

**ANNEX 1:**  
**The Single Performance Framework**  
**Delivering our Corporate Plan**  
*2020 to 2022 and beyond*

# Introduction

This Single Performance Framework is guided by the Council's Corporate Plan, including our long-term approach to public service. It is broken down into four sections, which reflect the four strategic priorities identified in the Corporate Plan:

- 1 Prevention, Independence and Resilience
- 2 Participation and Engagement
- 3 Inclusive Growth
- 4 Well Run Organisation

Each section contains two types of performance data:

- 1 The priority **actions** and **deliverables** which the Council is committed to over the next two years (to May 2022) in pursuit of those goals, as well as milestones, timelines and owners for each.
- 2 The critical **outcome measures and indicators** that will tell us whether the Council is on the right track in the most important areas of performance, with an explanation of the relevance, frequency and – where applicable – target(s) for each. The Prevention, Independence and Resilience section of the framework breaks these metrics down into **long term outcomes** that might take time to realise and **proxy measures** that will help us to understand the more immediate progress we are making towards these outcomes.

By structuring our performance processes around these four sections, we will provide Members and senior officers a 'systems view' of performance that cuts across individual issues and service delivery blocks.

# Prevention, Independence and Resilience

This section sets out the actions, deliverables, outcome measures and indicators that flow from the Prevention, Independence and Resilience priority within the Corporate Plan, clustered around the following themes:

1. Every child gets the best start in life
2. All children can attend and achieve in inclusive, good quality local schools
3. More young people are supported to achieve success in adulthood through higher, further education and access to employment
4. More children and young people in care find permanent, safe and stable homes
5. All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs
6. Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities
7. Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime
8. Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors
9. All residents with a disability can access from birth, transition to, and in adulthood that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full
10. Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities
11. All adults with care and support needs are supported to access good quality, sustainable care that enables safety, independence, choice and control
12. All older people with care and support needs can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes
13. Effective use of public health interventions to reduce health inequalities

In addition to this it is implicit within the Corporate Plan that a cross-cutting objective of the activity set out below is to help manage the demand upon our services, most notably at the acute end of the spectrum. This applies to many, if not all the thematic priorities set out below, and therefore some of these demand metrics do not 'fit' into any one area. Rather they are affected as a result of the combined activity of many. For this reason, a separate set of indicators has been identified that will allow a routine assessment of demand in key areas to be made.

It is also the case that much of the activity that is planned for the next two years is – or will be – incorporated, and delivered, through our three key improvement programmes and/or significant, high-level Council or partnership strategies. This is shown throughout the Performance Framework in the deliverables section, partially to illustrate the linkages, but partly to show through which 'mechanisms' progress will be measured e.g. the totality

of the Children’s Improvement Programme (including ever deliverable, not just those contained within this document) is routinely monitored against the programme plan through already established PMO processes.

### Demand and Activity Indicators

Measure	What this will tell us	Collection Frequency
Contacts received at the front door (MASH)	Shows the number of cases that are being referred for consideration by the MASH and is one indicator of demand.	Monthly
The outcome of these contacts i.e. progressed to Children’s Social Care, redirected to Early Help, or redirected to Universal Services	Provides an overview of how cases are ‘processed’ through the system and allows early identification of potential changes in thresholds and/or decision-making. Reporting the numbers shows the overall volume. Reporting the percentage allows an understanding of a shift in proportions.	Monthly
Referrals to Social Care progressing to a statutory assessment	Shows how many cases referred to social care that meet the threshold for a statutory assessment and by extension provides an indication of the efficacy of decision-making in the MASH.	Monthly
Referrals to Children’s Social Care with evidence of previous Early Help intervention	This shows whether our Early Help offer is correctly targeted. Too high a proportion of cases hitting Social Care that bypass Early Help and ComSol altogether suggest that our targeted interventions need to be better targeted as they are either a) not reaching the children and families we need them to; or b) not having the impact (of de-escalation) that we need to reduce demand.	Monthly
Referrals to Children’s Social Care that had previously been stepped down to Early Help (in the preceding 12 months)	Where Social care have de-escalated a case and stepped down to Early Help, effective Early Help would mean that a low proportion would subsequently escalate again. An increasing number/proportion would suggest that the Early Help offer needs improving/changing.	Monthly

Measure	What this will tell us	Collection Frequency
Children in receipt of Early Help Services that are subsequently referred to Children's Social Care	If Early Help is effective, a low proportion of cases that have received Early Help would, therefore, escalate to Children's Social Care. If a high proportion of cases receiving Early Help do escalate, it suggests that the Early Help offer is not working OR the risk is too great to hold at that level.	Monthly
Number and rate of children open to Care and Support – undergoing an assessment, CiN, CP, LAC and Care Leavers	Shows the number and rate of children open to Children's Care and Support across the child's journey and is one indicator of demand.	Monthly
Number of children in pre-proceedings and care proceedings	Relates to the number of children in PLO. Both are indicators of demand.	Monthly
Average caseloads in Children's Care and Support	Shows the overall volume in the system per case holding social workers and is a key measure of safety and risk in the system. This is a key transformation indicator as we have a caseload guarantee of 1:15.	Monthly
The percentage of agency case holding social workers in Children's Care and Support	Shows the direction of travel in the percentage of agency case holding social workers. Reducing agency staff is a key priority.	Monthly
The number of new requests for school places	Both are measures of activity and demand in our Borough with high levels of migration and churn. This is reflected in school data with an increasing number of requests for school places and a considerable rise in in year school admissions.	Termly
The number of in year school admissions		Termly
The number of children that become subject to an Education, Health and Care Plan	Shows how many children are becoming subject to an EHC Plan, which is increasing at a fast rate this year.	Monthly
Number of people with open services during the month (Adult's Care and Support)	Shows the number of people open to Adult's Care and Support and is one indicator of demand.	Monthly
Number of requests for support	Shows the level of demand with regards to requests of support in Adult's Care and Support.	Monthly

Measure	What this will tell us	Collection Frequency
Number of people with a recorded contact during the month (Adult's Care and Support)	Shows the number of people that are being referred for consideration by the Adult Intake Team and is one indicator of demand.	Monthly
Number of contacts to Adult Intake Team in Community Solutions ending in information and advice only	Shows the number of contacts made to the Adult Intake Team that result in information and advice only and not in a service.	Monthly
Number of safeguarding concerns raised to the Local Authority	Shows how many safeguarding concerns are being raised and is one indicator of demand and risk in the Borough.	Monthly
Average length of completed Crisis Intervention packages	Crisis intervention packages open for several weeks have an impact on budget and our average should be no more than 6 weeks.	Monthly
Average caseloads in Adult's Care and Support	Reporting caseloads shows the overall volume in the system per case holding social workers and is a key measure of safety and risk in the system.	Monthly

## Every Child gets the best start in life

### Actions and deliverables

Deliverable	Lead Member	Deadline	Programme
Develop new Target Operating Model for Targeted Early Help.	Cllr Worby	June 2020	
Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership.	Cllr Worby	June 2020	
Complete the implementation of the new Target Operating Model for Children's Care and Support.	Cllr Worby	September 2020	

Deliverable	Lead Member	Deadline	Programme
Deliver the Early Years Academy and implement an integrated multi-agency pathway for those aged 0-7 years.	Cllr Carpenter	December 2021	Children's Improvement Programme
Deliver our OFSTED Improvement Plan.	Cllr Worby, Cllr Carpenter and Cllr Geddes	March 2021	

#### Long Term Outcomes

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of children with a good level of development by the age of 5.	That our early years approach is improving the progress of children between the age of 0-5.	72.4%	↑	72.5%	Annually
Reduction in the inequality gap by the age of 5.	That our early years approach is reaching – and impacting upon – all children, and not just some.	38.8	↓	n/a	Annually

## Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of children who received a 12-month review by 15 months.	That progress is being made toward the overall outcomes i.e. the proportion of children 'on track' for a good level of development by the age of 5.	70.6% (Q4 2018/19)	↑	75%	Quarterly
The percentage of 3 and 4-year-old children benefitting from early education places.	That an increased proportion of children are benefitting from early education in good or outstanding provision contributing to a good level of development by age 5.	84%	↑	In line with London and national	Annually
The percentage of 3- and 4-year olds in funded early education with good or outstanding providers		100%	↑		Annually
The percentage of 2-year-old children benefitting from early education places.	That an increased proportion of children are benefitting from early education in good or outstanding provision contributing to a good level of development by age 5.	84%	↑	As above	Annually
The percentage of 2-year olds in funded early education with good or outstanding providers.		100%	↑	As above	Annually
Percentage of childminders rated as good or outstanding.	That an increased proportion of children are placed with high quality childminders.	100%	↑	As above	Quarterly
Percentage of mothers smoking at the time of delivery.	A reduction would demonstrate the effectiveness of the Council's prevention work and result in health benefits for the infant and mother.	8.1%	↓	5% by 2022* 3% by 2025	Annually



Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Population vaccination coverage - MMR for two doses (5 years old).	That a greater proportion of children are protected and prevented from childhood diseases resulting in improved health and wellbeing.	73.3%	↑	tbc	Annually
Prevalence of obese and overweight pupils at Reception.	Decreased obesity prevalence in reception aged children (National Child Measurement Programme).	24.7%	↓	Reduction	Annually

## All children can attend and achieve in inclusive, good quality local schools

### Actions and deliverables

Deliverable	Lead Member	Deadline	Programme
Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership.	Cllr Worby	June 2020	Children's Improvement Programme and
Implement a 'Team Around the School' approach for education inclusion and children's services alongside health partners.	Cllr Worby and Cllr Carpenter	June 2020	
Implement the new Target Operating Model for Targeted Early Help	Cllr Worby	September 2020	
Publish Annual School Place Sufficiency Plan.	Cllr Carpenter	October 2020	

Deliverable	Lead Member	Deadline	Programme
Develop the new Special Educational Needs and Inclusion strategy.	Cllr Carpenter	November 2020	School Improvement Plan
Deliver our plans alongside Barking and Dagenham School Improvement Partnership (BDSIP) to ensure that the right support is available for schools.	Cllr Carpenter	March 2022	

### Long Term Outcomes

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Average Progress 8 Score	The progress and attainment of our children continues to both improve and improve at an acceptable pace.	0.16	↑	0.20	Annually
Average Attainment 8 scores.	The progress and attainment of our children continues to both improve and improve at an acceptable pace.	46.4	↑	48.0	Annually
The percentage of pupils at the end of Key Stage 4 achieving grade 5 or above in both English and Maths GCSEs.	The attainment of our young people continues to both improve and improve at an acceptable pace.	42.6%	↑	45%	Annually
Average point score per entry – Best 3 A Levels.	The attainment of our young people continues to improve, enabling access to high quality post 18 opportunities, including Higher Education, vocational qualifications and employment.	31.03%	↑	32.5	Annually

## Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of schools rated as 'good' or 'outstanding' by OFSTED.	Our schools are of a sufficiently high quality to realise our ambition for our children.	91.7%	↑	92%	Quarterly or Termly
The percentage of children achieving expected standard or above in Reading, Writing and Maths at KS2.	The progress of children at KS2 is such that it indicates a positive direction of travel for KS4 attainment.	65.6%	↑	68%	Annually
The percentage of pupils absent from state-funded primary schools.	Our young people are regularly attending school and not missing education.	3.77% 2018/19 Aut + Spr terms only	↓	3.7%	Report 3 x a year in line with published data releases on absence
The percentage of pupils absent from state-funded secondary schools.		4.93% 2018/19 Aut + Spr terms only	↓	4.4%	
The percentage of pupils persistently absent from primary schools.	Our young people are not persistently absent from school and are not missing a lot of education (for whatever reason).	8.9% 2018/19 Aut + Spring terms only	↓	In line with London and National	As above
The percentage of pupils persistently absent from secondary schools.	Our young people are not persistently absent from school and are not missing a lot of education.	12.5% 2018/19 Aut + Spring terms only	↓	As above	As above

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Total Permanent Exclusions (rounded).	That children are not being permanently excluded from school and therefore not reaching their full potential in education.	0.06	↓	0.06	Termly

Note: Attainment, attendance and inclusion measures listed in this section need to cover vulnerable children i.e. SEND/EHC Plan children, Children in Need and Looked After Children.

## More young people are supported to achieve success in adulthood through higher, further education and access to employment

### Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
New referral pathways and support offer for Care Leavers.	Cllr Worby	September 2020	Children's Improvement Programme and School Improvement Plan
Redesign the support offer for transitions from school to further or higher education or employment.	Cllr Carpenter	March 2021	
New referral pathway and support offer those with diagnosed learning/physical disabilities and mental health conditions.	Cllr Worby	March 2021	
Improving access to quality careers advice, work-related learning and high quality vocational and academic options, working with the Council's apprenticeship programme, key education partners and BDSIP as appropriate.	Cllr Carpenter	March 2022	

### Long Term Outcomes

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of young people participating in education or training.	Offer of support and guidance, including support and opportunities from partners, is effective. Schools (and other partners) are equipping young people to move into education or employment with training.	94.7%	↑		Annually

### Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of 16 to 17-year olds who are not in education, employment, or training (NEET).	The time spent not in employment, education, or training leads to an increased likelihood of unemployment, low wages, or low-quality work later in life.	3.1%	↓	Reduction	Quarterly
The percentage of 16 to 17-year olds who have Unknown Destinations.	That a proportion of those young people in unknown destinations may be NEET and in need of support.	0.4%	↓	Reduction	Quarterly
The percentage of 16-17 year olds who are not in education, employment or training (NEET) and who have unknown destinations (combined measure).	The number of young people who are NEET and in unknown destinations	3.5%	↓	3.5%	Quarterly
The percentage of Key Stage 4 pupils going to, or remaining in education, employment or training.	That an improved and high number of our young people at the end of KS4 are in EET.	96.8%	↑	98%	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of young people aged 19 qualified to Level 2.	That young people are becoming better qualified and therefore increasing their chances and opportunities of gaining employment.	81.2%	↑	In line with England	Annually
The percentage of young people aged 19 qualified to Level 3.		56.4%	↑	In line with England	Annually
Percentage of pupils responding that they are 'not at all' satisfied with their life at the moment. (School Survey)	That more young people are positive about the future. It provides a proxy measure of aspiration.	8%	↑		Annually
Percentage of pupils responding that they are at least 'quite' satisfied with their life at the moment. (School Survey)	That more young people are positive about the future. It provides a proxy measure of aspiration.	55%	↑		Annually

## More children and young people in care find permanent, safe and stable homes

### Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Review and deliver improved early permanence pathway for looked after children.	Cllr Worby	June 2020	

Implement a timely Public Law Order process.	Cllr Worby	September 2020	Children's Improvement Programme
Work with neighbouring boroughs to deliver the East London Regional Adoption Agency.	Cllr Worby	September 2020	

Long Term Outcomes (and Proxy-Measures)

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of children in care placed in family settings.	How many of our children in care are placed in stable, family settings (though Foster Care is not suitable for all children, all the time).	77.0%	↑	80%	Monthly
The proportion of children leaving care as a result of being adopted.	How many of our children secure permanence through being adopted into a secure and stable home.	8.4%	↑	10%	Monthly
The proportion of children in care experiencing three or more placement moves in a year.	When children are placed, whether those placements are then enduring or breaking down (jeopardising placement stability).	9.6%	↓	<10%	Monthly
The proportion of children in care experiencing long term placement stability.	When children are placed, whether those placements are long term, or breaking down (jeopardising placement stability).	65.9%	↑	70.0%	Monthly
Number and percentage of UASC placed with foster carers.	That an increasing number of UASC are being placed in family settings rather than semi-independent accommodation.	9 (20.4%)	↑	Increase	Monthly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Number and percentage of children in care in residential placements.	That we have a lower or higher proportion of children in care placed in residential settings and therefore not family settings.	39 (9.4%)	↓	Reduction	Monthly

Note: for this section long-term outcome measures and shorter-term, proxy measures have been combined. The reporting frequency of both is so high that there is little value in drawing a distinction as real-time feedback on progress towards the ultimate outcome(s) is available.

## All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs

### Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Deliver sliding scale Council Tax exemption for all care leavers, retaining contributions to return to them as savings when they turn 25.	Cllr Worby	April 2020	Children's Improvement Programme
Ensure every Care Leaver has a Health Passport.	Cllr Worby	September 2020	
Develop additional suitable supply of housing for care leavers in partnership with Inclusive Growth, through the Vulnerable People's Housing Programme.	Cllr Worby	September 2020	



Long Term Outcomes (and Proxy-Measures)

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The percentage of Care Leavers engaged in Education, Employment and/or Training.	Our offer of support and guidance is effective, and schools (and others) are equipping young people to move into further education and/or employment.	53.2%	↑	60%	Monthly
The percentage of Care Leavers who were Looked After when 16 years old who were in higher education (age 19, 20 and 21)	That our care leavers are ambitious and improving their life chances and opportunities to gain better paid employment.	7.0%	↑	Higher	Annually
The percentage of Care Leavers age 19, 20 and 21 that the local authority is not in touch with.	That the Corporate Parenting and Permanence Service is working well and that we stay in contact with most care leavers to help and support.	15.0%	↓	Lower	Quarterly
The percentage of Care Leavers in suitable accommodation.	That we are equipping our Care Leavers with the necessary skills to live independently and providing suitable housing options.	80.9%	↑	84%	Monthly
The percentage of Care Leavers leaving supported accommodation and living independently.	That we are equipping our Care Leavers with the necessary skills to live independently and providing suitable housing options.	4%	↑	Higher	Monthly
The number and percentage of care leavers staying put.	That an increasing number of care leavers are staying put, an arrangement where young people remain with their foster carers following their 18th birthday.	10.1% (21)	↑	tbc	Quarterly

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The number of joint assessments undertaken on young people at risk of homelessness in line with protocol.	That we are compliant with the 16 and 17-year-old homeless protocol and homelessness reduces for those young people.	tbc	↑	tbc	Quarterly

Note: for this section long-term outcome measures and shorter-term, proxy measures have been combined. The reporting frequency of both is so high that there is little value in drawing a distinction as real-time feedback on progress towards the ultimate outcome(s) is available.

## Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities

### Actions and deliverables

Deliverable	Lead Member	Deadline	Programme
Establish the new Children's Multi-Agency Safeguarding Partnership.	Cllr Worby	May 2020	Children's Improvement Programme and Multi Agency Safeguarding Partnership Plan
Establish the new Adolescent and Youth Offending Service.	Cllr Worby	June 2020	
Set-up the new Specialist Intervention Hub and accompanying commissioned offer.	Cllr Worby	September 2020	

Implement the Step Up, Stay Safe programme.	Cllr Carpenter, Cllr Mullane and Cllr Worby	December 2020	
Deliver the Barking and Dagenham Partnership Exploitation Strategy (including the embedding of a partnership-wide approach to Contextual Safeguarding).	Cllr Worby	January 2021	
Deliver the current Prevent Strategy and implement the recommendations of the Prevent Peer Review	Cllr Worby and Cllr Mullane	May 2021	

### Long Term Outcomes

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of people who use services who feel safe (Adult Social Care).	Safety is fundamental to the wellbeing and independence of people using social care, and the wider population. Feeling safe is a vital part of service users' experience and their care and support.	68.2%	↑	Increase	Annually
The proportion of people who use services who say that those services have made them feel safe and secure.	That an increasing proportion of service users of care services feel that their care and support has contributed to making them feel safe and secure.	82.3%	↑	Increase	Annually

Proportion of residents feeling safe in their local area during the day, and after dark (Resident Survey).	That an increasing proportion of residents feel safe in the Borough.	79% (during day) 35% (after dark)	↑	Increase	Annually
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### Outcome Proxy-Measures

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The number and percentage of children open to CSC aged 10-17 at risk or subject to CSE.	That we are identifying and supporting children at risk or subject to CSE in the Borough.	38 (3.5%)	↓	Reduction	Monthly
The number of children missing from home or care.	That we are identifying and supporting children missing from home or care and that over time this will decline with the right interventions in place.	186	↓	Reduction	Monthly
The number and percentage of FGM referrals.	That we are identifying and supporting children at risk or subject to FGM in the Borough.	18 (0.5%)	n/a	n/a	Monthly
The number and percentage of referrals made due to radicalisation/extremism.	That we are identifying and supporting children at risk of or subject to radicalisation.	10 (0.2%)	n/a	n/a	Monthly
The percentage of children subject to a repeat referral in the year to date	That vulnerable children are safeguarded and that referrals are managed effectively.	14.0%	↓	15.0%	Monthly

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The percentage of assessments completed within 45 working days.	The timeliness of an assessment is a critical element of the quality of that assessment and the outcomes for the child.	88%	↑	82%	Monthly
The percentage of 2-weekly Child Protection Visits carried out within timescales.	Child protection visits are vital to monitor the welfare and safeguarding risks of children on a child protection plan.	76.0%	↑	>90%	Monthly
The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.	Subsequent Child Protection plans could suggest that the decision to initially remove the child from the plan was premature and that they are not actually safer. A lower proportion is a proxy measure of safeguarding.	14.4%	↓	14%	Monthly
Section 42 enquiries as a proportion of safeguarding concerns.	That the conversion of adult safeguarding concerns to S42 enquiries is in line with benchmarks.	23%	↑	n/a	Quarterly
Proportion of concluded safeguarding enquiries where action was taken, and risk was reduced or removed.	Measure of effective adult safeguarding processes and a proxy measure that adults and older people are safe.	96%	↑	90%	Quarterly
Proportion of individuals asked if they would like to express their desired outcomes (concluded Section 42 safeguarding enquiries).	Proxy measures of adult safeguarding and that adults and older people are safe with outcomes achieved.	87%	↑	90%	Quarterly
Proportion of individuals whose desired outcomes were achieved (concluded Section 42 safeguarding enquiries).		97%	↑	90%	Quarterly

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
Proportion of people who lack capacity who have an advocate available during adult safeguarding enquiries.	That people are being supported by advocates when safeguarding enquiries raised.	100%	↑	90%	Quarterly

## Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime

### Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Deliver YOS Ofsted Implementation Plan.	Cllr Worby	March 2021	YOS Improvement Plan and Knife Crime Action Plan
Maintain focus on violent crime through delivery of the serious violence and knife crime action plan.	Cllr Mullane	March 2021	
Implement the Step Up, Stay Safe programme.	Cllr Carpenter, Cllr Mullane and Cllr Worby	December 2020	

### Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
YOS: The number and rate of First Time Entrants into the criminal justice system.	The life chances of young people who have a criminal conviction may be adversely affected in many ways in both the short term and long term.	(104) 421 per 100,000	↓	Reduction	Quarterly
YOS: The number and rate of custodial sentences for young people.	We are looking for fewer young people to be sentenced to custody than previous months and years.	22 (0.85)	↓	Reduction	Quarterly
YOS: The percentage of Juvenile offenders from the cohort who committed offences within the 12-month follow up period (and therefore reoffended).	Reducing re-offending is a CSP and MOPAC priority and juvenile reoffending is a Key Performance Indicator for the Youth Offending Service.	39.5% (2016/17 Cohort)	↓	Reduction	Quarterly

### Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The number of Serious Youth Violence victims aged 1-19 years.	That young people are not committing serious youth violence and that this reduces.	275	↓	Reduction	Annually
Number of knife crimes with injury victims aged 1-24 years (non-domestic abuse).	Measures success of reduction in knife crime victims aged 1-24 through published data on MOPAC performance framework.	38 victims	↓	Reduction	Monthly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Number of gang related Child Deaths.	Measures success of gang related work and intervention and is a proxy measure of safety in the Borough.	0	↓	Reduction	Quarterly

## **Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors**

### Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Work with our new strategic partner on Domestic Abuse – Refuge - to implement new offer for families where DA is a factor.	Cllr Worby	March 2021	VAWG Strategy
Deliver new evidence-based offer for families with children and young people using the 'Safer Together' principles.	Cllr Worby	March 2021	
Implement the recommendations made by the Domestic Abuse Commission.	Cllr Worby	March 2022	



### Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Domestic Abuse police flagged offences	That our strategies for tackling domestic abuse are effective in reducing prevalence in the Borough.	2,700 (2018/19 Q4)	↓		Monthly

### Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of referrals to Children's Social Care where Domestic Abuse is a factor.	If the prevalence of Domestic Abuse in leading to referrals to Children's Social Care is reducing (as a proxy of overall prevalence).	21.9%	↓	Reduction	Quarterly
The percentage of re-referrals to Children's Social Care where Domestic Abuse is a factor.		23.9%	↓	Reduction	Quarterly
The percentage of children on a child protection plan where Domestic Abuse is a factor.	If the prevalence of Domestic Abuse in leading to child protection plans is reducing (as a proxy of overall prevalence).	23.4%	↓	Reduction	Quarterly
Percentage of pupils responding that they think that hitting is always wrong in a relationship (School Survey).	That young people reporting an acceptance of unhealthy behaviours in school survey reduces.	74%	↑	Increase	Annually

**All residents with a disability can access from birth, transition to, and in adulthood support that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full**

Actions and deliverables

<b>Deliverable</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Programme</b>
Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership.	Cllr Worby	June 2020	Disabilities Improvement Programme
Implement the new Operating Model for Targeted Early Help.	Cllr Worby	September 2020	
Design the new Target Operating Model for the Disabilities Service.	Cllr Worby	September 2020	
Implement an effective behavioural pathway and for those with SEMH and/or Autism.	Cllr Worby	September 2020	
Develop multi-disciplinary arrangements including for Looked After Children and in the Community Learning Disability Teams.	Cllr Worby	December 2020	
Implement the new Target Operating Model for the Disabilities Service.	Cllr Worby	March 2021	
Recommission our offer for children with SEND and their families, including through working in partnership with schools.	Cllr Worby and Cllr Carpenter	June 2021	

### Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of adults with a Learning Disability in paid employment.	That the proportion increases to be in line or above London average.	4.6%	↑	7%	Monthly
Proportion of adults in contact with secondary mental health services in paid employment.	The measure is of improved employment outcomes for adults with mental health problems, reducing their risk of social exclusion and discrimination.	6%	↑	n/a	Monthly

### Outcome Proxy-Measures

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
The number of children in receipt of a Direct Payment.	How many of our residents in receipt of support from the Council are choosing to independently manage their own care arrangements.	331	↑	n/a	Monthly
The number of adults in receipt of a Direct Payment.		882	↑	n/a	Monthly
The percentage of disabled children with a transition plan in place by the age of 14.	How consistently we are planning for the crucial transition phase from childhood to adulthood.	tbc	↑	100%	Monthly

Measure	What this will tell us	Baseline	Target or DoT	Target	Collection Frequency
Percentage of children that will meet ASC threshold for the service, having a transition plan before their 17 <sup>th</sup> birthday.	How consistently we are planning for the crucial transition phase from childhood to adulthood.	tbc	↑	tbc	Quarterly
Proportion of adults with a Learning Disability who live on their own or with family and friends.	That an increasing proportion of adults with a learning disability are in stable and appropriate accommodation – an indicator of safety and overall quality of life.	89.1%	↑	90%	Quarterly
Number of adults with a learning disability accessing long term community support per 100,000 people.	That an increasing proportion of adults with a learning disability are being supported in the community.	278	↑	n/a	Quarterly

## Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities

### Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Deliver - in partnership with the CCG – the CAMHS Transformation Programme.	Cllr Worby	March 2021	Adults and Disabilities Improvement Programmes
Deliver a Borough wide social prescribing model that helps connect residents to sources of support in their communities.	Cllr Worby	September 2020	
Implement the Reconnections programme and our local loneliness initiative.	Cllr Worby	March 2021	

### Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Number of children under 18 years old who committed suicide	That no children commit suicide.	0	↔	Reduction	Quarterly
Emotional wellbeing of looked after children (SDQ)*	Understanding the emotional and behavioural needs of looked after children is important so that the relevant support can be put in place and children are given the opportunity to achieve their full potential.	12.8	↑	Reduction	Annually

\*The strengths and difficulties questionnaire (SDQ) is used to assess the emotional wellbeing of individual looked after children (LAC) aged 4-16.

## Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Percentage of assessments to CAMHS resulting in active engagement with the CAMHS service.	That take up of CAMHS increases and that young people are, therefore, receiving support when required.	87.4%	↑	Increase	Quarterly
Timeliness of CAMHS first face to face appointment seen within 18 weeks.	That young people are being seen within the appropriate timescales.	99%	↑	95%	Quarterly
Inpatient admission rate for mental health disorders per 100,000 population aged 0-17 years.	This is a prevalence measure and provides data on admission rates for young people compared to benchmarks.	31.6%	↓	n/a	Annually
Increased IAPT (Improving Access to Psychological Therapies) completion rate per 100,000 population (18+ yrs).	That an increasing proportion of people are accessing and completing therapy to improve mental health and wellbeing.	274	↑	n/a	Quarterly
Emergency Hospital admissions caused by unintentional and deliberate injuries to children (0-14) Rate per 10,000.	This is a proxy measure of safety.	56.3	↓	n/a	Annually
The proportion of people who use services who reported that they had as much social contact as they would like.	We know there is a link between loneliness and poor mental and physical health. This measure draws on self-reported levels of social contact as an indicator of social isolation for service users.	47.1%	↑	n/a	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of carers who reported that they had as much social contact as they would like.	We know there is a link between loneliness and poor mental and physical health. This measure draws on self-reported levels of social contact as an indicator of social isolation for carers.	33.7%	↑	n/a	Annually

## All adults with care and support needs are supported to access good quality, sustainable care that enables safety, independence, choice and control

### Actions and Deliverables

Deliverable	Lead Member	Deadline	Programme
Work with external expertise to undertake a service review of Careline to understand where the service needs to develop and change when it comes back to the local authority to meet our ambition for care technology in the Borough.	Cllr Worby	May 2020	Adults Improvement Programme
Design an effective and coherent assisted technology offer for socially isolated residents and those with complex needs.	Cllr Worby	June 2020	
Fully implement new Homecare Framework and implement CM2000.	Cllr Worby	September 2020	
Change from the JAD Team to a community-based model of hospital discharge.	Cllr Worby	March 2021	
Implement an effective and coherent assisted technology offer for socially isolated residents and those with complex needs.	Cllr Worby	March 2021	

### Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of adults with long-term care and support needs who received community-based services.	An effective offer will support more people to live in their own homes, for longer – this indicator will tell us if this is working.	92%	↑	n/a	Quarterly

### Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The number of adults (aged 18-64) admitted to long-term residential care per 100,000	Inversely, the more people that we see remaining in their own homes, the fewer people will require a residential placement.	6.2%	↓	13.2	Monthly
Proportion of people who use services who have control over their daily life.	That an increasing proportion of people have more control over their daily life. A key objective of personalising care and support is to ensure that support more closely matches the needs of the individual and puts them in control.	77.0%	↑	n/a	Annual
Proportion of people aged 18-64 accessing services via direct payments.	That people are independent and are self-managing their own care.	60.3%	↑	60%	Quarterly



Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of people aged 18-64 accessing services via self – directed support.	Self-directed support impacts positively on well-being and increases choice and control for people accessing services. Increasing the proportion of people receiving services in this way will reduce cost and improve outcomes.	79.9%	↑	90%	Quarterly
Overall satisfaction of people who use services with the level of care and support they are receiving.	This measures the satisfaction with services of people using adult social care, which is directly linked to a positive experience of care and support.	65.1%	↑	n/a	Annually
Carer-reported quality of life score.	This measure gives an overarching view of the quality of life of carers. If high, one can surmise that the care provided to adults and older people is good.	7.4	↑	n/a	Annually
Social care-related quality of life.	This measure is an average quality of life score based on responses to the Adult Social Care Survey. It provides an overarching view of the quality of life of service users of social care.	19.0	↑	n/a	Annually
Proportion of people who use services who reported that they had as much social contact as they would like.	That this proportion increases year on year as a proxy measure of loneliness.	47.1%	↑	n/a	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of people who use services who find it easy to find information about support.	That an increasing proportion of service users and carers can access information and advice about social care. This is likely to benefit service users by helping them to have greater choice and control over their lives.	69.6%	↑	n/a	Annually
The proportion of carers who find it easy to find information about support.	That an increasing proportion of service users and carers can access information and advice about social care. This is likely to help carers to have greater control over their lives.	59.9%	↑	n/a	Annually
Delayed transfers of care from hospital that are attributable to adult social care, per 100,000 population.	Minimising delayed transfers of care and enabling people to live independently at home is one of the desired outcomes of social care.	167.1	↓	234.2	Monthly
The outcome of short-term services: Sequel to service (adults aged 18-64).	This measure provides evidence of a good outcome in delaying dependency or supporting recovery; short-term support that results in no further need for services.	39.0%	↑	65%	Monthly
Proportion of adults in contact with secondary mental health services living independently, with or without support.	That an increasing proportion of adults with mental health problems are in safe, stable and appropriate accommodation.	65.0%	↑	n/a	Quarterly

**All older people with care and support needs can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes**

Actions and Deliverables

<b>Deliverable</b>	<b>Lead Member</b>	<b>Deadline</b>	<b>Programme</b>
Develop a place-based care model, building on our established integrated care arrangements, and to be delivered through our 3 Localities.	Cllr Worby	March 2021	Adults Improvement Programme
Develop Community Solutions crisis intervention model for older, vulnerable adults, including improvements to the dementia pathway.	Cllr Worby	September 2020	
Improve the housing offer and pathways for key groups of vulnerable residents, including via developing a specialist housing new build programme, reviewing existing sheltered and adapted stock, implementing the new allocations policy, developing an annual lettings plan and embedding new accommodation panels and move-on arrangements.	Cllr Worby	March 2021	
New assessment tool to go live this year supported by work with BD Collective to explore new ways in which the voluntary and community sector, Care and Support and Commissioning can work together.	Cllr Worby	September 2020	
Review our current provision for sheltered housing and extra care and bring forward a plan of investment, improvements and new provision to best meet the needs of individuals and our future older population. This will include the development of an extra care site in Barking Riverside.	Cllr Worby	June 2021	
Roll out our new localities homecare framework which will see 6 top providers working in our three Localities to provide improved, local homecare with better partnership working between agencies and Locality teams.	Cllr Worby	November 2020	

### Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of Older People with long term care and support needs who received support in the community.	An effective offer will support more people to live in their own homes, for longer. This indicator will tell us if this is working.	72%	↑	n/a	Quarterly

### Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Number of older people accessing long-term community support per 100,000 people.	This is a prevalence measure telling us how many older people are in receipt of long-term community support in the Borough (demand).	4793.7	↓	n/a	Quarterly
Number of older people in receipt of homecare.	This tells us how many older people we are supporting at home with homecare. This is a proxy measure of demand and cost i.e. the more people we support to stay in their own homes the better.	789	↑	n/a	Quarterly
Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (people aged 65+).	Prevalence and demand measure. If this increases costs will rise.	723.9	↓	759.3	Monthly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services.	Remaining living at home 91 days following discharge is the key outcome for many people using reablement services. The higher the better as this minimises their need for ongoing support.	93.5%	↑	90%	Annual
The outcome of short-term services: Sequel to service (people aged 65 plus).	This measure provides evidence of a good outcome in delaying dependency or supporting recovery; short-term support that results in no further need for services.	60.9%	↑	65%	Monthly
Proportion of older people accessing services via direct payments.	That people are independent and self-managing care.	36.1%	↑	60%	Quarterly
Proportion of older people accessing services via self – directed support.	This measure reflects the progress made in delivering personalised services through self-directed support.	90.9%	↑	90%	Quarterly
Proportion of people in receipt of long-term services who had a review of their care needs.	That a higher proportion of people are receiving a review of their care needs to ensure that the support and services provided are appropriate and improving their quality of life.	57%	↑	75%	Quarterly
Proportion of people satisfied with home care service in the year to date.	This measures the satisfaction with home care services, which is directly linked to a positive experience of care and support.	96%	↑	96%	Monthly

## Effective use of public health interventions to reduce health inequalities

### Actions and Deliverables

Deliverable	Lead Member
Deliver the Joint Health and Wellbeing Strategy actions (linked to delivering outcomes over the life course).	Cllr Worby
Design and deliver new healthy lifestyles support that reaches more people and improves outcomes (in partnership with Community Solutions).	Cllr Worby

### Long Term Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Life expectancy at birth (Male).	Life expectancy is the key metric for assessing population health and we want this to improve over time.	78.0 (2016-18)	↑	n/a	Annually
Life expectancy at birth (Female).		82.7 (2016-18)	↑	n/a	Annually
Healthy life expectancy at birth (Male).	Increased percentage of life in good health (healthy life expectancy as a proportion of life expectancy).	60.1 (2016-18)	↑	n/a	Annually
Healthy life expectancy at birth (Female).		62.5 (2016-18)	↑	n/a	Annually

## Outcome Proxy-Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Prevalence of obese and overweight pupils at Year 6.	Decreased obesity prevalence in reception aged children (National Child Measurement Programme).	29.6%	↓	n/a	Annually
Under 18 Conception Rates per 1,000 females (aged 15-17).	That fewer females are getting pregnant at a young age.	25.1 (2017)	↓	n/a	Annually
The percentage of children and adults starting healthy lifestyle programmes that complete the programme.	That more children and adults are benefitting from physical activity and nutrition advice to help them improve their health and weight conditions.	24.2%	↑	65%	Quarterly
Percentage of the eligible population, aged 40 – 74 years, receiving an NHS Health Check.	Increased proportion of NHS health checks completed in eligible population.	4.8% (Q4 2018/19)	↑	n/a	Quarterly
Bowel, breast and cervical cancer screening coverage.	Increased uptake in screening programmes in the eligible population will lead to an increased proportion of cancers diagnosed at an early stage.	44.0% (bowel) 63.7% (breast) 67.8% (cervical)	↑	n/a	Annually
Adult smoking prevalence.	Smoking is an important preventable contributor to the burden of ill health in the Borough.	19.0%	↓	15.0%	Annually

# Participation and Engagement

This section sets out the actions, deliverables, outcome measures and indicators that flow from the Participation and Engagement priority within the Corporate Plan, clustered around the following themes:

1. Building capacity in and with the social sector.
2. Developing opportunities to meaningfully participate.
3. Facilitating democratic participation.
4. Designing relational practices into the Council's activity

The actions detailed under the fourth priority in this section include many that are also captured in the Inclusive Growth and Prevention, Independence and Resilience sections of this framework. This is because the delivery of these priorities is a central to the Participation and Engagement agenda and the priorities themselves relate to the adoption of relational and participatory practices across the Council's wider activity over the coming two years.



