

## Notice of Meeting of the

# ASSEMBLY

to be held on Wednesday, 13 May 2020  
commencing at 5:00 pm  
Meeting to be held virtually



To all Members of the Council of the London Borough of Barking and Dagenham

Date of publication: 4 May 2020

Chris Naylor  
Chief Executive

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Please note that this meeting will be webcast to enable the press and public to listen in to the proceedings of this 'virtual' meeting. To view the webcast click [here](#) and select the relevant meeting (the web link will be available at least 24-hours before the meeting).

## **AGENDA**

### **1. Appointment of Chair and Deputy Chair**

The Chief Executive shall invite nominations and conduct the vote for the positions of Chair and Deputy Chair of the Assembly.

### **2. Apologies for Absence**

### **3. Declaration of Members' Interests**

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.

### **4. Minutes - To confirm as correct the minutes of the meeting held on 26 February 2020 (Pages 3 - 9)**

### **5. Minutes of Sub-Committees - To note the minutes of the JNC Appointments, Salaries and Structures Panel held on 23 March and 7 April 2020 (Pages 11 - 14)**

### **6. Leader's Statement**

The Leader will present his statement.

### **7. Appointments to the Political Structure and Other Bodies 2020/21 (Pages 15 - 26)**

### **8. Members' Allowances Scheme 2020/21 (Pages 27 - 36)**

### **9. The New Corporate Plan 2020-22 (Pages 37 - 213)**

### **10. Questions With Notice**

### **11. Any other public items which the Chair decides are urgent**

### **12. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

## **Private Business**

The public and press have a legal right to attend Council meetings such as the Assembly, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant legislation (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 as amended). ***There are no such items at the time of preparing this agenda.***

- 13. Any confidential or exempt items which the Chair decides are urgent**

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Our Vision for Barking and Dagenham

## **ONE BOROUGH; ONE COMMUNITY; NO-ONE LEFT BEHIND**

Our Priorities

### **A New Kind of Council**

- Build a well-run organisation
- Ensure relentlessly reliable services
- Develop place-based partnerships

### **Empowering People**

- Enable greater independence whilst protecting the most vulnerable
- Strengthen our services for all
- Intervene earlier

### **Inclusive Growth**

- Develop our aspirational and affordable housing offer
- Shape great places and strong communities through regeneration
- Encourage enterprise and enable employment

### **Citizenship and Participation**

- Harness culture and increase opportunity
- Encourage civic pride and social responsibility
- Strengthen partnerships, participation and a place-based approach

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## MINUTES OF ASSEMBLY

Wednesday, 26 February 2020  
(7:00 - 8:45 pm)

### PRESENT

Cllr Elizabeth Kangethe (Chair)  
(Deputy Chair)

Cllr Andrew Achilleos	Cllr Dorothy Akwaboah	Cllr Sanchia Alasia
Cllr Saima Ashraf	Cllr Abdul Aziz	Cllr Toni Bankole
Cllr Simon Bremner	Cllr Princess Bright	Cllr Sade Bright
Cllr Laila M. Butt	Cllr Evelyn Carpenter	Cllr Peter Chand
Cllr Josie Channer	Cllr John Dulwich	Cllr Edna Fergus
Cllr Irma Freeborn	Cllr Cameron Geddes	Cllr Syed Ghani
Cllr Amardeep Singh Jamu	Cllr Jane Jones	Cllr Eileen Keller
Cllr Mohammed Khan	Cllr Donna Lumsden	Cllr Olawale Martins
Cllr Mick McCarthy	Cllr Giasuddin Miah	Cllr Dave Miles
Cllr Margaret Mullane	Cllr Adegboyega Oluwole	Cllr Glenda Paddle
Cllr Simon Perry	Cllr Moin Quadri	Cllr Foyzur Rahman
Cllr Tony Ramsay	Cllr Chris Rice	Cllr Lynda Rice
Cllr Ingrid Robinson	Cllr Paul Robinson	Cllr Darren Rodwell
Cllr Muhammad Saleem	Cllr Faraaz Shaukat	Cllr Bill Turner
Cllr Dominic Twomey	Cllr Phil Waker	Cllr Maureen Worby

### APOLOGIES FOR ABSENCE

Cllr Rocky Gill	Cllr Kashif Haroon	Cllr Emily Rodwell
Cllr Lee Waker		

#### 50. Declaration of Members' Interests

There were no declarations of interest.

#### 51. Minutes (29 January 2020)

The minutes of the meeting held on 29 January 2020 were confirmed as correct.

#### 52. Death of former Councillor Alan Stevens

The Assembly noted with deep regret that former Councillor Alan Stevens passed away on 14 January 2020 and was cremated at South Essex Crematorium on 11 February 2020.

Mr Stevens was first elected to the Council in a by-election for the former Triptons ward in December 1980 and then went on to serve as a ward councillor for the Eastbrook ward between 1982 and 1986. During his time on the Council, he served on a range of committees.

Mr Stevens was also a School Governor for Henry Green and Richard Alibon as well as Eastbrook, where he eventually became the Chair, a role he worked tirelessly in for many years.

Councillors Ramsay and McCarthy spoke warmly of their memories of their former colleague and friend.

The Assembly stood for a minute's silence as a mark of respect.

### **53. Leader's Statement**

The Leader of the Council presented a statement updating the Assembly on a range of matters since the last meeting. His statement followed a short video about the Government review of the Fair Funding Formula which demonstrated that it is anything but fair and as stated in last month's statement contradicted the Prime Minister's post-election promise to 'level up' poor areas. Other matters covered in the statement included:

**The Budget** – The Cabinet Member for Finance, Performance and Core Services will be presenting the Budget at the meeting which is not just about setting the Council Tax and how the Council's books are balanced but also about where the Borough has come from and where it is going. The Council are ensuring that basic services such as cleaning the streets, dealing with fly tipping etc continue as well as promoting a sense of solidarity and togetherness with the community through things like the 'Wall of Shame' and Summer of Festivals. The message is whilst much has been achieved there is still much to do, which the Cabinet Member will elaborate on in his Statement.

**UCL Pearl** – The developer has started demolition works on a part of the former Sanofi site to build a world class facility for science and innovation in the Borough.

**Film Studios** – The expectation was that a planning application for the film studios would be made this month. High level discussions with key players are ongoing to enable this exciting project to come to fruition.

**Barking Riverside - Clipper Boat** – Heads of terms have been signed with Barking Riverside Ltd which will bring the Clipper Boat down the Thames to Riverside from 2021.

**3 London Markets** – The City of London plan to present to Parliament in November the proposal to relocate the three markets onto the former Barking Power Station site.

**Executive Lead on London Councils and LGA** – Noted a number of events attended by the Leader in his capacity as the Executive Lead where he has spoken about the Borough's 'Wall of Shame', the failure of successive government's to build affordable housing and the huge growth in short term lets by unregulated bodies.

**Coronavirus-** The Cabinet Member for Social Care and Health Integration updated the Assembly on the local response to the Coronavirus following a number of local school trips including Sydney Russell to Northern Italy, the Region



of a recent outbreak. It was noted that none of the school parties had visited the areas which are subject to 'lock down' and consequently the risk of infection is extremely low. The advice of Public Health England is if a pupil displays flu like symptoms then they should go home and self-isolate in which case self-testing kits will be provided.

#### **54. Appointments**

There were none.

#### **55. Budget Framework 2020/21 and Medium Term Financial Strategy 2020/21 - 2023/24**

A video highlighting the Borough's key developments and initiatives during the year was shown before the Cabinet Member for Finance, Performance and Core Services introduced the Council's proposed budget framework for 2020/21 which incorporated the following:

- The General Fund revenue budget for 2020/21
- The level of Council Tax for 2020/21
- The Medium-Term Financial Strategy (MTFS) for 2020/210 to 2023/24
- The draft Capital Investment Programme for 2020/21 to 2023/24; and
- An update on the Dedicated Schools Grant and Local Funding Formula for Schools.

The Cabinet Member provided the context to this year's budget and specifically the Prime Minister recent announcement referred to in the Leader's Statement about the so called 'levelling up' by redistributing monies through the review of the Fair Funding Formula. Based on an analysis of the implications of the government's thinking conducted by the LGA it is suggested that despite being one of the most deprived communities in the country the Borough stands to lose more than £3m.

He outlined the challenges that Barking & Dagenham has faced over the decades and those currently as a result of the Government's austerity measures over the past ten years which in stark terms shows that for every £1 of funding available in 2010 we now have 33p to meet our needs. Viewed against the backdrop of some of the lowest land values in London, the second highest population growth in London and with one of the youngest boroughs in the country means local residents continue to face huge challenges in terms of unemployment, poor educational attainment as well as chronic health outcomes.

Turning to this year's budget proposals the Cabinet Member explained that whilst the Council strives to deliver basic services like collecting rubbish and fixing potholes, its biggest costs concern social care with out of every £1 spent 70p going towards supporting the elderly and vulnerable children who cannot live at home with their families. The Council's social care budget has fallen by £8m since 2016 and the overspend on children in care is on par with London as a whole. Whilst Barking and Dagenham is doing more with less money the budget situation coupled with increasing pressure on the NHS means social care services are increasingly needing to step in. On top of this are mounting pressures in other services such as housing and homelessness.

For more than a decade the government has made huge cuts to the Council's funding and whilst for many years a council tax freeze was maintained the cumulative impact of the freeze has eroded the tax base to the extent that for every £1 the Council spends only 16p is generated from Council Tax.

Nonetheless without it the Council would struggle even more to provide services, and therefore it was proposed to increase Council Tax by 3.99%. which included 1.99% for general Council services raising an additional £1.2m, plus a further 2% specifically ring-fenced as an adult social care precept which overall represented an increase of 95p per week for the average family in Band D.

The Cabinet Member commented on the 2020/21 budget consultation that had taken place during January 2020, which included both face-to-face events with the local community and local businesses and a Facebook live Q&A session. The interaction across social media generated a significant response with surprisingly only a small number of residents opposing increasing the Council tax or paying a little more towards adult social care costs.

The Cabinet Member summed up where the Council was today and that whilst much had been achieved there was still much to do. He highlighted a number of the positive things happening including the continued Summer of Festivals which next year will mark the 100<sup>th</sup> anniversary of the Becontree Estate, the growing redevelopment opportunities including the relocation of London's iconic markets, the Film Studio in Dagenham, UCL Pearl, the state of the art research centre, the growing Youth Zone, a first in London as well as the launch of Beam Energy and the provision of more community food clubs to help residents save money on their shopping bills.

He emphasised the importance of getting the basics right including making the streets cleaner, investment in new street cleaning vehicles and bin trucks, the successful launch of a white goods collection service, enforcement initiatives including the Borough-wide landlord licensing scheme and 'Wall of Shame' videos, the prevention of nearly 480 households from becoming homeless, continuing to build new affordable homes for local people, initiating community participation and engagement projects such as the Good Neighbour Guide, as well as achieving Good or Outstanding Ofsted ratings in 9 out of 10 of Schools.

The Cabinet Member said that although 2020/21 would be another tough year for the Council both in terms of maintaining savings and services, the focus would be to continue tackling poverty and disadvantage and delivery for all. He concluded the budget presentation by highlighting what the Council had achieved despite all the financial difficulties and challenged this government to play their part by giving the Council fair funding.

A number of comments followed the presentation including:

- Ensuring that the Council is clear what is meant by affordable housing in the context of the offer to local residents,
- With the development of up to 50,000 new homes in the Borough and the increased deployment of CPZ's it is important to use these debates to put pressure on the public transport operators, particularly the rail providers,
- In acknowledging residents' concerns about the level of serious crime in the Borough it should not be forgot that under this government more than

1,000 Police Officers have been lost across the BCU in the last decade and which this Council will continue to campaign for more resources.

- In that respect paid thanks to the work of the London Mayor who has campaigned to get both more Police Officers and Fire Fighters as well as keep fare increases down, and finally
- Paid tribute to the staff and the Unions who have had to work under very trying conditions over the past decade due to the austerity imposed by this government.

