A digital Council, with appropriate services delivered online
- Promote equalities in the workforce and community
- Implement a smarter working programme, making best use of accommodation and IT, allowing Members and staff to work flexibly to support the community
- Continue to manage finances efficiently, looking for ways to make savings, generate income, and be innovative in service delivery

For more detail on the vision and priorities please visit the Council's website www.lbbd.gov.uk/visionandpriorities.



Our Borough

Over the last 15 years our borough has become one of the fastest-changing communities in Britain. The population of Barking and Dagenham rose from 164,000 in 2001 to 186,000 in 2011, and an estimated 201,979 in 2015 (ONS mid-year estimates 2015). National statistics forecast a population of 220,000 by 2020, and up to 275,000 by 2037.

Change is everywhere, but the Council remains committed to ensuring equality of opportunity for all and establishing a 'one borough' sense of community.

The population is much more diverse than 15 years ago – since 2001 the proportion of the population from minority ethnic backgrounds has increased from 15% to 50%. That proportion is projected to increase to 62% over the next 25 years. We are proud to be a diverse and inclusive borough.

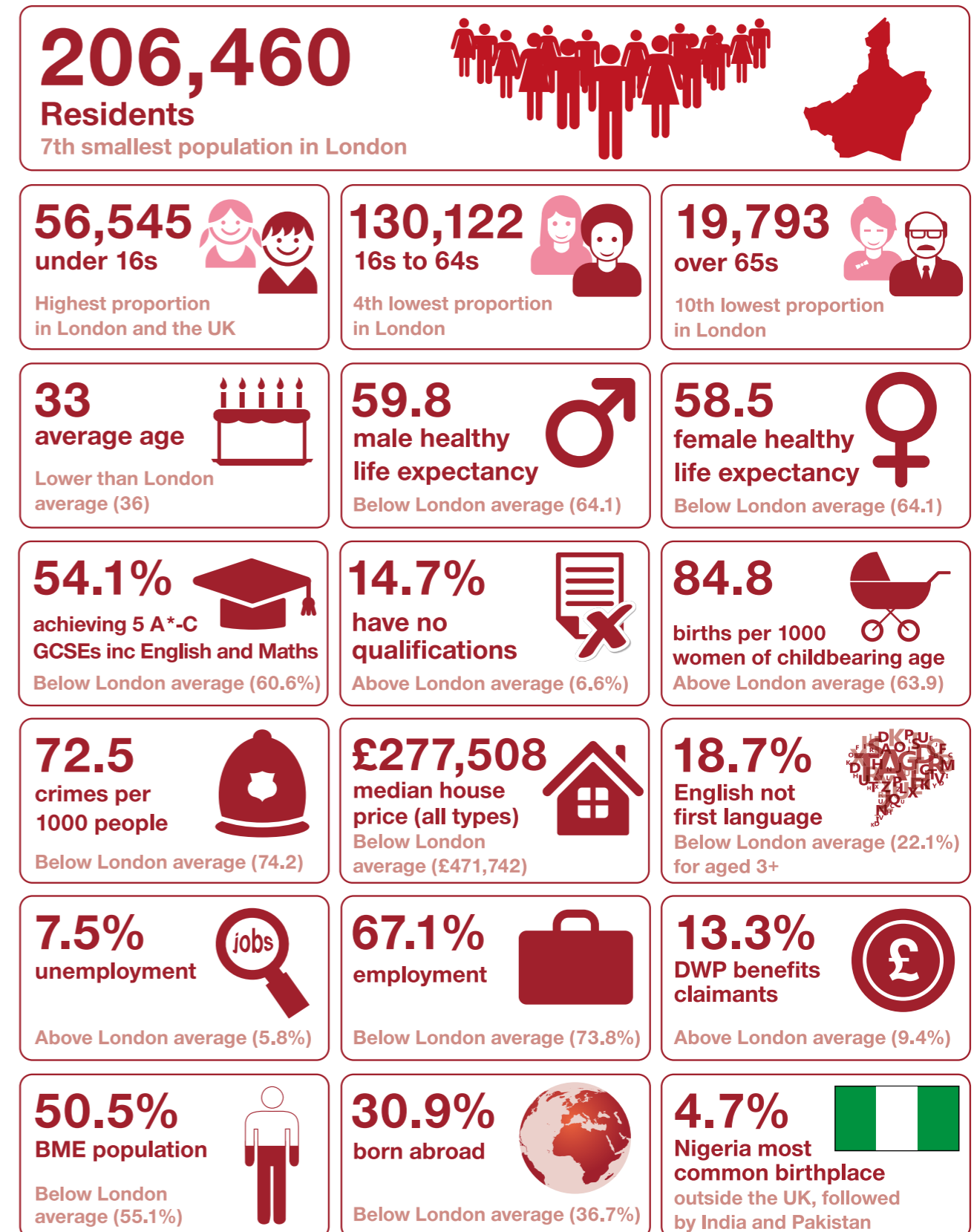
Like other London boroughs, there is also rapid movement of people: between 2012 and 2014 approximately 50,000 new residents came to the borough, and roughly the same number left, meaning that the 'turnover' was almost a quarter of the total population.

The age profile of the population is also changing. The borough has the fourth highest proportion of people aged 10 to 19 in the country and has seen an increase in the 20 to 29 age group of just under a quarter.

We are a young, rapidly growing and increasingly diverse borough. Diversity brings a range of challenges and we know our aspirations need to reflect that, to achieve the borough's potential for the benefit of all, so that no one is left behind.



