

No-one left behind

Corporate Plan

2018/2022



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Foreword by the Leader

No one left behind is the vision that has been at the heart of everything the council has done over the last four years and what we will continue to do in the years to come. It means a relentless focus on improving the lives of our residents, ensuring they have opportunities to succeed and thrive.



No-one left behind means we harness the borough's potential as London's growth opportunity to deliver growth that is inclusive and benefits our residents. It is what has driven our approach and allowed us to be bold, ambitious and aspirational to meet the challenges we face.

Government austerity has cut local government budgets to the bone. Since 2010 we have made savings of £122 million; a further £48 million must be saved by 2021 for the council to stay afloat. This is a daunting challenge made harder by rising demand for public services, especially social care, and a fast changing and growing population.

We are determined to continue to provide the right support to those who need it and give all residents a good start in life, to keep them safe and healthy, independent and supported.

We are rising to the challenge by taking a bold approach and doing things differently. That is why in 2015 we launched a radical transformation programme to re-design the council. The purpose of this was to integrate services and to make them more person-centred, targeted and outcomes-focussed, whilst ensuring the council remains a caring organisation, always able to support the most vulnerable.

Change was also about preparing for the economic growth that is coming to East London. Barking and Dagenham is London's growth opportunity with unrivalled scope for house building, physical regeneration, and new industry. The Growth Commission confirmed this, and we are now making it happen and unlocking that potential. In the next 20 years we will build 50,000 homes and create 10,000 jobs. If we can accelerate growth, and do it in the right way, then we can begin to make strides in closing equality gaps and improving the lives of residents.

Everyone has a part to play in the future of the borough. 'Barking and Dagenham Together: The Borough Manifesto', an aspirational community-led vision for the Borough will be delivered by strengthened local partnerships and new relationships to collaborate and take a place-based approach to overcome our biggest challenges.

I am proud to say this council is fundamentally different to the one I became Leader of in 2014. The council is no longer simply a provider of public services - though delivering excellent public services is still central to our purpose. The change is overwhelmingly positive. This council has a big plan and it is innovating and running with new ideas. We are becoming a people and place-shaping organisation, facilitating for the community. Everything we are changing and everything we are doing is for one simple reason - to ensure no one is left behind.

Councillor Darren Rodwell
Leader of the Council

About the Borough

Did you know
LBBD has...

206,460

Residents

7th smallest population in London



56,545

under 16s



Highest proportion
in London and the UK

130,122

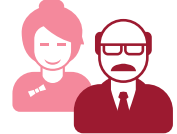
16s to 64s



4th lowest proportion
in London

19,793

over 65s



10th lowest proportion
in London

33

average age



Lower than London
average (36)

59.8

**male healthy
life expectancy**



Below London average (64.1)

58.5

**female healthy
life expectancy**



Below London average (64.1)

0.21

**Overall Progress
8 Score per pupil (GCSE)**



Below London average (0.22)

14.7%

**have no
qualifications**



Above London average (6.6%)

86.5

**births per 1000
women of childbearing age**



Highest in London

81.7

**crimes per
1000 people**



Below London average (87.3)

£295,380

**average house
price (all types)**



Below London
average (£484,362)

18.7%

**English not
first language**



Below London average (22.1%)
for aged 3+

7.2%

unemployment



Above London average (5.5%)

67.3%

employment



Below London average (73.7%)

13%

**DWP benefits
claimants**



Highest in London

50.5%

BME population



Below London
average (55.1%)

30.9%

born abroad



Below London average (36.7%)

4.7%

**Nigeria most
common birthplace
outside the UK, followed
by India and Pakistan**



A new kind of council

We have been on a journey over the last few years, one that has seen us transform the council and the way we deliver our services. At the heart of this transformation is our community. We understand that it is residents that make Barking and Dagenham such a great place and it is our residents who are the key to making the borough 'a place people are proud of and want to live, work, study and stay'.

Transformation for us has people at its core and they are the driver for change. Our new kind of council facilitates a change in relationship by empowering our residents, building resilience and enabling them to fulfil their potential by providing them with opportunities to prosper. It responds to the concerns of residents ensuring they receive the excellent service they expect and deserve. We will grow the borough together in an inclusive manner ensuring 'no-one is left behind'.

Four priorities underpin the new kind of council and enable us to focus our resources to deliver our vision. These are: encouraging civic pride; enabling social responsibility; growing together; and being a well-run organisation. The priorities reflect what residents have told us matters to them and what we need to deliver as an organisation to support the community and take the borough forward in the next four years.

As a new kind of council, we are agile, responsive, and data-led. We have embraced commercialism to generate vital revenues and adopted new methods and technology to deliver improved satisfaction and efficiency. Most importantly we are in open conversation with residents, prioritising what they want for the borough and from public services.

We have adopted a new commissioning approach which puts the outcomes we are seeking to achieve for residents at the heart of every conversation. It is 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 focused on the outcomes at the outset of any commissioning activity, resulting in attention and resources being directed on those things that will have the greatest impact in improving the lives of residents. At the centre of the organisation is a group of commissioners who are shaping local service provision to meet the diverse needs and preferences of our population. Their data-led and evidence-based approach is backed up with a commitment to addressing equality gaps and improving outcomes.

The journey is not yet complete, but through the work we have done to become a new kind of council, we have a clear plan developed with residents which will help us navigate and face the challenges the future may present together.