In accordance with paragraph 10.3.2 of Part 2, Chapter 3 of the Council Constitution, the budget was put to a recorded vote and was **agreed** as follows:

For: Councillors Achilleos, Akwaboah, Alasia, Ashraf, Aziz, Bankole, Bremner, Princess Bright, Sade Bright, Butt, Carpenter, Chand, Channer, Dulwich, Fergus, Freeborn, Geddes, Ghani, Jamu, Jones, Kangethe, Keller, Khan, Lumsden, Martins, McCarthy, Miah, Miles, Mullane, Oluwole, Paddle, Perry, Quadri, Rahman, Ramsay, Chris Rice, Lynda Rice, Ingrid Robinson, Paul Robinson, Darren Rodwell, Saleem, Shaukat, Turner, Twomey, Phil Waker and Worby (46)

Against: None (0)

Abstain: None (0)

The Assembly **resolved** to:

- (i) Approve a base revenue budget for 2020/21 of £155.796m, as detailed in Appendix A to the report,
- (ii) Approve the adjusted Medium Term Financial Strategy (MTFS) position for 2020/21 to 2023/24 allowing for other known pressures and risks at this time, as detailed in Appendix B to the report, including the additional cost of borrowing to accommodate the capital costs associated with the implementation of the MTFS;
- (iii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, to finalise any contribution required to or from reserves in respect of the 2020/21 budget, pending confirmation of levies and further changes to Government grants prior to 1 April 2020,
- (iv) Approve the Statutory Budget Determination for 2020/21 as set out at Appendix C to the report, which reflects an increase of 1.99% on the amount of Council Tax levied by the Council, an Adult Social Care precept of 2.00% and the final Council Tax proposed by the Greater London Assembly (3.6% increase), as detailed in Appendix D to the report,
- (v) Note the update on the current projects, issues and risks in relation to Council services, as detailed in sections 9-12 of the report,
- (vi) Approve the Council's draft Capital Programme for 2020/21 totalling £318.006m, of which £72.540m are General Fund schemes, as detailed in Appendix E to the report,

- (vii) Approve the Flexible Use of Capital Receipts Strategy as set out in Appendix F to the report,
- (viii) Note the update on Dedicated Schools Funding and approve the Local Funding Formula factors as set out in section 15 and Appendix G; and
- (ix) Note the Chief Finance Officer's Statutory Finance Report as set out in section 15 of the report, which includes a recommended minimum level of reserves of £12m.

## 56. Treasury Management Strategy Statement 2020/21

The Cabinet Member for Finance, Performance and Core Services presented the draft Treasury Management Strategy Statement (TMSS) for 2020/21 which in accordance with the requirements of the Local Government Act 2003 set out the Council's borrowing, investment and funding plans for the year ahead. The report was considered and endorsed by the Cabinet at its meeting on 17 February 2020.

The Cabinet Member referred to the key issues within the TMSS, including the potential effects of a range of external economic factors such as Brexit and interest rate movements, the requirements for a Capital Strategy, cash balances at financial year end and the medium-term capital finance budget position. The report also set out details of the Council's operational boundary and authorised external borrowing limits for 2020/21.

The Cabinet Member stressed that without a successful TMSS the Council would not be able to deliver much needed investment for residents through its vision of growth and regeneration. In that respect in response to a question the Cabinet Member explained that the Council adopts an ethical stance to its approach to investments

Accordingly, the Assembly **resolved** to adopt the Treasury Management Strategy Statement for 2020/21 and, in doing so, to:

- (i) Note the current treasury position for 2020/21 and prospects for interest rates, as referred to in section 7.2 of the report;
- (ii) Approve the Annual Investment Strategy 2020/21 outlining the investments that the Council may use for the prudent management of its investment balances, as set out in Appendix 1 to the report;
- (iii) Approve the Council's Borrowing Strategy 2020/21 to 2023/24, as set out in Appendix 2 to the report;
- (iv) Note that the Capital Strategy 2020/21, incorporating the Investment and Acquisitions Strategy, shall be updated and presented for approval in June 2020;
- (v) Approve the Capital Prudential and Treasury Indicators 2019/20 – 2023/24, as set out in Appendix 3 to the report;

- (vi) Approve the Minimum Revenue Provision Policy Statement for 2020/21, representing the Council's policy on repayment of debt, as set out in Appendix 4 to the report;
- (vii) Approve the Operational Boundary Limit of £1.25bn and the Authorised Borrowing Limit of £1.35bn for 2020/21, representing the statutory limit determined by the Council pursuant to section 3(1) of the Local Government Act 2003, as referred to in Appendix 4 to the report; and
- (viii) Delegate authority to the Chief Operating Officer, in consultation with the Cabinet Member for Finance, Performance and Core Services, to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement to consider the increase in cash from borrowing and any subsequent decrease in cash balances as payments are made to the Special Purpose Vehicle.

## 57. Pay Policy Statement 2020/21

The Cabinet Member for Finance, Performance and Core Services presented the Council's draft Pay Policy Statement for 2020/21 in accordance with the requirements of the Localism Act 2011.

The Statement included details of the pay ratios showing the Chief Executive's salary against the median salary figure for all employees and against the lowest paid employees.

The Cabinet Member referred to the proposed uplift in the London Living Wage (LLW) from £10.55 to £10.75 per hour with effect from 4 November 2019. The increase would also apply to a range of apprenticeship posts across the Council.

In continuing to support this Council's long-standing commitment to pay employees at or above the LLW, and led by a tribute from the Leader, Members in recognising that the staff are the Council's main asset, placed on record their thanks and gratitude to them for their continued hard work during the past decade of austerity.

Accordingly, the Assembly **resolved** to approve the Pay Policy Statement for the London Borough of Barking and Dagenham for 2020/21 as set out at Appendix A to the report, for publication on the Council's website with effect from April 2020.

## 58. Questions With Notice

There were none.

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## **MINUTES OF JNC APPOINTMENTS, SALARIES AND STRUCTURES PANEL**

Monday, 23 March 2020  
(11:30 am - 12:40 pm)

**Present:** Cllr Darren Rodwell (Chair), Cllr Dominic Twomey and Cllr Syed Ghani

**Apologies:** Cllr Abdul Aziz and Cllr Jane Jones

### **7. Declaration of Members' Interests**

There were no declarations of interest.

### **8. Private Business**

It was resolved to exclude the public and press from the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

### **9. Appointment of Interim Director of My Place**

The Panel considered the papers that had been submitted in advance of the meeting, which included the job description and person specification for the post and the personal statement of the sole applicant.

The Panel reviewed and agreed the interview questions to be asked of the candidate.

Following the interviews, Members discussed the responses to the questions and reached a unanimous decision regarding the appointment.

The Panel **resolved** to appoint Lisa Keating to the post of Director of My Place on a six-month fixed-term basis, subject to suitable references, other employment checks and usual terms and conditions.

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# **MINUTES OF JNC APPOINTMENTS, SALARIES AND STRUCTURES PANEL**

Tuesday, 7 April 2020  
(2:13 - 2:50 pm)

**Present:** Cllr Darren Rodwell (Chair), Cllr Saima Ashraf, Cllr Jane Jones and Cllr Dominic Twomey

**Apologies:** Cllr Sanchia Alasia

## **10. Declaration of Members' Interests**

There were no declarations of interest.

## **11. Private Business**

It was resolved to exclude the public and press from the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

## **12. Interim Senior Leadership Management Arrangements**

The Chief Executive presented a report on the proposed interim senior leadership arrangements for the period of his secondment to Birmingham City Council (BCC) which was due to commence in mid-May 2020.

The Chief Executive explained that Barking and Dagenham (B&D) had received an approach, led by the Local Government Association (LGA), to provide support at Chief Executive-level to BCC. BCC had been unsuccessful with a recent recruitment drive for a permanent Chief Executive and, as the largest local authority in Europe, was facing considerable challenges at the present time. B&D's excellent reputation across the local government sector and its well-respected management team had been key factors in the approach and terms for a secondment of 9-12 months had been agreed by all parties.

In respect of the interim arrangements at B&D while the Chief Executive was on secondment, consideration had been given to seeking an external appointment to the post. However, as B&D had a very clear plan for the next 24 months it was felt that the existing senior management team was best placed to deliver that plan and had the capability and flexibility to cope with events such as the Council's response to the global COVID-19 crisis. With that in mind, the Chief Executive had drawn up a series of proposals for the Council's permanent Strategic Directors to act up into higher roles and/or take on additional responsibilities to ensure that the Council continued to meet its statutory obligations and delivered excellent services to the local community.

Arising from the discussions, the Chief Executive clarified a number of points which included:

- (a) The honoraria payments to the officers acting up into higher roles reflected

- the current salary level for those posts;
- (b) The net effect of the proposals was a saving on senior management costs of circa £81,500 (plus on-costs) in a full year;
  - (c) The LGA would also make available up to £200,000 in 2020 and 2021 towards additional managerial capacity that may be required to support B&D's management team;
  - (d) The intention was to submit a further report to the JNC Panel later in the year on additional proposals relating to the senior management structure below Strategic Director level, aimed at providing further resilience and stability while also reflecting changes to market conditions for several posts;
  - (e) The Council's response to the COVID-19 crisis would be the subject of further discussions and reports to the Overview and Scrutiny Committee.

The Panel **resolved** to:

- (i) Note the secondment of the Chief Executive to Birmingham City Council for a period of up to 12 months with effect from mid-May 2020; and
- (ii) Agree the interim senior leadership arrangements during the period of the Chief Executive's secondment as follows:
  - (a) That Claire Symonds, Deputy Chief Executive and Chief Operating Officer, becomes the Acting Chief Executive and the statutory Head of Paid Service, and receives an honorarium equivalent to the difference between her current salary and that of the current Chief Executive (£22,750 in a full year);
  - (b) That Fiona Taylor, Director of Law and Governance, becomes the Acting Deputy Chief Executive and the statutory Returning Officer and Electoral Registration Officer, as well as acting as GOLD Command for the Council's COVID 19 response, assuming management responsibility for the Corporate Assurance Team and acting as sponsor of the Core Transformation Programme, and receives an honorarium equivalent to the difference between her current salary and that of the current Deputy Chief Executive (£25,008 in a full year);
  - (c) That Philip Gregory, Finance Director, becomes the Chief Financial Officer (Section 151 Officer) and receives an honorarium equivalent to 10% of his current salary (£10,700 in a full year);
  - (d) That Graeme Cooke, Director of Inclusive Growth, assumes the role of strategic lead for the development of the Council's performance framework and the line management of the Director of My Place, and receives an honorarium equivalent to 10% of his current salary (£11,523 in a full year); and
  - (e) That Elaine Allegretti, Director of People and Resilience, takes on additional responsibilities to be determined by the Head of Paid Service and receives an honorarium equivalent to up to 10% of her current salary (maximum of £11,523 in a full year), also to be determined by the Head of Paid Service.

## ANNUAL ASSEMBLY

13 May 2020

<b>Title:</b> Appointments to the Political Structure and Other Bodies 2020/21	
<b>Report of the Director of Law and Governance</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> John Dawe, Senior Governance Officer	<b>Contact Details:</b> E-mail: <a href="mailto:john.dawe@lbbd.gov.uk">john.dawe@lbbd.gov.uk</a>
<b>Accountable Strategic Leadership Director:</b> Fiona Taylor, Director of Law & Governance	
<p><b>Summary</b></p> <p>The Assembly is responsible for appointments to the political structure and various other internal and external bodies, except those reserved to the Leader and/or Cabinet Members.</p> <p>Appendix 1 to this report shows the proposed appointments for the 2020/21 municipal year relating to Council committees and other internal and external bodies which are the responsibility of the Assembly. Appendix 2 shows those appointments that do not require Assembly approval, including appointments made by the Leader and/or Cabinet Members to internal and external bodies.</p> <p>The annual appointment of the Mayor is, in normal circumstances, dealt with at the Ceremonial Council during May. However given the current COVID-19 restrictions on public interaction, it is proposed that the term of office of the current Mayor, Councillor Peter Chand, be extended to January 2021 at which point the Ceremonial Council would convene to appoint a new Mayor for the period up to May 2022.</p>	
<p><b>Recommendation(s)</b></p> <p>The Assembly is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Approve the appointments to various Council committees and other internal and external bodies, as set out in Appendix 1 to the report,</li> <li>(ii) Note the Council representation on committees and other internal and external bodies that do not require Assembly approval, as set out in Appendix 2 to the report, and</li> <li>(iii) Agree the revised Mayoral arrangements for the 2020/21 and 2021/22 municipal years in the light of the COVID-19 restrictions as set out in the report.</li> </ul>	

## **Reason(s)**

To meet the statutory and constitutional requirements and to ensure relevant positions are appointed to.

### **1. Introduction and Background**

- 1.1 Part 2, Chapter 4 of the Constitution sets out the Assembly's responsibilities in respect of appointments to the political structure and various other internal and external bodies.
- 1.2 The appointments meet statutory and constitutional requirements and ensure the Council is able to proceed with the business reserved to the committees.
- 1.3 The nomination process for the various positions to which appointments are required for the municipal year 2020/21 is dealt with through party groups which, for Barking and Dagenham, is just the Labour Group.