Did you know LBBD has...



Outcomes for our residents

Along with the rate of change to the demographic of the borough, we also know that our residents are at the bottom of too many London league tables. People in our borough die earlier, have poorer health, and lower levels of education and skills than in most other London boroughs. Too many are insufficiently skilled, too many are in low paid work, too many struggle to find suitable accommodation to live in.

On many measures of health and well-being, our residents have significantly worse health outcomes than national averages – including lower life expectancy, and higher rates of obesity, diabetes, and smoking prevalence.

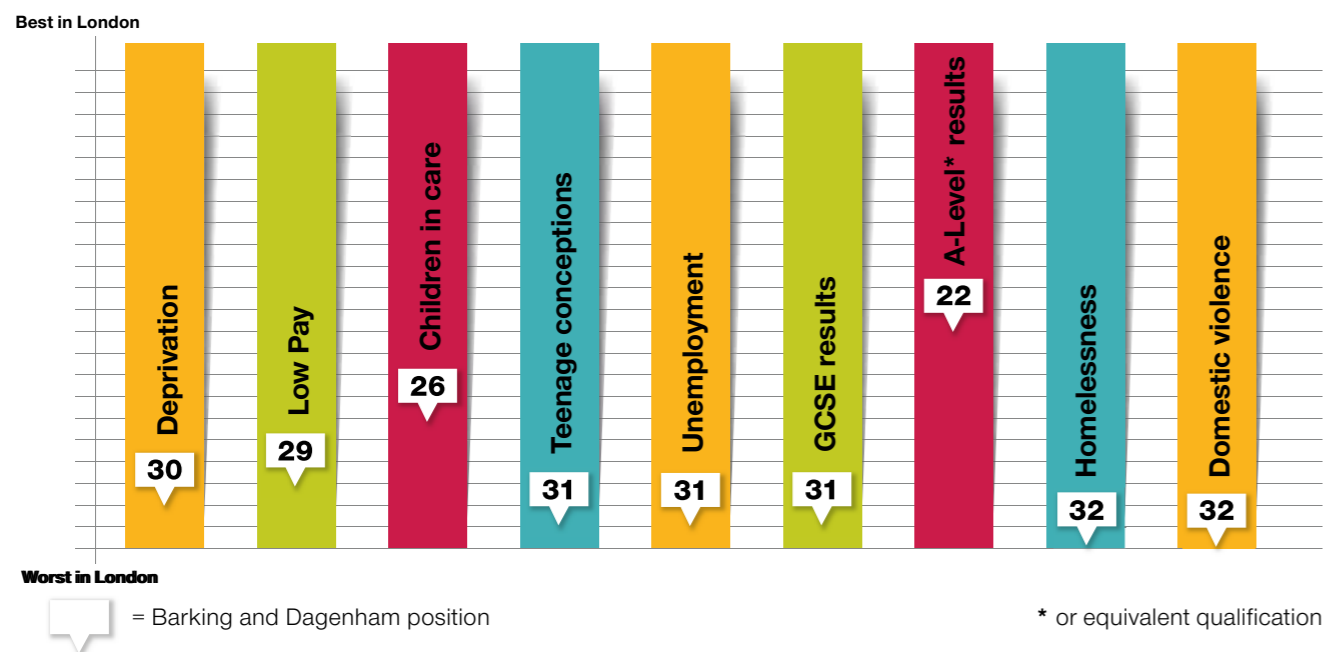
Changing the long-term outcomes for our residents is what drives us to succeed, but we recognise the challenges that we face in a time of Government cuts and economic uncertainty.

We also need to change because what we have done in the past is not good enough in meeting what our residents need and expect.

In the recent Residents' Survey 70% of our residents said that they were satisfied with the area, compared to 83% nationally. Only 52% said that the Council listens to, or acts on, the concerns of local residents. Lack of confidence in Council services undermines the trust of local people.

The development of the Borough Manifesto over the past year, provides a clear demonstration of our commitment to improving these long term outcomes for our residents.

Figure 1. How did Barking and Dagenham compare to other London boroughs in 2016?



External challenges to improving outcomes

The Government is also implementing reforms in national policy and legislation that will have a major impact on Council services, residents, and local businesses. They include:

- Reform of the housing and planning systems.
- Reform of adult social care, and health and social care integration.
- Promoting 'devolution deals' at regional or sub-regional levels.

These changes will have a major impact on many of the traditional approaches of the Council and the services people are accustomed to receiving.

The combined impacts of austerity, population change and government policy mean that we can no longer afford to meet the needs of our residents by spending more money on the kinds of services we currently provide.

Instead we need to re-focus what we do so that we identify the root cause of need and tackle it, so that people have a better chance of living more independently. Our job must be to build resilience so that people are better able to help themselves.



Withdrawal from the European Union (EU)

Over a year has passed since the EU Referendum, and the impacts of leaving the EU are still very much unknown. Article 50 has been triggered, which means the two year clock for the long negotiations has commenced. What kind of deal we negotiate with the EU remains to be seen but we know any final deal will need to be approved by Parliament.

The financial uncertainty during the negotiation process is likely to impact on prices and increase the cost of living, which in turn will affect the residents of Barking and Dagenham. There is also uncertainty regarding the workforce implications of local employers and the potential skills shortage that could follow.

The Council will continue to monitor the ramifications of 'Brexit' and any resulting implications for local government. The Council is clear that we will continue to ensure our residents are supported and 'No one is left behind'.