## Building capacity in the social sector

### Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Member
<b>BD_Collective</b>	Work with the BD_Collective to develop a single platform for volunteering and participatory opportunities.	Develop and launch the platform, including the website and back-end systems.	Q4 20-21	Cllr Ashraf
		Incorporate all Council voluntary opportunities into the single platform	Q1 21-22	Cllr Ashraf
		Undertake communications campaign to raise awareness of the single platform among both social sector organisations and residents.	Q4 20-21 – Q2 21-22	Cllr Ashraf
	Establish a programme of networking and shadowing sessions between elected Members, senior officers and social sector partners to improve collaboration.	Programme go-live.	Q3 21-22	Cllr Ashraf
	Work with the BD_Collective to grow its network (number) of social sector organisations subscribed to BD_Collective and contributing to workstreams.	n/a	Ongoing.	Cllr Ashraf
	Work with the BD_Collective in its creation of active programmes of work that cover all of the Borough Manifesto's themes.	Live workstreams for each theme.	Q1 22-23	Cllr Ashraf
<b>Barking and Dagenham Giving</b>	Develop and agree the business case for Barking and Dagenham Giving, setting out its development over 2020-22.	Business case to Cabinet for approval.	Q2 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Member
	Implement the business case for B&D Giving, increasing investment in and money distributed to the social sector through the arms of B&D Giving, including the Local Lottery and Neighbourhood Fund.	Fully implemented project plan.	Q4 21-22	Cllr Ashraf
	Create the endowment for the social sector, initially with Council income. Grow the endowment and create autonomy for its management.	Endowment created.	Q3 20-21.	Cllr Ashraf
		Endowment grown to £2.5m	Q4 21-22	Cllr Ashraf
		Organisational autonomy created for the endowment.	Q1 21-22	Cllr Ashraf
<b>Community Assets</b>	Develop and adopt a new approach to community assets, including a new community assets policy. This will include the Council's approach to the use, management and ownership of all community assets (inc. commercial, light industrial, community halls, parks and open spaces and service-delivery buildings), the approach to decision-making, and to harnessing community assets through Section 106 Agreements.	Conduct a review of all non-housing Council assets to inform the community assets policy.	Q2 20-21	Cllr Geddes & Ashraf
		Conduct programme of community engagement to inform the community assets policy.	Q3 20-21	Cllr Ashraf
		Develop and agree the policy at Cabinet	Q2 21-22	Cllr Ashraf
		Policy implemented.	Q4 21-22	Cllr Ashraf & Geddes
<b>Faith</b>	Establish a joint work programme with the Faith Forum to implement the Faith Builds Community Policy Action Plan.	Report progress of the Action Plan to the Cabinet Member for Community Leadership and Engagement on a bi-monthly basis.	n/a	Cllr Ashraf
		Report progress of the Action Plan to LAB 2 times a year.	n/a	Cllr Ashraf
<b>LGBT Community Development</b>	Undertake the community development programme, in partnership with Studio 3 Arts, with the Borough's LGBT community.	-	Q1 21-22	Cllr Rice

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
<b>BD_Collective</b>	Number of social sector organisations advertising volunteering opportunities through the single platform for volunteering.	The purpose of the platform is to create a single place through which to advertise and broker opportunities to volunteer and participate in community activity.	100 by Q4 21-22	Quarterly	Cllr Ashraf
	Number (cumulative) of opportunities advertised through the platform.	The number of organisations advertising opportunities, and the number of vacancies, on the platform tells us the effectiveness of work to encourage take up of the platform.	800 by Q4 21-22	Quarterly	Cllr Ashraf
<b>B&amp;D Giving</b>	Value (£) of ticket sales for Local Lottery.	The purpose of the Lottery is to enable the distribution of resource, in this case money, to local good causes. The value of ticket sales tells us the level of resource distributed.	£25,000 in 20-21 £30,000 in 21-22	Quarterly.	Cllr Ashraf
	Size (£) of endowment available to the social sector.	The purpose of the endowment is to create a sustainable income stream for the local social sector. The size of the endowment tells us the size of this support.	£2.5m by Q1 22-23	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	<p>Proportion (%) of Neighbourhood Fund participants who respond positively to the following surveyed perception statements:</p> <p>‘more likely to participate in other parts of local decision making’.</p> <p>‘Improved my understanding of the Borough’.</p> <p>‘Makes me want to get involved in local community work’.</p> <p>‘More confident to speak to people of a different age, background or culture’.</p>	<p>One of the aims of the NCIL Neighbourhood Fund, operated by a residents’ panel, is to empower participants to feel more engaged with the local democracy and with activities taking place across the community. These self-perception surveys aim to capture changes in the feeling of participants towards these topics.</p>	<p>Increases.</p>	<p>Bi-annual.</p>	<p>Cllr Ashraf</p>

## Developing opportunities to meaningfully participate

### Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Member
<b>Every One Every Day</b>	Work in partnership with Participatory City Foundation to develop and agree a robust sustainability plan to ensure that Every One Every Day secures the continued funding it needs to operate its participation platform at the same scale within the Borough beyond the initial 5-year programme.	Joint programme of work (research and development) to develop the sustainability plan.	Q3 20-21	Cllr Ashraf
		Agree methodology for measuring impact of participation on individual agency, social networks and health and wellbeing outcomes.	Q1 20-21	Cllr Ashraf
		Plan agreed by PC and relevant bodies in LBBD.	Q3 21-22	Cllr Ashraf
	Connect each frontline service delivery block to the ongoing work of the Transition's Project.	n/a	Q2 21-22	Cllr Ashraf
<b>Culture and Heritage</b>	Develop and implement a strategic plan for the role that Eastbury Manor House and Valence Park play in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities.	Plan agreed.	Q4 20-21	Cllr Ashraf
		Evidence of improvement to visitor numbers and numbers of activities.	Q4 21-22	Cllr Ashraf
	Establish and co-ordinate groups of interested residents to volunteer in and manage activity as key heritage asset sites.	First groups operating.	Q2 21-22	Cllr Ashraf
	Create and adopt a policy explaining the role of culture and heritage in the Council's strategic framework, commissioning and service design processes.	Policy agreed at Cabinet.	Q3 21-22	Cllr Ashraf
		Round 1 complete	Q3 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Member
	Undertake two annual rounds of the Summer of Festivals programme, curated by the Steering Group with direct membership of both residents and social sector partners	Round 2 complete	Q3 21-22	Cllr Ashraf
	As part of the Becontree Centenary, co-create with residents a nationally significant cultural celebration of the Estate's history, heritage and culture.	During centenary celebrations.	Q4 21-22	Cllr Ashraf
	Undertake, facilitate and participate in an annual programme of diversity awareness-raising and community building events, with increasing community participation in their curation, including but not limited to: Women's Empowerment Month; Black History Month; LGBT History Month; community flag-raising events, Pride and World Menopause Day.	Annual calendar of events.	n/a	Cllr Rice
	Implement plans to improve sporting activities in the Borough parks, including a Football Hub in Parsloes Park and cricket in St Chads	Plans being implemented.	Q3 21-22	Cllr Ashraf
	Co-produce with residents a masterplan for Eastbrook End country Park that shapes it into a destination venue.	Masterplan created and adopted.	Q4 21-22	Cllr Ashraf

### Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
<b>Individual agency and social networks</b>	Proportions (%) of participants who respond positively to the statements:  'If I want to make a change to my life, I am able to do so'.	The Council's approach to participation is based on the belief that the act of participating increases individual agency and builds social networks. These	Target agreed once benchmark found.	Monthly averages by activity.	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	<p>'If I want to make a change in my community, I am able to do so'.</p> <p>'I have friends, family and neighbours who will support me if I need support'.</p> <p>These metrics to be developed and agreed in Q2 20-21.</p>	<p>simple questions will be used as a benchmark for participants across various forms of participation to gauge whether participants are reporting increases in the feelings of agency or their social networks.</p>			
<b>Perceptions of the local area</b>	<p>Proportion (%) of residents who respond positively to the question: 'how satisfied or dissatisfied are you with your local area as a place to live?'</p>	<p>The Council believes that opportunities to participate in the community improve the perception of the local community as a place to live. This is a high-level indicator to gauge this sentiment, though is also subject to a range of socioeconomic forces.</p>	No reductions	Annual (Residents' Survey)	Cllr Ashraf
	<p>Proportion (%) of residents who agree that their 'local area is a place where people from different backgrounds get on well together',</p>	<p>The Council uses participation as a means of bringing people from different backgrounds together in an attempt to ensure strong community cohesion. This is a high-level indicator to gauge this sentiment though it is subject to a range of socioeconomic forces.</p>	No reductions.	Annual (Residents' Survey)	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
<b>Every One Every Day</b>	Number of registered participants	Every One Every Day has a range of objectives with associated targets to track the effectiveness of the implementation of the participation platform.	22,000 by 2022	Quarterly	Cllr Ashraf
	Number of projects initiated		250 by 2022	Quarterly	Cllr Ashraf
	Number of hours of resident participation		50,000 by 2022	Quarterly	Cllr Ashraf
	Number of collaborative businesses established		Target to be confirmed with EOED in Q2 20-21.	Quarterly	Cllr Ashraf
<b>Culture and Heritage</b>	Proportion (%) of residents who have heard of the Summer of Festivals and the Council's other free events.	It is important that the Council is effectively advertising the Summer of Festivals programme to ensure that as many residents as possible are able to attend. This will tell us how effective its advertising and spread has been.	60% in 2022	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents attending the Summer of Festivals events who live in the Borough.	Effective advertisement and the participation of residents in the curation of events should lead to a greater proportion of residents attending the events.	Increase.	Annual	Cllr Ashraf
	Number of visitors to Eastbury Manor House	Can illustrate success at achieving aim of increasing use of and engaged with heritage assets and activities.	50,000 in 20-21. 60,000 in 21-22	Monthly	Cllr Ashraf
	Number of visitors to Valence House		(combined target).	Monthly	Cllr Ashraf
	Number of volunteering hours undertaken through heritage assets and services.	Aim of increasing volunteering at heritage assets and in services.	6,500 in 20-21 7,000 in 21-22	Monthly	Cllr Ashraf



## Facilitating democratic participation

### Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Member
<b>Citizens Alliance Network</b>	Co-create a Development Plan for CAN with residents and social sector partners.	CAN Programme Manager appointed.	Q1 20-21	Cllr Ashraf
		CAN Working Group established.	Q2 20-21	Cllr Ashraf
		Plan developed and agreed.	Q4 20-21	Cllr Ashraf
	Implement CAN's Development Plan, growing and iterating CAN across the Borough, engaging each of the Council's frontline services with CAN and increasing the levers of power and funding available to CAN.	Piloting CAN in two parts of the Borough.	Q4 20-21	Cllr Ashraf
		Year 1 report for Cabinet, at which stage CAN active in the majority of neighbourhoods of B&D.	Q4 21-22	Cllr Ashraf
<b>Deliberative Democracy</b>	Undertake a citizens' assembly for young people on the climate crisis and the role public services, social sector partners, businesses and residents can play in addressing it.	Plan for the undertaking of the assembly agreed.	Q3 20-21	Cllr Ashraf
		Assembly undertaken.	Q3 21-22	Cllr Ashraf
		Recommendations presented to Cabinet for approval.	Q4 21-22	Cllr Ashraf
	Undertake participatory and deliberative approaches as part of the Domestic Abuse Commission and in preparation for the introduction of the new markets.	DA Commission	Q4 20-21	Cllr Worby
		New markets	Q4 21-22	Cllr Geddes
	Create a 'how to' guide on deliberative participation that sets out how the learning from the work already undertaken, explains the potential this form of working has in practice, the circumstances in which it can be used, and the potential for participatory budgeting across Council services.	Guide developed.	Q4 21-22	Cllr Ashraf
		Internal comms and engagement plan.	Q1 22-23	Cllr Ashraf
	Commission the Votes for Schools Programme in partnership with BDSIP. Undertake internal engagement to raise awareness of the potential of the	n/a	n/a	Cllr Carpenter

Topic	Task	Milestone	Deadline	Lead Member
	programme for Council engagement, connecting the programme's annual plan to Council activity where appropriate.			
	Create and implement a plan for the development of the BAD Youth Forum as a principal forum through which youth participation can be enabled and expanded.	Plan developed.	Q3 20-21	Cllr Ashraf
		Implemented	Ongoing	Cllr Ashraf
	Specify in the Blueprint for the Strategic Framework how resident participation and experience is to be incorporated at each layer of the Strategic Framework. Including in the development of strategies and commissioning mandates.	Blueprint adopted	Q3 20-21	Cllr Ashraf
	Following the Blueprint for the Strategic Framework, undertake a review of commissioning processes (across adult's, children's, inclusive growth, education, public health) to identify opportunities to enhance resident participation. Identify and undertake at least six significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.	Review of commissioning practices and opportunities for resident participation undertaken.	Q2 21-22	Cllr Ashraf & Twomey
		At least six opportunities for enhanced resident participation in commissioning undertaken	Q1 22-23	Cllr Ashraf & Twomey
	Establish a data ethics committee with direct membership of residents and social sector partners. Have the committee create a community-facing explanation of the Council's use of data and insight.	Committee established	Q3 20-21	Cllr Twomey
		Policy statement explaining approach to the use of data and insight.	Q2 21-22	Cllr Twomey

## Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
<b>CAN</b>	Number of people signed up to CAN.	A key aim for CAN is to expand its reach as a platform for democratic participation. These tell us of the growth of the network.	400 by Q4 21-22	Quarterly	Cllr Ashraf
	Number of projects initiated on the One Borough Voice arm of CAN		10 by Q3 21-22	Quarterly	Cllr Ashraf
	Number of in-person meetings held.		12 by Q3 21-22	Quarterly	Cllr Ashraf
	Proportions (%) of participants who respond positively to the statements:  'If I want to make a change to my life, I am able to do so'.  'If I want to make a change in my community, I am able to do so'.  'I have friends, family and neighbours who will support me if I need support'.	Democratic participation is an important means of empowering the community with greater individual agency and stronger social networks. These questions of participants gauge whether participation in CAN is having a positive effect on these indicators.	Agreed once benchmark established.	Quarterly	Cllr Ashraf
<b>Deliberative Democracy</b>	Proportion (%) of residents who respond positively to the statement that the Council 'listens to the concerns of local residents'.	The belief is that deliberative democratic methods can improve trust in democracy. This is a high-level indicator for this sentiment, though is subject to a range of other factors.	No reduction.	Annual (Residents' Survey).	Cllr Ashraf
	Proportion (%) of residents who respond positively to the statement that the Council 'acts on the concerns of local residents'.		No reduction.	Annual (Residents' Survey).	Cllr Ashraf
	The total number of participant engagements on One Borough Voice	One Borough Voice is the principal means by which LBBDD enables democratic participation online.	4,000 in 20-21 5,000 in 21-22	Monthly	Cllr Ashraf
	The total number of visitors to One Borough Voice.		20,000 by Q4 21-22	Monthly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
		Therefore the number of visitors and responses to projects are indicators for the engagement of the community with the platform.	(10,000 by Q4 20-21)		

## Designing relational practices into the Council's activity

### Actions and deliverables

Topic	Task	Milestone	Deadline	Owner
<b>Relational Council</b>	Enhance the relational and cultural practices of statutory services through the expansion and implementation of the New Town Culture Programme, with a specific focus on the role of culture in addressing knife crime and serious youth violence.	Implement 3-year plan for New Town Culture.	Q1 22-23	Cllr Ashraf
	Develop and adopt a policy statement explaining how the Council's strategic framework – including the Single Performance Framework – progress the Council's ambitions to tackle structural inequalities and barriers and celebrate diversity, as a successor to the Equality and Diversity Strategy. Ensure the policy spans the agendas of the Single Performance Framework and all portfolios, including key areas in inclusive growth such as housing and jobs; in participation and engagement such as ability to participate in cultural activities and community cohesion; and in prevention, independence and resilience such as pertaining to health inequalities	Policy agreed.	Q2 21-22	Cllr Rice