### **2. Proposal and Issues**

- 2.1 Attached at Appendix 1 is the provisional schedule of nominations from the Labour Group for the 2020/21 municipal year in respect of appointments which the Assembly has responsibility for appointing to. These appointments relate to main Council committees and other internal and external body meetings
- 2.2 Appendix 2 shows the appointments made to other internal and external bodies which are either the responsibility of the Leader and/or Cabinet Members or do not otherwise require consideration at this meeting.
- 2.3 Any changes / additions to the information contained in the appendices will be reported at the meeting.
- 2.4 The annual appointment of the Mayor is, in normal circumstances, dealt with at the Ceremonial Council during May. However given the current COVID-19 restrictions on public interaction which are likely to considerably impact on the required duties of the Mayor for the foreseeable future, it is felt appropriate to extend the term of office of the current Mayor, Councillor Peter Chand, to January 2021. At that point, a meeting of the Ceremonial Council shall be convened to appoint a new Mayor for the period up to May 2022.

### **3. Options Appraisal**

- 3.1 Any delay in reappointing Members to the various meetings and other bodies puts the normal decision-making process and business of the Council at risk.

### **4. Consultation**

- 4.1 Consultation has taken place with Members and officers as appropriate.

## **5. Financial Implications**

Implications completed by Katherine Heffernan, Group Manager, Service Finance

- 5.1 There are no financial implications associated with this report. This concerns the annual appointment of elected Members to Boards and Committees. Where an appointment carries an allowance the financial impact of this is set out in another report to this meeting.

## **6. Legal Implications**

Implications completed by Dr Paul Feild, Senior Governance Lawyer

- 6.1 The Assembly is a meeting of full Council for the purposes of Section 8 and Schedule 2 of the Local Government Act 1972. This meeting of the Assembly is the annual meeting where the Council decides on the overall political structure and makes the necessary appointments
- 6.2 Part 2 (the Articles) of the Council's Constitution sets out the membership requirements and terms of reference for the various Council committees. The appointments in this report meet statutory and constitutional requirements and ensure the Council is able to proceed with the business reserved to each committee.

**Public Background Papers Used in the Preparation of the Report:** None

### **List of appendices:**

**Appendix 1** - Nominations to main Council committees other internal and external body meetings 2020/21

**Appendix 2** - Appointments made to other internal and external bodies not requiring Assembly approval

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**Main Council Committees to be appointed to – May 2021**

(Appointments are for one year unless otherwise stated)

Committee	Appointments Required	Nominations
<b>Assembly</b>	<b>Chair</b> <b>Deputy Chair</b>	Chair – Cllr Kangethe Deputy Chair – Cllr Choudhury
<b>Audit and Standards Committee</b>	<b>Chair</b> <b>Deputy Chair</b> <b>Plus 6 additional members</b>	Councillors P. Bright (Chair), Oluwole (Deputy Chair), Bremner, Channer, Haroon, Freeborn, E. Rodwell and Khan
<b>Health Scrutiny Committee</b>	<b>Chair</b> <b>Deputy Chair</b> <b>Plus 4 additional members</b>	Councillors P. Robinson (Chair), Lumsden (Deputy Chair), Aziz, Chand, Oluwole and C. Rice.
<b>JNC Appointments, Salaries and Structures Panel</b>	<b>6 non-Cabinet members</b> (to form a pool)	Councillors Kangethe, Lumsden, Martins, Oluwole, Shaukat and P. Waker
<b>Licensing &amp; Regulatory Committee</b>	<b>Chair</b> <b>Deputy Chair</b> <b>Plus 8 additional members</b>	Councillors Quadri (Chair), Shaukat (Deputy Chair), Chand, Channer, Haroon, Lumsden, Miah, Oluwole, Paddle and L. Waker
<b>Overview &amp; Scrutiny Committee</b>	<b>Chair</b> <b>Deputy Chair</b> <b>Plus 8 additional members</b>	Councillors Jones (Chair), Akwaboah (Deputy Chair), Bankole, Lumsden, Martins, Perry, I. Robinson, P. Robinson, Turner and P. Waker
<b>Pensions Committee</b>	<b>Chair</b> <b>Deputy Chair</b> <b>Plus 5 additional members</b> (two-year appointment to May 2022)	Councillors Haroon (Chair), Rahman (Deputy Chair), Gill, Jamu, McCarthy, Miles and Ramsay

Committee	Appointments Required	Nominations
<b>Personnel Board</b>	<b>Chair</b> <b>Deputy Chair</b> <b>Plus 7 additional members</b> (to form a pool)	Councillors Bremner (Chair), E. Rodwell (Deputy Chair), Butt, Jones, Keller, Rahman, I. Robinson, Miles and P. Waker
<b>Planning Committee</b>	<b>Chair</b> <b>Deputy Chair</b> <b>Plus 6 additional members</b>  (Cabinet Members for Regeneration & Social Housing and Finance, Performance & Core Services automatically appointed as ex-officio voting members)	Councillors Saleem (Chair), Dulwich (Deputy Chair), Alasia, Choudhury, Freeborn, Khan, Martins and Rahman.  Councillors Geddes and Twomey



**Other Internal / Outside Bodies to be appointed to – May 2020**

(Appointments are for one year unless otherwise stated)

<b>Body / Committee</b>	<b>Appointment required (shown in bold)</b>	<b>Nominations</b>
<b>Chadwell Heath Community Trust Board</b>	<b>3 Councillors</b> (preferably with strong connections to the area and/or the Trust)	Councillors Jamu, Khan and Perry
<b>East London Waste Authority</b>	<b>1 Councillor</b>  (plus Cabinet Member for Public Realm automatically appointed)	Councillor Akwaboah  Councillor Ghani
<b>Elevate Strategic Partner Board</b>	<b>1 non-Cabinet Councillor</b>  plus Cabinet Member for Finance, Performance & Core Services automatically appointed (as Chair)	Councillor Oluwole  Councillor Twomey
<b>Employee Joint Consultative Committee</b>	<b>5 Councillors</b>  plus Cabinet Member for Finance, Performance & Core Services automatically appointed	Councillors Ghani, Jones, Saleem, Shaukat and Worby  Councillor Twomey
<b>London Road Safety Council</b>	<b>2 Councillors</b>	Councillors Lumsden and Oluwole (two-year appointments to 2022)

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**Appointments made by Leader, Cabinet Members and/or other appointments  
not requiring Assembly approval 2020/21 – For information only**

<b>Body / Committee</b>	<b>Appointee(s)</b>
<b>Admissions Forum</b>	Cabinet Member for Educational Attainment & School Improvement and Councillors Dulwich, Freeborn, Keller, Martins, Oluwole, Paddle and Turner (appointed up to May 2022)
<b>Barking and Dagenham Adoption and Permanence Panel</b>	Councillor Lumsden (appointed up to May 2022)
<b>Barking and Dagenham Fostering Panel</b>	Councillors Lumsden and I. Robinson (appointed up to May 2022)
<b>Barking and Dagenham Safeguarding Adult's Board</b>	Cabinet Member for Social Care & Health Integration
<b>Barking and Dagenham Safeguarding Children Board</b>	Cabinet Member for Social Care & Health Integration
<b>Barking and Ilford United Charities</b>	Councillors Lumsden and Quadri (appointed up to May 2022)
<b>Barking Riverside Community Interest Company</b>	Cabinet Member for Regeneration & Social Housing and the Leader and two substitute representatives (Councillors Channer and Turner - Thames Ward councillors)
<b>Barking Riverside Limited Board</b>	Cabinet Member for Regeneration & Social Housing (observer status only)
<b>Cabinet</b>	Councillors Rodwell (Chair), Ashraf (Deputy Chair), Twomey (Deputy Chair), S. Bright, Carpenter, Geddes, Ghani, Mullane, L. Rice and Worby
<b>Capital Letters</b>	Cabinet Member for Regeneration & Social Housing and two substitute representatives (currently vacant) to be appointed by the Cabinet Member
<b>Ceremonial Council</b>	The Mayor is automatically Chair and the appointed Chair of the Assembly is Deputy Chair
<b>Citizens Advice Barking &amp; Dagenham</b>	Councillors I. Robinson and Saleem (appointed up to May 2022)

<b>Colin Pond Bursaries for Higher Education</b>	Cabinet Member for Educational Attainment & School Improvement, the statutory Chief Financial Officer, the statutory Director of Children's Services and the Director of Law and Governance
<b>Community Safety Partnership</b>	Cabinet Members for Enforcement & Community Safety and Social Care & Health Integration
<b>Dagenham United Charity</b>	Councillors Chand, Keller, Mullane and L. Waker (appointed up to May 2022)
<b>East London Housing Partnership</b>	Cabinet Member for Regeneration & Social Housing
<b>East London Solutions Leaders' Group</b>	Leader of the Council
<b>Elevate Limited Liability Partnership Board</b>	Cabinet Member for Finance, Performance & Core Services and one deputy representative (Councillor Oluwole) appointed by the Cabinet Member
<b>Health and Wellbeing Board</b>	Cabinet Member for Social Care & Health Integration (as Chair) and four other Cabinet Members (Councillors Ashraf, S. Bright, Carpenter and L. Rice) appointed by the Leader
<b>Housing Forum - Barking</b>	All Councillors from the following Wards: Abbey, Becontree, Eastbury, Gascoigne, Goresbrook, Longbridge, Mayesbrook and Thames
<b>Housing Forum - Dagenham</b>	All Councillors from the following Wards: Alibon, Chadwell Heath, Eastbrook, Heath, Parsloes, River, Village, Valence and Whalebone
<b>Joint Health Overview and Scrutiny Committee</b>	Three Councillors to be appointed by the Health Scrutiny Committee
<b>Kallar Lodge and Fews Lodge Trust Fund</b>	Councillors Chand and Keller (appointed up to May 2022)
<b>King George V Silver Jubilee Trust Fund</b>	The Mayor and the statutory Director of Children's Services
<b>LGA General Assembly</b>	Leader and Deputy Leader (the Cabinet Member for Community Leadership and Engagement) and two other councillors (Councillors S Bright and Twomey) appointed by the Leader
<b>Local London Joint Committee</b>	Leader of the Council and Chief Executive

<b>Local Plan Steering Group</b>	The Leader of the Council and Cabinet Members for Regeneration & Social Housing and Social Care & Health Integration (voting Members) plus Chair and Deputy Chair of the Planning Committee (non-voting)
<b>London Councils Children and Young People Lead Member</b>	Cabinet Member for Educational Attainment & School Improvement
<b>London Councils Crime and Public Protection Lead Member</b>	Cabinet Member for Enforcement & Community Safety
<b>London Councils Culture, Tourism &amp; Sport Lead Member</b>	Cabinet Member for Community Leadership & Engagement
<b>London Councils Economic Development / Regeneration Lead Member</b>	Cabinet Member for Regeneration & Social Housing
<b>London Councils Employment &amp; Skills Lead Member</b>	Cabinet Member for Employment, Skills and Aspiration
<b>London Councils Grants Committee</b>	Cabinet Member for Community Leadership & Engagement and up to four Cabinet Member deputies (Councillor S. Bright and three vacancies) appointed by the Cabinet Member
<b>London Councils Greater London Employment Forum</b>	Cabinet Member for Employment, Skills and Aspiration and one deputy (Councillor Freeborn) appointed by the Leader
<b>London Councils Health and Adult Services Lead Member</b>	Cabinet Member for Social Care & Health Integration
<b>London Councils Housing Lead Member</b>	Cabinet Member for Regeneration & Social Housing
<b>London Councils Leaders' Committee</b>	Leader of the Council and two deputies (Councillors Ashraf and S. Bright) appointed by the Leader
<b>London Local Authorities Pensions Funds Collective Investment Vehicle (CIV)</b>	Cabinet Member for Finance, Performance & Core Services and one deputy (Councillor Haroon) appointed by the Leader
<b>London Councils Planning / Infrastructure Lead Member</b>	Cabinet Member for Regeneration & Social Housing