The impact of budget pressures

As Barking and Dagenham's population continues to grow, the number of residents in the younger and older age groups is increasing. The additional demand this puts on our services, alongside substantial Government cuts, means the Council faces a significant financial challenge.



By 2020, cuts in funding mean that the Council will have roughly half the amount of money that we had to spend in 2010. At the same time, the pressures caused by the growing population and more complex needs mean that we will need an additional £50 million to meet rising demands. Overall, we estimate that, if we did nothing, there would be a shortfall in our budget of £63 million by 2020/21.

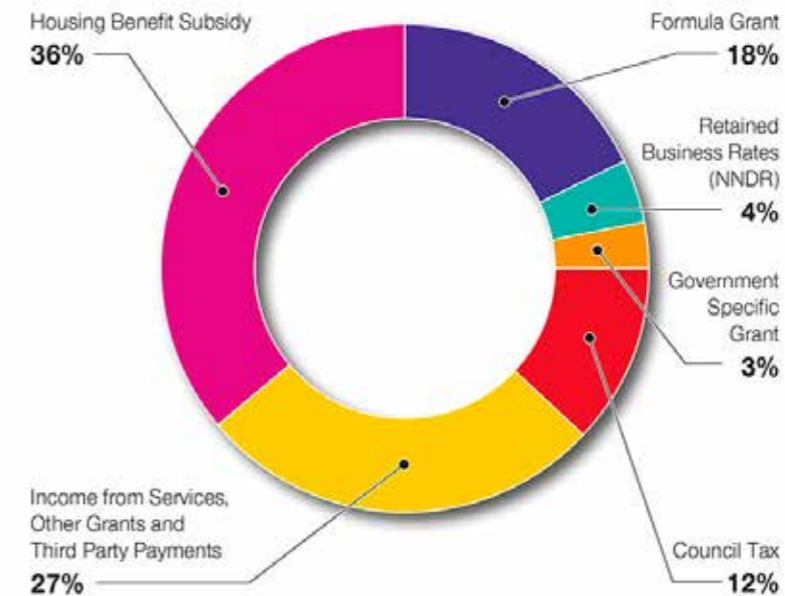
We believe the financial challenge facing us is unlike anything seen before, but the opportunities for growth that we have here in Barking and Dagenham are unique and not available anywhere else in the country. In developing proposals for the budget and MTFs we believe we have successfully managed to keep any negative impacts to a minimum. In fact, through re-designing the way we deliver services we feel that our residents will benefit from more responsive and fit for purpose services.

We acknowledge that reducing budgets using a cuts-based approach, through the reduction of services or staff, will not deliver the ambitions we, and our residents, have for the Borough. Our plans for the next four years are around investment, in order to deliver financial returns, together with long-term capital growth.

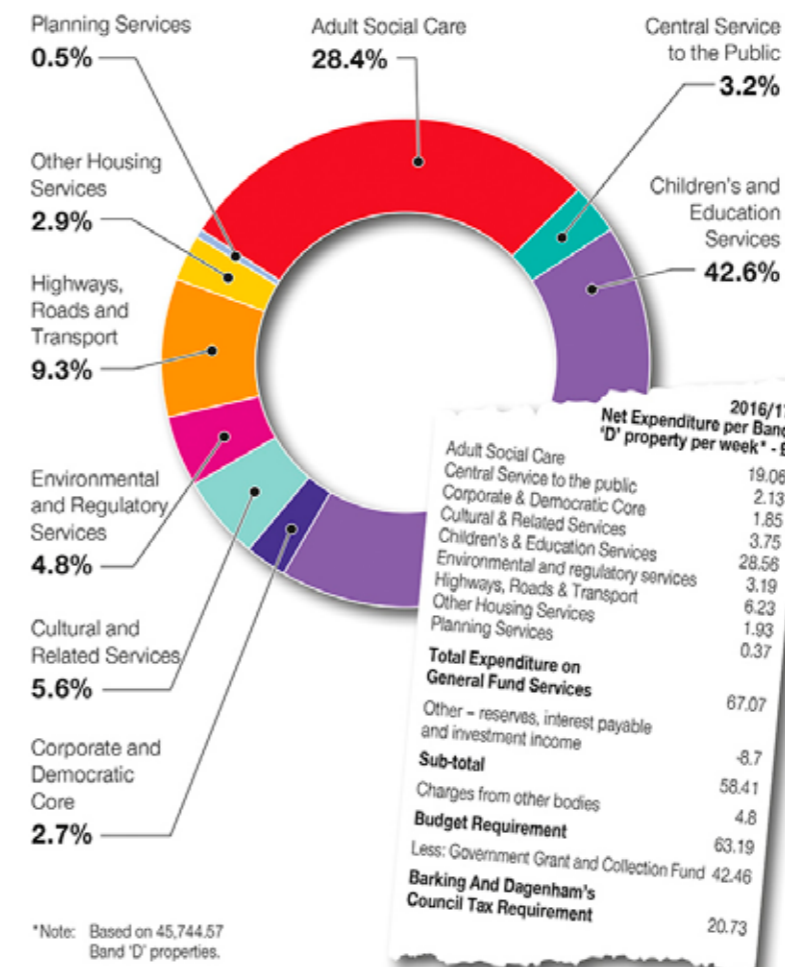
This means we have to make difficult decisions. Historical Council Tax freezes are no longer feasible if we are to meet our financial pressures. In 2017/18, Council Tax will increase by 1.99%, with a further 3% ringfenced to reduce pressures experienced by Adult Social Care.