Topic	Task	Milestone	Deadline	Owner
	and domestic abuse. Ensure the policy explains how this is supported by collaboration between the Equality and Diversity Portfolio and the wider range of portfolio areas covered by Cabinet and is similarly embedded in the Council's commissioning and performance processes.			
	Increase the level of engagement of services with the community through One Borough Voice			Cllr Ashraf
<b>Empowering the workforce</b>	Undertake an internal engagement campaign via One Borough Voice and in-person asking what enables officers to work according to LBBB's principles, and what blocks them from doing so. Support services to host the same conversation within their teams. Analyse output.	Programme completed and output collated and analysed.	Q2 20-21	Cllr Twomey
	Establish transparent learning groups within the workforce following the internal engagement campaign, designed to allow officers to identify problems or projects to enable better working and use their initiative to bring about change.	First learning group(s) established	Q4 20-21	Cllr Twomey
	Enable at least two significant projects addressed via task-and-finish groups as a consequence of the learning groups and internal engagement.	First projects initiated.	Q1 21-22	Cllr Twomey
	Leadership Group to undertake visible engagement through methods such as 'walk the floor' sessions and 'coffee mornings'.	Ongoing.	n/a	Cllr Twomey
<b>Communication and Transparency</b>	Develop and adopt the first annual Campaign Plan for 2020-21. Describe in the plan how the campaigns will be identified, constructed and undertaken. Undertake the first Plan for the 2020-21 financial year, on topics including: crime and safety, housing and growth, cleanliness and the local environment, domestic abuse	Plan agreed.	Q1 20-21	Cllr Ashraf
		Plan implemented	Q4 20-21	Cllr Ashraf
		2 <sup>nd</sup> plan agreed.	Q1 21-22	Cllr Ashraf
		2 <sup>nd</sup> plan implemented	Q4 21-22	Cllr Ashraf

Topic	Task	Milestone	Deadline	Owner
	and – as an annual staple – the Summer of Festivals programme			
	Develop and adopt a digital policy, describing the approach to the development of digital channels to improve customer experience	Policy adopted	Q3 20-21	Cllr Twomey
	Develop the Customer Contact Forum so that it is enabling frontline officers and, eventually, residents to support and self-regulate responses to complaints and enquiries. Including driving insight generated back into the performance and service development systems.	Ongoing.	n/a	Cllr Twomey
	Create a Transparency Plan that sets out the steps and resource necessary to enhance the Council’s approach to transparency, including the information and data it publicises and how it engages the community with that data.	Resourced plan developed and agreed.	Q3 21-22	Cllr Twomey
<b>Inclusive Growth – Homes<sup>1</sup></b>	Determine the shape and size of the Be First/Reside new build programme for delivery from 2023/24 onwards, including approving a future estate renewal programme and a dedicated HRA new build programme for specialist housing underpinned and guided by the highest standards of participation and consultation.	Approval of first schemes of next phase of estate renewal programme at Cabinet.	Q2 20-21	Cllr Geddes
	Launch a housing innovation programme to generate practical, resident-led housing solutions for small Council-owned sites (such as self-build, custom-build and community-led housing).	Update report with plans to Cabinet.	Q2 20-21	Cllr Geddes
	Ensure Reside delivers on agreed priorities in relation to its approach to the community, including re-vamping its website, social media presence, its communication and engagement with its tenants.	Reside Business Plan to Cabinet.	Q4 20-21	Cllr Geddes

<sup>1</sup> The tasks listed within the topics related to Inclusive Growth are replicated from the Inclusive Growth priority and track priorities from that priority integral to the participation and engagement agenda.

Topic	Task	Milestone	Deadline	Owner
	Through engagement with tenants and leaseholders, articulate what these residents should be able to expect from an excellent housing management service and commission an external review of the Council's offer and performance against these expectations.	Co-creation of new tenancy conditions.	Q2 20-21	Cllr Geddes
		Development of a new tenants and leaseholders engagement policy.	Q3 20-21	Cllr Geddes
<b>Inclusive Growth – Places</b>	Co-produce a 15-year regeneration framework and design guide for improving the built environment and lived experience for residents of the Becontree Estate; to guide Be First/ LBBB interventions, external development and the contributions of local people and organisations.	-	21-22	Cllr Geddes
	Develop and start to deliver a co-ordinated programme of improvements across the Becontree Estate, covering housing, transport, community infrastructure, public realm, shopping parades, parks and open spaces (working with a range of local partners and seeking to draw in substantial external funding).	-	21-22	Cllr Geddes
	Orchestrating a programme of cultural events to celebrate the centenary of the first home on the Becontree Estate being completed in 1921 and leave a lasting cultural legacy – with a nationally significant festival as the centrepiece.	-	21-22	Cllr Ashraf
	Use 'Barking and Dagenham: the story of our Borough, past, present and future' to create a stronger dialogue with local residents about our vision and plans for regeneration across B&D, making use of both online and face-to-face engagement activity, linked to a wider approach to strategic communications and engagement, and building on the Borough & Me project'.	-	Ongoing	Cllr Geddes
	Deliver future phases of the Council's Cleaner Borough campaign with the goals of changing resident	Campaign Round 2	Q2 20-21	Cllr Ghani
		Campaign Round 3	Q3 20-21	Cllr Ghani

Topic	Task	Milestone	Deadline	Owner
	perceptions and behaviour around waste and contributing to the performance of the Council's public realm services.	Campaign Review	Q4 20-21	Cllr Ghani
	Agree local improvement plans for each ward, setting out the priority public realm and local neighbourhood-level improvements for that area, through a process led by ward Councillors with participation of local residents, with delivery against the plans led by My Place (drawing on funding from the annual Ward Member budgets and connected to opportunities including the Citizens Alliance Network).	-		Cllr Geddes
<b>Prevention, Independence and Resilience</b> <sup>2</sup>	Completed the implementation of the new Target Operating Model for Children's Care and Support		Q3 20-21	Cllr Worby
	Design the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership.		Q2 20-21	Cllr Worby
	Deliver the Barking and Dagenham Partnership Exploitation Strategy (including the embedding of a partnership-wide approach to Contextual Safeguarding)		Q4 20-21	Cllr Worby
	Deliver the current Prevent Strategy and implement the recommendations of the Prevent Peer Review.		Q1 21-22	Cllr Worby
	Implement the recommendations made by the Domestic Abuse Commission.		Q4 21-22	Cllr Worby
	Implement the new Target Operating Model for the Disabilities Service		Q1 21-22	Cllr Worby
	Deliver a Borough-wise social prescribing model that helps connect residents to sources of support in their communities.		Q3 20-21	Cllr Worby

<sup>2</sup>The tasks listed within the topics related to Prevention, Independence and Resilience are replicated from the PIR priority and track priorities from that priority integral to the participation and engagement agenda.



Topic	Task	Milestone	Deadline	Owner
	Implement Reconnections programme and our local loneliness initiative.		Q4 20-21	Cllr Worby
	Implement an effective and coherent assisted technology offer for socially isolated residents and those with complex needs.		Q4 20-21	Cllr Worby
	Develop approach in partnership with BD_Collective towards new ways in which the social sector, Care and Support and Commissioning can work together.		Q3 20-21	Cllr Worby

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
<b>Relational Council</b>	Proportion (%) of residents responding positively when asked about ‘the way Barking and Dagenham Council runs things’.	Whether relational services and customer services are having an impact on the way in which residents are perceiving the Council.	No reduction.	Annual	Cllr Ashraf
	Proportion of residents positively responding to descriptions of the Council: ‘is doing a good job’; ‘it is easy to access Council services’; ‘is making the local area a better place to live’		No reduction.	Annual	Cllr Ashraf
	Proportion (%) of residents who identify as varying degrees of ‘satisfied’ with a transactional service experience.		Target set once benchmark established.	Monthly	Cllr Twomey
	Customer Effort Scoring (CES) of transactional services – the proportion (%) of residents who accessed a transactional service ‘easily’ subtracted from the proportion (%) who found access ‘difficult’.		Target set once benchmark established.	Monthly	Cllr Twomey
	Proportion (%) of residents who found a transactional service experience to be of good quality.		90%	Monthly	Cllr Twomey
	BDD – enquiries resolved at first point of contact.		90%	Monthly	Cllr Twomey
	BDD – call reviews and passing mark		70%	Monthly	Cllr Twomey
	BDD – Webchat answered		85%	Monthly	Cllr Twomey

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	BDD – calls answered		85%	Monthly	Cllr Twomey
	HRCSC – calls answered		90%	Monthly	Cllr Twomey
	HRCSC – email response within 5 working days		100%	Monthly	Cllr Twomey
	HRCSC – customer satisfaction surveys completed for We Fix		200 per month	Monthly	Cllr Twomey
	Careline calls answered within 60 seconds		98.5%	Monthly	Cllr Twomey
	Volume of webchats		1100	Monthly	Cllr Twomey
	Proportion of services using One Borough Voice to engage with residents.			Monthly	Cllr Ashraf
<b>Empowering the workforce</b>	Proportion of staff responding positively to: ‘I feel able to change the way I work and the way things are done in the Council’.	Illustrates success being had at internally engaging workforce and enabling officers to identify and address priorities	Target to be established once benchmark identified.	Twice annually	Cllr Twomey
	Number of staff engaged with learning groups		250	Monthly	Cllr Twomey

# Inclusive Growth: Performance Framework

This section sets out the actions, deliverables, outcome measures and indicators that flow from the Inclusive Growth priority within the Corporate Plan, clustered around the following themes:

1. Homes: For local people and other working Londoners
2. Jobs: A thriving and inclusive local economy
3. Places: Aspirational and resilient places
4. Environment: Becoming the green capital of the capital

There is an additional theme identified in this section of the performance framework that is not featured in the Corporate Plan, and that cuts across the other four areas; all activity associated with addressing **money and debt** issues in our community.

## Homes: For local people and other working Londoners

***Our goal:** is 50,000 new homes built in the Borough over the next two decades to meet housing need and provide for our growing population; with Barking and Dagenham remaining a place where working Londoners can afford to put down roots, raise their family and grow old in dignity; and where people live in decent, secure conditions, homelessness is prevented wherever possible, and suitable accommodation is available for vulnerable groups of residents to enable as many of possible to live well independently.*

### Sub-theme 1: Building new homes

#### Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<b>Building and Completion of Homes, New Build Programme, Acquisitions of new housing</b>	Cllr Geddes	Pat Hayes	Ensure at least 2,000 new affordable homes are built in the Borough between 2019 and 2023, through a combination of Be First and other developers	Complete 2,000 new units by March 2023
	Cllr Geddes	Pat Hayes	Pursue acquisitions of new housing built by third party developers in the Borough, if there is a strong financial case and it improves affordability and accelerates delivery.	Ongoing
	Cllr Geddes	Pat Hayes	Be First to complete over 3,000 new homes between 2018 and 2024, at least 75% of which will be affordable (the vast majority of which to be managed by Reside).	By December 2024
	Cllr Geddes	Graeme Cooke	Determine the shape and size of the Be First/Reside new build programme for delivery from 2023/24 onwards, including approving a future estate renewal programme and a dedicated HRA new build programme for specialist housing to meet the need of vulnerable groups of residents.	Programme approved by December 2020

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<b>Housing Innovation Programme</b>	Cllr Geddes	Pat Hayes	Launch a housing innovation programme to generate practical, resident-led housing solutions for small Council-owned sites (such as self-build, custom build and community-led housing).	Launched by September 2020
<b>Design Guide</b>	Cllr Geddes	Pat Hayes	Finalise and publish a Be First/Reside design guide, setting out the quality standards for new homes, including to ensure fire safety compliance and take account of changes in building regulations following the Grenfell Tower tragedy.	Publication by September 2020

#### Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Overall new housing pipeline</b>	% of minor planning applications determined within statutory target	Whether the planning service is delivering efficiently, facilitating development in the Borough, building up a pipeline for the delivery of new homes	90%	Quarterly
	% of major planning applications determined within statutory target		80%	Quarterly
	Number of new homes for which planning permission has been granted	Whether we are on track to deliver our overall housing target.		Quarterly
	Net additional homes provided	Whether we are on track to deliver the London Plan housing target for new homes of all tenures	1,944 per year (emerging London Plan target)	Quarterly
	Percentage of new homes which are affordable – units	Whether we are on track to deliver the affordable housing target set in the Local Plan	50%  Minimum 35%; 50% on publicly owned sites	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Percentage of new homes which are affordable – habitable rooms	Whether we are delivering a sufficient proportion of larger homes through the programme		Quarterly
	Bedroom size and tenure mix of new homes for which planning permission has been granted	Whether developers are building the homes we need in Barking and Dagenham		Quarterly
	Number of new affordable homes completed (by Be First versus third party developers)	Whether we are on track to deliver the 2018 manifesto commitment of 2,000 new affordable homes over five years.	2,000 between 2018 and 2023	Quarterly
<b>Be First new housing pipeline</b>	Number of units in Be First programme with planning permission	Whether Be First new build delivery is on track		Quarterly
	Number of units in Be First programme started on site	Whether Be First new build delivery is on track		Quarterly
	Number of units in Be First programme completed	Whether the housing delivered meets the needs of B+D residents		Quarterly
	Total new homes delivered by Be First in Business Plan period	Whether Be First are providing the expected number of new homes	Business plan target (approx. 3,000 homes by 2024/25)	Quarterly and cumulative
	Tenure type and bedroom size of new homes delivered	Whether the Be First programme is providing a mix of housing which addresses known housing need	At least 75% of homes should be affordable	Quarterly and cumulative
<b>New homes going to local people</b>	% of Reside lets which are made to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people		Quarterly
	% of Reside Shared Ownership properties which are sold to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people		Quarterly
	Number of households on the housing register	How we are managing demand for supply on new and existing stock		Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of properties sold under Right to Buy (total and as a % of overall HRA stock)			Quarterly
	% of requests for local land charge completed within 28 days	An effective land charge function enables timely purchasing of new properties for residents who are buying		Quarterly

## Sub-theme 2: Improving the quality and management of homes

### Actions and deliverables

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
<b>Develop Reside business and brand</b>	Cllr Geddes	Kristian Melgaard	<p>Ensure Reside delivers on key agreed areas of development for the company, as set out in its business plan, principally:</p> <ul style="list-style-type: none"> <li>• Setting out the housing management offer and customer service standards it's tenants can expect to its tenants (and using that at the basis for its future approach to commissioning services on tenant's behalf)</li> <li>• Re-vamping its website, social media presence and all aspects of communications and engagement with its tenants</li> <li>• Putting in place robust marketing, sales and lettings plan for future new build handovers to ensure rapid occupancy and a high proportion of homes going to local people</li> <li>• Establishing its Registered Provider vehicle</li> </ul>	Complete by end of March 2021



<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead officer</b>	<b>Aims of the activity</b>	<b>Milestones</b>
<b>Deliver and embed the gains from the My Place improvement programme</b>	Cllr Geddes	Lisa Keating	<p>Deliver the My Place improvement plan, leading to demonstrable improvements in the core housing service offered to tenants and leaseholders (illustrated through the following proxies):</p> <ul style="list-style-type: none"> <li>• Tenant and leaseholder satisfaction levels</li> <li>• Cleanliness of blocks and estates (including caretaking and grounds maintenance)</li> <li>• Rent collection levels</li> <li>• Void turnaround times</li> <li>• Quality, speed and responsiveness of repairs and maintenance</li> <li>• Assurance on safety and compliance</li> </ul>	December 2020
<b>A new deal for Council tenants and leaseholders</b>	Cllr Geddes	Lisa Keating	Set out and communicate to tenants and leaseholders what they can expect from the Council as a landlord; articulating the specific elements of an excellent service offer.	September 2020
	Cllr Geddes	Lisa Keating	Commission an external review of the Council's offer and performance against these expectations.	By December 2020
<b>Long term investment/ Improvement plan for HRA</b>	Cllr Geddes	Graeme Cooke	<p>Develop and agree long-term investment and improvement plans for the homes and estates in the HRA.</p> <p>This needs to take into account known and emerging issues around the HRA stock, including:</p> <ul style="list-style-type: none"> <li>• The need to bring all homes up to the Decent Homes standard</li> <li>• The stock investment standard after Decent Homes, taking a more holistic view of assets and estates</li> <li>• The imperative to fully decarbonise the housing stock by 2050</li> <li>• The agreement of a future estate renewal programme</li> <li>• The emerging requirements from the review of building safety, including the Building Safety Bill expected in this Parliament</li> </ul>	HRA Business Plan to Cabinet February 2021

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead officer</b>	<b>Aims of the activity</b>	<b>Milestones</b>
			<ul style="list-style-type: none"> <li>Concluding the piece of work which has been initiated to review the safety of the remaining Large Panel System (LPS) buildings within the Council's housing portfolio and produce a set of recommendations and a plan for addressing issues identified.</li> </ul> <p>This will result in an initial stock investment plan of at least five years, so that in 2021 a medium-term HRA Business Plan and stock investment plan can be approved by Cabinet.</p>	
<b>Deliver the HRA business plan</b>	Cllr Geddes	Graeme Cooke	Develop a 30-year HRA business plan that sets the future financial strategy for managing and improving HRA housing.	February 2021
<b>Landlord licensing scheme implementation</b>	Cllr Mullane	Andy Opie	Maximise the potential of the Borough wide landlord licencing scheme to promote good housing management and property standards in the PRS (e.g. in relation to energy efficiency, safety and compliance, and minimising empty homes), with robust enforcement action against landlords flouting the rules.	Ongoing
<b>External review of Samuel Garside House fire</b>	Cllr Geddes	Graeme Cooke	Commission an external review into the lessons from the Samuel Garside House fire, focusing on the response and obligations of statutory bodies and private companies	Review complete by June 2020

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Satisfaction of our tenants and leaseholders with our housing service</b>	Overall tenant satisfaction with housing management service	These indicators will tell us how satisfied residents who live in Council owned, managed or developed properties feel about the services provided, and allow us to see the impact of improvement plans and the reinvigoration of Reside		Annual  Measured through the STAR survey
	Overall leaseholder satisfaction with housing management service			Annual  Measured through the STAR survey
	Overall Reside satisfaction with services provides			Annual  Measured through the STAR survey
	% of estates given an 'A' grade at inspection <sup>3</sup>	Whether estates meet set standards in terms of cleaning, caretaking and grounds maintenance		Quarterly

<sup>3</sup> Using the Housemark (a housing performance and benchmarking service) estate management inspection tool and photo book, which identifies 26 elements for an estate inspection which can each be measured on a A-D scale.