<b>London Councils Transport and Environment Committee</b>	Cabinet Member for Public Realm and up to four deputies (Councillor Geddes and three vacancies) appointed by the Cabinet Member
<b>London-wide Business Rates Group (Strategic Investment Pot)</b>	Leader of the Council
<b>May &amp; Baker Eastbrook Community Club</b>	Councillors P. Bright, McCarthy and Ramsay (Eastbrook Ward councillors) (appointed up to May 2022)
<b>Members' Corporate Parenting Group</b>	Councillors Carpenter, Paddle and I. Robinson (appointed by the Cabinet Member for Social Care & Health Integration) (appointed up to May 2022)
<b>Newable</b> (formerly Greater London Enterprise)	Leader of the Council
<b>North East London Foundation Trust (NELFT) Governing Body</b>	Councillor C Rice (appointed by the Leader of the Council) (appointed up to May 2022)
<b>OFSTED Report Panel</b>	Cabinet Member for Educational Attainment & School Improvement and Councillors Akwaboah, Fergus, Lumsden, Martins, Oluwole, Paddle, Rahman, I. Robinson and P. Waker (appointed up to May 2022)
<b>Policy Task Group</b>	Councillors Haroon (Chair), Shaukat (Deputy Chair), Dulwich, Fergus, Freeborn, Khan, Miah, Paddle, Quadri and C. Rice (appointed by the Leader of the Council)
<b>Public Transport Liaison Group</b>	Cabinet Member for Regeneration & Social Housing and one other councillor (Councillor Turner) appointed by the Cabinet Member
<b>Registered Provider Forum</b>	Cabinet Member for Regeneration & Social Housing and two other councillors (Councillors Bankole and Perry) appointed by the Cabinet Member
<b>Reserve Forces and Cadets Association for Greater London</b>	The Cabinet Member for Community Leadership and Engagement
<b>Shareholder Panel</b>	Cabinet Members for Finance, Performance & Core Services and Social Care & Health Integration, the Chief Operating Officer and the Director of Law and Governance

**(Note:** All appointments are co-terminus with Local Elections)

## ANNUAL ASSEMBLY

13 May 2020

<b>Title:</b> Members' Allowances Scheme 2020/21	
<b>Report of the Leader of the Council</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Alan Dawson, Head of Governance & Electoral Services	<b>Contact Details:</b> Email: alan.dawson@lbbd.gov.uk
<b>Accountable Strategic Leadership Director:</b> Fiona Taylor, Director of Law and Governance	
<p><b>Summary:</b></p> <p>This report sets out proposals in relation to Members' allowances for the 2020/21 municipal year.</p> <p>Following a review of the Members' Allowances Scheme in 2018, which resulted in allowance levels increasing for the first time in 10 years, it is proposed that all basic and special responsibility allowances (SRAs) continue to remain at the levels agreed by the Assembly on 18 July 2018.</p>	
<p><b>Recommendation(s)</b></p> <p>The Assembly is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Agree that no increase be applied to Members' basic and special responsibility allowances for the 2020/21 municipal year; and</li> <li>(ii) Adopt the Members' Allowances Scheme 2020/21 at Appendix A to the report, to be effective from 14 May 2020.</li> </ul>	
<p><b>Reason(s)</b></p> <p>To accord with the Local Authorities (Members' Allowances) (England) Regulations 2003.</p>	

## 1. Introduction and Background

- 1.1 The Local Authorities (Members Allowances) (England) Regulations 2003 require local authorities to make an annual scheme of allowances.
- 1.2 In setting its annual scheme, the Council must have regard to any recommendations of an independent remuneration panel (IRP). The exceptions to this requirement are where allowances are to be increased in accordance with an

approved index or where no increase is proposed, subject to a review every four years.

- 1.3 In June 2014, the Council disbanded its own IRP due to a number of the Panel Members stepping down and the decision was taken that, from that point, the Council would have regard to the London Councils Independent Remuneration Panel (LCIRP) recommendations when considering its annual allowances. The LCIRP was established by London Councils in 2001 to exercise the function on behalf of London Boroughs and produces a report every four years, the latest being its 2018 report.
- 1.4 At the Annual meeting on 23 May 2018, the Assembly agreed an interim Members' Allowances Scheme for 2018/19 which kept the majority of allowances at the same levels since 2008/9. The changes to the Scheme were confined, at that time, to the SRAs relating to those roles that were revised / introduced as a direct result of the new Council governance and committee structure arrangements that had been approved by the Assembly at its 28 February and 23 May 2018 meetings.
- 1.5 It was also noted at the Annual meeting that a further review of allowances would be carried out during the year. The purpose of the review was to properly assess the impact of the new governance arrangements, Members' new responsibilities under those arrangements and the appropriate level of allowances having regard to the recommendations of the LCIRP Report 2018 and benchmarking against all other London Boroughs' allowances.
- 1.6 That review report was presented to an extraordinary meeting of the Assembly on 18 July 2018. The Assembly acknowledged that the basic allowance paid to all councillors had remained frozen since 2008/09 at £10,006 and SRAs were also at the same levels as they were 10 years previously, except for the interim changes agreed at the 23 May 2018 meeting. With that in mind and having regard to the LCIRP recommendations and the benchmarking data, the Assembly agreed to increase the basic allowance from £10,006 to £11,000 and to increase the SRAs payable to a range of Chair and Deputy Chair positions, Cabinet Members and the Leader and Deputy Leader positions. The combined effect of the changes resulted in an increase of £149,000 to the Members' Allowances budget, giving a total budget of £987,000.
- 1.7 The Members' Allowances Scheme forms part of the Council Constitution (Part 6).

## **2. Proposal and Issues**

- 2.1 Following the 2018 detailed review of the Members' Allowances Scheme, it is proposed that the basic allowance and SRAs continue to remain at those levels for the foreseeable future. It is anticipated that the next review will be undertaken in 2022, following the publication of the next LCIRP report.
- 2.2 Furthermore, there are no proposed changes to the positions that shall qualify for a special responsibility allowance or the rates applicable to travelling, subsistence and other allowances.
- 2.3 The proposed Members' Allowances Scheme for 2020/21 is set out at **Appendix A**.



### **3. Options Appraisal**

- 3.1 As the detailed review of the Scheme was only undertaken in 2018 and the intention is for the existing Scheme to continue until at least 2022, no alternative options have been considered for 2020/21.

### **4. Consultation**

- 4.1 The proposals in this report have been discussed with relevant Cabinet Members and officers.

### **5. Financial Implications**

Implications completed by: Katherine Heffernan, Group Manager, Service Finance

- 5.1 The Members' Allowances budget for 2020/21 is £987,000 and is sufficient to meet all projected costs during the year. Any proposed increase in allowances would need to be funded within the current budget through other efficiencies, such as reducing the number of positions attracting an SRA, or via an approved growth bid or additional funding.

### **6. Legal Implications**

Implications completed by: Dr Paul Feild, Senior Governance Lawyer

- 6.1 The Local Authorities (Members Allowances) (England) Regulations 2003 require local authorities to make an annual scheme of allowances, which must be approved by the Assembly.

### **Public Background Papers Used in the Preparation of the Report:**

- London Councils Independent Panel Report "The Remuneration of Councillors in London 2018" (<https://www.londoncouncils.gov.uk/who-we-are/about-us/financial-information/leadership-and-expenses/remuneration-councillors-london>)
- "Members' Allowances Scheme 2018/19" report to Assembly 23 May 2018 (Minute 10) (<https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CIId=179&MIId=9404&Ver=4>)
- "Revised Members' Allowances Scheme 2018/19" report to Extraordinary meeting of the Assembly 18 July 2018 (Minute 19) (<https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CIId=179&MIId=10257&Ver=4>)

### **List of appendices:**

- **Appendix A** – Proposed Members' Allowance Scheme 2020/21

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## **Members' Allowances Scheme 2020/21**

The Council of the London Borough of Barking and Dagenham, pursuant to the Local Authorities (Members' Allowances) (England) Regulations 2003 ("the Regulations"), hereby makes the following scheme.

### **1. Introduction**

- 1.1 The Members' Allowances Scheme ("the Scheme") is approved each year by the Assembly at its annual meeting. The Assembly shall have regard to any recommendations made by an independent remuneration panel before making or amending the Scheme, except where allowances are to be increased in accordance with an approved index or where no increase is proposed, subject to a review every four years.

### **2. Types of Allowances**

- 2.1 The allowances payable are:
- a) Basic Allowance;
  - b) Special Responsibility Allowance;
  - c) Co-opted Members' Allowance;
  - d) Travelling and Subsistence Allowance;
  - e) Dependants' Carers' Allowance;
  - f) Other allowances as described in the Scheme.

### **3. Effective Date**

- 3.1 This Scheme has effect from 14 May 2020.

### **4. Definitions**

- 4.1 "Approved duties" means attendance by a Councillor or Co-opted Member at any:
- a) formally convened meeting of any committee or body to which the individual has been appointed or nominated by the Authority, including any sub-committees or working parties thereof;
  - b) conference, training session and presentation organised by or on behalf of the Authority which the individual is required to attend;
  - c) meeting with a Strategic or other Director where the Councillor's attendance has been requested in writing or by e-mail or where the Councillor is a member of the Cabinet.
- 4.2 "Co-opted Member" means any co-opted, added or independent Member of a Committee or other body to which this scheme relates regardless of whether or not the Co-opted Member receives a Co-opted Members' Allowance.

## **5. Basic Allowance**

- 5.1 A Basic Allowance shall be paid to each Councillor in accordance with Appendix 1 to this Scheme.

## **6. Special Responsibility Allowances**

- 6.1 Special Responsibility Allowances shall be paid in accordance with Appendix 1 to this Scheme.
- 6.2 Where a Councillor would otherwise be entitled under the Scheme to more than one Special Responsibility Allowance, the entitlement shall only be to the highest allowance.
- 6.3 In the event of a person receiving a Special Responsibility Allowance being absent or substantially unable to act for a period of at least three months, the Council may resolve to reduce the level of Special Responsibility Allowance payable to that person and instead resolve to pay the allowance, or part of it, to any person appointed as a deputy or vice-chair for such period as it determines.

## **7. Travelling and Subsistence Allowances**

- 7.1 Travelling and subsistence allowances in respect of Approved Duties undertaken by Councillors and Co-opted Members are payable in accordance with Appendix 1 to this Scheme.
- 7.2 The provisions relating to eligibility to Travelling and Subsistence Allowances apply only to Approved Duties undertaken outside the Borough. Councillors and Co-opted Members are not permitted to claim Travelling and Subsistence Allowances for any activities undertaken within the Borough.

## **8. Dependants' Carers' Allowances**

- 8.1 Dependants' Carers' allowances in respect of Approved Duties undertaken by Councillors and Co-opted Members are payable in accordance with Appendix 1 to this Scheme.
- 8.2 The carers' allowance may be claimed towards the cost of care for children or other dependants within the household who have a recognised need for care.
- 8.3 The allowance will not be payable to a member of the immediate family or household.
- 8.4 The maximum period of the entitlement will be the duration of the approved duty and reasonable travelling time.

## **9. Co-opted Members**

9.1 Co-opted Members shall be paid in accordance with Appendix 1 to this Scheme.

## **10. School Appeal Panel Members**

10.1 School Appeal Panel (Admissions and Exclusions) members shall be entitled to an allowance as set out in Appendix 1 to this Scheme but shall not be eligible to receive travelling, subsistence or Dependants' Carers' allowances.

## **11. National Insurance and Income Tax**

11.1 Payment of allowances shall be subject to such deductions as may be statutorily required in respect of national insurance and income tax.

## **12. Local Government Pension Scheme (LGPS)**

12.1 In accordance with the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014, Councillors are not eligible to be members of the LGPS.

## **13. Renunciation**

13.1 A Councillor and/or Co-opted Member may, by notice in writing to the Chief Executive, elect to forgo all or any part of his/her entitlement to an allowance under this Scheme.

## **14. Payments and Claims**

14.1 Payment of Basic and Special Responsibility Allowances shall be made in instalments of one-twelfth of the amounts specified on a monthly basis, with the exception of the Mayor's Allowance which shall typically be paid quarterly in advance unless other arrangements are agreed.

14.2 Where an individual takes office part way through a year, a proportionate part of any applicable allowance is payable, unless the allowance is a Special Responsibility Allowance for serving on a committee which is appointed for a period of less than a year.

14.3 The Council may determine that an allowance or a rate of allowance will not come into effect until a date other than the effective date of this Scheme. In such circumstances, the alternative date that the allowance shall be payable from shall be specified in Appendix 1 to this Scheme.

14.4 Claims for travelling, subsistence and dependants' carers' allowance should be completed monthly and no later than three months from the date that the expenditure was incurred.

**15. Councillors who are Members of another Authority**

- 15.1 Any Councillor who is also a Member of another Authority shall only receive allowances from one Authority in respect of the same duties.
- 15.2 In such instances, the Councillor shall be required to nominate the Authority from whom he/she wishes to receive the allowance(s) and advise the Chief Executive accordingly.