For more information, further details can be found in our Medium Term Financial Strategy (MTFS).

Where our money comes from



Where your money goes



Our achievements 3 years on...



Developer selected to build 3,000 new homes at **Beam Park** Dagenham



Demolition of the **Ford Stamping Plant** started to make way for 2,650 new homes



£1.7m invested in the Abbey and Barking Town Centre **Conservation Area**



2,650 people **found work** through our Job Shops



Planning application for **£35 million** **Vicarage Fields** shopping centre revamp agreed

Growth



Plans for a **Film Studio** at Dagenham East backed by the London Mayor



BeFirst – our regeneration and investment company established



First direct freight train from China arrives in the borough



The 'Modern **University** of the year' moved to Dagenham's Civic Centre



100 per cent of **children's centres** are still outstanding or good



Every school in the borough had **improved** GCSE results last year and A levels results rose for the **fifth** year in succession



Pilot scheme puts **more bobbies** on the beat

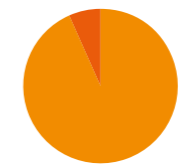


7,500 children are now on our learn to swim programme



Civic Pride

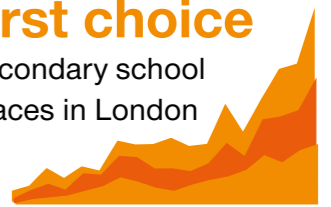
Just under 3,000 people help to draw up our **Borough Manifesto** for a better borough



90 per cent of our schools are now rated 'outstanding' or 'good' by Ofsted



100,000 attended our 2016 summer events – almost half the borough's entire population



Highest number of **first choice** secondary school places in London



£1m savings made in the council's senior management



Monthly visits to the Abbey Leisure centre have now reached **38,000**



Over **£1 billion** investment in new homes and jobs **secured** in the borough



2,500 low **energy** street lights now being installed



£42m secured for Barking Town Centre Housing Zone



More than **4,300** sign up for our garden waste collection service



More than 100 organisations signed up to our **award winning** Gender Equality Charter

Social responsibility

The Huggett Women's Centre **opens** its doors in Dagenham

Over **12,000** private sector landlords registered with our licensing scheme and **25** rogue landlords prosecuted

70 purpose-built bungalows for **elderly and disabled** people completed

Our estates teams carried out **251** weapon sweeps last financial year, taking weapons off our streets

£400,000 invested in Chadwell Heath cemetery extension **underway**

140 sites now protected from illegal travellers' encampments



A record **2,000** people took part in our 7th Play Day celebration at Valence House

...and launched a Neighbourhood Plan for each and every ward

'Name and shame' launched, helping us catch and fine people for grime crime

Slim your bin campaign helps to **increase** recycling by **9 per cent**



Borough Manifesto

The Council recognises the challenges we are facing and following an independent review carried out by the Barking and Dagenham Growth Commission in 2015, we committed ourselves to the development of a 20-year vision incorporating ambitious long term goals for the Borough.

In the Summer of 2016, we began a 12-week in-depth consultation with our residents, determined to find out:

- What they liked about Barking and Dagenham
- What they disliked about Barking and Dagenham
- What their hopes were for the borough over the next 20 years



The results would form the development of the Borough Manifesto – a shared, resident-led vision of the future of Barking and Dagenham, jointly owned by public, private, community and voluntary sector organisations.

Paper based consultation forms were available from all leisure centres, children's centres, libraries, the Dagenham One Stop Shop and Barking Learning Centre, and various partner organisations. We carried out face to face engagement at the summer events programme, and consulted with pupils at all the Borough's schools. Alongside this, we ran an online consultation which was widely communicated, including promotion to commuters at train stations.

We received an unprecedented response, and our residents were resolute about their hopes for the future:

- A cleaner borough – streets, parks, front gardens
- People take pride in their local area and do their bit to keep it clean
- More affordable housing for all life stages
- Greater enforcement against environmental ASB and behaviour change amongst residents
- More high street shops and department stores in the Borough
- Places to eat, drink and socialise
- A more integrated, cohesive community with a renewed sense of community spirit
- An aspirational place to live and work, and for businesses to settle – a destination that people visit, not just pass through
- Higher standards in education and improved Ofsted ratings of the borough's schools
- More people in employment, more local job opportunities and overall a more affluent borough
- Less crime and a greater feeling of safety on the streets
- More facilities for young people to keep them off the streets and more services for older people to keep them active.

Their message resulted in a Borough Manifesto which incorporates clear aspirations and targets, and sets out how the Borough must change over the next twenty years, if it is to reach its true potential.

At the heart of the Borough Manifesto are ten themes, with aspirations and cross-cutting, ambitious targets for the next 20 years.

Themes and aspirations

Housing

"a place with sufficient, accessible and varied housing offer"

Education

"a place with high-quality education and sustained attainment for all residents"

Employment, Skills and Enterprise

"a place where every resident has access to lifelong learning, employment and opportunity"

Crime and Safety

"a place where everyone feels safe and is safe"

Barking and Dagenham

"a place people are proud of and want to live, work, study and stay"

Health and Social Care

"a place which supports residents to achieve independent, healthy, safe and fulfilling lives"

The Environment

"a clean, green and sustainable Borough"

Fairness

"a place where everyone is valued and has the opportunity to succeed"

Community and Cohesion

"a friendly and welcoming Borough with strong community spirit"

Regeneration

"a place where businesses and communities grow and thrive"

Arts, Culture and Leisure

"a place with great arts and culture for everyone, leading change in the Borough"

Targets

If we are to achieve our vision and make these aspirations become a reality for our residents, it is vital that we have clear targets of what we need to achieve.