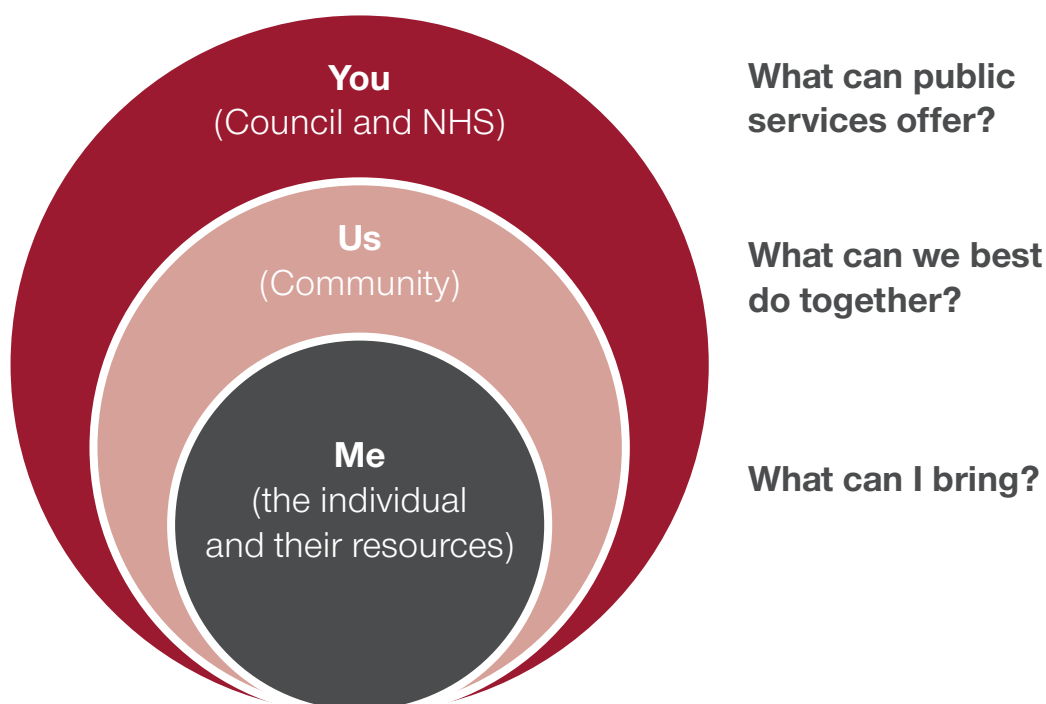
The council's structure 2018



Changing relationship with residents

Responding to the LGA Peer Review (2014) and the 2015 Growth Commission we have focused on changing our relationship with residents. The historic paternalism that has characterised this relationship has begun to change.

Our Prevention Strategy highlights this approach, understanding the relationship between individual (me), community (us) and the council (you). Taking a strengths-based approach and preventative action we are enabling people to do more for themselves, intervening early and providing the support they need to get them back on their feet.



Similarly, the Growth Commission (2015) recommended that the council should engage residents more, encouraging them to be active and involved in the community. To this end we are engaging the community, involving them in co-producing services where possible, and creating more opportunities for participation.

Digital by design

We are changing how services are accessed and used, again changing the relationship between the council and residents. We are investing in modern online and digital solutions so they can navigate services and report problems with ease. This is quicker and more convenient for them and crucially it makes us more efficient and responsive. Residents will be supported, assisted, and upskilled to use digital solutions as part of our wider agenda to improve digital inclusion and promote digital channel shift.

The pilot of Breezie shows how we are using technology, digital solutions and online connectivity in new ways; in this case to reduce social isolation. Using a tablet device, Breezie makes it easy for older people to get online and stay connected with friends and family. Information about care and support and what is happening in the community is easy to access, keeping older people informed and up-to-date.

Community Solutions

Community Solutions is evidence of our new approach to work differently with residents and empowering them to change their lives. Our flagship new service acts as the front door for all people-based services. We have brought together experts from a number of different disciplines, from libraries to children's social workers, and housing options to youth workers. These integrated teams identify the root cause of a person's or family's problems and help to resolve those problems before they escalate. Community Solutions will help tackle the wicked and complex challenges facing the borough, such as our high rates of domestic violence, homelessness and unemployment.

What this will mean for our residents

Through 'Community Solutions', we are supporting residents to become more self-sufficient and resilient, and intervening earlier to solve problems sooner before they become more serious. Residents will experience a more cohesive service with one point of contact for all issues rather than being passed between different services and having to deal with a number of different professionals.

Care and support

For those who need support our Care and Support service brings together children's and adult social care and the disability service to provide seamless and continuing support to those in need and to safeguard those who are at risk, protecting vulnerable adults and children from neglect, abuse and harm.

Care and support services already have a proud tradition of personalisation, choice and control. Using Direct Payments, we are empowering residents as care consumers and working with them to develop a vibrant market of care and support services. We are also driving integration by joining up primary and secondary healthcare and strengthening the links between NHS and social care services. We are pursuing integration, and giving health and care leaders more control over budgets and decision-making, at the North East London level through the East London Health and Care Partnership, and more locally through the Barking and Dagenham, Havering and Redbridge Integrated Care Partnership.



Care and support, health integration, and our wider approach to ensuring the health and wellbeing of all residents is set out in the Joint Health and Wellbeing Strategy 2015/18. Delivery of this strategy is critical for tackling health inequalities and increasing the number of residents that are living in good health across the life course. This is especially important for vulnerable residents or those with care and supports needs.

What this will mean for our residents

Protection and safeguarding of the most vulnerable remains a top priority for the council. We will focus on helping our residents live safely, comfortably, and independently. Residents will be supported to make lifestyle choices that positively improve quality of life and overall health and wellbeing. Those with disabilities will benefit from a disability service that reduces the boundaries between children's and adult care and support to improve the experiences of residents.

Enforcement and Community Safety

Through the resident survey and our Good Neighbour Guide consultation, residents told us that they want to see everyone take pride in the borough, take care of the local environment and respect their neighbours. 95% of our residents want us to take enforcement action against those who don't behave and do not show respect for the rules (Resident Survey 2017). The Enforcement Service will take action against crime, anti-social behaviour and regulatory violations, as well as promote best practice among landlords and local businesses.

Less than half of residents feel safe in the local area at night. High-profile violent crimes and the public's awareness of police budget cuts add to this feeling of being unsafe. We are working with the Metropolitan Police and other partners to improve the safety of the community and build confidence among its members.

What this will mean for our residents

The Enforcement Service will respond fast and effectively to reports of crime, anti-social behaviour and parking offences, as well as any rule-breaking by businesses or landlords. We hope that through behavioural change campaigns we can work with residents to ensure everyone respects the rules and takes pride in the borough. But for those who behave irresponsibly and do not respect their neighbours or the environment, we will take action.

Heritage

We want residents to take pride in the borough. Our recent cultural bid demonstrated that residents also want to celebrate culture. 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 for community activity and our residents will be able to take part in many activities, as well as enjoy the new events programme.