**16. Record of Allowances Paid**

- 16.1 A record of the payments made by the Authority to each Councillor and Co-opted Member shall be maintained and published in accordance with the Regulations.

**17. Publication of Scheme**

- 17.1 As soon as practicable after the making or amendment of this Scheme, arrangements shall be made for its publication within the Authority's area in accordance with the Regulations.

**London Borough of Barking and Dagenham  
Schedule of Allowances for 2020/21**

<b>Type</b>	<b>Allowance</b> (per annum unless otherwise stated)
<b>BASIC ALLOWANCE</b> (for all Councillors)	£11,000
<b>SPECIAL RESPONSIBILITY ALLOWANCES</b>	
Leader of the Council	£46,429
Deputy Leader(s) of the Council	£25,535
Other Cabinet Members	£19,000
Chair, Overview and Scrutiny Committee	£10,000
Deputy Chair, Overview and Scrutiny Committee	£5,000
Chair, Planning Committee	£8,000
Deputy Chair, Planning Committee	£4,000
Chair, Assembly Chair, Audit and Standards Committee Chair, Health Scrutiny Committee Chair, Licensing and Regulatory Committee Chair, Pensions Committee Chair, Personnel Board Chair, Policy Task Group Member Champions	£5,000
Deputy Chair, Assembly Deputy Chair, Audit and Standards Committee Deputy Chair, Health Scrutiny Committee Deputy Chair, Licensing and Regulatory Committee Deputy Chair, Pensions Committee Deputy Chair, Personnel Board Deputy Chair, Policy Task Group	£2,500
Leader(s) of the Minority Groups	£342 per seat (with a minimum of £1,110 per Leader)

<b>Type</b>	<b>Allowance</b> (per annum unless otherwise stated)
Mayor's Allowance (payable under section 3(5) of Part I of the Local Government Act 1972)	£12,000
<b>CO-OPTED MEMBERS' AND OTHER ALLOWANCES</b>	
Independent Adviser (to Audit and Standards Committee for audit functions)	£500 per meeting
Independent Persons (to Audit and Standards Committee for standards functions)	£500
School Appeal Panel Members (Admissions and Exclusions)	£20 per session (up to four hours)
<b>TRAVELLING ALLOWANCES</b>	
Mileage Rates	<ul style="list-style-type: none"> <li>• Car: 45p per mile</li> <li>• Motorcycle: 24p per mile</li> <li>• Bicycle: 20p per mile</li> </ul>
<b>SUBSISTENCE ALLOWANCES</b>	
Meal Allowances	<ul style="list-style-type: none"> <li>• Breakfast (away between 7.00am and 11.00am) - £4.92</li> <li>• Lunch (away between 12.00 noon and 2.00pm) - £6.77</li> <li>• Tea (away between 3.00pm and 6.00pm) - £2.67</li> <li>• Evening (away between 7.00pm and 11pm) - £8.35</li> </ul>
Overnight (continuous period of 24 hours involving absence overnight)	<ul style="list-style-type: none"> <li>• Normal - £79.82</li> <li>• Greater London, AMA Annual Conference or other approved Association conferences - £91.04</li> </ul>
<b>DEPENDANTS' CARERS' ALLOWANCE</b>	£10.20 per hour



## ANNUAL ASSEMBLY

13 May 2020

<b>Title:</b> The New Corporate Plan 2020-22	
<b>Report of the Cabinet Member for Finance, Performance and Core Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Rhys Clyne – Workstream Lead – Participation and Engagement	<b>Contact Details:</b> E-mail: <a href="mailto:rhys.clyne@lbbd.gov.uk">rhys.clyne@lbbd.gov.uk</a>
<b>Accountable Director:</b> Mark Tyson – Director of Policy and Participation	
<b>Accountable Strategic Leadership Director:</b> Chris Naylor – Chief Executive	
<p><b>Summary</b></p> <p>This report introduces and appends for agreement the new Corporate Plan for 2020-22.</p> <p>The Corporate Plan:</p> <ul style="list-style-type: none"> <li>• Reflects Business-as-Usual before the onset of the Coronavirus pandemic and explains why it is so important for Cabinet and Assembly to approve this position now, in support of both the immediate response to the pandemic and the Borough's eventual recovery,</li> <li>• Describes and explains the Council's Strategic Framework, from the Borough Manifesto down to frontline service delivery and individual performance,;</li> <li>• Sets out the Council's overall approach to public service, as informed by its understanding of different forms of Council activity, the principles of public service by which the Council operates, and the Council's understanding of root causes and structural inequalities,</li> <li>• Summarises how this approach is translated into a programme of activity across four key strategic priorities: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and Well Run Organisation, and</li> <li>• Appends the Single Performance Framework (Annex 1 to Appendix 1), which details all the deliverable work to be undertaken, metrics to be analysed and targets to be achieved over the coming two years to deliver the Corporate Plan.</li> </ul> <p>This report and the draft Corporate Plan were considered and endorsed by the Cabinet at its meeting on 21 April 2020.</p>	
<b>Recommendation(s)</b>	
The Assembly is recommended to approve the new Corporate Plan 2020-22 at Appendix 1 to the report.	

## Reason(s)

Chapter 4, Part 2 of the Council's Constitution states that Assembly has the responsibility of "approving which plans and strategies shall form the Council's Policy Framework, requesting the Cabinet to prepare a draft (or draft amended) plan or strategy, and approving (or approving amendments to) the plans and strategies contained within the Policy Framework".

### 1. Background

- 1.1 This Corporate Plan, and the Single Performance Framework appended to it, are extra-ordinary. The priorities, actions, deliverables, outcome measures and indicators it describes reflect Business-as-Usual before the onset of the Coronavirus pandemic. As things stand, the council and its partners are fully focused on the response to Coronavirus. Our collective priority is to do whatever it takes to protect our residents, our staff and our communities from the worst effects of the pandemic, by maintaining core services, supporting the most vulnerable and following government guidance.
- 1.2 In less than a fortnight at the time of writing, the emergency response arrangements we have put in place have allowed us to:
  - Transition 75 per cent of our workforce to working from home. Those still coming into the office and working in the community are delivering vital frontline services while being supported to maintain social distancing,
  - Close several our premises and shifted even more of our services to remote provision, online and by phone, including our housing and homelessness services and our Job Shops, and
  - Work closely with partners across the Borough to establish BD CAN, a brand-new platform that is designed to mobilise volunteer efforts, alongside the resources of the social sector and public services, in support of our most vulnerable residents.
- 1.3 Critical to our response, and to our eventual recovery, is our ability to be clear about what we need to start doing, what we need to stop doing and what we might need to do differently as a result of the Coronavirus Pandemic. In other words, we need a baseline that will allow us to understand the full impact of Coronavirus on our ability to deliver our existing plans up to 2022. This Corporate Plan, and the Single Performance Framework that sits alongside it, is designed to provide exactly that.
- 1.4 Given the context, it is inevitable that some of the commitments it describes will need to be revisited. Officers will bring regular updates on these changes back to Cabinet throughout the next year as the medium-term implications of the pandemic become clearer.
- 1.5 This Corporate Plan (2020-2022) replaces the previous Corporate Plan (2018-2022) as the medium-term expression of the Council's goals and objectives. It has been written to sit alongside the Medium-Term Financial Plan, which was approved by Cabinet in February 2020. As well as providing a baseline that will help to guide the council's response to and recovery from the Coronavirus pandemic, it has been

written with a view to translating the Council's long-term vision and approach into a programme of activity between now and 2022 that reflects the political priorities of Members. In practice, this means that alongside the Corporate Plan we are publishing a Single Performance Framework, which sets out the specific actions, deliverables, outcome measures and indicators that we will be using to monitor and manage performance in relation to these goals over the next two years (Annex 1).

- 1.6 The Council's vision and approach has evolved significantly over the past few years. The Borough Manifesto, developed on the back of thousands of conversations with residents, sets out our long-term vision for the Borough. The Ambition 2020 programme has created an organisation focused on delivering this vision through addressing the root causes of poverty, deprivation and health inequality. It has done so by continuing to adopt and embed new ways of working with our residents and with each other. Thoughtful use of data and insight to ensure the right people are getting the right support at the right times. A commitment to working with and through relationships. The potential for participation to empower our residents. And the need for ever-greater collaboration with partners across the Borough, from statutory agencies and the social sector to school, colleges, universities and the business community. All are essential ingredients of our preventative model and will become even more important in the context of our eventual recovery from Coronavirus.
- 1.7 Our vision and approach are being delivered through practical action across three overarching strategic priorities: Prevention, Independence and Resilience; Participation and Engagement; Inclusive Growth (as well as one for a 'Well Run Organisation', which is focused on creating best in class core and support functions). The Corporate Plan introduces these strategic priorities. The Single Performance Framework sets out the actions, deliverables, outcome measures and indicators that flow from them and that will be used to monitor performance up to 2022.
- 1.8 We cannot know exactly how the current situation is likely to evolve nor what challenges we will have to face together as the pandemic unfolds. But, by sharing this Corporate Plan now, we are providing a firm basis upon which to make difficult decisions, both now and in future.

## 2 The Structure of the Corporate Plan

- 2.1 The Corporate Plan, found in Appendix 1, is broken down into six sections:
- A **foreword** from the Leader of the Council and the Chief Executive explains why it is so important to adopt this Corporate Plan now, in the context of the response to Coronavirus, and that introduces the approach to public service that will be so central to realising our long-term vision for the Borough, as expressed in the Borough Manifesto.
  - A section on the **Strategic Framework** explains the role of each level of the framework in guiding the Council's activity and approach to performance and commissioning;
  - A section on the **Borough Manifesto** describes its role as the long-term vision for the Borough;
  - A section on this **Corporate Plan** sets out the Council's long-term approach to public service as guided by our understanding of: the different forms of Council

activity and when each type of activity can be useful; the principles of public service that the Council aspires to embody in everything it does; the root causes of poverty, deprivation and health inequality, as well as the ways in which these root causes intersect with personal and identity based characteristics to produce structural inequalities for particular groups in our community. This section also introduces and summarises each of the key strategic priorities that will be essential to the delivery of this approach: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and A 'Well Run Organisation'. A short narrative for each priority summarises the content of the Single Performance Framework;

- A section on individual **Cabinet Portfolios** introduces the Council's Cabinet and their individual portfolios, including a small number of priority actions and deliverables for each; and
- A section on **Delivering this** plan, introduces the processes of commissioning and performance through which this Corporate Plan will be delivered and through which performance will be managed across the Council over the next two years.

2.2 Appended to the Corporate Plan sits the Single Performance Framework, found in Annex 1. The Single Performance Framework describes two things:

- The priority actions and deliverables we are committed to delivering over the next two years (to May 2022), and any milestones and timelines for each; and
- The critical outcomes measures and/or indicators that will tell us if we are 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.

2.3 The Single Performance Framework will help us to monitor and manage performance across the system over the next two years, providing senior officers and Members with an integrated view of progress across different service delivery blocks. Crucially, it will also provide a clear baseline from which we will make the difficult but necessary decisions about what we need to start doing, what we need to stop doing, what we need might need to delay and by how long, and what we might need to do differently in order to keep our residents safe and well during the Coronavirus pandemic.

### 3 **Consultation**

3.1 The Council's approach described in the Corporate Plan is fuelled by and dependent upon ongoing participation and engagement of a variety of forms. This includes large-scale engagement exercises, such as that which co-produced the Borough Manifesto or, more recently, shaped the 'Borough and Me' programme and wider inclusive growth agenda. It also includes in-built mechanisms for resident and service user co-production, participation and engagement within frontline public services such as in Care and Support and Community Solutions. And it includes ongoing mechanisms and avenues for democratic resident participation such as through the operation of the Neighbourhood Fund, or workshops and collaboration with the local social sector.

3.2 Within the workforce, a range of activity over the past year has sought to build on the programme of engagement which previously shaped Ambition 2020. This has included focus groups, consultations and workshops. And more recently, the 'join

the conversation' programme of activity has commenced to improve the collective understanding of what the workforce believe enables the form of public service described in the Corporate Plan, how the Council could work more widely according to the principles of this document, and what gets in the way.

- 3.3 This report and the draft Corporate Plan were considered and endorsed by the Cabinet at its meeting on 21 April 2020.