1. Anti-social behaviour and crime in general lower than Outer London
2. Build 50,000 new homes over the next 25 years
3. Healthy life expectancy better than the London average
4. Recycling higher and waste production lower than the London average
5. Average income improving faster than the London average
6. Healthy weight better than the East London average
7. Rate of regular physical activity higher than the East London average
8. Growth in businesses larger than the East London average
9. Educational attainment at all levels and phases above the London average
10. Unemployment lower than the East London average
11. Personal wellbeing and happiness above the London average
12. At least 20% of residents regularly volunteering
13. Domestic violence and abuse rate per 1,000 residents lower than the East London average

A different kind of Council

Although we are facing a future of continuing government cuts and budget pressures, our fundamental values of public service, integrity, and social justice will continue to underpin everything we do. But we need the full involvement of local people to build relationships of trust, and the flexibility to respond in ways which help to break the cycle of dependence. We must be more commercially-minded and entrepreneurial so that our services can be financially self-sufficient wherever possible.

The Council's transformation programme, which began in response to the Growth Commission findings, will come to fruition over the coming year. By Autumn 2017, the Council will have moved away from traditional functional departments or directorates, to delivering services through a range of 'Service Delivery Blocks'.



Reside

Barking and Dagenham Reside is a company set up, and wholly owned, by Barking and Dagenham Council to provide quality and affordable housing to local people.

What this will mean for our residents

The company offers brand new homes, built to the highest standard and available for affordable rent. Rents for Reside properties can be 20 percent less than the market rate and residents enjoy peace of mind and the security of a five-year tenancy.

The majority of homes are only available to people who are in employment. Reside aims to help those who can't afford to get on the housing ladder, but find it difficult to access social housing.



Be First

Be First will be a new company owned by the council to make sure that economic growth and regeneration in the borough happen more quickly and in the right way – so that everyone benefits. It will focus on housing, infrastructure and attracting inward investment for development.

What this will mean for our residents

Be First will make it easier and quicker to deal with routine planning applications and for companies and potential investors, it will make it easier to do business with the council.



Home Services

Home Services will offer a top quality, competitively priced repairs and maintenance service to the council and to local landlords.

What this will mean for our residents

Council tenants will experience quicker responsive repairs and better planned maintenance and private landlords and landlords will be able to buy competitively price repairs services. Home Services will start trading in April 2018.



Traded Services

Traded Services will offer a range of top quality and competitively priced services such as catering, payroll, and cleaning services, to schools, colleges, and other business.

What this will mean for our residents

Our schools will get top quality services at a competitive price.



Leisure Services

We are inviting not-for-profit organisations to run the Abbey and Becontree Health Leisure Centres and the Jim Peters Stadium in an aim to provide top quality, facilities and to get more local people active. The Council will continue to own the leisure centres and stadium, but the new operator will maintain and enhance them to the highest standards.



What this will mean for our residents

We will ensure that leisure services remain affordable to local residents. The new operator will safeguard existing uses and provide new and exciting ways to get active.

Elevate

Set up in 2010 as a joint venture between the London Borough of Barking & Dagenham (LBBD) and Agilisys, Elevate is an innovative and successful provider of digital and business solutions. This joint venture harnesses the skills, expertise and economies of scale that the private sector can offer with the Council's understanding and experience of serving their customers.



What this will mean for our residents

Elevate will continue to implement and support Council systems, transforming services whilst reducing cost, generating savings and improving service quality.

Community Solutions

Through 'Community Solutions', wherever we can we will help residents to become more self-sufficient and resilient, or otherwise to resolve resident's problems early.



What this will mean for our residents

Through 'Community Solutions', wherever we can we will help residents to become more self-sufficient and resilient, or otherwise resolve resident's problems early.

Care and Support (Children, Adults and Disability Service)

Care and Support will bring together children's and adult social care and the disability service provide seamless and continuing support to those that need it and to safeguard those who are at risk.



What this will mean for our residents

We will focus on helping our residents live safely, comfortably, and independently.

My Place

My Place will be a new service which manages all of the Council's property, infrastructure and assets. It will manage council buildings, schools, care homes, children's centres, housing, roads, parks and land.



What this will mean for our residents

For council and Reside tenants, My Place will provide excellent services, dealing more efficiently with all property issues such as repairs and maintenance.

For landlords, My Place will offer high quality property and tenancy management services at competitive rates.

Clean and Green (Cleaner Communities, Waste Services, Parks and Environment)



Our vision is to improve environmental standards in the borough and provide a responsive service, which is exceptional value for money. We want to encourage residents to reduce, reuse and recycle their rubbish and work with them and our partners to eliminate fly-posting, graffiti and litter.

What this will mean for our residents

The borough will be cleaner, better maintained and safer, with a range of new activities on offer in our parks. The bin collection service will be more reliable and better value for money, alongside faster response rates to graffiti, fly-posting and litter.

Heritage

Our heritage service will celebrate our borough's history – engaging our community and encouraging visitors to the borough. The service will also seek opportunities to develop new and exciting heritage options.