Reconnecting with residents

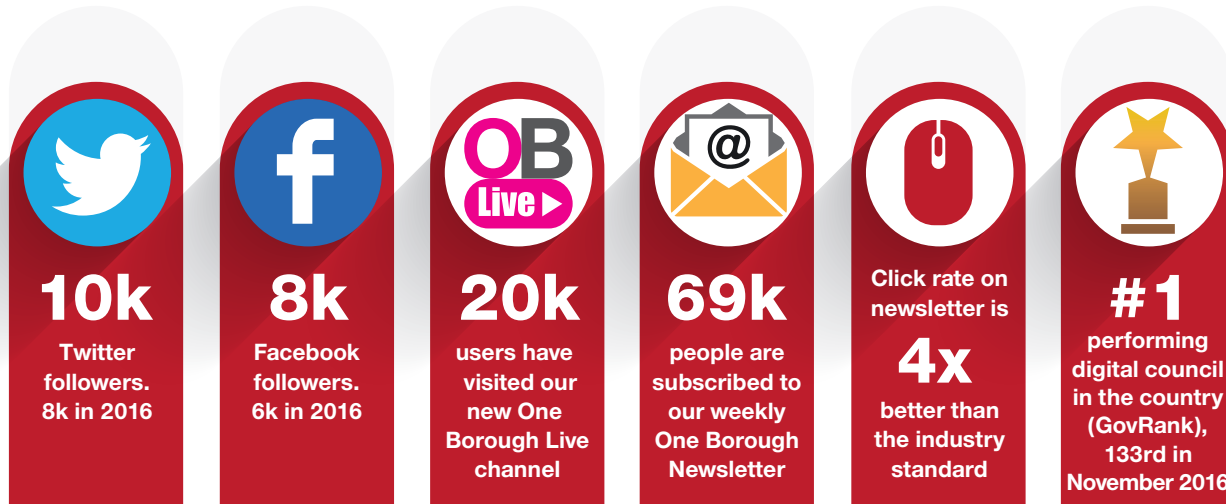
We have been reconnecting with residents and we are listening to the community. In the last year we engaged 6,000 residents through consultation and engagement work to find out what they care about and what they want for the Borough.

3,000 of our residents came together to produce the Borough Manifesto, a vision for the future of the borough which forms the top-level strategy for the council and partners to deliver the aspirations of our residents. They have also come together to develop the Good Neighbour Guide, a shared understanding of what citizenship means for Barking and Dagenham.

The BAD Youth Forum continues to give children and young people a voice and influence over decision-making. The Skittlz Group is the borough's Child in Care Council. The Group comprises representatives from each age group who have regular dialogue with senior managers to ensure the views of children and young people in care are being heard.



We are using different platforms to engage residents making better use of social media, including One Borough Live, in new and creative ways to keep residents informed and engaged. We now have over 10,000 Twitter followers, 8,000 Facebook followers, and 69,000 people have subscribed to our weekly One Borough Newsletter. Our Street Tag initiative is using social media and app technology to engage residents with our New Me healthy lifestyles campaign. The impact has been evident with GovRank ranking us as the best performing digital council in the country (November 2017).



Community and Voluntary Sector

We are supporting and working with the voluntary and community sector to build on the community assets we have, and to develop new community infrastructure to boost capacity, capability, and sustainability.

We are also empowering residents to take forward ideas using crowdfunding and supporting the ideas that benefit the wider community. The Barking and Dagenham Lottery gives residents a chance to support local good causes, providing local voluntary and community sector organisations with a sustainable source of funding.

One element of this is Every One Every Day, the UK's biggest community participation scheme. It brings important social infrastructure to connect residents with their neighbourhoods and wider community. Over the next five years, Every One Every Day will work with 25,000 residents to create 250 neighbourhood-level projects. Schemes such as this are essential for building resilience, cohesion, and community spirit which is just as important as any physical asset.

Our New Me campaign is engaging residents with existing community sports clubs and healthy activities in the borough, inspiring them to adopt healthier lifestyles.

Cultural events programme

We are using arts and culture and the council's events programme to bring the community together. 100,000 people (almost half the population) attended a summer event last year and our cultural partnerships are creating even more opportunities to build civic pride and social cohesion. #InspireLBBD is bringing a year's programme of cultural events to our borough's schools.



Delivering excellent services

Through our Annual Residents' Survey and our extensive dialogue with residents over the past year, we know that satisfaction with some of our services is not where it should be. Residents expect better standards of service, and we agree with them. Transformation of some services will enable them to be more innovative, digital and responsive to the needs of our residents. Through being bold and adopting new methods and technology, we will ensure services meet the high standards our customers expect. We will also be more commercial in our approach, seeking new ways to generate income for the council that can be re-invested to improve services and support vulnerable members of the community.

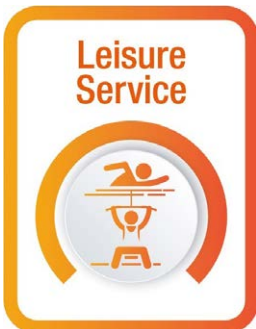


My Place

My Place is a new service which manages all of the council's property, infrastructure and assets, including; 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.



Leisure

While the council still owns the borough's leisure centres and stadium, they are now managed by Everyone Active. By finding an industry specific not for profit organisation to run the leisure services, we aim to provide a better service to residents, with good quality facilities, focusing on getting more local people active.

What this will mean for our residents

Residents will have access to high quality leisure facilities that are maintained to high standards. There will be more choice of leisure options with the aim of getting everyone active.





Home Services

Home Services 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 will be able to buy competitively priced repairs services.



School Improvement Partnership

The School Improvement Partnership is a new not-for-profit company jointly owned by local schools and the council. It has been created to provide headteachers with support to raise standards by sharing proven effective practice between schools and by enabling schools to design the services that will have the greatest impact.

What this will mean for our residents

Quality and standards in education will continue to improve ensuring every young person in the borough is given the best educational start in life, leaving school with diverse career and job prospects and pathways into further and higher education.



Clean and Green

Our vision is to improve environmental standards in the borough and provide a responsive service, which provides 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-tipping, 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.

No-one left behind

Growth for us is all about our community. We see inclusive growth and regeneration as one of the most important tools to improve outcomes for local people and to address the root causes of inequality and deprivation. The borough has been recognised as having the most untapped potential for growth in the capital due to its access to central London, house building potential, and space for business and industry. It is now our responsibility to fulfil that potential and in the next 20 years we aim to build 50,000 homes and create 20,000 jobs, bringing opportunity to all residents. If harnessed in the right way, growth will reduce deprivation and create opportunities for residents by developing skills and employability, creating jobs in new and emerging sectors and industries, improving the physical environment, and widening the choice of housing.

The Growth Commission has provided a roadmap for what we need to do as a council and as a partnership to maximise economic growth and its benefits. We understand growth must be inclusive and make a meaningful difference to the outcomes of residents. That is why we are taking a long-term and strategic approach to planning and regeneration and bringing together economic and social policy.

Barking and Dagenham has a strong track-record of delivering holistic physical regeneration using public and private sector investment and by working in partnership with developers. Evidence of this can be seen in the transformation of Barking Town Centre and other sites including Barking Enterprise Centre, Dagenham Business Centre, Becontree Leisure Centre and Abbey Leisure Centre. Barking Riverside is one of NHS England's Healthy New Town pilot sites and we are working with NHS England, and our local partner Care City, to use urban design and housing design to lay the foundations for good health and wellbeing for communities living in Barking Riverside.

Our approach to regeneration will continue to be guided by principles of inclusive design and urban planning along with consultation and engagement with residents about what they want for their community. Analysis of economic trends and demographic forecasts will ensure regeneration is sensitive to existing communities, future-proofed, and supports the overall growth of the borough.