## 4 **Financial Implications**

- 4.1 Implications completed by: Philip Gregory, Finance Director

4.2 The importance of ensuring that the Council is financially solvent with a secure and sustainable future is a priority within the Corporate Plan and work to achieve this is set out in the 'Well Run Organisation' section of the document. The Council has developed a Medium-Term Financial Strategy, which supports the interaction between its financial and Corporate Planning and identifies how the Council will make sure it links its financial decisions to the delivery of the Corporate Plan.

4.3 There are no specific financial implications as a result of this report; however, in light of current financial constraints it is imperative that Officers ensure that the Single Performance Framework is delivered within existing budgets. These budgets will be monitored and reported to Members through the existing monitoring process on a timely basis.

## 5 **Legal Implications**

- 5.1 Implications completed by: Dr Paul Feild, Senior Governance Solicitor

5.2 There is no specific statutory duty to produce a Corporate Plan, but it is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A Corporate Plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.

5.3 Furthermore, the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each accounting year evidencing how the Council has performed. This is to be done in accordance with proper practices. The CIPFA / Solace Delivering Good Governance in Local Government Framework 2016 guidance sets out the required practice and that includes a clear statement of the Councils purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

## 6 **Other Implications**

6.1 **Risk Management** – The risks associated with the ongoing Covid-19 pandemic are accounted for in the decision-making processes of the Council's Strategic Framework, described in the Corporate Plan. The wider approach to risk will be

captured in the performance process that supports the analysis of the Single Performance Framework.

- 6.2 **Corporate Policy and Equality Impact** – a full Community and Equality Impact Assessment has been undertaken and is found in Appendix 2.
- 6.3 **Safeguarding Adults and Children** – The strategic priority of Prevention, Independence and Resilience covers work to be undertaken to support the Council’s approach to safeguarding.
- 6.4 **Health Issues** – The approach of the Corporate Plan is predicated on an ever-evolving understanding of the root causes of poor outcomes and health inequalities in Barking and Dagenham. A series of root causes informs the Council’s activity and the content of the Single Performance Framework.
- 6.5 **Crime and Disorder Issues** – This agenda is covered by both the strategic priorities of Prevention, Independence and Resilience and Inclusive Growth.
- 6.6 **Property / Asset Issues** – Activity on the Council’s approach to all its assets – housing, community, service and other – are covered across the Single Performance Framework.

**Public Background Papers Used in the Preparation of the Report:** None

**List of Appendices:**

- **Appendix 1** - The Corporate Plan 2020-22, incorporating the Single Performance Framework 2020-22 (**Annex 1**)
- **Appendix 2** - Community and Equality Impact Assessment for the Corporate Plan 2020-22

# **The Barking & Dagenham Corporate Plan**

*2020 to 2022*

## To Note

This Corporate Plan, and the Single Performance Framework appended to it (in annex 1), are extraordinary. The priorities, actions, deliverables, outcome measures and indicators they describe reflect Business-as-Usual before the onset of the Coronavirus pandemic. In the foreword that follows we set out why we think it is important to share these plans with Cabinet now, before continuing to reflect on their deliverability in the weeks and months ahead. Given the context, it is inevitable that some of our commitments will need to be revisited. We will bring regular updates on these changes back to Cabinet throughout the next year as the medium-term implications of the pandemic become clearer.

## Foreword

On March the 16<sup>th</sup>, the government introduced social distancing measures in response to the continued emergence of Coronavirus as a significant threat to people's health, wellbeing and prosperity. Just over a week later, they announced a formal 'lockdown' of public life. These measures have been taken to protect the public, whether through the avoidance of infection or through ensuring critical national infrastructure remains resilient as the pandemic unfolds.

During this time, the Council has been playing its part by doing everything we can to keep our residents safe and well. At the earliest possible moment, we established emergency response procedures that have allowed us to make good decisions quickly, ensuring that all essential services continue to operate effectively. We have also been working more closely than ever with our partners to make the most of our collective resources. The speed of this response, not just from public sector agencies like schools, educational institutions and the NHS, but from the social sector, the business community, and the hundreds of residents in the Borough that are volunteering to support their friends and neighbours, has been nothing short of remarkable; everyone is playing their part.

In less than a fortnight at the time of writing, these arrangements have allowed us to:

- Transition 75 per cent of our workforce to working from home. Those still coming into the office and working in the community are delivering vital frontline services while being supported to maintain social distancing.
- Close several of our premises and shifted even more of our services to remote provision, online and by phone, including our housing and homelessness services and our Job Shops.
- Work closely with partners across the Borough to establish BD CAN, a brand-new platform that is designed to mobilise volunteer efforts, alongside the resources of the social sector and public services, in support of our most vulnerable residents.

For as long as necessary, our collective focus will remain squarely on protecting our residents, our staff and our communities from the worst effects of Coronavirus, by maintaining core services, supporting the most vulnerable and following government guidance. Like everyone else, we will do whatever it takes.

Critical to our response, and to our eventual recovery, is our ability to be clear about what we need to start doing, what we need to stop doing and what we might need to do differently as a result of the Coronavirus Pandemic. In other words, we need a baseline that will allow us to understand the full impact of Coronavirus on our ability to deliver our existing plans up to 2022. This Corporate Plan, and



the Single Performance Framework that sits alongside it, has been written to provide exactly that. In the circumstances, we have decided to keep it as simple as possible: No design and no fuss.

The actions, deliverables, outcome measures and indicators it describes reflect our long-term vision for the Borough and its people. This vision is captured in **the Borough Manifesto**, a document created in partnership by over 100 partners and more than 3,000 residents. The Manifesto is our benchmark, the standard to which the Council will continue to hold itself.

The vision it describes - *“a place that people want to live, work, study and stay”* - is underpinned by the belief that our Borough, and our residents, can and should aspire to more. Everyone wants something different out of life, but no one should have to accept high levels of unemployment and low pay, low levels of educational attainment and lower life expectancy than almost anywhere else. **Our mission is to raise aspiration.**

Even before Coronavirus, we recognised that raising aspiration would require a radical response from the Council and its partners, in the context of a decade of austerity and a community that continues to suffer from the effects of poverty, deprivation and health inequality. **New East New Thinking**, a document co-produced by the Borough’s political and community leaders, suggests that achieving our vision in this context is going to take nothing less than ‘a system reboot from 20<sup>th</sup> century ways of deciding and doing things to a new 21<sup>st</sup> century way’<sup>1</sup>.

Over the past four years, the Council has undergone significant transformation, redesigning itself and the way it delivers services. In doing so, it has remodelled itself into a new Council, one that looks and feels very different than it did before. This ‘system reboot’ was designed to increase our capacity to prevent problems in our Borough from developing into crises. It recognised that only by building a **preventative system** capable of addressing the **root causes of poverty, deprivation and health inequality** can we achieve our shared vision for the Borough.

In time, we will start to emerge from the shadow of Coronavirus. And when we do, we believe that an approach to public service that focuses on addressing root causes will never have been more important. This means we need to continue embedding **new ways of working with residents and with each other**. We need thoughtful use of data and insight to ensure the right people are getting the right support at the right times. We need a commitment to working with and through relationships. We need the potential for participation to empower our residents. And we need ever-greater collaboration with partners across the Borough, from statutory agencies and the social sector to school, colleges, universities and the business community. All these things will continue to be essential ingredients of our preventative model.

This Corporate Plan provides a baseline in terms of the actions, deliverables outcome measures and indicators that we will need to affect if we are to deliver this approach up to 2022, through practical action across through three strategic priorities: **Inclusive Growth; Participation and Engagement; and Prevention, Independence and Resilience** (as well as one for a ‘Well Run Organisation’). These strategic priorities cover all areas of Council activity, including activity targeted at addressing those issues that are, in normal times, of foremost concern to our residents. Every year our residents tell us that the perception of crime and public safety (including anti-social behaviour) as well as the cleanliness of the public realm and the scourge of fly tipping are the issues that they care about most.

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<sup>1</sup> Cllr Rodwell, Darren. *New East New Thinking*. 2018.

Our approach to enforcement and prevention in relation to these issues cuts across our strategic priorities and is captured throughout the Single Performance Framework.

But these are not normal times. We cannot know exactly how the situation is likely to evolve nor what challenges we will have to face together in the weeks and months ahead. This Corporate plan has been written to support our response to the pandemic, whilst ensuring we are ready and able to lead the recovery as and when appropriate.

We hope it provides an anchor in these unsettling times, to a brighter and more aspirational future for our Borough.

Stay home. Save lives.

Cllr Darren Rodwell and Chris Naylor

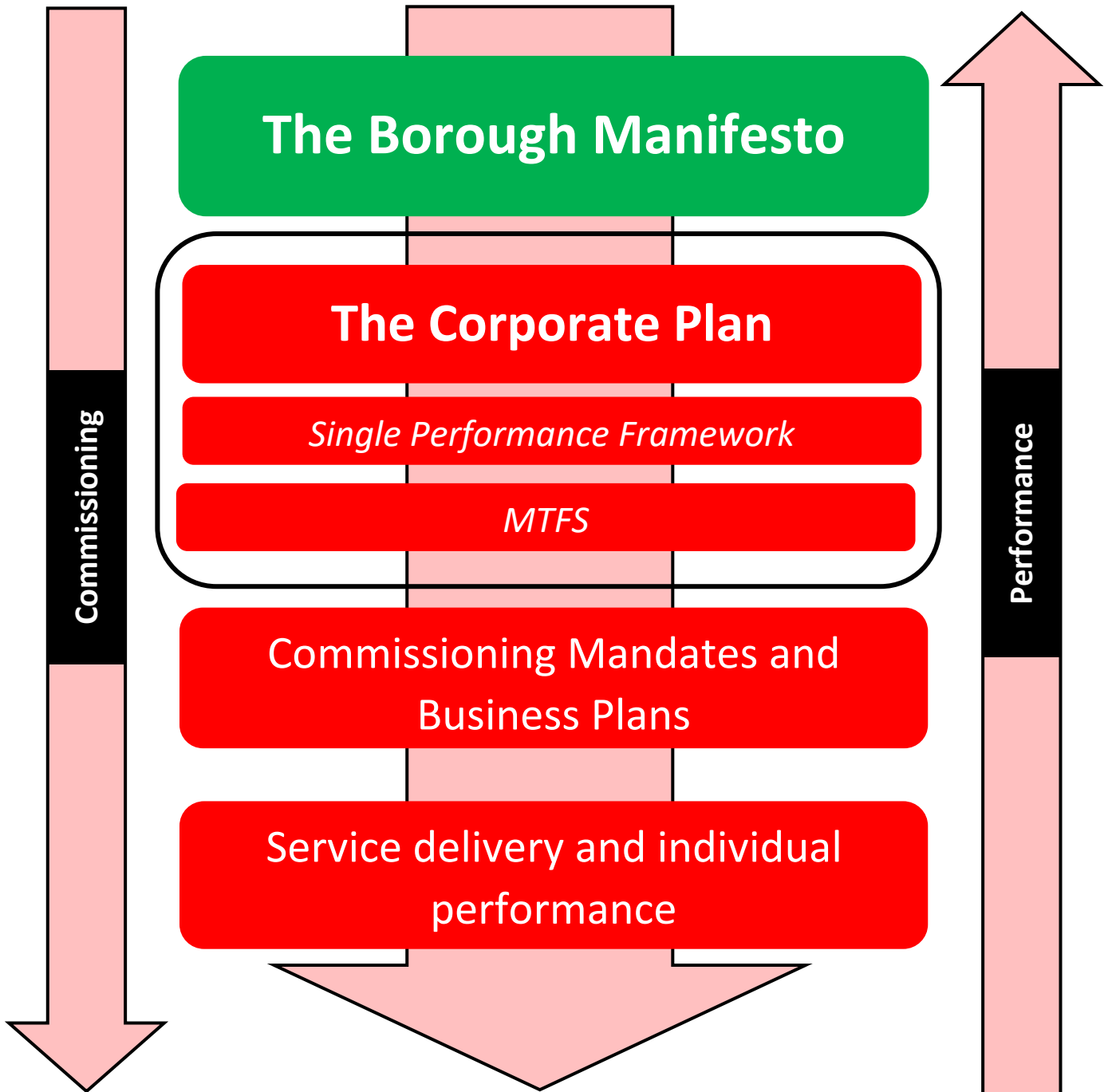


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# The Strategic Framework

The Council's Strategic Framework helps us to make decisions and manage performance. It includes the 'golden thread' of documents that describe our priorities in the long, medium and short terms, and which are managed through our commissioning and performance processes. It provides a clear line of sight between the ultimate vision of the Borough Manifesto to day-to-day service delivery and individual performance.



The top-line of the 'golden thread' is the **Borough Manifesto**, providing a shared long-term vision for Barking & Dagenham.