What this will mean for our residents

Valence House and Eastbury Manor will be vital centres from community activity and our residents will be able to take part in many activities, as well as enjoy the new events programme.

Enforcement

We want to build pride in the borough, encourage care for the local environment and mutual respect amongst neighbours. The service will take action against crime, anti-social behaviour and regulatory violations, as well as promote best practice among landlords and local businesses.



What this will mean for our residents

The Enforcement Service will respond fast and effectively to reports of crime, anti-social behavior and parking offences, as well as any rule-breaking by businesses or landlords.

BDT Legal

BDT Legal will be a council trading subsidiary with Thurrock Council, to provide legal services to councils, other public sector organisations and charities.



What this will mean for our residents

This will build on the success of the current traded activity of the shared legal team and anticipate that BDT Legal will generate additional income for both Councils.

The Core

The new structure will be fully supported by 'The Core', making sure the Council continues to meet all its legal obligations and statutory duties, as well as managing the Council's internal support functions such as finance, HR and IT.



What this will mean for our residents

The core will ensure that services are focused on what we need to achieve for our residents.

Commissioning for better outcomes for Barking and Dagenham

The move away from traditional departmental services to 'service delivery blocks' requires the implementation of commissioning structures which support this new way of working.

Barking and Dagenham has defined commissioning as 'the process by which the Council and our partners plan the services that are needed by the people who live in the local area, so that services are accessible, high quality and appropriate'.

The Council is focusing delivery of its services on outcomes that are important to its users with an emphasis on consumer-centred design. Accordingly, the Council is reflecting this focus by moving to adopt an outcomes-based commissioning model.

The commissioning model will be realised through a five-step commissioning cycle. This involves assessing needs (Analyse); deciding what services are required (Review); designing a strategy to deliver those services (Plan); ensuring they are in place (Do); and evaluating how they are working and making any changes as needed (Monitor).

Commissioning will sit primarily in the Council's 'Core' function. In addition, 'My Place' will commission services in its role as asset manager for the Council.

The Council's 'Core' function designs and articulates the overall outcomes and priorities in the corporate plan. These are based on the aspirations within the Borough Manifesto, existing statutory duties and other key partnerships strategies. Sitting underneath the Corporate plan will be a suite of strategies that form a more detailed strategic framework for the Council. From these the Commissioning plans will flow: where necessary these will be co-produced. Each service block will then have a single mandate. Mandates are the annual service agreements which contain the expected outcomes, key performance measures and targets, areas of priority, information on key developments and details of resources. Performance on the mandates will form part of the Council's formal performance monitoring and management arrangements.



Our Values

Delivering such a large programme of transformation requires a high level of commitment and resilience from the organisation. Our staff developed a set of Values to articulate how we will conduct our business. The Council will continue to ensure its Values are embedded across the organisation to ensure they underpin every aspect of our service delivery.

DRIVE

Deliver our best every day – and do what we have promised

Respond in a prompt, positive way to our community's needs

Inspire others with our attitudes and actions

Value people for who they are and what they can do

Engage with others to improve our resilience and flexibility

Equalities

Particularly through a period of significant change, the Council will continue to analyse changes to policies and services in order to assess the potential equalities impacts and risks before final decisions are taken. The Council's approach to equalities is embedded in the decisions we make as an organisation and is fully integrated into our decision-making processes and business planning.

To further strengthen our approach, in 2016/17, we developed an Equality Strategy for the Borough, setting out our strategic objectives, ensuring that we support and celebrate our diverse and changing population and that all people who live, work, study and visit our borough are treated equally and enjoy equal opportunities.

We will continue to use the information we hold about residents to break down by protected characteristics, wherever such analysis helps, to improve our services and intervene in a more intelligent manner.

We remain committed to our work to eliminate discrimination in Barking and Dagenham based on age, gender, sexuality, disability, religion and belief, ethnicity, gender reassignment, marriage and civil partnership, and pregnancy and maternity.

Residents Survey

We are committed to having an evidence led approach to decision making, one which takes into account the views of residents. That is why we commissioned a resident survey in late 2015, and again in 2016, to understand the views of residents and gauge resident satisfaction with Council services.

The survey is a useful tool for the Council to identify areas for improvement and where to focus resources. This evidence based approach will ensure that the limited resources the Council has at its disposal are spent in areas that really matter and will make the greatest difference to residents. We will commit to running the survey annually to ensure the views of residents help shape services and lead to improvement.

Interim performance management framework for 2017/18

Successful development of robust commissioning plans and mandates will be our main focus in 2017/18. Until these have been developed, we will continue to report progress against the existing Key Accountabilities and Key Performance Indicators (KPIs). Performance will continue to be challenged, ensuring our performance management arrangements tackle underperformance and the process supports continuous service improvement.

Key Accountabilities

Encouraging civic pride

Build pride, respect and cohesion across our borough

1. Delivery of the Borough Manifesto through the Barking and Dagenham Delivery Partnership.
2. Implement the Equality and Diversity Strategy for the borough ensuring that it helps the council deliver its vision.
3. Deliver the Gender Equality Charter actions, including Women's Empowerment Month.
4. Ensure Members and staff are appropriately trained in equalities issues.
5. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative.
6. Develop and publish a Cohesion Strategy for the borough.
7. Develop a programme to make the Council an exemplar equalities employer.