Be First

Such is the importance of regeneration to the prosperity of our borough and our residents that we have created a special purpose company called 'Be First' to manage and accelerate delivery of this agenda. 'Be First' is responsible for housing growth and diversity of tenure, investment in transport and other infrastructure, attracting inward investment, business growth and job creation. In performing these roles Be First will ensure that the future planning of homes, infrastructure, and business is done holistically and with balance between physical regeneration and social regeneration. Therefore, consideration will be given to the ingredients that make for thriving communities such as schools, community spaces, places of worship, parks and open spaces, sports and leisure facilities, health facilities, and retail spaces. The focus is on ensuring we grow together with everyone benefitting and leaving no-one behind.

What this will mean for our residents

Be First will play a key role in ensuring that the potential growth in the borough focusses on people, so that our residents benefit from the opportunities and we tackle the inequality that currently exists. Be First will make it easier and quicker to deal with routine planning applications. For companies and potential investors, it will make it easier to do business with the council.



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.



We have already made progress

CU London

We are delighted to have attracted CU London to open a campus in the borough. Our Civic Centre is now the site of a state-of-the-art university providing flexible courses to meet the needs of residents across the borough. With a range of courses including part-time, evening and weekend options, there is a great opportunity for residents to study flexibly fitting around their lifestyle.



Film Studio and creative industries

We are in the process of finding a partner to build London's largest film studios and media complex in Dagenham. We plan to bring state-of-the-art film and TV studios to the borough in response to the rapidly growing demand for top quality film and TV production facilities in the UK. Our feasibility study demonstrates the potential and suitability of our site. Our aim is to support the industry and, at the same time, to support local businesses and create hundreds of jobs in this key growth sector of the economy. It's an outstanding opportunity to make help Dagenham become famous for films as well as Fords.



Future Youth Zone

Youth provision is important for building skills and confidence of young people and ensuring they have a safe environment to enjoy their leisure time with friends. Construction has begun on 'Future', a new Youth Zone located in Parsloes Park that will offer more than 20 activities, 7 days per week for young people aged 8 to 19. Annual membership will cost £5 and there will be a 50p charge per visit making the facility unrivalled in terms of value for money. It will open its doors in early 2019.

Sustainable Industries Park

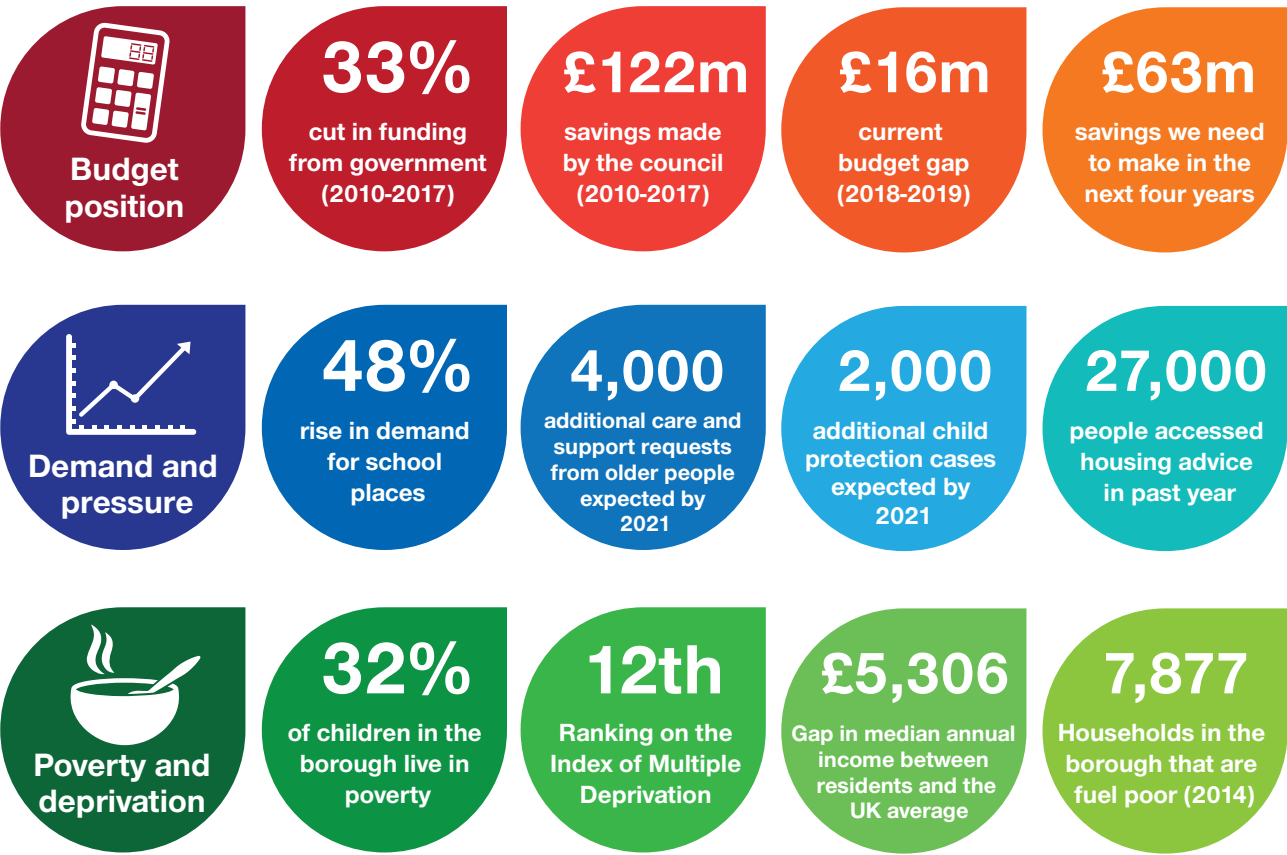
The London Sustainable Industries Park at Dagenham Dock when fully developed will be UK's largest concentration of environmental industries and green enterprises. The site can support approximately 1.4 million sq ft of new logistics and light industrial space. Over the next 10 years there will be more than £180 million of investment from the East Plus partnership into this site.

B&D Energy Ltd

Locally powered green energy will be delivered by B&D Energy Ltd, a council owned company that will supply affordable heating and hot water. 230 new housing developments in Dagenham will be the first to benefit from this green and affordable energy. This follows 1,000 residents on the re-built Gascoigne estate in Barking having their homes powered by a mini power station. These two schemes alone will reduce CO2 emissions by the same amount as that emitted by over 300 cars a year.