Our approach to realising this long-term vision is translated into medium-term priorities and programmes of activity in this document, **The Corporate Plan**. The Corporate Plan explains the Councils' overall approach to public service and translates this approach into tangible activity through the **Single Performance Framework**. The Single Performance Framework sets out, in detail, the activity we intend to undertake and the objectives we aim to meet over the next two years across the three key strategic priorities that make up the Council's agenda:

1. Inclusive Growth
2. Participation and Engagement
3. Prevention, Independence and Resilience

The fourth and final element of the Single Performance Framework, which enables the three key strategic priorities listed above, is the activity we undertake in relation to the Council's core support functions, captured under '**Well Run Organisation**'.

The Single Performance Framework contains two types of data which allow us to analyse the progress we are making towards achieving our objectives: specific actions to be delivered, with milestones and deadlines against them; and quantifiable outcome measures and indicators, with definitions and targets where relevant.

The Corporate Plan (and the Single Performance Framework) is agreed by the Council's Assembly and is the responsibility of Cabinet to deliver over the next two years. This means that as well as having individual responsibilities (described in the Cabinet Portfolio section of this document) each Cabinet Member will need to collaborate across portfolios and with each part of the organisation to realise the priorities it describes. It also means that every activity described in the Single Performance Framework has a Lead Cabinet Member assigned to it.

The Corporate Plan and Single Performance Framework shape and are shaped by the **Medium-Term Financial Strategy (MTFS)**.

The Corporate Plan, including the Single Performance Framework, and the MTFS in turn shape the commissioning mandates, business plans and other documents through which we plan the activity of each service and delivery block within the Council's system. These drive frontline service delivery and individual performance management.

In what follows we summarise each of the elements of our 'golden thread', before introducing the Single Performance Framework in Annex 1.

# The Borough Manifesto

The Borough Manifesto lists a set of 11 aspirations, co-produced with over 3,000 residents in 2016-17, which collectively form our long-term vision for the Borough:

A place where every resident has access to lifelong learning, employment and opportunity.	A place with high-quality education and sustained attainment for all residents.	A place which supports residents to achieve independent, healthy, safe and fulfilling lives.
A place with sufficient, accessible and varied housing.	<b>A place people are proud of and want to live, work, study and stay.</b>	A place where businesses and communities grow and thrive.
A friendly and welcoming Borough with strong community spirit.		A place with great arts and culture for everyone, leading change in the Borough.
A place where everyone feels safe and is safe.	A place where everyone is valued and has the opportunity to succeed.	A clean, green and sustainable Borough.

This vision is underpinned by the belief that our Borough, and our residents, can and should aspire to more. Everyone wants something different out of life, but no one should have to accept high levels of unemployment and low pay, low levels of educational attainment and lower life expectancy than almost anywhere else. Our mission, to realise this vision, is to raise aspiration.

# This Corporate Plan

Despite and because of the urgent pressures we face in response to the COVID-19 Coronavirus pandemic, we cannot lose sight of our long-term vision and our approach to building a preventative system capable of achieving that vision.

In Barking & Dagenham, our approach is shaped by **three core hypotheses**:

- 1) Whilst continuing to deliver high-quality services for those that need them most, the Council must **build a preventative system** capable of facilitating platforms and networks that encourage participation and delivering interventions that shape economic outcomes and challenges behaviours. In other words, we must think carefully about **what** we do.

These services, platforms, networks, and interventions must address every level of need in our community. They must provide the **foundations** that every resident relies upon in order to pursue their aspirations. They must provide a **first call** for residents who are experiencing problems, before these problems turn into crises. And they must provide **acute and specialist** services for our most vulnerable residents.

- 2) A preventative system needs to identify and address the **root causes** of poverty, deprivation and health inequality. Only through addressing root causes for the people our insight tells us are most at risk can we ensure that **no-one is left behind**. In other words, we must think carefully about **who** we work with.

While our understanding of root causes in Barking & Dagenham will continue to evolve over time, the very best of our data, insight and experience points us to a series of ten that are, as things stand, most strongly correlated with poor outcomes for our residents:

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1: Lack of affordable housing

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2: Inadequate or poor-quality housing stock

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3: Higher than average unemployment

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4: Low household income and low pay

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5: Debt

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6: School exclusions and educational attainment

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7: Social isolation

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8: Mental wellbeing

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9: Substance misuse

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10: Domestic abuse

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Each of these risk factors intersects with a set of personal and identity-based characteristics that flow from the diversity of our community to produce structural inequalities between different groups. A preventative system demands that we address these inequalities at source.

- 3) Building a preventative system capable of addressing the root causes of poverty, deprivation and health inequality demands that we adopt **new ways of working that prioritise relationships, participation, collaboration and insight**, whilst maintaining a crystal-clear focus on getting the basics right. This requires a new relationship with residents and with each other. In other words, we must think differently about **how** we work.

In practice this means applying a set of design principles that describe the kind of relationships we want to build with our residents across everything we do:

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1: Prioritise prevention

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2: Get the basics right

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3: Understand, don't just assess

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4: Focus on people's strengths

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5: Empower through participation

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6: Safety is everyone's business

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7: Learn, and act based on insight

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8: Work in partnership

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These principles are even more important in the current context: **We all have a part to play** in ensuring our community remains as safe, well and healthy as possible as the Coronavirus pandemic evolves. Partnership, collaboration and participation will be vital to supporting one another during these difficult times.

Our hypotheses, including our commitment to addressing the structural inequalities experienced by specific groups in the community, will act as a guide for everything that we do over the next two years and beyond, including the specific actions and deliverables set out in this corporate plan and the Single Performance Framework that sits alongside it.



## ***Our strategic priorities***

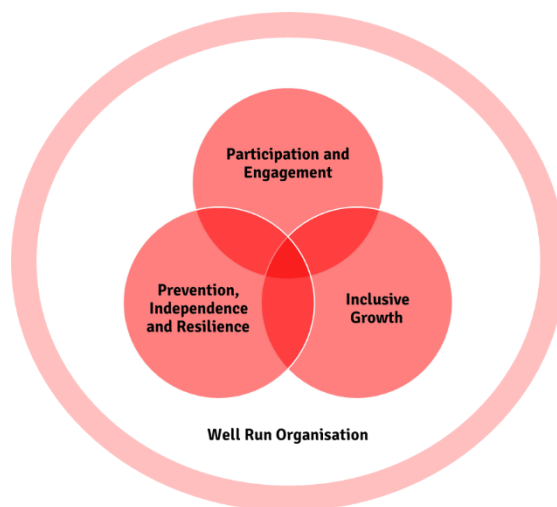
The delivery of this approach demands action across three key areas. The Council's plans for the next two years are organised around these strategic priorities, which mirror the three pillars of New East New Thinking:

- **Participation and Engagement** Empowering residents by enabling greater participation in the community and in public services.
- **Prevention, Independence and Resilience** Children, families and adults in Barking & Dagenham live safe, happy, healthy and independent lives.
- **Inclusive Growth** Harnessing the growth opportunity that arises from our people, our land and our location, while ensuring it is sustainable and improves prosperity, well-being and participation for all Barking & Dagenham residents.

Alongside them sits a fourth priority, '**Well Run Organisation**', which focuses on the efficient and effective operation of the Council itself.

The actions and deliverables that we have planned in relation to each of these priorities, alongside the outcome measures and indicators that we will use to monitor and track progress, are captured in the **Single Performance Framework** that sits alongside this Corporate Plan.

In what follows, we summarise our plans for the next two years in relation to each strategic priority.



### ***Participation and Engagement***

By participation and engagement, we mean:

***Empowering residents by enabling greater participation in the community and in public services.***

The challenge this priority seeks to address is the need for the Council to move its activity in the community from paternalism to participation and, ultimately, to embrace a new relationship with its residents. The Council is doing this firstly because an empowered community is a positive outcome in and of itself. And secondly because greater individual agency and stronger social networks are key to building independence and preventing poor outcomes, and the act of participation – in its many forms – is an effective way to enable individual agency and build social networks.

This priority sets out the context for this agenda, how it has shaped and been shaped by the Council's wider approach to public service, and the Council's plan to achieve the outcomes described through a two-stranded process over the coming two years.

To see the full list of commitments that flow from our Participation and Engagement Strategy please refer to the Single Performance Framework that is appended to the Corporate Plan. Below is a brief summary of each key priority.

**Strand 1: To collaboratively build the foundations, platforms and networks that enable greater participation.**

BY

- Building capacity in and with the social sector to improve cross-sector collaboration.
- Developing opportunities to meaningfully participate across the Borough to improve individual agency and social networks.
- Facilitating democratic participation to create a more engaged, trusted and responsive democracy.

**Strand 2: To design relational practices into the Council's activity; and to focus that activity on the root causes of poverty and deprivation.**

BY

- Embedding our participatory principles across the Council's activity.
- Focusing our participatory activity on some of the root causes of poverty.

***Strand 1: To collaboratively build the foundations, platforms and networks that enable greater participation.***

The first part of this priority describes the Council's efforts to build the foundations, platforms and networks that enable greater participation both as individuals and collectively. This is important because the Council believes, from best practice and the experience of our work in recent years, that platforms which enable participation are effective means of enabling individual agency and stronger social networks, which in turn act as gateways to improved socioeconomic and health and wellbeing outcomes. This is particularly important for places such as Barking & Dagenham, because high levels of poverty and deprivation act as constraints to individual agency and strong social networks.

The work of Every One Every Day is beginning to show that firstly, the act of participating in the community with one's neighbours improves a range of outcomes associated with individual agency and social networks, such as confidence, feelings of being welcome and accepted, and friendships. Secondly, it is showing that these outcomes associated with agency and social networks act as 'gateways', enabling more complex outcomes associated with improved health and wellbeing.

Therefore, over the next two years, the Council will work with partners and the community to develop platforms and networks; the wider social infrastructure of the Borough; to make it as easy as possible for residents to participate however they choose.

**Building capacity in and with the social sector to improve cross-sector collaboration.**

The Council's relationship with the social sector; which we define as all individuals, groups and organisations that act in pursuit of social change, with voluntary and community, social enterprises, charities and faith groups at its core, as well as individuals and funders; is critical to our collective ability to enable participation.

The Council will build on the progress made in recent years by, firstly, enhancing its collaboration and commissioning with the BD\_Collective; a new collaborative platform for local social sector organisations created in 2019 to stimulate new opportunities in the Borough, intentionally growing cross-sector partnerships and connecting people, places and projects across Barking & Dagenham. Through this partnership with the social sector we will develop a local giving model to make it easier for people and organisations to give to causes that matter. We will create a coherent and integrated volunteering platform. And we will create a consistent approach to community assets that enables social value. We will also continue to strengthen our partnership with the faith sector.

**Developing opportunities to meaningfully participate across the Borough to improve individual agency and social networks.**

For a Borough with high levels of socioeconomic deprivation, and therefore limited mobility, it is vital that there are opportunities to participate in the community and in the culture and heritage of the Borough at a local level.

This refers firstly to the Council's partnership with Participatory City Foundation in support of the participation platform Every One Every Day. We will continue to act as an enabler of the platform and will work in partnership with Participatory City over the next two years to develop and implement a long-term sustainability plan to ensure it remains in the Borough on a permanent basis.

Secondly, Barking & Dagenham has a rich culture and heritage to celebrate and draw upon. The Council will develop its already strong cultural events programming. It will engage the community further with the Borough's heritage assets, parks and open spaces. And it will bring the potential of culture and heritage much closer to the way the rest of the Council's services are run.

**Facilitating democratic participation to create a more engaged, trusted and responsive democracy.**

Opportunities for residents to engage with and shape the running of our local democracy represent a vital form of participation. Our representative democracy can be strengthened by bringing residents closer to how we work and enabling them to deliberate over its outcomes. In practice, we have already kicked off a version of a platform for community mobilisation, organisation and decision making through the Citizens Alliance Network (CAN), in response to the Coronavirus pandemic. In the long-term, CAN will become a platform for deliberative democracy and community organisation, curated and operated by residents themselves.

To support the work of CAN, the Council will continue to find ways to bring residents closer to the way we work and make decisions. We will organise citizens assemblies and similar methods, as well as changing the way we commission and design services.

***Strand 2: To design relational practices into the Council's activity; and to focus that activity on the root causes of poverty, deprivation and health inequality.***

The second part of this priority concerns how we will design relational practices into the Council's activity, whilst focusing that activity on the root causes of poverty, deprivation and health inequality. The concept of relational working; a culture of public service delivery that focuses on fostering positive relationships with and between people; is central to the participation and engagement agenda.