Promote a welcoming, safe, and resilient community

8. Summer of Festivals showcasing the best of the borough.
9. Develop a 'giving model' for the Borough including crowdfunding and local lottery schemes.
10. Strengthen partnership arrangements for the borough.
11. Support the development of the community and voluntary sector.

Build civic responsibility and help residents shape their quality of life

12. Implement the borough-wide parking strategy.
13. Deliver the new self-funding Enforcement Service using data and insight to target interventions and maximise impact, including the name and shame campaigns to communicate the enforcement work being undertaken.
14. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords.
15. Reduce the amount lost to the tax payer through rechargeable repairs where damages to council housing are the liability of the tenant.
16. Progress the Civic Pride agenda through a series of behavioural change campaigns including the reduction of dog fouling.
17. Ensure the Council promotes Reduce, Reuse, Recycling awareness.

Promote and protect our green and public open spaces

18. Develop a needs based targeted approach to street and open space cleanliness.
19. Implement the Highways Improvement Strategy and funded programme with the intention of improving conditions and perceptions of the quality of roads and pavements.
20. Delivery of an effective green garden waste service.
21. Adoption of a master plan for Parsloes Park.

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

22. Seek to ensure all young people are in education, employment or training.
23. Work with partners (particularly schools) to get more young people to go on to study at 18 and ensure all young people achieve good GCSE and 'A' Level results.

Enabling social responsibility**Support residents to take responsibility for themselves, their homes and their community**

24. Launch Community Solutions within specified timeframe as set out in the Target Operating Model.

Protect the most vulnerable, keeping adults and children healthy and safe

25. Deliver transformation proposals for children and adults social care, disability services.
26. In implementing changes to children's social care, ensure new arrangements deliver improved outcomes for children and young people whilst delivering a balanced budget through initiatives such as improving the recruitment and retention of social workers.
27. Ensure that the Council is planning and delivering a comprehensive set of housing options for people with care and support needs, particularly older people and those with mental health problems.
28. Create employment opportunities and ensure appropriate support for people with Learning Disabilities.
29. Ensure that there is an organisational focus on safeguarding vulnerable adults and children and young people through appropriate governance, an updated Domestic and Sexual Violence Strategy and a focus on child sexual exploitation.

Ensure everyone can access good quality healthcare when they need it

30. Ensure the public health grant is effectively targeted to improve health outcomes and implement a range of behavioural change campaigns to help tackle issues such as obesity, smoking, substance misuse, teen pregnancy and low take up of vaccinations.
31. Continue to play a leading role in delivering greater integration of health and social care across Barking and Dagenham, Havering and Redbridge.

Ensure children and young people are well-educated and realise their potential

32. Create 300 new school places for September 2017 and 120 for September 2018.
33. Ensure every child attends a 'good' or 'outstanding' school, focusing on the schools that are currently 'requires improvement'.
34. Work with schools to improve teacher recruitment and retention.
35. Ensure a focus on the needs of vulnerable children in all areas of education including those with Special Educational Needs (SEN) and those looked after and implement SEND inspection recommendations.

Fully integrate services for vulnerable children, young people and families

36. Ensure corporate parenting responsibilities are being successfully undertaken.

Growing the borough**Build high quality homes and a sustainable community**

37. Implement the Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments.
38. Supply heat and potential power to residents through affordable energy projects.

Develop a local, skilled workforce and improve employment opportunities

39. Develop and implement the Employment and Skills Strategy.

Support investment in housing, leisure, the creative industries and public spaces to enhance our environment

40. Develop an East London Industrial Heritage Museum as part of the redevelopment of the Ford Stamping Plant.
41. Improve the amenity value of the Abbey Green to encourage informal and formal recreation.
42. The establishment of the East London's Women's Museum.
43. Deliver the Youth Zone for Parsloes Park.
44. Develop a film and creative arts centre in the borough, raising the profile of the borough, improving local economy and providing local skilled employment.

Work with London partners to deliver homes and jobs across our growth hubs

45. Implement plans for new homes across the borough including schemes in:
 - Barking Town Centre
 - Riverside
 - Chadwell Heath
 - Ford Stamping Plant.
46. Offer affordable housing to key workers within service areas that are struggling to attract and recruit suitable staff.

Enhance the borough's image to attract investment and business growth

47. Develop and take forward transport and infrastructure developments to support and drive growth including:
 - the A13 Tunnel
 - Crossrail
 - Barking Station upgrade
 - Barking Riverside links
 - C2C stopping at Dagenham East
 - Lower Roding crossing
 - Thames crossing
 - DLR Extension.
48. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy.

Cross-cutting deliverables underpinning wider delivery

49. Ensure that the 2017/18 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed.
50. Set a balanced budget for 2018/19.
51. Ensure the delivery of the Council's transformation programmes.
52. Ensure all residents that will be affected by changes to the benefits system are engaged with to support them in preparing for changes.
53. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services.
54. Implement the new Customer Access Strategy which includes promotion of digital services including 'One Borough Live'.