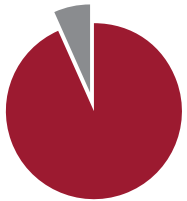


Context



Change is already here

This new kind of council is already delivering major changes and improvements. This can be seen in our recent achievements.



91 per cent
of our schools are now rated
'Good' or 'Outstanding' by Ofsted



'Progress 8'
measure **20th**
best in the country
out of 151 local
authorities



More than **2,800**
new business start-ups
in the borough



Every One Every Day

- will work with 25,000 residents
and deliver 250 neighbourhood-led
projects in the next five years

£70 million

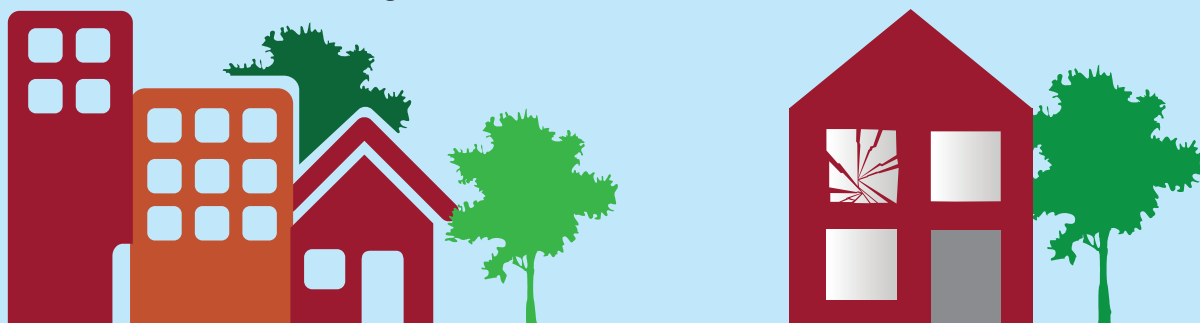
deal clinched for
new railway line to
Barking Riverside



£350 million

committed to modernise
council housing

Introduced a **licensing scheme**
to tackle rogue landlords in the borough
- so far **over 13,000** properties have
been inspected and 25 rogue landlords
have been successfully prosecuted





Attracted **over £1 billion** of investment to the borough – **Barking & Dagenham is London’s growth opportunity**



The first local authority to adopt a **Gender Equality Charter**, with over **150** businesses, organisations and individuals signed up already.

100 per cent of our **Children’s Centres**

are now rated ‘Good’ or ‘Outstanding’ by Ofsted



New cultural quarter at the Roding Riverside with the new Boathouse

Driving **health and social integration**

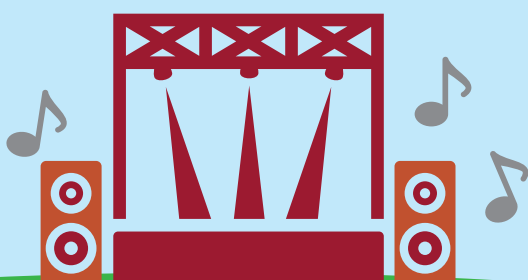
through accountable care system



Dagenham Library scoops **Library of the Year award**



The popular **Summer of Festivals** programme was attended by **100,000** people last year



Building has begun on a 4 lane, 50m **Olympic size swimming pool** at Becontree Heath Leisure Centre – **opening in 2018**



The Vision

The community has developed an aspirational vision for the borough. 3,000 residents came together to shape this vision and define the future of Barking and Dagenham. The co-produced Borough Manifesto imagines what Barking and Dagenham will be like in 20 years as a place to live, work, study, and visit.



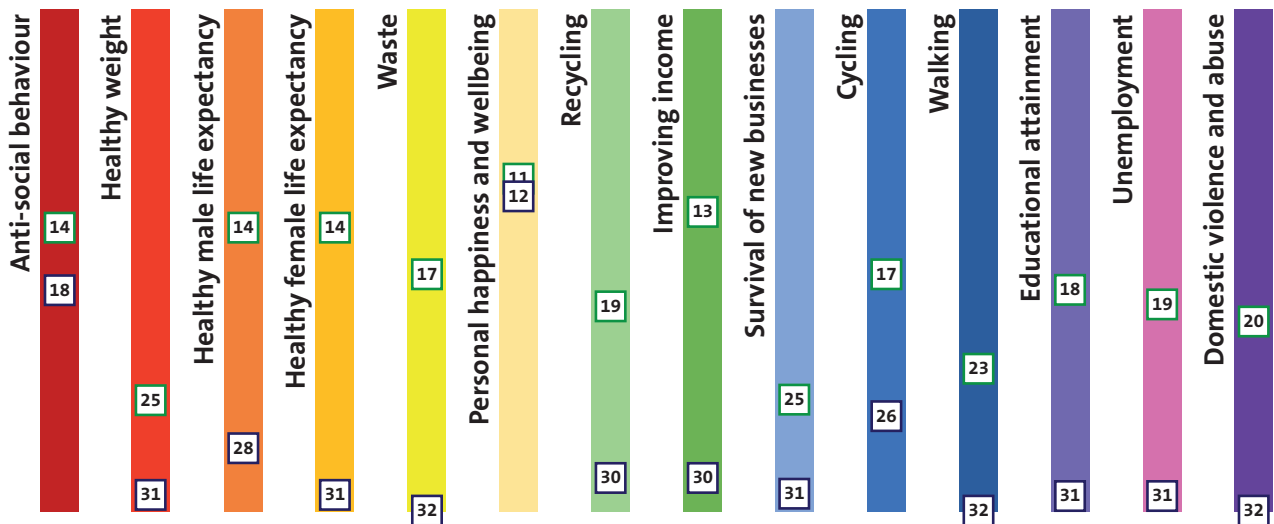
As an enabler and facilitator, the council's job is to make the community's vision a reality. The Corporate Plan sets out our contribution over the next four years to deliver the Borough Manifesto. The priorities and performance measures we are using to drive progress and improvement link directly to the aspirations, themes, and targets of the Manifesto; ensuring that we have a co-ordinated and focused effort. This alignment creates a golden thread that runs from policy-making through to frontline service delivery.

Other local organisations, institutions, partners, and stakeholders are equally signed up to delivering the Borough Manifesto vision and aspirations. It is a shared endeavour and a shared commitment in response to where the community has told us it wants to go and the challenges this borough faces now and in the future. Through the Barking and Dagenham Delivery Partnership we are taking a place-based approach to cross-cutting issues, to achieve common aims and outcomes.

Close and deep partnership working is essential to tackle complex social issues and is equally necessary to drive change at a quick pace. Current data about our population shows that socio-economic and health and wellbeing outcomes are behind London and UK averages. When we compare outcomes for our population against those of other London Boroughs we mostly sit at the bottom of the league tables. This is unacceptable, and it is why we have fundamentally re-designed the council. It is also why we are focused on delivering inclusive growth to change people lives.