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Maintaining our housing stock</b>	% of responsive repairs 'right first time' <sup>4</sup> : <ul style="list-style-type: none"> <li>• General needs</li> <li>• Sheltered</li> <li>• Temp accommodation</li> <li>• Reside</li> </ul>	Whether we are providing a high-quality repairs service that is convenient for residents and efficient		Quarterly
	% of homes which meet the decent homes standard	Whether our homes and estates meet the government's decent homes standard	100%	Quarterly
<b>Maximising income and ensuring effective use of our housing stock</b>	Number of general needs properties allocated to residents on the housing waiting list	Whether processes to minimise the time a property remains void after a tenant vacates are operating effectively		Quarterly
	General needs - voids turnaround time in days and by stages <ul style="list-style-type: none"> <li>• Major voids</li> <li>• Minor voids</li> </ul>			Quarterly
	Sheltered housing - voids turnaround time in days and by stages			Quarterly
	Temporary accommodation - voids turnaround time in days and by stages			Quarterly
	General needs - % of rent collected of total amount due (current tenants including current arrears)	Whether rent is being collected effectively so that it can be reinvested in improving housing management services and delivering the HRA capital programme		Quarterly and cumulative

<sup>4</sup> The Housemark definition of 'right first time' is "a repair is considered fixed at first visit when the operative has attended the property, identified, diagnosed and remedied the fault (using van stock), and carried out any making good before leaving the property."

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	
	Sheltered housing - % of rent collected of total amount due (current tenants including current arrears)			Quarterly and cumulative	
	Temporary accommodation - % of rent collected of total amount due (current tenants including current arrears)			Quarterly and cumulative	
	Reside properties - % of rent collected of total amount due (current tenants including current arrears)			Quarterly	
	Percentage of Reside properties let		Whether we are effectively utilising Reside stock and quickly letting new homes that are handed over		Quarterly
	Number of properties sold under Right To Buy (total and as a % of overall HRA stock)		Allows us to track how much affordable housing stock has been lost		Quarterly
<b>Ensuring our properties are safe and well maintained</b>	% of residential properties with a valid gas safety certificate	Whether we are providing safe homes to our residents	100%	Quarterly	
	% of blocks and communal spaces with a current fire risk assessment <sup>5</sup>		100%	Quarterly	
	Lift inspections completed to schedule		100%	Quarterly	
	Number of privately rented homes that are licensed	Whether homes in the private rented sector are complying with the landlord licensing scheme		Quarterly	

<sup>5</sup> There are no current legal requirements regarding the frequency that a fire risk assessment must be reviewed – it is for the landlord to judge based on the specific circumstances of specific buildings. My Place are currently carrying out FRAs on high-rise blocks every three months.

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Private rented sector</b>	Number of enforcement actions in the private rented sector	How many landlords we are enforcing against		Quarterly
<b>Empty homes</b>	Number of empty homes that are brought back into use	Whether long-term empty homes are being identified and action taken		Quarterly
<b>Building control</b>	% of reports of dangerous structures responded to within 24 hours	Maintaining safety in the Borough		

### Sub-theme 3: Tackling Homelessness

#### Actions and deliverables

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
<b>Reduce the number of homeless households</b>	Cllr Geddes	Mark Fowler	<p>Reduce the number of homeless incidences through early intervention and prevention (involving effective personal planning and advice; access to a discretionary prevention fund; employment, skills and training and discretionary payments to ensure people remain in their homes) – with specific actions to:</p> <ul style="list-style-type: none"> <li>• Deliver tenancy sustainment/life-skills training to prevent loss of ASTs.</li> <li>• Craft a suite of clear and direct housing messages for deployment by staff.</li> <li>• Agree new discharge planning protocols regarding vulnerable households, particularly refugee households.</li> <li>• Develop a predictive modelling insight tool, to better understand patterns of cost and demand associated with homelessness.</li> <li>• Work towards the NPSS ‘Gold’ Standard</li> </ul>	By End of March 2021

<b>Reduce the numbers of households in TA</b>	Cllr Geddes	Mark Fowler	Reduce the overall number of households in TA through permanent housing offers, eliminating expensive lets and HMOs and beginning moves towards a cost-neutral service by reconfiguring the temporary accommodation portfolio – with specific actions to: <ul style="list-style-type: none"> <li>• Eliminate the use of all nightly lets and HMOs</li> <li>• Convert 200 private licensed properties to ASTs</li> <li>• Accelerate the use of private rented sector offers (PRSOs)</li> <li>• Participate in Capital Letters (a cross-London scheme to help address TA cost pressures)</li> <li>• Increase auditing of TA properties to 20% of all stock</li> </ul>	End of March 2021
<b>Developing a more proactive approach to reducing rough sleeping</b>	Cllr Geddes	Mark Fowler	Develop a proactive rough sleeping policy and work towards halving rough sleeping by 2022, by agreeing a partnership with the voluntary sector on a No Second Night Out model of intervention and working with the CCG to address access to primary care for street sleepers	End of March 2022

### Indicators

<b>Theme</b>	<b>What will we measure</b>	<b>What this measure/s will tell us</b>	<b>Target (where applicable)</b>	<b>Frequency data collection</b>
<b>Preventing homeless through early intervention</b>	Total number of Open Housing Prevention Cases	Whether we are effectively supporting residents at risk of homeless and preventing the need for temporary accommodation where possible		Quarterly
	New Housing Prevention Approaches			Quarterly
	Total Closed Housing Prevention Approaches			Quarterly
	Homeless Acceptances as a % of all homeless applications and reason for acceptance			Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Number of evictions and reason (rent arrears or ASB) – HRA, Reside and temporary accommodation	Whether evictions being effectively minimised through early intervention and joint working to ensure they are used as a last resort		Quarterly
<b>Managing households in temporary accommodation</b>	New placements in Temporary Accommodation	Whether we are effectively managing households who have been placed into temporary accommodation		Quarterly
	Total number of households moved on from Temporary Accommodation			Quarterly
	Total number of households in temporary accommodation			Quarterly
	Total number of households in private sector leased accommodation (PSL)	Whether we are reducing the number of households in PSL accommodation, which is the most expensive form of temporary accommodation		Quarterly
	Average length of stay in temporary accommodation	Whether households are being moved on from temporary accommodation		Quarterly



Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection applicable
<b>New supply of temporary accommodation</b>	Total number of new units of temporary accommodation provided through the Be First programme from following schemes: <ul style="list-style-type: none"> <li>• Grays Court</li> <li>• Wivenhoe</li> <li>• Weighbridge</li> <li>• Margaret Bondfield</li> </ul>	Whether the new temporary accommodation under development is delivered to programme	184 by November 2020	Quarterly
<b>Allocations and lettings</b>	Number of homes let through allocations, broken down by bed size and by group, including: <ul style="list-style-type: none"> <li>• Homeless households</li> <li>• Waiting list</li> <li>• Transfer list</li> <li>• Decant</li> <li>• Leaving Care</li> <li>• Disabilities (MH and LD)</li> <li>• Other</li> </ul>	Whether we are allocating the social homes that become available as anticipated in the annual lettings plan	N/A	Quarterly
<b>Rough sleeping</b>	Number of rough sleepers identified in rough sleeping count	Indicator will show that we are providing effective support to a vulnerable group of people		Currently an annual count – will move to quarterly from April if additional resources secured under a bid we have made to government
	Number of rough sleepers brought in under the severe weather emergency protocol			Quarterly where applicable – SWEP only activated in periods of severe weather

## Sub-theme 4: Providing homes for vulnerable residents

### Actions and deliverables

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
<b>Housing for Vulnerable people</b>	Cllr Worby	Graeme Cooke	<p>Deliver the Vulnerable People’s Housing programme, with the aim of improving the housing offer and pathways for key groups of vulnerable residents. This includes:</p> <ul style="list-style-type: none"> <li>Identifying the current and future housing demand among key groups of vulnerable residents and using that to shape both a specialist housing new build programme and s106 requirements from third party developers in the Borough.</li> <li>Ensuring that the s106 obligation on Barking Riverside Ltd to provide specialist housing, including an extra care scheme of 60 units for older residents, and 35 new units each for people with learning difficulties and young people leaving care within general needs schemes are delivered.</li> <li>Undertaking a review of existing sheltered and adapted stock to inform future commissioning and investment decisions.</li> <li>Implementing the new allocations policy, supported by the introduction of an annual lettings plan and embedding new accommodation panels and move-on arrangements.</li> </ul>	By December 2021
<b>Housing for Vulnerable people</b>	Cllr Worby	Graeme Cooke	Developing a policy around Council’s approach to domestic abuse as it relates to housing services, as part of the work to achieve Domestic Abuse Housing Alliance (DAHA) accreditation	By December 2020

## Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Supply of housing for vulnerable groups</b>	Number of specialist accommodation units provided on Barking Riverside	Whether the specialist units secured on Barking Riverside through planning are being delivered	35 units for care leavers  35 units for learning disability  60 units for older people	Quarterly
	Number of adapted and specialist units provided through the Be First programme	Whether the Be First programme is delivering new homes that meet the needs of vulnerable groups		Quarterly
	Number of specialist accommodation units provided on third party developer schemes	Whether new homes for vulnerable groups are being secured through planning or delivered by specialist third party developers	At least 10 per cent of dwellings are appropriate for wheelchair users	Quarterly

## Jobs: A thriving and inclusive local economy

**Our goal is:** at least 20,000 new jobs in the Borough over the next two decades, as part of shaping a thriving post-industrial local economy in Barking and Dagenham based around facilitating new strengths in key growth sectors (such as data, science, creative industries) as well as intervening to improve the quality of work in the everyday economy (like construction, care, logistics, food etc). Crucially, our focus is on doing everything we can to ensure that local business benefits from this economic development and that local residents benefit from the new job opportunities in the Borough and the surrounding area; particularly those facing labour market disadvantages and needing extra help.

## Sub-theme 1: Improving the quantity and quality of jobs in Barking and Dagenham

### Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
<b>Approve and implement a Social Value Policy</b>	Cllr Bright and Cllr Twomey	Graeme Cooke and Hilary Morris	Approve an ambitious new Social Value policy for the Council which ensures we are securing wider community benefits from those winning contracts from the Council and its wholly owned companies (combined with practical support for commissioners and potential contractors, and the development of robust monitoring and enforcement arrangements).	Approve policy Cabinet May 2020 and implementation is ongoing
<b>Improving social outcomes in construction</b>	Cllr Bright	Pat Hayes	Embed and test newly agreed arrangements to secure jobs, training and supply chain opportunities for local residents and businesses from construction activity in the Borough (both through Be First and other developers, via s106 agreements), while ensuring compliance with the Unite Construction Charter on Be First schemes.	The Be First approach to Social Value was approved in Oct 2019 and implementation is ongoing (tracked by metrics)

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestone</b>
	Cllr Bright	Pat Hayes	Build a strategy to support residents and suppliers to understand and access opportunities in the local construction sector – including through the creation of a non-profit training agency to improve the quality and clarity of apprenticeships in partnership with contractors and local educational institutions; and a programme of events and wider support to build the capacity of the local supply chain and ensure the investment in housing benefits the local economy.	Strategy agreed in principle with Be First in Oct 2019. Approach to training planned to be launched in summer 2020
<b>Develop a care sector strategy</b>	Cllr Worby	Graeme Cooke and Elaine Allegretti	Develop an action plan with local care providers to improve pay, retention, productivity and quality standards in the care sector.	March 2021
<b>Develop the Business Forum</b>	Cllr Bright	Graeme Cooke	Embed the Barking and Dagenham Business Forum, with regular communications, events and engagement with the local business community – including work with partners (such as the Barking Enterprise Centre, Barking and Dagenham Chamber of Commerce, Barking and Dagenham College, CU London and others) to improve access to space, finance, new markets and support for businesses in the Borough.	Quarterly events held and numbers attending

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestone</b>
<b>Develop LBBB's business support offer</b>	Cllr Bright	Graeme Cooke	Work with the Barking Enterprise Centre to deliver – and evaluate – a Business Growth and Improvement pilot aimed at improving job quality and performance in the local care and construction sectors (before deciding whether and how to extend the approach).	Evaluation of pilot and plan next steps by December 2020
<b>Create training/ work pathways into food and film sectors</b>	Cllr Bright	Pat Hayes and Graeme Cooke	Commissioning studies to enable us to understand how to create strong training and work pathways into our key growth sectors, such as food and film (with specific actions dependent on how our sector strategies in these areas develop).	Ongoing and linked to wider development plans
<b>The Council as an exemplar</b>	Cllr Twomey	Fiona Taylor	Increase the number of Council apprentices to 2.3% of our workforce – hitting the government target for public sector organisations – by working with Council teams to consider how they can use apprentices to meet skills gaps and promote leadership development and progression.	Reports to Workforce Board bi-monthly, with annual reporting to London Councils (March) and central government (Sept)

Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Average median income</b>	Gross median annual income in LBBD.	LBBD's overall progress on Borough Manifesto goals relating to low pay/incomes	Incomes improving faster than the London median (by 2037).	Annual
<b>Job density</b>	Job density rate and total number of workforce jobs.	LBBD's overall progress on Borough Manifesto goals relating to business growth and success		Annual
<b>Business growth</b>	Total number of employers; rate of new-business start-up; and rate of new businesses that survive 5 years		Growth in businesses larger than the East London average (by 2037).	
	Number of opportunities created for residents in the Council's supply chain broken down by jobs, apprenticeships, other training courses, and work experience placements			Quarterly
	% of contractors delivering services for the Council that pay at least the LLW		All sub-contracted staff on people-based services are paid at least the London Living Wage (in line with Living Wage Foundation accreditation criteria)	Quarterly
	Total amount and % of goods and services sourced from the Borough by the Council and its contractors, broken down by size of business		25% of total procurement spend by the Council directly and through its major contractors	Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Maximising impact of the Council's and other construction activity in the Borough</b>	Number and % of people working on major construction developments who are Borough residents - Be First and LBBB (contractors or sub-contractors)	That the Council is maximising the power of its investment programme and revenue spending to deliver economic and social benefits to residents.	25% of FTE workforce	Quarterly
	Number and % of FTE people working on major developments that are apprentices – Be First and LBBB		5% of FTE workforce	Quarterly
	Total amount and % of goods and services sourced from the Borough on major developments - Be First and LBBB		25% of total spend	Quarterly
	Employment, Skills and Suppliers Plans submitted to Be First on major developments which meet the expectations agreed with LBBB.		100%	Quarterly
	% of workers on Be First sites paid at least LLW		100% of workers on Be First sites contracted after June 2019 (when Unite Charter was signed)	Quarterly
<b>Business engagement</b>	Number of business engagement events which have been held and number of attendees	The Council has established effective communications with local businesses and are utilised to promote our priorities.	4 per year	Quarterly
	Number of businesses that are registered to receive business newsletter from the Council			Quarterly



Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Number of businesses supported through BEC Growth and Improvement pilot	That the Council is working with local business support providers to support inclusive growth outcomes.	14	One-off (at end of 6-month pilot)
<b>Apprenticeships</b>	<p>Number of 'apprenticeship' starts as a proportion of total workforce, with break downs by gender, ethnicity, disability, age, Level and subject area - and the % that are existing Council employees and new entrants.</p> <p>The same breakdown is provided for local schools.</p>	That the Council, as the second largest employer in the Borough, is leading by example in developing staff and creating quality opportunities for local people.	2.3% of the workforce (government target for public sector bodies)	Bi-monthly and cumulatively (reports to workforce board)

## Sub-theme 2: Supporting residents to access new opportunities in the Borough

### Actions and deliverables

Deliverable	Lead Member	Lead officer	Description of activity	Milestone
<b>Developing the Borough's apprenticeship offer</b>	Cllr Bright	Graeme Cooke and Fiona Taylor	Ensure that apprenticeships generated by the Council's apprenticeship programme, sector strategies and new Social Value policy generate opportunities for new entrants as well as existing employees; and provide written guidance and information sessions for Council managers, schools and employers seeking to set up high quality apprenticeships that could benefit Borough residents, including new entrants and young people.	On-going – breakdowns on age are included in existing bi-monthly workforce board reports (as above)
<b>Apprenticeship Levy Transfer scheme</b>	Cllr Bright	Graeme Cooke and Fiona Taylor	Develop a scheme to redistribute the unspent Apprenticeship Levy funds (up to 25% of the total pot) from the Council and local schools to employers offering apprenticeships to LBBB residents – with priority given to those offering apprenticeships to new entrants, at or progressing to Level 3 or above, and with clear wage and progression gains upon successful completion.	Launch by September 2020  Progress will also be included in existing bi-monthly reports to workforce board
<b>LBBB Work and Skills Offer</b>	Cllr Bright	Mark Fowler	Continue to improve employment outcomes from the Council's core work and skills offer (targeting 1,000 people supported into work each year) while also designing and agreeing enhanced support for those heavily reliant on the Council to enter and sustain employment – including the balance of delivery between Community Solutions, Care & Support and specialist providers, and the plausible resource model to underpin this offer.	By March 2021

Deliverable	Lead Member	Lead officer	Description of activity	Milestone
<b>Vocational offer at the Adult College</b>	Cllr Bright	Mark Fowler	Identify and implement preferred option to increase the number of quality vocational pathways delivered by the Adult College based on available funding allocations, with a particular focus on creating more Level 3 training opportunities (which have better employment and wage benefits), linked to clear pathways into available jobs.	By December 2021

### Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>LBBB employment</b>	LBBB unemployment, long term unemployment and employment rates; and % people claiming out-of-work-benefits (ESA, JSA / UC)	The overall performance in the Borough on Borough Manifesto goals relating to unemployment.	Overall rate of unemployment lower than the East London average (by 2037).	Annual
<b>Access to training and lifelong learning and training via the Council's Adult College</b>	Number of unemployed learners accessing learning at the Adult College	Opportunities are being provided to help residents to access employment through the Adult College, and also to help them develop new skills which will allow them to access a wider range of job opportunities	1000 per year	Monthly
	Number of starts in employability programmes at the Adult College		200 per year	Monthly
	Number of Entry Level to Level 3 Qualifications gained at the Adult College		800 per year	Monthly
	Number of residents accessing vocational pathways at Adult College to Levels 2 and 3		300 per year	Monthly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Employment support provided by the Council for residents</b>	Total number men and women supported into employment (job starts and those sustaining employment after 6 months), broken down by: - Job shops - Vocational Support - NEETs team (Homes and money hub) - Wider partners		1,000 employment outcomes per year	Monthly
	Total number of men and women supported into employment (job starts and those sustaining employment after 6 months) by Community Solutions and wider partners that were previously unemployed for over 6 months	That the Council is targeting resources at those who most need its support	500 per year	Monthly
	Number of residents with history of poor mental health supported to become ready to work, enter the workplace and successfully retain employment (including numbers being supported by LBBD social care services)		Move LBBD to top 10 of all London boroughs for employment rates for working age adults who are receiving secondary mental health services (target 8%).	Monthly
	Number of people with learning disabilities who are eligible for social care support in sustained employment		Meet the London average (7%)	Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Number of residents supported into volunteering and work experience opportunities		500 per year (delivered across Community Solutions, with 150 supported by work and skills team)	Monthly
<b>Young people</b>	The percentage of resident young people in academic years 12-13 (aged 16-18) who are NEET or Unknown	That the Council is maintaining the progress it has made in reducing the number of NEETs and Unknowns in recent years.	3.1%	Annual (collected Dec-Feb each year)
	Number of apprenticeships created by the Council directly for care leavers and other Borough residents aged 16-25	That the Council's apprenticeship programme is generating opportunities for young people including care leavers.		Bi-monthly (reports to workforce board)
	Number of apprenticeships created through the Levy Transfer scheme with breakdown of Level and % going to new entrants and those aged 16-25	That the Levy Transfer scheme is generating opportunities for young people and new entrants.		Bi-monthly (reports to workforce board)
	Number of apprenticeship and other training opportunities created in the Council's supply chain for care leavers and other Borough residents aged 16-25	That the new Social Value policy is generating opportunities for young people.		Annual

## Places: Aspirational and resilient places

***Our goal is:** to lead large-scale, transformative regeneration across the Borough over the next two decades – in Barking Town Centre and the large but poorly used industrial areas to the south, east and north of the Borough; with the aim of shaping fantastic new places with homes, jobs, infrastructure and community spirit that each become distinctive destinations. In the short term, as these plans emerge, our top priority remains the condition of local neighbourhoods and the experience of living there, in particular things like the cleanliness of the streets and perceptions of safety that can undermine trust and cohesion. In addition, we are focused on ensuring we secure the social and physical infrastructure – from transport to schools and green spaces – which the local community needs now and into the future.*

### Sub-theme 1: Safe and liveable neighbourhoods

#### Actions and deliverables

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
<b>Reducing 'grime crime'</b>	Cllr Ghani and Cllr Mullane	Fiona Taylor	Develop an annual plan identifying the hotspots for “grime crime” and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (and suitability for CCTV).	Annual plan developed by June 2020
<b>Public awareness campaigns on waste and street cleansing</b>	Cllr Ghani	Lisa Keating	Deliver future phases of the Council’s Cleaner Borough campaign with the goals of changing resident perceptions and behaviour around waste and contributing to the performance of the Council’s public realm services.	On-going
<b>New waste strategy</b>	Cllr Ghani	Lisa Keating	Development and adoption of new East London Joint Waste & Resources Strategy forecasting and modelling the waste arisings for the new 25 years, with options for waste minimisation, reuse, recycling, reformed collection services and treatments for residual waste.	On-going

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
<b>Banning single use plastics</b>	Cllr Ghani	Graeme Cooke	Agree plan to ban single use plastics and drawing up an action plan to phase out the material among its commissioned services, contractors, suppliers and authority-run schools.	By December 2020
<b>A new model of community enforcement</b>	Cllr Mullane	Fiona Taylor	Rollout a new Community Safety Enforcement Team that will work with the police to tackle anti-social behaviour and other visible street issues, providing reassurance in the areas where public concerns about safety are highest.	New team rolled out by October 2020
<b>Enforcement priority activity programme</b>	Cllr Mullane	Fiona Taylor	Deliver a programme of enforcement operations targeting priority issues that are having a detrimental impact on the safety and quality of life for residents (including poor quality housing, noise, food hygiene and other environmental issues).	Programme is underway, will take 6 issues per year
<b>Ward improvement plans</b>	Cllr Geddes	Lisa Keating	Agree local improvement plans for each ward, setting out the priority public realm and local neighbourhood-level improvements for that area, through a process led by ward Councillors and involving local residents, with delivery against the plans led by My Place (drawing on funding from the annual Ward Member budgets and opportunities including the new Citizens Alliance Network).	By March 2021 plans are in place

### Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	% Domestic Collection Made	Demonstrate that we are effectively delivering this core service, which		Monthly
	% recycling collection made			Monthly
	% green waste collection made			Monthly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Delivering our core waste and recycling service</b>	% of commercial waste collections made	contributes to creating a sense of the Borough as a good place to live		Monthly
	% of garden waste collections made on time			Monthly
	% of bulk waste collections made on time			Monthly
	Reduce the percentage of residents who feel that rubbish / litter is a very / fairly big problem			Monthly
<b>Keeping the streets clean</b>	Total number of fly tipping cases and number of these collected within 48 hours of notification	Demonstrate that we are effectively delivering this core service, which contributes to creating a sense of the Borough as a good place to live and invest		Monthly
	Litter - % rating for all areas (N1-195 style)			Three times a year (measured by KBT)
	Detritus - % rating for all areas (N1-195 style)			Three times a year (measured by KBT)
	Graffiti - % rating for all areas (N1-195 style)			Three times a year (measured by KBT)
	Fly-posting - % rating for all areas (N1-195 style)			Three times a year (measured by KBT)
<b>Keeping the Borough safe</b>	Total number of ASB cases reported broken down by type	These indicators will show us how effectively the Council is contributing to reducing ASB and to improving residents perspective of their safety		Quarterly
	% of residents who report that they feel safe in the Borough			Reported through residents survey



Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Food safety: number of inspections carried out and number of premises achieving 3-star rating or higher			Quarterly

## Sub-theme 2: Investing in physical and social infrastructure

### Actions and deliverables

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
<b>Deliver the LIP</b>	Cllr Geddes	Pat Hayes	<p>Deliver the Borough's agreed programme of local transport improvements, funded by TfL through its Local Implementation Programme (LIP). This includes scheme to:</p> <ul style="list-style-type: none"> <li>• Improve accessibility and passenger safety, while relieving overcrowding at Barking station.</li> <li>• Address road safety concerns and increase the level of walking and cycling around Dagenham Heathway.</li> <li>• Improve walking and cycling links between the Becontree Estate and Chadwell Heath station, along Valance Avenue.</li> <li>• Reduce the dominance of the car and improve air quality around Becontree Heath.</li> <li>• Improve the public realm around Eastbury Manor House.</li> <li>• Provide high quality, attractive approaches to key transport interchanges at Upney and Dagenham East stations.</li> <li>• Introduce a dedicated cycle route linking the Marks Gate Estate to Chadwell Heath station</li> </ul>	Programme delivered by 2022

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead officer</b>	<b>Description of activity</b>	<b>Milestones</b>
<b>Improving transport infrastructure in the Borough</b>	Cllr Geddes	Pat Hayes	Produce a long-term vision and strategy for a cleaner, greener and more integrated transport infrastructure across the Borough and linked to the rest of London and the wider south-east, identifying investment priorities and potential funding sources (including the future of the A13).	By June 2021
<b>Providing full fibre broadband Borough wide</b>	Cllr Geddes	Graeme Cooke	Enter into an agreement with a provider to complete the rollout of full fibre broadband across the Borough, including Council blocks, and secure key financial and service benefits for the Borough.	Provider agreement in place by Sept 2020
<b>Infrastructure delivery</b>	Cllr Geddes	Graeme Cooke	Facilitate the delivery of key education, health and related social infrastructure to support the Borough's growing population (in partnership with the ESFA and the local NHS). This includes: <ul style="list-style-type: none"> <li>• Additional school capacity in the Gascoigne area.</li> <li>• Construction beginning on a new primary school at Beam Park.</li> <li>• Construction beginning on a new SEN school near the Stamping Plant.</li> <li>• Securing sites for a number of additional schools needed in future areas of housing growth (incl. Beam Park, the Stamping Plant, Barking Riverside, Thames Road and Creekmouth).</li> <li>• Completion of new primary care hubs in Barking Town Centre and Barking Riverside.</li> <li>• Reconfiguring John Smith Medical Practice to accommodate a new GP practice.</li> </ul>	On-going
<b>Flood risk</b>	Cllr Geddes	Lisa Keating	Undertake modelling to identify areas of flood risk in the Borough and develop a plan of interventions and mitigations (backed up by robust business cases for funding from the Environment Agency to support implementation of these projects).	March 2021

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
<b>Infrastructure delivery plan</b>	Cllr Geddes	Pat Hayes	Publish and maintain an Infrastructure Delivery Plan setting out the future physical and social infrastructure needed to support planned housing growth.	September 2020 (alongside Local Plan)
<b>Ensure delivery of CIL funded projects</b>	Cllr Geddes	Graeme Cooke	Deliver the CIL funded projects approved by Cabinet to date and bring forward further proposals on an annual basis which deliver against key identified infrastructure needs to support housing growth (as set out in the Infrastructure Delivery Plan).	On-going
<b>Improve impact of developer contributions (e.g. s106)</b>	Cllr Geddes	Graeme Cooke	Update our policy and approach to securing and enforcing developer contributions to support inclusive growth outcomes, arising in particular from s106, Community Infrastructure Levy and the carbon offset fund.	In place by September 2020
<b>Commercial asset review</b>	Cllr Geddes	Lisa Keating	Produce a business plan for the Council's commercial asset portfolio, based on a comprehensive asset review, including proposing changes of use where there is a strong financial or service case.	By September 2020

### Sub-theme 3: Shaping aspirational places

#### Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<b>Barking, The Roding &amp; More</b>  <i>Our vision. A Town Centre with a new lease of life. A place to live, work, shop and relax. A</i>	Cllr Geddes	Graeme Cooke / Pat Hayes	Produce a vision and strategy for the future of Barking Town centre over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).  This will include:	Town centre regen strategy approved by December 2020

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<p><i>real destination, day and night. Markets, merchants, makers and more. And the Roding, the new creative and cultural heart of the Borough, with new homes and jobs for local people, plus great places to visit.</i></p>			<p>Producing masterplans for the areas around Barking station, East Street and Town Quay; bringing them together into a coherent development framework for the town centre.</p> <p>Establish stronger town centre management arrangements, bringing together key frontline Council services (e.g. public realm and enforcement) to tackle street level issues and improve engagement with local business.</p> <p>Facilitating the development of key housing schemes being led by third party developers in and around the town centre: Weston Homes, EcoWorld, Countryside.</p> <p>Completing LBBD/Be First new build schemes in the town centre to improve the supply of affordable housing: Crown House and House for Artist and Axe street.</p> <p>Accelerating delivery of the regeneration of the Gascoigne estate, including an overall place-making and public realm strategy for the new neighbourhood.</p> <p>Assessing the need for additional school places in the town centre, as new homes are planned and delivered, and responding as necessary.</p> <p>Encouraging Benson Elliot to progress the re-development of Vicarage Field – and exploring all potential options for accelerating this or other schemes on the site should this stall.</p> <p>Proactively marketing key regeneration opportunities in and around the town centre to investors and developers who share our vision and values.</p>	<p>Progress on key elements – on-going:</p> <p>Town centre management arrangements agreed by September 2020</p> <p>Masterplans approved by December 2020</p> <p>District heat network operational by March 2021</p> <p>Traffic flows options work completed by December 2020</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
			<p>Seeking funding for short term interventions to improve the offer and experience for those coming to the town centre – working with local businesses and market traders – alongside stronger co-ordination of public realm and enforcement activity.</p> <p>Lobbying C2C to improve the condition and facilities at Barking station, supported by the Council’s allocation of LIP funding (and investigating options for improved rail services from to and from Barking).</p> <p>Developing options for improving traffic flows and car movements around the town centre particularly addressing the severance caused by the current layout.</p> <p>Facilitating the development of key cultural infrastructure in the town centre: East End Women’s Museum, new Art House Cinema and the ground floor space at Barking 360.</p> <p>Delivering the Barking Town Centre district heat network to serve c.8,000 news homes and business users across the area.</p>	
<p><b>Chadwell heath</b></p> <p><i>Our vision. A destination in its own right; full of character, personality and charm. Two neighbourhoods brought together around a vibrant and energetic high street,</i></p>	Cllr Geddes	Graeme Cooke / Pay Hayes	<p>Produce a vision and strategy for the future of Chadwell Heath over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Adopting a masterplan for Chadwell Heath industrial estate to guide the release of industrial land and the development by the private sector of a sustainable, mixed residential and commercial neighbourhood.</p>	<p>Area strategy for Chadwell Heath produced by December 2020</p> <p>Chadwell Heath masterplan approved by September 2021</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<p><i>unlike anywhere else. Modern jobs, industry and transport links. More and better homes. Something for everyone, day and night.</i></p>			<p>Using the acquisition of the former Muller Dairy site to engage with adjacent owners and users with the aim of kick starting high-quality, mixed use development in this area (ahead of a disposal within three years).</p> <p>Developing improved connectivity between Chadwell Heath and Marks Gate (to facilitate future plans for new affordable homes and improved local amenities there).</p> <p>Develop plans for new, affordable homes and improved amenities and social infrastructure in Marks Gate.</p>	<p>Establish Chadwell Heath landowner group by June 2020</p>
<p><b>Becontree</b></p> <p><b>Our vision.</b> <i>The Becontree estate. 100 years old in 2021 and still going strong. A moment to celebrate, but also to plan for the future. Our wonderful parks and open spaces and the brand-new youth zone point the way – holding on to the best of the Becontree's pioneering past while looking forward to the 21st century. Always the</i></p>	Cllr Geddes	Graeme Cooke	<p>Produce a 15-year regeneration framework and design guide for improving the built environment and living experience for residents of the Becontree estate; to guide Be First/LBBD interventions, external development and the contributions of local people and organisations.</p> <p>Develop and start to deliver a co-ordinated programme of improvements across the Becontree Estate, covering housing, transport, community infrastructure, public realm, shopping parades, parks and open spaces etc (working with a range of local partners and seeking to draw in substantial external funding).</p> <p>Orchestrate a programme of cultural events to celebrate the centenary of the first home on the Becontree Estate being completed in 1921 and leave a last cultural legacy – with a nationally significant festival as the centrepiece.</p>	<p>Built environment framework and design guide agreed by December 2020</p> <p>Activities and interventions delivered in 2021 on wards</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>residential heart of the Borough.</i>				
<p><b>Becontree Heath/ Rush Green</b></p> <p><b>Our vision.</b> <i>A place where young people will go to prepare for their futures, and where anyone can learn a new skill or follow their passion. A place for high class education, and a place to call home, right next to a country park AND London's newest film studios. Fantastic new facilities for everyone in the Borough to enjoy.</i></p>	Cllr Geddes	<p>Graeme Cooke / Pat Hayes</p> <p>Mark Tyson (for park improvements)</p>	<p>Develop a plan for revitalising Eastbrookend Country Park as a place of outdoor activity and leisure.</p> <p>Deliver planned improvements to Central Park, consistent with approved masterplan.</p> <p>Deliver programme of air quality and local transport improvements around Merry Fiddlers.</p>	<p>Planning application to be approved for central park by June 2020 with work starting on site in September 2020</p>
<p><b>Dagenham East</b></p> <p><b>Our vision.</b> <i>A centre for media, science and technology. The jobs of tomorrow, right next to the historic heart of the Borough. From village</i></p>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>Produce a vision and strategy for the future of Dagenham East over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Ensuring that construction of the film studios gets underway, either led by the Council or by facilitating an external investor / developer /</p>	<p>Area strategy for Dagenham East produced by December 2020</p> <p>Delivery of activities and</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>life to fibre optics. A place in which stories about the Borough's past inspire the storytellers of tomorrow. Films, not Fords!</i>			<p>operator (while supporting filming on the site during the construction of the permanent studios through the LBBD Film Office).</p> <p>Facilitating the development of new industries and employment opportunities across the ex-May &amp; Baker site (adding to UCL Pearl, the data centre, Travelodge, Costa Coffee etc).</p> <p>Investigating the feasibility and viability of a new strategic heat network across Dagenham East, as part of a low/zero energy future for the Borough (via B&amp;D Energy).</p> <p>Bringing forward new build schemes in the area to improve the quality and quantity of affordable housing available for local people.</p> <p>Lobbying for the C2C service to stop at Dagenham East.</p> <p>Seeking investors and developers to regenerate the Sterling and Wantz industrial estates, to support the new industrial and employment clusters at Dagenham East.</p> <p>Producing a vision/ strategy for Dagenham Village.</p>	<p>interventions – on-going</p> <p>Set up landowner group by December 2020</p> <p>Vision / strategy for Dagenham Village produced by June 2021</p>
<p><b>Dagenham Dock, Beam Park, Stamping plant</b></p> <p><b>Our vision.</b> <i>Moving beyond the legacy of Ford, Dagenham Dock will become home to the next generation of sustainable industry.</i></p>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>Produce a vision and strategy for the future of Dagenham Dock over the next 15 years – integrating our ambitions around transport, modern industry and waste/energy – to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include:            Convening a high-level group of stakeholders with a land or operating interest in Dagenham Dock, to seek a shared vision, strong engagement and co-ordinated activity to drive change and improvements in the area.</p>	<p>Area strategy for Dagenham Dock produced by December 2020</p> <p>Stakeholder group convened by September 2020</p>



Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<p><i>First up, London's three wholesale markets bringing huge investment and new jobs to the Borough. Next door, Beam Park and the Stamping Plan. New neighbourhoods for thousands of working Londoners.</i></p>			<p>Supporting the Corporation of London in their re-location of London's three wholesale markets to Dagenham Dock, while securing key benefits to the Borough (e.g. food college; retail markets and associated amenities; local employment, training and supply chain opportunities; A13/transport improvements; energy and waste infrastructure etc).</p> <p>Facilitating the delivery of new homes, jobs and infrastructure in the major new neighbourhoods of Beam Park and on the site of the ex-Ford Stamping Plant (and other sites in the area, where LBBD/Be First can help accelerate the delivery of affordable homes).</p> <p>Improving the condition, use and connectivity of Dagenham Dock station as a passenger interchange.</p> <p>Investigating the feasibility and viability of a new strategic heat network across Dagenham Dock, as part of a low/zero energy future for the Borough (via B&amp;D Energy).</p>	
<p><b>Thames and Riverside</b></p> <p><i><b>Our vision:</b> Barking Riverside, Thames View and Scrattons, connected to each other and properly linked with the Borough at large. Old and new neighbourhoods brought together in a healthy</i></p>	Cllr Geddes	Graeme Cooke / Pay Hayes	<p>Undertake a comprehensive study into the future of the A13 with the aim of developing credible short, medium and long term strategy for the road itself and other nearby transport infrastructure that would deal with congestion, air quality and severance (while also unlocking new homes and employment land at Castle Green).</p> <p>Develop a public affairs campaign to secure high-level support for our A13/Castle Green strategy, based on a compelling economic case for public investment to unlock homes, jobs and improve both transport connectivity and the local environment.</p>	<p>A13 study complete by December 2020</p> <p>New train station and leisure hub open by December 2021</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>new town on the Thames. Castle green completely transformed: a new train station, modern industry and good new jobs for local people.</i>			<p>Ensure that key, agreed infrastructure is delivered on Barking Riverside, in particular the new rail station and the new health and leisure hub in the district centre.</p> <p>Work with BRL and other agencies to accelerate the build out rate and enhance the provision of key physical and social infrastructure to ensure the success of this 'healthy new town'.</p> <p>Adopt a masterplan for Thames Road area to enable mixed use development which delivers new affordable housing and supports good quality businesses and jobs.</p> <p>Bring forward Council owned sites on Thames Road to kick start and exemplify mixed use development (while acquiring further sites where there is a strong financial and regeneration case).</p>	Thames Road Masterplan approved by December 2021

**And finally, to underpin these plans for the Borough's major places:**

Actions and deliverables

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
<b>Approve new local plan</b>	Cllr Geddes	Pat Hayes	Submit the updated Local Plan to the planning inspectorate for approval (and approve further Supplementary Planning Documents as needed).	Reg 19 – Sept 2020  Approved – by December 2021
<b>Dagenham Heathway rejuvenation</b>	Cllr Geddes	Pat Hayes	Develop a plan to rejuvenate the shopping parade at Dagenham Heathway, to enhance the retail and residential offering, linked to improvements in the local public realm.	By September 2021

<b>Conversation with residents about inclusive growth</b>	Cllr Geddes	Graeme Cooke	Use 'Barking & Dagenham: The story of our Borough, past, present and future' to create an on-going dialogue with local residents about our vision and plans for regeneration across B&D, making use of both online and face to face engagement activity, linked to a wider approach to strategic communications and engagement, and building on the Borough & Me project.	Summer 2020 and ongoing
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## Environment: Becoming the green capital of the capital

***Our goal is:** to play our part in addressing the climate crisis by transitioning to net zero carbon, in relation to the Council itself and the Borough as a whole. This means leading and facilitating major changes in energy, waste and the wider local environment; affecting our homes, our work and how we get around. Our aim to generate far more low or zero carbon energy locally; dramatically reduce energy usage (especially in our housing stock and transport system); progressively decrease the production of waste and increase the level of reuse and recycling; and enhance the quality and sustainability of the natural environment in a Borough blighted by a history of heavy industry and dirty vehicles. This transition will take time and not be painless, but we see huge opportunities to generate new sources of jobs and prosperity, alongside improvements in the quality of life.*

### Sub-theme 1. A decarbonised, local energy system

#### Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
<b>Clean energy action plan</b>	Cllr Geddes	Graeme Cooke	Produce a Zero Carbon Roadmap setting out a pathway and activities to get the Council, its housing and its wider assets to carbon neutral by 2030 and the wider Borough by 2050; based on assessing current levels of carbon and greenhouse gas emissions and a trajectory for reductions. Produce a set of metrics which will help us monitor performance in the future	Plan produced by December 2020

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestone</b>
<b>B+D energy network development</b>	Cllr Geddes	Gideon Botha	Ensure that B&D Energy delivers the Barking Town Centre heat network, ready to supply c.8,000 new homes in the area over the next few years and transitions to low-carbon energy sources	Heat network infrastructure in place by Jan 2022 and new centre by August 2022
<b>Development of B+D energy network</b>	Cllr Geddes	Gideon Botha	B&D Energy to undertake feasibility studies and develop business cases for future strategically significant heat networks in other key regeneration areas across the Borough (starting with Dagenham Dock and Dagenham East)	Business cases delivered by September 2021
<b>Solar panel feasibility study - Council buildings</b>	Cllr Geddes	Graeme Cooke	Determine the strength of the investment and climate case for the installation of solar panels across Council owned buildings, drawing on available subsidies and incentives	By December 2020
<b>Solar panel feasibility study - other buildings</b>	Cllr Geddes	Graeme Cooke	Determine the feasibility and viability of a commercial route to market for solar PV deployment among owner-occupiers and businesses across the Borough, based on the mapping of rooftop potential in the Borough; with the aim of bringing forward a competitive offer for installation	By December 2020
<b>Develop business case for ground source heating</b>	Cllr Geddes	Graeme Cooke	Produce a business case for the deployment of a communal ground heat pump loop system, utilising the free heat found in our local surroundings to cut tenants and leaseholder fuel bills and provide renewable, low carbon heating (and, subject to that work, trial this model on one block of flats)	By December 2020
<b>Develop the Beam energy offer</b>	Cllr Geddes	Graeme Cooke	Work with Robin Hood Energy to introduce new product and service innovations for Beam Energy customers, including: <ul style="list-style-type: none"> <li>• Installation discounts on electric vehicle charge points;</li> </ul>	On-going

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
			<ul style="list-style-type: none"> <li>• Hardship support for qualifying households to clear unpaid bills;</li> <li>• Warm Homes Discounts of £140 per year for vulnerable people;</li> <li>• The offer of innovative green, time-of-use and 'just-about-managing' fuel poverty tariffs; and</li> <li>• Bespoke tariffs for local businesses, schools and charities.</li> </ul>	

### Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Reducing carbon and greenhouse gases across the Borough</b>	Annual tonnes of carbon produced across the Borough	That the Council is working towards reducing the carbon footprint annually	Baseline to be established through production of clean energy action plan	Annual
<b>Reducing carbon and greenhouse gases - our own activity</b>	Annual tonnes of carbon saved by homes, buildings and corporate assets which have been retrofitted or installed low-carbon technologies	That the Council is working towards reducing the carbon footprint annually	Baseline to be established through production of clean energy action plan	Annual
<b>Providing sustainable energy through B+D energy district heat network</b>	Number of active residential customers on the B&D Energy network	That the Council owned company is operating effectively and providing sustainable energy		Quarterly
	Number of active commercial customers			Quarterly
<b>Providing LBBD residents with access to lower priced energy</b>	Take up level of Beam energy – broken down by tariff and meter type	Tells us that our approach to intervening in markets to provide alternative energy supplier is benefiting residents	3,000 meter point connections	Quarterly

## Sub-theme 2: Energy efficient homes and buildings

### Actions and deliverables

Deliverable	Lead Member	Lead officer	Key activity	Milestones
<b>Energy Efficient homes/ buildings</b>	Cllr Geddes	Graeme Cooke	Work with our appointed partner Eon to roll -out our “Cosy Homes” programme of heating and energy efficiency measures up to mid-2022, targeting qualifying households who can access ECO3 funding and developing attractive funding and installation packages for private landlords	Programme to run until Feb 2022
	Cllr Geddes	Lisa Keating	Deliver a deep retrofitting pilot on at least ten homes on the Becontree estate to coincide with the centenary (involving the installation of external wall insulation, solar arrays, battery storage, air source heat pumps and EV-charging points to create zero carbon homes).	Delivered by September 2021
	Cllr Geddes	Lisa Keating	Undertake a high-level investment appraisal and feasibility study for deep retrofitting across the Council’s housing stock consistent with achieving full decarbonisation by 2050 (informing decisions about the HRA stock investment strategy and options for stimulating the able-to-pay market).	By September 2021

## Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Greener, cleaner energy efficient homes and assets</b>	Number of homes, buildings and corporate assets which have been retrofitted or installed low-carbon technologies	That the Council is accelerating the take-up of low carbon heat and power measures	250 buildings by 2022	Quarterly
<b>Tackling the coldest homes in the Borough</b>	Number of Council properties lifted from E, F and G ratings	Progress towards eliminating all cold homes in the Borough	Zero	Quarterly
	Number of private homes no longer E, F and G		10%	Quarterly
<b>Deep retrofitting for the homes of the future</b>	Number of properties receiving the deep retrofit makeover	Test the business case for roll-out of deep retrofit and provide A+ energy-rated homes of the future	>10 Council properties	Quarterly

### **Sub-theme 3: A green local environment**

#### Actions and deliverables

Deliverable	Leader Member	Lead officer	Key activity	Milestones
<b>A green local environment</b>	Cllr Mullane	Fiona Taylor	Produce an air quality action plan that sets out the Council's policy, approach and commitments to key issues affecting air quality in the Borough, including clean transport, parking enforcement, green spaces and tree planting.	Approve by December 2020

Deliverable	Leader Member	Lead officer	Key activity	Milestones
	Cllr Ghani	Lisa Keating	Fully electrified 25% of the Council's own vehicle fleet by 2022	Monitored as part of the My Place mandate
	Cllr Ashraf	Mark Tyson	<p>Implement the parks and open spaces action plan, including short term improvements and delivering of agreed masterplans for the Borough's ten most important parks, including:</p> <ul style="list-style-type: none"> <li>• A programme of playground upgrades and repairs</li> <li>• An improvement project for Abbey Green and Abbey Ruins.</li> <li>• A programme of installing habitat enhancements, such as bird and bat boxes, across parks.</li> <li>• Planting at least 800 new saplings, maximising tree canopy cover against urban warming, pollution, soil protection, flood risk and bio-diversity enhancement.</li> <li>• Identifying at least two officially designated 'Cool Spots', providing shade and protection for residents and visitors to the Borough from days of extreme and intensive heat</li> </ul>	On-going
	Cllr Geddes	Graeme Cooke	Seek a partner(s) to invest in and deliver a large-scale installation of standard and rapid public electric vehicle charge points across the Borough, plus an offer of a private, off-street charge point for interested households.	Approach agreed by end 2020
	Cllr Mullane	Fiona Taylor	Deliver the parking action plan which aims to improve safety, congestion and air quality across the Borough, as well as providing a safer, fairer, consistent and a more transparent parking service.	On-going



## Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Improving air quality</b>	Air quality: number of days in year where mean particulate matter levels are exceeded	A high-level indication of overall air quality in the Borough		Annual (through DEFRA data)
	Noxious and particulate levels in key hotspots	Reduction in nitrogen dioxide and PM10 levels, particularly around schools	30 monitors in place by 2021	Quarterly
	% of journeys made by sustainable modes of transport in the Borough	An increase in this % will contribute to improving the environment in the Borough		Annual (through the TLF LIP return)
	Number of CPZs	The coverage of CPZs across the Borough	20 CPZs rolled out by Dec 2021	
<b>Shifting to vehicle electrification</b>	Number of public EV charging points installed	Progress towards LBBD leading by example in electrification	25 additional charging pillars installed	Bi-annually
	Number of Borough fleet vehicles moved to electric	Progress towards LBBD leading by example in electrification and providing infrastructure to increase public EV take-up	25% of fleet by 2022	Bi-annually
<b>Greener public spaces and shading</b>	Increased tree canopy	Growth in natural foliage providing shade and	>800 new tree plantings	Quarterly

## Money and Debt

**Our goal is:** to reduce levels of debt and associated money issues in our community through the adoption of an ethical, joined up and data driven approach to the collection, management and prevention of debt. This means building on the success of the Homes and Money hub through developing their preventative offer, making better use of data and insight to support proactive outreach, and working more closely in partnership with civil society. It means continuing to provide residents with a range of affordable alternatives to the high street, including four additional community food clubs (delivered in partnership with Fair Share) which provide access to affordable, healthy food, alongside personalised debt and money management support, and an expanded and improved offer from Beam Energy to vulnerable residents. Finally, it means using the opportunity created by the return of the revenues and benefits service into Community Solutions to reform how we manage and collect our debts, improving rent collection whilst also maximising the potential for upstream prevention.

### Actions and deliverables

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
<b>Strengthen preventative offer</b>	Cllr Bright	Mark Fowler	Making full use of our data and our insight to identify residents who either are, or might be at risk of, experiencing money and debt issues, and developing our core preventative offer in order to manage these risks, including through benefits maximisation, debt management and consolidation, and wider financial advice and guidance.	Scoping study with recommendations for action complete by March 2021
<b>Expand community food clubs</b>	Cllr Bright	Mark Fowler	Expanding the reach of our community food clubs from three to seven locations across the Borough, ensuring that these continue to provide the residents that need it most with access to affordable, healthy food, alongside personalised debt and money management support.	4 x new community food clubs open by September 2021

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestone</b>
<b>Expanding and improving Beam Energy</b>	Cllr Geddes	Graeme Cooke	Work with Robin Hood Energy to introduce new product and service innovations for Beam Energy customers, including: Installation discounts on electric vehicle charge points; hardship support for qualifying households to clear unpaid bills; warm Homes Discounts of £140 per year for vulnerable people; the offer of innovative green, time-of-use and 'just-about-managing' fuel poverty tariffs; and bespoke tariffs for local businesses, schools and charities.	On-going
<b>Return and Transformation of revenues and benefits</b>	Cllr Twomey	Claire Symonds	Ensuring the successful transition of the Council's revenues and benefits service from Elevate into LBBB, using this opportunity to strategically align and redesign the service so that it can both improve collection rates and maximise the potential for prevention, in partnership with the wider Community Solutions offer.	All staff transferred from Elevate to Community Solutions by September 2020 New blueprint to By March 2021 New blueprint implemented September 2021

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
<b>Implementation of ethical Collector service</b>	Cllr Twomey	Claire Symonds	Developing a new in-house ethical collector service for all in-Borough debts that is able to work closely alongside revenues and benefits as well as community solutions in order to improve collection rates and maximise the potential for prevention.	<p>Ethical Collector service design to CSG June 2020.</p> <p>External Bailiff contracts realigned and re-let by December 2020.</p> <p>In-house Ethical Collector service live by March 2021.</p>

### Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<b>Supporting financial stability through debt reduction and income maximisation</b>	Total number of people supported through Homes & Money Hubs (HAM Hub)	Whether we are effectively supporting residents to reduce debt, increase and maximise income and build financial resilience		Quarterly
	% of people supported by the HAM Hub with a financial assessment			Quarterly
	Financial resilience measure e.g. Total value of arrears successfully reduced in cohort by period			Quarterly
	Number of people supported by HAM Hub whose eviction was prevented			Quarterly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Total number of people registered with Community Food Clubs			Quarterly
	Total value of savings passed on to residents through Community Food Clubs			Quarterly
	Total value (to people) of income maximisation across key benefit cohorts (FSM, Pension credit, Severe Disability Premium etc)			Quarterly
	% use of Homelessness Prevention Fund			
<b>Improving collection rates</b>	Temporary accommodation - % rent collection rate	Effectiveness of collection and recovery		Quarterly
	% of Council Tax collected			Quarterly
	% of business rates collected			Quarterly
	% / total value of HB overpayments recovered			

# Well Run Organisation: Performance Framework

This section sets out the actions, deliverables, outcome measures and indicators that flow from the 'Well Run Organisation' priority within the Corporate Plan, clustered around the following themes.

A 'Well Run Organisation':

1. Delivers value for money for the taxpayer
2. Employs capable and values-driven staff, demonstrating excellent people management
3. Enables democratic participation and works relationally
4. Puts the customer at the heart of what it does
5. Is equipped with the tools, information and capability to deliver its vision

This section of the Single Performance Framework describes activity that is crucial to enabling all activity related to the other three strategic priorities identified in the Corporate Plan: Inclusive Growth; Prevention, Independence and Resilience; and Participation and Engagement.

## The Well Run Organisation delivers value for money for the taxpayer

Delivering value for money for the taxpayer is the role of all staff particularly those who manage resources, budgets and staff. However, the Finance service has a particular role to play in setting the environment in which financial decisions are made and managed and shaping the associated tools and processes the organisation uses. Further metrics may be introduced with the development of the Commercial Services blueprint and the Core transformation programme.

### Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
<b>MTFS</b>	Cllr Twomey	Philip Gregory	Delivery of a balanced budget and MTFS, approved by Assembly	March 2021 March 2022
<b>Strategic Sourcing Savings</b>	Cllr Twomey	Hilary Morris	Development of a new baseline and forward plan to deliver future Strategic Sourcing savings for the Council	30 September 2020
<b>Social Value Outcomes</b>	Cllr Twomey	Hilary Morris	Development of a framework to monitor Social Value outcomes across the Council	31 March 2021
<b>Compliance with Contract Rules</b>	Cllr Twomey	Hilary Morris	Development of processes to challenge the number and quality of waivers produced above Procurement Board threshold.	30 September 2020
<b>Publication of accounts</b>	Cllr Twomey	Philip Gregory	Publication of draft LBBD accounts by statutory deadline	By statutory deadlines
	Cllr Twomey	Philip Gregory	Publication of audited LBBD accounts by statutory deadline	By Companies House deadlines
	Cllr Twomey	Philip Gregory	Publication of audited subsidiary accounts	31 December 2020

Topic	Lead Member	Lead Officer	Task	Milestone
Internal Audit	Cllr Twomey	Philip Gregory	Agree Audit Charter, Strategy and Plan	Approved annually by the Audit and Standards Committee
Project and Programme Management	Cllr Twomey	Richard Caton	Review Programme and Project reporting in light of new Performance Management Framework	1 May 2020
	Cllr Twomey	Richard Caton	Implement results of review	1 June 2020
Performance Reporting	Cllr Twomey	Richard Caton	Develop and implement a new Performance Management Framework	1 May 2020

#### Indicators

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Financial Management	Revenue outturn vs budget	That the organisation is maintaining a stable and sustainable financial position, and monitors this accurately.	+/- 5%	Monthly
	Percentage of budgets effectively monitored by managers through online processes		75%	Monthly
	Unexpected variation in forecast outturn per month		Equal to or less than £0.5m	Monthly
Counter Fraud	Value and number of incidences of fraud detected	That the behaviours and activities of the organisation protect the public purse.	N/A	Quarterly



Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of Council properties recovered from social housing tenants following investigation by the Counter Fraud Team	That the behaviours and activities of the organisation protect the public purse.	N/A	Quarterly
<b>Internal Audit</b>	Percentage of Audit Plan completed (Reports at draft stage)	That there is activity to provide independent assurance that the organisation's risk management, governance and internal control processes are operating effectively.	Equal to or greater than: 25% by end of Q2 50% by end of Q3 80% by end of Q4 100% by end of Q5	Quarterly
	High risk recommendations not addressed within timescales	That findings and agreed actions from Internal Audit activity are acted upon.	Less than 5%	Quarterly
<b>Legal support</b>	Total quantitative value added (or savings achieved) relative to the cost of provision of the same chargeable hours at external rates)	That the organisation is making best possible use of internal resources.	Up to 40%	Annually
<b>Project and Programme Management</b>	Reporting in line with new Performance Management Framework	That the organisation has rigour in its project and programme management.	N/A	Monthly
<b>Performance Reporting</b>	Reporting in line with new Performance Management Framework	That the organisation has rigour in its performance management.	N/A	Monthly

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Accounts Payable	Time taken to process Accounts Payable payments	That the organisation works to support good supplier relationships.	95% processed in 30 days or less	Monthly
	Creditor payments to be made electronically		>98%	Monthly

## The Well Run Organisation employs capable and values-driven staff, demonstrating excellent people management

Employing capable and values-driven staff and demonstrating excellent people management is the role of all managers and leaders. However, HR have a particular role to play through their role in policy making and shaping the tools and processes the organisation uses.

### Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
Recruitment	Cllr Twomey	Gail Clark	New Recruitment System – TalentLink go live	By October 2020
Development	Cllr Twomey	Gail Clark	New Learning Management System go live	By October 2020
Wellbeing	Cllr Twomey	Gail Clark	Apply for the Good Work Standard	Apply: May 2020 Self-assessment: June 2020 Achievement level: July 2020
Compliance	Cllr Twomey	Gail Clark	Full implementation of Manager Matrix	November 2020
	Cllr Twomey	Gail Clark	Temperature checks	2-3 times a year

Topic	Lead Member	Lead Officer	Task	Milestone
<b>Employee Experience</b>	Cllr Twomey	Gail Clark	Appraisals	September – November each year
	Cllr Twomey	Gail Clark	Mid-Year Reviews	February – April each year
	Cllr Twomey	Gail Clark	Investors in People Assessment – Gold Level	Assessment Date: January 2021 (TBC) Outcome expected: February 2021 (TBC)
<b>Equalities</b>	Cllr Twomey	Gail Clark	Publish Gender Pay Gap information	30 March 2020

#### Indicators

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Recruitment</b>	Metric will be developed in parallel with the implementation of Talentlink (see deliverable above) and via the work of the Core Transformation Programme.	That the organisation is recruiting high calibre public servants.	TBC after implementation of Talentlink (see deliverable above)	TBC after implementation of Talentlink (see deliverable above)
<b>Learning and development</b>	Leadership and Management Development Programme is delivered	That the organisation is investing in middle managers so that they can lead and manage consistently	6 cohorts a year	Annually
<b>Absence</b>	Average days lost to sickness absence	That the organisation is sufficiently protecting staff wellbeing and promoting efficient working practices.	Equal to or less than 6 days	December 2020 (annual review of target)

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Compliance</b>	Compliance with Absence Policy (managers)	That the organisation is professionally competent and compliant with policy, procedure and the law.	90% compliance	Bi-monthly
	Compliance with Mandatory Training	That the organisation is professionally competent and compliant with policy, procedure and the law.	90% compliance	Annually or after specific training initiative
<b>Apprentices and graduates</b>	Apprenticeship Target	That we meet the public sector target for apprentices	2.3%	4-year target set in April 2017
	Apprenticeship Levy	That the levy pot is spent (controllable budget)	Equal to value of levy pot	Quarterly
<b>Wellbeing</b>	Number of new stress related absences	That the organisation is sufficiently protecting staff wellbeing and promoting efficient working practices.	Below London average	Quarterly
	Number of RIDDOR accidents/incidents		Below London average	Quarterly
<b>Employee Experience</b>	Employee Engagement Index	That the staff experience within the organisation is excellent.	80%	Bi-annually
	Number of new Grievances received		Below London average	Bi-monthly

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of appraisals completed		95%	Annually
<b>Equalities / Representation</b>	Gender Pay Gap	Remuneration is fair between men and women at all levels across the organisation	Below London average	Annually
	BAME representation	The workforce is representative of the local population	At London Average	Quarterly

## **The Well Run Organisation enables democratic participation, works relationally and is transparent**

Designing relational practices into the Council's activity and enabling democratic participation is core to the approach of a well-run organisation in Barking and Dagenham. The Participation and Engagement Strategy outlines the Council's approach to this across Council services and with our social sector and community. This priority focuses on the specific operations of the Council facilitate democratic participation, some of which are further described within the Participation and Engagement Strategy. Core to this way of working are the Democratic Services and Communications team.

### Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
<b>Democratic Participation</b>	N/A	Returning Officer/Chief Executive	GLA Election	May 2021

Topic	Lead Member	Lead Officer	Task	Milestone
	N/A	Returning Officer/Chief Executive	Local Election	May 2022
	Cllr Rodwell	John Dawe	Boundary Review	Ward pattern consultation – August 2020 to October 2020 Submission of Council’s preferred warding pattern to Boundary Commission – 19 October 2020 Boundary Commission to publish final ward pattern recommendations – 29 June 2021
	N/A	Alan Dawson	Annual Canvass	July – October annually
	N/A	Alan Dawson	Compliance with electoral law and regulations, and any Directions from the Electoral Commission relating to the delivery of specific polls	As required
	Cllr Twomey	Alan Dawson	Retain the Member Development Charter Plus accreditation	April 2020
	Cllr Twomey	Fiona Taylor	Review and update the Council Constitution in a timely fashion.	As required
	Cllr Ashraf	Monica Needs	Citizens Alliance Network	Year 1 report for Cabinet, at which stage CAN active in the majority of neighbourhoods of B&D. Q4 2021-22

Topic	Lead Member	Lead Officer	Task	Milestone
	Cllr Ashraf	Rhys Clyne	'How to' guide on deliberative participation	March 2022
<b>Transparency</b>	Cllr Twomey	Pye Nyunt	Establish a Data Ethics Committee	Q3 2020/21
	Cllr Twomey	Sarah Myers	Transparency Plan	Q3 2021/22
<b>Participation in policymaking, commissioning, and service-design</b>	Cllr Ashraf	Sarah Myers	Specify in the Blueprint for the Strategic Framework how resident participation and experience is to be incorporated at each layer of the Strategic Framework. Including in the development of strategies and commissioning mandates	Blueprint adopted, Q3 2020-21
	Cllr Ashraf & Cllr Twomey	Sarah Myers	Following the Blueprint for the Strategic Framework, undertake a review of commissioning processes (across adult's, children's, inclusive growth, education, public health) to identify opportunities to enhance resident participation.	Review of commissioning practices and opportunities for resident participation undertaken, Q2 2021/22

Topic	Lead Member	Lead Officer	Task	Milestone
			Identify and undertake at least six significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.	At least six opportunities for enhanced resident participation in commissioning undertaken, Q1 2022/23
<b>Communications</b>	Cllr Ashraf Cllr Ghani Cllr Mullane Cllr Carpenter	Emily Blackshaw / Colin Bartlett / Andy Opie / Jane Hargreaves	Annual campaign plan agreed and budget allocated.	Commencement and delivery of these campaigns: <ul style="list-style-type: none"> <li>Cleaner Borough Campaign Phase 2</li> <li>Lost Hours Campaign</li> <li>Wall of Shame</li> <li>Grime and Punishment</li> </ul>

#### Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Democratic processes</b>	Key decisions of executive committees are published in advance of the meeting on the Statutory Forward Plan	That the organisation facilitates residents to actively participate in local democracy.	28 days	Monthly
	Committee meeting agendas are published in advance of the meeting		5 clear working days	Monthly



Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of Cabinet decisions called-in		No target	Annually
	Number of urgent decisions taken using delegated authority		No target	Annually
	Percentage of household properties where a positive response to the annual canvass process is provided		90%	Annually
	Number of people signed up to Citizens' Alliance Network.		400 by Q4 2021/22	Quarterly
	Number of projects initiated on the One Borough Voice arm of Citizens' Alliance Network		10 by Q3 2021/22	Quarterly
<b>Decision-making</b>	Attendance of Legal service at all meetings of the Council and board / authority meetings of client partners (i.e. East London Waste Authority and Reside) where required	That decisions of the authority are taken with legal advice and in accordance with the constitution and other relevant legislation.	98% - Baseline 100% - Target	Quarterly
	Complete Legal implications for reports within 5 working days of receipt of a complete report and request	That decisions of the authority are taken with legal advice and in accordance with the constitution and other relevant legislation.	98% - Baseline 100% - Target	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Policy-making and commissioning</b>	Percentage of decisions at Cabinet that are supported by an Equalities Impact Assessment (EIA), where required	We are meeting our statutory responsibilities under s.149 of the Equality Act 2010	100%	Monthly
<b>Transparency</b>	Percentage of FOI requests responded to within 20 days	That we are compliant, open and transparent when required to share or give publicly held information	95%	Monthly, one month in arrears
	Percentage of Subject Access Requests responded to within 40 days	That we are compliant with GDPR	90%	Monthly, one month in arrears
<b>External Communications</b>	Percentage of people who have seen or heard information about campaigns (individual campaign awareness scores)		Equal to or greater than 45%	Annually
	One Borough e-newsletter	Number of subscribers	That social media activity has good reach and visibility	Targets to be set following development of Communications Blueprint
	Twitter	Number of Engagements		
		Number of followers		
Number of Council video views				
		Frequency to be set following development of Communications Blueprint		

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Facebook	Number of posts		
		Number of Engagements		
		Number of followers		
		Number of Council video views		
		Number of posts		
	Instagram	Number of Engagements		
		Number of followers		
		Number of Council video views		
		Number of posts		
	Number of press mentions	That communications are being picked up through wider media		

## The Well Run Organisation puts the customer at the heart of what it does

Putting the customer at the heart of what the organisation does is the role of all staff particularly those dealing directly with the public. However, the Customer Contact Team has a particular role to play. The Contact Centre, out of hours call handling and Careline became the Council's responsibility

on 1 February 2020 and metrics and activities are in the process of being developed and these should all be available in a refreshed version of this document by April 2021.

Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
Self-service	Cllr Twomey	Natalia Monvoisin	To replace the technology that drives My Account and our customer relationship management system. In order that we can have a full view of the customer.	Procurement paper is scheduled to go to Cabinet on the 21st April 2020  Implementation: April 2021
	Cllr Twomey	Natalia Monvoisin	Replacing current booking system with one that can act for all services	To be developed  Projected Implementation date: October 2020
	Cllr Twomey	Natalia Monvoisin	Develop comprehensive system for Contact Centre that will provide their scripts and “knowledge” enabling them to give the correct information to customers.	Implementation of cloud telephony services for contact centre – Phase 1 due to complete by April 2020  Customer journey planning with new cloud provider to commence c. mid-April  Implementation November 2020

Topic	Lead Member	Lead Officer	Task	Milestone
				Full capability implementation: December 2020

### Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Routes of redress</b>	Percentage of complaints responded to within SLA	That the organisation responds fairly and efficiently to address customer concerns.	90%	Monthly, one month in arrears
	Percentage of complaints at stage 1 and 2		No target	Monthly
	Percentage of complaints upheld		No target	Monthly
	Number of complaints to Local Government Ombudsman		No target	Monthly
	Percentage of Member enquiries (casework) responded to within SLA		90%	Monthly, one month in arrears
<b>Method of Customer Contact</b>	LBBB website accessibility score	That the organisation enables customers to serve themselves, if they choose to, making self-	Top quartile when benchmarked with peers	Quarterly
	Call volumes		No target	Monthly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Form usage	service an easy and efficient option.	No target	Monthly
	Requests by channel		No target	Monthly
	Customer satisfaction		Target to be set once benchmark established	Monthly
	Customer Effort Scoring		Target to be set once benchmark established	Monthly
	Percentage of calls answered		Equal to or greater than 90%	Monthly
	Customer satisfaction with call handling		Equal to or greater than 85%	Monthly
<b>Legal Service Client Management</b>	Acknowledge all client instructions within 5 working days of receipt	Clients of the Legal Practice receive a good service	95% - Baseline 100% - Target	Bi-annually
Measures of client satisfaction for other Core services are being developed through the blueprint process.				

## The Well Run Organisation is equipped with the tools, information and capability to deliver its vision

In order to work efficiently and effectively, services across the breadth of the organisation must be equipped with the correct tools and the ability to use them. A data-driven, evidence-based approach must be embedded in all levels of working. However, the IT service as well as the Data Insight Hub have a particular role to play. More broadly, we need to develop tools and technology which are integrated and facilitate business processes

supporting collaboration between different parts of the organisation, to create seamless pathways through our services for residents and also to use data and information to the best effect.

The IT Service returns to the Council on 1 July 2020 and metrics are activities will be developed as part of that process and these should all be available in a refreshed version of this document by April 2021. The IT service will during the remainder of 2020/21 deliver equivalent or better service levels than delivered by the current Elevate service for performance, availability and reliability.

Actions and deliverables

Topic	Lead Member	Lead Officer	Task	Milestone
<b>Data Insight</b>	Cllr Twomey	Pye Nyunt	Updated Resident Matrix	August (annually)
	Cllr Twomey	Pye Nyunt	Updated Borough Data Explorer and Social Progress Index	October (annually)
	Cllr Twomey	Pye Nyunt	Development of OneView as new data sources become available	Ongoing
	Cllr Rodwell	Pye Nyunt	Preparation for the Ward Boundary Review; submission and sign off by the Boundary Commission on new wards prior to next local election	2022
	Cllr Twomey	Pye Nyunt	Preparation for the 2021 Census and analysis of responses	2021
	Cllr Twomey	Paul Ingram	New IT business model based on transparent allocation of cost by consumption and based on product families to be developed and implemented	TBC after Elevate return
	Cllr Twomey	Paul Ingram	Develop a new process for delivering technology projects aligning with the new IT business model and the new IT service model	TBC after Elevate return

Topic	Lead Member	Lead Officer	Task	Milestone
	Cllr Twomey	Paul Ingram	The IT service will implement a number of key technology platform projects vital to the Council Core during 2020/21	<p>New CRM core (April 2021)</p> <p>Replace Integration platform (July 2020)</p> <p>IT Service Management tool (December 2020)</p> <p>New Mobile telephony (April 2020)</p> <p>New Landline Telephony (June 2020)</p> <p>New Contact Centre telephony (October 2020)</p> <p>Migrate all IT workloads from Agilisys to Microsoft infrastructure (April 2021)</p> <p>Replace Citrix infrastructure (key to My Place and Revenues &amp; Benefits) (December 2020)</p> <p>Developing separate environments for partner organisations (April 21)</p>
	Cllr Twomey	Paul Ingram	The IT service will implement or support the implementations of a set of key Business projects	<p>Landlord Management System live on Capita Open Housing (June 2020)</p> <p>Specification and implementation of a</p>



Topic	Lead Member	Lead Officer	Task	Milestone
				<p>replacement for Oracle ERP (December 2021)</p> <p>Replacement of the current LBBD MyAccount (Agilisys Digital) (April 2021)</p> <p>BD-SIP move to external IT provision (October 2020)</p> <p>BDTP implementation of new Repairs management system (January 2021)</p> <p>Re-implementation of the Council GIS service (April 2020)</p>
<b>Data and information governance</b>	Cllr Twomey	Andrew Walkinshaw	<p>Print &amp; Post / Scan It, Scrap It, Store It</p> <p>Scrap all files outside of retention periods</p> <p>Paper-lite Audit Review</p> <p>Implement audit findings and recommendations</p>	<p>1 May 2020</p> <p>1 September 2020</p> <p>1 April 2020</p> <p>1 June 2020</p>
<b>Commissioning and Policy</b>	Cllr Rodwell	Sarah Myers	Production of the new Strategic Framework	April 2020
	Cllr Rodwell	Sarah Myers	Commissioning Mandates for commissioned service blocks	May 2020
	Cllr Rodwell	Sarah Myers	New Corporate Plan	May 2020
	Cllr Rodwell	Sarah Myers	Strategic Framework Blueprint	September 2020
	Cllr Rice	Sarah Myers	A refreshed Equality and Diversity policy developed around the 10 structural barriers	May 2021

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Data-led and uses insight and intelligence to drive the business</b>	Feedback from State of the Borough conference on the Social Progress Index and Borough Data Explorer	That the organisation is data-led and uses insight and intelligence to drive the business.	A majority positive feedback	Annually
	Use of the Residents matrix in at least 2 B&D challenges per year		No target	Annually
<b>Tools and Technology</b>	OBI/Oracle downtime: days/hours lost (this may be monitored by IT as part of the hosting arrangement with Brent LBC)	That the organisation has the right technology and tools to fulfil its responsibilities.	No target	Monthly
	The IT service will, during the remainder of 2020/21, deliver equivalent or better service levels than delivered by the current Elevate service for performance, availability and reliability.			
<b>Data Security</b>	Percentage of staff that have completed mandatory GDPR training	That staff understand practices and processes for keeping data secure	100%	Annually
	Number of incidences of data breaches	That we are compliant with GDPR and securely store data	No target	Monthly