Cabinet Member Portfolio	Key Performance Indicators (KPIs)
Community Leadership and Engagement	<ul style="list-style-type: none"> Participation and volunteering <ul style="list-style-type: none"> - The number of active volunteers - The percentage participating in the community - The number of engagements with social media - The number of One Borough newsletter subscribers - Average number of opens per One Borough newsletter issues The percentage of respondents who believe the Council listens to concerns of local residents* <ul style="list-style-type: none"> *with additional responsibility for all Residents' Survey indicators Impact / Success of events evaluation
Equalities and Cohesion	<ul style="list-style-type: none"> The percentage of Council employees from BME communities The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together
Environment and Street Scene	<ul style="list-style-type: none"> The weight of fly tipped material collected The weight of waste recycled per household The weight of waste arising per household
Enforcement and Community Safety	<ul style="list-style-type: none"> The number of non-domestic abuse violence with injury offences recorded The number of serious youth violence offences recorded The number of burglary offences recorded The number of criminal damage offences recorded The number of properties brought to compliance by private rented sector licensing The number of fixed penalty notices issued The percentage of fixed penalty notices paid/collected
Social Care and Health Integration	<ul style="list-style-type: none"> The number of leisure centre visits The total Delayed Transfer of Care (DTC) Days in month (per 100,000) attributable to social care The number of permanent admissions to residential and nursing care homes (per 100,000) The proportion of people with a learning disability in employment Number of smoking quitters aged 16 and over through cessation service The percentage of healthy lifestyle programmes completed The number of children who received a 12-month review by 15 months The percentage of 4 weekly Child Protection visits carried within timescale The percentage of Care Leavers in employment, education or training The percentage of school age Looked After Children with an up to date Personal Education Plan (PEP) (last 6 months)

Cabinet Member Portfolio	Key Performance Indicators (KPIs)
Educational Attainment and School Improvement	<ul style="list-style-type: none"> The percentage of 16 to 18 year olds who are not in education, employment or training (NEET) or who have unknown destinations The percentage of pupils achieving GCSE grade 5+ The percentage of borough schools rate as 'good' or 'outstanding'
Finance, Growth and Investment	<ul style="list-style-type: none"> The average number of days lost due to sickness absence The percentage of staff who are satisfied working for the Council The average number of days taken to process Housing Benefit/Council Tax Benefit change events The percentage of Member enquiries responded to within deadline The percentage of customers satisfied with the service they have received The current revenue budget account position (over or under spend)
Economic and Social Development	<ul style="list-style-type: none"> The number of new homes completed Of the number of new homes completed, how many will be sub-market? The number of new homes that have received planning consent Repeat incidents of domestic violence (MARAC) The percentage of economically active people in employment The number of households in Bed and Breakfast accommodation The number of households in Bed and Breakfast for more than 6 weeks The average number of households in Temporary Accommodation over the year The percentage of people affected by the benefit cap now uncapped



Monitoring outcomes and social progress

Our performance management arrangements are part of our commitment to making Barking and Dagenham a stronger, more prosperous place to live for the benefit of all, ensuring no one is left behind.

In addition to the Key Accountabilities and KPIs, in 2017/18 we will begin annual monitoring of our performance against the Borough Manifesto targets and the outcome measures incorporated in the Social Progress Index.

“A society which fails to address basic human needs, equip citizens to improve their quality of life, protect the environment, and provide opportunity for its citizens is not succeeding.”

Developed by the Social Progress Imperative from Harvard Business School, the Social Progress Index (SPI) was created as a framework for assessing social progress using social and environmental outcome measures.

Originally developed to determine the social progress of countries, we have been working with the Social Progress Imperative to use this framework to measure the social progress of the Borough.





Sources

Our Borough:

- Office of National Statistics 2016 Mid-Year Estimates (Number of residents; Age range of residents; Average age of residents)
- Office of National Statistics 2011 Census (BME population; Born abroad; Most common birthplace; English not first language)
- Office of National Statistics Annual Population Survey (January 2015 to December 2015) (Have no qualifications)
- Office of National Statistics Annual Population Survey (July 2015 to June 2016) (Unemployment, Employment)
- Department of Work and Pensions September 2015 (Benefits Claimants)
- Land Registry 2016 (Median house price, all type of dwelling)
- Metropolitan Police Service March 2015 to February 2016 (Crimes)
- Department for Education 2015 (GCSE results)
- Office of National Statistics 2012 to 2014 (Births)
- Office of National Statistics 2014 (Life expectancy)

Sources

Outcomes for Residents:

- Deprivation: Indices of Deprivation 2015: DCLG, (Rank of Extent)
<https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>
- Low Pay: Annual Survey of hours and Earnings: DCLG 2016
<http://www.londonpovertyprofile.org.uk/indicators/boroughs/barking-and-dagenham/>
- Children in Care: DfE: Children in Care (Rate), 2015 Table LAA1
<https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption-2015-to-2016>
- Teenage Conception: ONS: Rates of conception to Women aged under 18 years: Vital Stats 2014/15
<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/conceptionandfertilityrates/datasets/quarterlyconceptionstowomenagedunder18englandandwales>
- Unemployment: DWP (Annual Population Survey): 2016 (NOMIS) model based
<https://www.nomisweb.co.uk/reports/lmp/la/1946157260/report.aspx#tabempunemp>
- GCSE results: DfE: GCSE and equivalent results in England – SFR03 2016
<https://www.gov.uk/government/statistics/revised-gcse-and-equivalent-results-in-england-2015-to-2016>
- A level Results: DfE SFR05 2016
<https://www.gov.uk/government/statistics/a-level-and-other-16-to-18-results-2015-to-2016-revised>
- Homelessness: DCLG P1E Homelessness returns (quarterly) 2015/16
<https://www.gov.uk/government/statistics/statutory-homelessness-and-homelessness-prevention-and-relief-england-july-to-september-2016>
- Domestic Abuse: MOPAC
<https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/data-and-research/crime%20domestic-and-sexual>