Behind the Borough Manifesto are ambitious targets for improving those outcomes with clear benchmarks for where we want to be. The diagram below illustrates where we rank now and what we can realistically achieve by 2037. To move up, even to mid-table or a few places, is challenging and means we will have to achieve big improvement and consistently outperform other London Boroughs.



To measure the impact of our efforts to deliver the Borough Manifesto we have created a suite of indicators related to the themes within the Borough Manifesto. These targets and measures provide accountability and a source of truth about if we are making an impact and delivering the vision the community has set.

- ✓ Percentage of new homes built compared to annual target.
- ✓ Additional affordable homes as a percentage of all new homes.
- ✓ Ratio of house prices to earnings.
- ✓ Median private sector rent.
- ✓ Council housing in decent conditions.

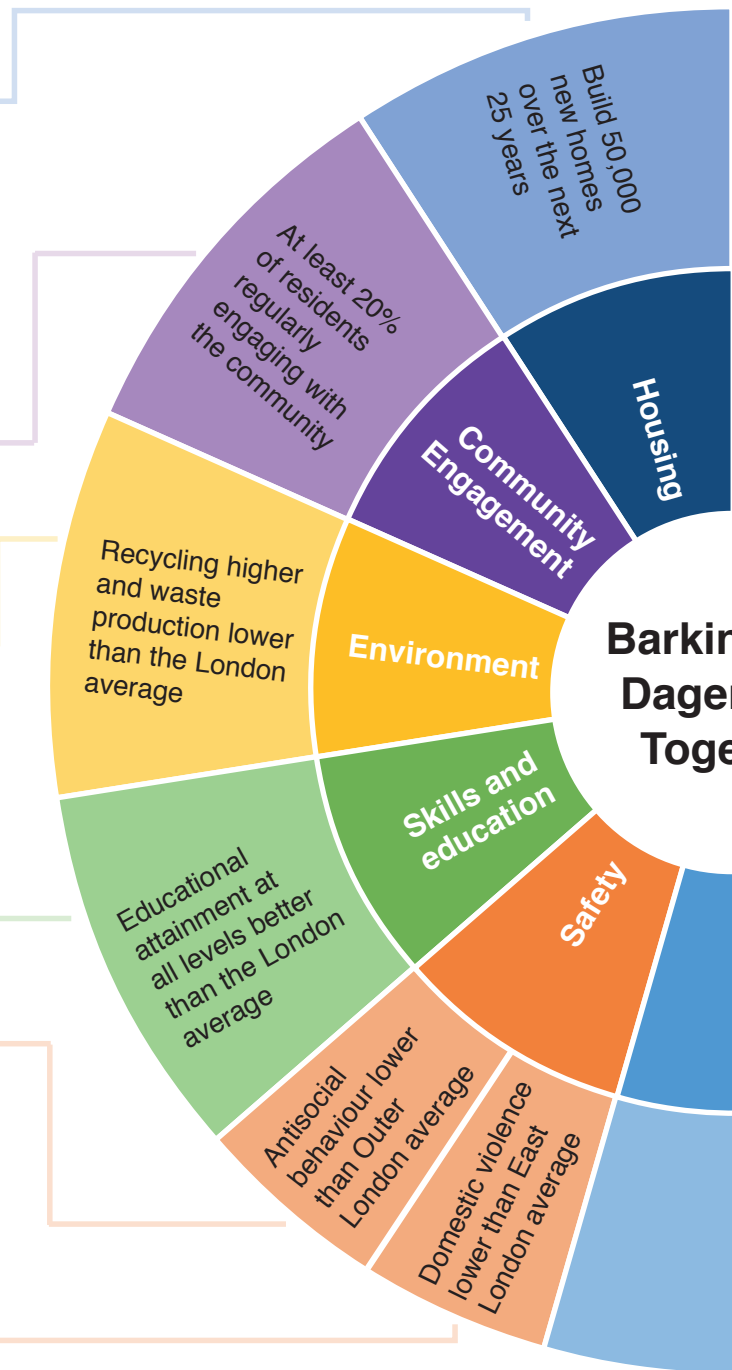
- ✓ Residents regularly participating in the community.
- ✓ People volunteering as reported in the Residents Survey.

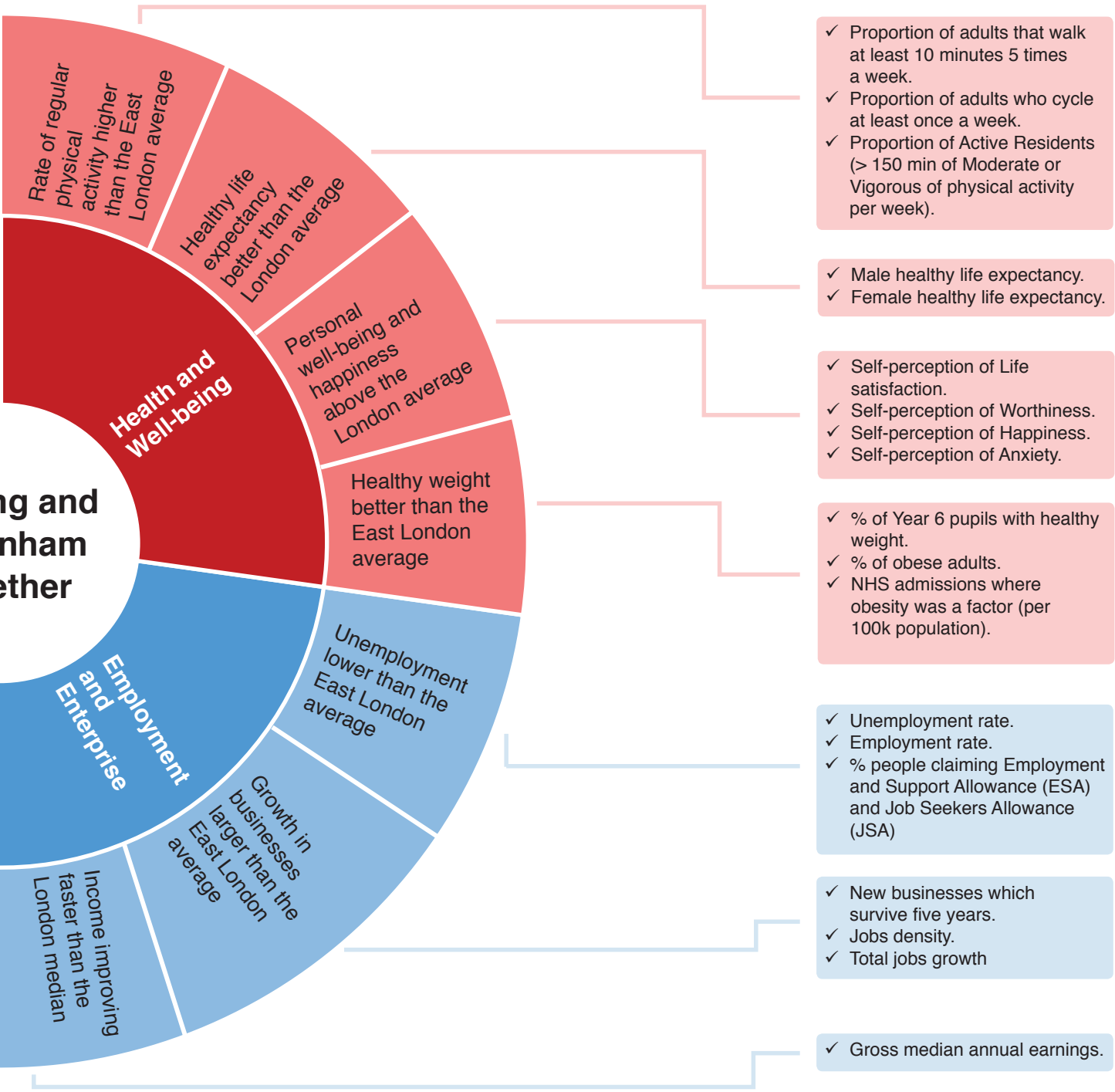
- ✓ Waste Production per household (Kilograms).
- ✓ Recycling rates.
- ✓ Perception of "Litter and dirt in the streets", as measured in Residents Survey.

- ✓ People with Level 1 and above.
- ✓ People with Level 4 and above.
- ✓ Attainment 8 score per pupil.

- ✓ Police recorded number of incidents of anti-social behaviour.
- ✓ Council recorded number of incidents of anti-social behaviour.
- ✓ Perceived safety measured by Residents Survey.
- ✓ Hate Crime reported to police.

- ✓ Domestic violence and abuse incidents per 1000 residents.
- ✓ Average number of offences in previous 12 month per victim.





Our Priorities

Encouraging Civic Pride

At the centre of the Borough Manifesto vision is an aspiration for Barking and Dagenham to be a place people are proud to live, work, study and stay. To achieve that vision for the community we will **encourage civic pride**. These are our commitments in the next four years:

Build pride, respect and cohesion across our borough

- Deliver the vision of the Borough Manifesto through the Barking and Dagenham Delivery Partnership.
- Develop and publish a Cohesion Strategy for the borough.

Promote a welcoming, safe, and resilient community

- Summer of Festivals showcasing the best of the borough.
- Embed and grow the 'giving model' for the borough including crowdfunding and local lottery schemes.
- Strengthen partnership arrangements for the borough.
- Support the development of the community and voluntary sector.

Build civic responsibility and help residents shape their quality of life

- Undertake a borough-wide review of controlled parking zones (CPZs).
- Develop 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.
- Develop and implement a new discretionary landlord licencing scheme from August 2019.
- Progress the Civic Pride agenda through a series of behavioural change campaigns.
- Ensure the council promotes Reduce, Reuse, Recycling awareness.

Promote and protect our green and public open spaces

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

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

- A borough where all young people participate in high quality education, employment or training opportunities which raise their aspirations and enable them to reach their potential.
- Working with Barking and Dagenham School Improvement Partnership (BDSIP), schools and partner organisations, enable and inspire more young people to achieve good GCSE and A' Level results and go on to study at 18, including at top performing universities.

Enabling Social Responsibility

We must support residents to lead independent, healthy, safe and fulfilling lives. To do so we will **enable social responsibility**. These are our commitments in the next four years:

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

- Embed and develop Community Solutions within specified timeframe as set out in the Target Operating Model.

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

- Deliver transformation proposals for care and support.
- 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.
- 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.
- Create employment opportunities and ensure appropriate support for people with Learning Disabilities.
- 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

- 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.
- 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

- Ensure school places and early years provision meets demand for pupil places and is sufficiently flexible to adapt to changing demographics.
- Ensure every child in the borough attends a 'good' or 'outstanding' school or early years setting, as this is a key determinant for high attainment.
- Working with Barking and Dagenham School Improvement Partnership (BDSIP), schools and partner organisations, establish the borough as a place where high quality senior leaders, teachers and teaching staff want to work and stay.
- 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, to realise high attainment for SEN pupils.

Fully integrate services for vulnerable children, young people and families

- Ensure corporate parenting responsibilities are being successfully undertaken to achieve good outcomes for children who are in care and young people who are leaving care, as these are amongst the most vulnerable and disadvantaged in the community.
- Co-ordinate services across the borough to enable children to have the best start in life, with good health, early years development and access to outstanding education.

Growing Together

Growing together is how we will ensure no-one gets left behind. We will deliver inclusive growth through holistic industrial strategy, economic development, house building, regeneration, physical assets and community infrastructure. These are our commitments in the next four years:

Build high quality homes and a sustainable community

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

Develop a local, skilled workforce and improve employment opportunities locally and access to those within wider London

- Implement and maintain an Employment, Skills, and Business Growth Strategy.

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

- Develop an East London Industrial Heritage Museum as part of the redevelopment of the Ford Stamping Plant.
- Improve the amenity value of the Abbey Green to encourage informal and formal recreation.
- The establishment of the East London's Women's Museum.
- Deliver the Youth Zone for Parsloes Park.
- 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 borough

- Implement plans for new homes across the borough including schemes in:
 - Barking Town Centre
 - Riverside
 - Chadwell Heath
 - Ford Stamping Plant
- 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

- 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.
- Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy.

Grow the borough in an inclusive and environmentally sustainable way

Well-run organisation

We recognise that if we are to achieve what we need to do to deliver the Borough Manifesto for the community we must strive to be a **well-run organisation** and make best use of resources and assets. These are our commitments in the next four years:

Good governance

- Use data and intelligence to inform commissioning, business planning, policy-making, and decision-making at all levels.
- Ensure compliance with local government legislation and regulations.
- Ensure open and transparent government and compliance with the Council Constitution.
- Ensure compliance with Government Data Protection Regulations.
- Ensure accountability for performance through Overview and Scrutiny, performance challenge sessions, and the Corporate Performance Framework.
- Retain Investors in People Silver accreditation.
- Ensure that all members and staff complete mandatory training courses and modules (health and safety, information governance, equalities).
- Ensure staff appraisals are carried out on time and meet the corporate quality standard.

Financial solvency and sustainability

- Set a balanced budget each year (2018/2022).
- Close the budget gap by 2020/2021 and achieve the savings targets as outlined in the MTFS.
- Meet income generation targets for commercial revenue streams.
- Pilot sub-regional pooling of business rates.
- Maximise income collection of Council Tax, Rents, PCNs.

Customer access and satisfaction

- Promote and encourage uptake and usage of digital services/solutions.
- Implement the Customer Access Strategy.
- Carry out the Annual Residents Survey and publish its findings.
- Deal promptly with Member enquiries.



Workforce productivity and flexible-working

- Ensure staff are well engaged and satisfied working for the council.
- Implement the Smarter Working programme.
- Implement the New Ways of Working programme.
- Meet the Mayor of London's Healthy Workplace Charter Standard at Excellence level.
- Reduce sickness absence and absenteeism.

Equality, diversity, fairness and inclusion

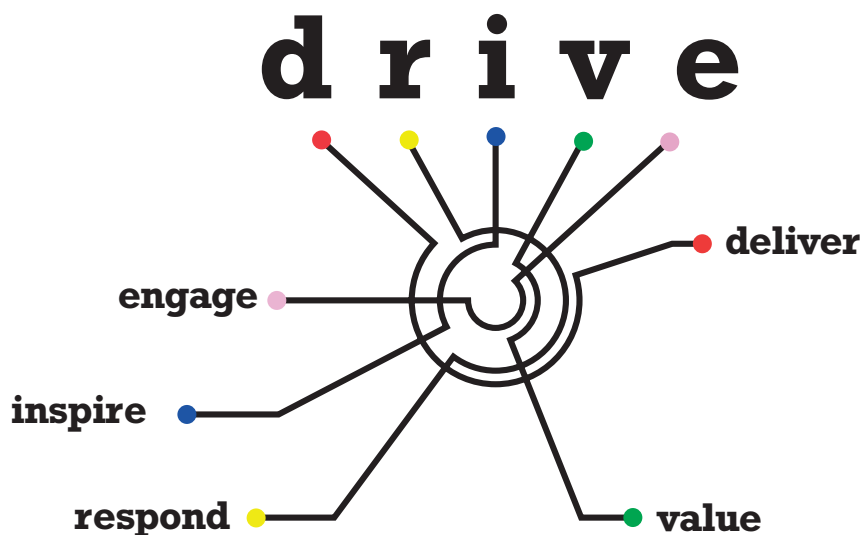
- Investigate and address gender pay gaps within the workforce and be transparent about gaps that are identified, reporting and publishing findings as per the regulations of the Equality Act 2010.
- Monitor specific projects and activities delivered through Gender Equality Charter.
- Maintain status as a 'Disability Confident' employer and remove barriers for people with impairments.
- Improve diversity in the workforce so that it represents and reflects the community it serves.
- Implement the Equality & Diversity Strategy 2017/2021.
- Ensure equalities impact assessments are carried out for policy changes and service re-configurations.

Managing change

- Communicate changes to services with residents.
- Communicate changes with the workforce and affected partner organisations.
- Ensure transformation programmes meet key delivery milestones.
- Monitor savings from transformation programmes and ensure non-cashable benefits are realised.

Values

Everything we do as an organisation to serve and support our community is guided by our **DRIVE** values and behaviours.



All employees should embody and demonstrate these values always and in all circumstances. The **DRIVE** values and behaviours set the minimum standards our customers should expect from us. Excellent customer service and high standards are vital to meet the challenges we face and to deliver the services residents need and deserve.

Our standards and values are reflected in our status as Investors in People; a mark of excellence in business and people management. We are proud to have achieved re-accreditation following an evaluation in 2017.

Improving equality

The council is committed to improving and advancing equality for all. We strive to ensure policy-making and service delivery does not discriminate or treat residents unfairly because of their identity or any protected characteristics they hold.

In 2017, we developed a new four-year Equality and Diversity Strategy setting out how we meet the duties of the Equality Act 2010 and our work to improve equality, diversity, inclusion, and fairness.

The strategy contains 67 actions to close known equality gaps covering a range of domains that impact on outcomes such as housing, employment, health, and education. It is also concerned with how the council operates and uses functions and tools, such as commissioning, data and intelligence, and equalities impact assessments to systematically ensure the council has a robust approach to equality and diversity.

For more information, visit: www.lbbd.gov.uk/equality

Appendix 1: Corporate Performance Framework

Encouraging Civic Pride
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 clicks (links opened) in the One Borough Newsletter - Average number of opens per One Borough Newsletter issues
The percentage of respondents who believe the council listens to concerns of local residents
Impact/success of events evaluation
The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together
The weight of fly tipped material collected
The weight of waste recycled per household
The weight of waste arising per household
New indicator: Standard of street cleansing
New indicator: Number of parks and green spaces meeting Green Flag criteria
New indicator - Percentage of residents feeling safe at night and during day
The number of ASB incidents reported in the borough
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 street robberies 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
The percentage of 16 to 18 year olds who are not in education, employment or training (NEET) or who have unknown destinations

Enabling Social Responsibility

The total Delayed Transfer of Care (DTOC) 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 assessments completed within 45 working days

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)

The percentage of pupils achieving 9-5 in English and Maths and average Progress 8 and Attainment 8 scores

The percentage of borough schools rated as 'good' or 'outstanding'

Repeat incidents of domestic violence (MARAC)

Growing Together

The number of new homes completed

The percentage of new homes completed that are affordable

New indicator: The percentage of council homes compliant with Decent Homes

New indicator: The number of homes with unimplemented full planning permission

New Indicator: The number of homes with unimplemented outline planning permission

The percentage of economically active people in employment

New indicator: The percentage of borough residents with Level 1 Skills Qualifications and above

New indicator: The percentage of borough residents with Level 4 Skills Qualifications and above

New indicator: The number of jobs in the borough

The number of households in Bed and Breakfast for more than 6 weeks

New indicator: Total number of households prevented from being homeless

The average number of households in Temporary Accommodation over the year

New indicator: The total number of households moved out of temporary accommodation

The percentage of people paid Universal Credit within 5 weeks of making an application

Well run organisation

The percentage of council employees from BME Communities

The average number of days lost due to sickness absence

New indicator: Employee Engagement Index score

New indicator: The percentage of staff who have completed mandatory training (Equalities, Health and Safety, Information Governance)

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)

New indicator: Percentage of residents satisfied with capital works

New indicator: Capital spend within year being within 5% of planned budget

Appendix 2: Golden thread

Working together to deliver shared outcomes for Barking and Dagenham





Contact us

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One Borough Live: www.oneboroughlive.co.uk

One Borough Newsletter:

www.lbbd.gov.uk/council/news-and-media/one-borough-newsletter/overview