**Embedding our participatory principles across the Council's activity.**

The Council will work to embed the participatory principles described in this document across the Council's services, interventions, platforms and networks, so that they embody the new and

empowering relationship we are seeking with our residents. This includes how we will communicate with residents and how we will empower the workforce.

Our work to make the Council's activity more relational and participatory overlaps with the activity described in the other parts of the Single Performance Framework. The priorities of Inclusive Growth; Prevention, Independence and Resilience; and 'a Well Run Organisation' must each be undertaken with participation at their heart, seeking new ways to work with residents and the social sector as equals.

### **Focusing our participatory activity on some of the root causes of poverty.**

The final part of this priority describes how the Council will use participatory methods to address the root causes of poverty, deprivation and health inequality described above. Whether low pay and debt, social isolation and mental wellbeing, domestic abuse or housing and homelessness, participatory techniques will inform the Council's approach to addressing these wicked issues.

## ***Prevention, Independence and Resilience***

By prevention, independence and resilience we mean:

### ***Children, families and adults in Barking & Dagenham live safe, happy, healthy and independent lives.***

We must ensure that our services foster resilience and the capacity of our residents to confront and cope with life's challenges and to maintain their wellbeing in the face of adversity. Evidence shows that resilience could contribute to healthy behaviours, higher qualifications and skills, better employment, better mental wellbeing, and a quicker or more successful recovery from illness. Resilience is not an innate feature of some people's personalities. Like adversity, it is distributed unequally across the population, and is related to broader socio-economic inequalities which have common causes: the inequities in power, money and resources that shape the conditions in which people live and their opportunities, experiences and - crucially - their relationships.

Despite Barking & Dagenham becoming a younger, better-connected and more diverse Borough over the last 10 years, it still has too many residents experiencing a poor quality of life, too many children and young people achieving low educational performance, too much crime and anti-social behaviour, unacceptable levels of health inequality, and too many families struggling to make ends meet. This strategic priority seeks to address these issues directly.

Most of the time, people living in our Borough engage with Council services because they need to do so for specific, time-limited reasons, which might change as they go through life. They rightly expect our services to provide the help they need when they need it, and to do so safely and effectively. Many people are independent and resilient for most if not all their lives, drawing strength from family, friends, neighbourhoods and communities, and wish only for light-touch assistance from public bodies. Others need more support.

We will have the greatest success in empowering individuals and families where we can intervene earlier, preventing a problem from escalating into crisis. As well as providing the right services, platforms, networks and interventions that help to build resilience, local communities must have the capacity and infrastructure to support people to access them. We need to fundamentally change the

way we interact with residents, prioritising choice, recognising that everyone's needs are different, and putting the responsibility for positive change in the hands of residents wherever possible.

Over the next two years this approach to service delivery is being delivered through action across fifteen priority areas:

**Working together with partners to deliver improved outcomes for children, families and adults.** We cannot realise the ambitions that we have for our residents alone. We must maximise the assets of our local public sector economy given the challenging financial landscape, and do this within the context of significant changes either in motion, or on the horizon, that will reshape how we work with some of our key partners and, in some cases, how they themselves operate. It is vital, therefore, that the Council continues to take forward its role as a system leader and orchestrator across prevention and statutory services, exemplifying excellent partnership work to ensure the best services possible for our residents.

**Providing safe, innovative, strength-based and sustainable practice in all preventative and statutory services.** If we are to reduce dependency on statutory services, we must adopt a holistic, individual and family-centred approach that helps us to take better-informed, targeted action, that can make the most difference to residents' lives. Our approach must be capable of making the most of assets and services that already exist in the community and further build on our successes so far in integrating health and social care across the Borough. The way we work with people must raise aspirations among residents, breaking intergenerational cycles and show that everyone can expect more from themselves and their community.

**Every child gets the best start in life.** Ensuring that every child has the best start in life and that our young people are ready for a happy, successful adulthood is perhaps our biggest single priority. This means ensuring mothers enjoy healthy pregnancies and support for children under five and wider families is strong. To do this we want to create a child-friendly Borough where every child is valued, supported and challenged so that they go on to develop the ambition, skills and resilience to succeed. Children in Barking & Dagenham should live safe and healthy lives and know that they live in a welcoming and nurturing community.

**All children can attend and achieve in inclusive, good quality local schools.** Everyone deserves to reach their full potential, and this means continuing to drive educational standards and attainment and education standards at all levels, including for our most vulnerable pupils. The Borough has seen strong and steady improvements in education standards over several years, and schools are one of our greatest assets. At August 2019, 92% of Barking & Dagenham schools were rated as 'Good' or 'Outstanding' by Ofsted, above the national average (86%) and almost at London average (93%), based on provisional Ofsted data. Headteachers and staff in schools work in challenging circumstances. They have seen the most rapid growth in the country in school places and some of the highest growth in children with special education needs and disabilities (SEND) and the complexity of needs that they present. Despite this challenging context, it is to their credit that the Borough's schools exemplify some of best inclusive practices for children with SEND in the country.

**More young people are supported to achieve success in adulthood through higher, further education and access to employment.** Successive government reviews and wider evidence suggest improving pathways and employment outcomes for learners requires vocational training with a clear line of sight to work. An ability to shape the curriculum to meet employers' broad skills needs as well as those of learners is important, as is the availability of structured and relevant work placements. This means engaging employers early so that we can build cohort sizes that make apprenticeship training viable for the College as well as working in collaboration with key education partners to improve opportunities for all young people.

**More children and young people in care find permanent, safe and stable homes.** Over the last two years our looked after children's service has placed greater emphasis on early permanency for children in our care, and consequently the number of children coming into care under Section 20 has significantly reduced. To ensure children can remain at home with their families where suitable we have invested in good 'cusp-of-care' services. We have also established an Access to Resources Team, Crisis Intervention Service and consistent use of Family Group Conferencing. This is supplemented by our Multi-Systemic Therapy (MST) and Functional Family Therapy (FFT) programmes. Our Caring Dads programme supports fathers who are a source of safeguarding concerns to focus more on the needs of their children.

**All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs.** As Corporate Parents, we are committed to ensuring that our care leavers live in homes that are suitable for their needs and that an increased proportion enter education, training or employment. Our enhanced local offer for all care leavers up to the age of 25 is now available via an app and continues to be developed and improved with their input. Further work is being done to ensure it is fit-for-purpose and capitalises on the benefits of the Council's inclusive growth agenda.

**Young people and vulnerable adults are safeguarded in the context of their families, peers, schools and communities.** A priority will always be ensuring that children, young people and vulnerable adults in most need are safe and experience a reduced risk of harm, violence and exploitation. We need a true multi-agency response to those most at risk of exploitation, reducing the risk of children going missing and the numbers of children accommodated over age 16 as a result of vulnerability to exploitation. Safeguarding young people and vulnerable adults from violent extremism is also a priority, be it in the form of Far-Right aggression or so called 'Islamist' extremism in the Borough.

**Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime.** We also believe that it is every person's right to feel safe and to be safe in their community. Being safe is a basic requirement for creating civic pride and community cohesion. Too many of our residents have told us they often do not feel safe in their neighbourhoods. We are working together to challenge and intervene in unacceptable behaviour such as environmental crime, anti-social behaviour, discrimination of any form, exploitation and knife crime.

**Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors.** Responding to the entrenched challenge of domestic abuse in the Borough remains both a considerable challenge and an absolute priority. Domestic abuse reduction is already a key priority in the Health and Wellbeing Strategy and last year we published our new Violence Against Women and Girls Strategy, which sets out the Council's vision for tackling this most resistant of challenges in our community. We also have a full programme of work over the next two years to address domestic abuse head on, centred around the role and contribution of the Domestic Abuse Commission, which will seek to understand more about the issue and what can be done to address it.

**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.** We are working to ensure that disabled people living, working and studying in Barking & Dagenham are supported, empowered and enabled to live their lives to the full. We want disabled people to be

independent and equal in society and have choice and control over their own lives, with services actively removing barriers, changing attitudes and building community capacity and access in a disability friendly Borough.

**Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities.** We continue to work proactively with partners to provide preventative and high-quality specialist social, emotional and mental health support that promotes good mental wellbeing. Good mental health is more than absence of mental illness. Mental wellbeing is integral to maintaining good health, recovering from physical illness and living with a physical health condition. Furthermore, poor mental health is linked to poor physical health.

**All vulnerable adults are supported to access good quality, sustainable care that enables safety, independence, choice and control.** We want our residents to age well with services promoting independence, wellbeing and connectedness. We have a clear ambition to increase digital enablement and to mainstream our care technology provision so that it forms an integral part of the support offer in Adult Social Care. A transformed Care Technology offer can support the Council and its partners to realise the aspiration for a health and care system that enables people to make healthier choices, to be more resilient, to deal more effectively with illness and disability when it arises, and to have happier, longer lives in old age.

**All vulnerable older people can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes.** Caring for vulnerable older residents in the community with integrated multiagency support which ensures their safety and independence continues to be a priority for the Council and our partners, including health, the Police Service and the Fire Brigade. To this end we are currently working together to develop a new Adult Social Care delivery model to further improve the experiences and outcomes of older people receiving our care. We always reliably meet our statutory obligations and we understand the importance of developing and maintaining positive professional relationships with the residents we support. This also includes good relationships with relatives and informal carers. Our new delivery model emphasises the importance of focussing on people's strengths rather than disproportionately looking at their disabilities. This includes looking at all available resources and assets, including available support from Community Groups and family networks.

**Effective use of public health interventions to reduce health inequalities.** The Barking & Dagenham Joint Health and Wellbeing Strategy sets out a renewed vision for improving the health and wellbeing of residents and reducing inequalities at every stage of residents' lives by 2023. We will continue to deliver and track progress on these outcomes through our HWBB.

In the single Performance Framework that sits alongside this Corporate Plan, is a series of actions, deliverables and outcomes measures and indicators that cut across each of these priority areas.

## ***Inclusive Growth***

By Inclusive Growth we mean:

***Harnessing the growth opportunity that arises from our people, our land and our location, while ensuring it is sustainable and improves prosperity, well-being and participation for all Barking & Dagenham residents***

This definition assumes that despite challenges in the wider economic context, Barking & Dagenham is still London's Growth opportunity. And it assumes that for growth to be inclusive it must be sustainable, while improving prosperity, wellbeing and participation for all residents. By all residents we mean that Inclusive Growth must address the root causes of poverty, deprivation and health inequality in the Borough, whilst responding directly to the ways in which these root causes intersect with a wider set of personal characteristics to cause structural inequalities in the community.

In the context of our economy these root causes include: *A lack of affordable housing; inadequate or poor-quality housing stock; higher than average unemployment; low household income and low pay; debt.* This is what we mean when we say No-One Left Behind. These root causes are, of course, underpinned by the wider challenge presented by climate change.

We know that delivering this version of Inclusive Growth will not be easy. In fact, councils have historically struggled to exercise any real influence over the trajectory of their local economies in the face of macro-economic trends. Why do we think we might succeed where others have failed? In part because our strategy is based on an approach to local economic development that we think gives us the best possible chance of addressing root causes, whilst recognising the limits of our influence over the economy. This approach is underpinned by four principles:

- **Lead and attract investment.** Our approach is based on using our own money, via our balance sheet, to lead investment in our local economy; to buy land, build homes, create jobs and generate energy, giving us much greater control over what gets built and for whom, what land gets used for, and who benefits from future growth.
- **Build institutions and alliances.** Our approach is based upon building or fostering the development of new institutions in our Borough that combine the entrepreneurialism needed to survive in a market economy with the social mission of the best public services, whilst mobilising new alliances between existing institutions.
- **Actively intervene in markets.** Our approach is based upon making best use of our statutory enforcement and planning powers, as well as our influence as a significant purchaser of goods and employer of local people to influence key market outcomes.
- **Empower through participation.** Our approach is based upon making it as easy as possible for residents to get involved in shaping growth, not just through formal mechanisms such as planning, but through the creation of regular opportunities for residents to get involved, and to lead change in their own neighbourhoods.

Taken together these principles describe an approach to local economic development that gives us the best possible chance of addressing the root causes that flow from the structural condition of our local economy. Over the next two years, this approach is being delivered through action across four priority areas:

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

**Homes: For local people and other working Londoners.** The first homes that were built on the Becontree Estate will soon be celebrating their centenary. Enabled by reforms such as the Addison



Act, the building of the Becontree provided high quality affordable homes for working Londoners and drastically improved the living conditions of 120,000 people. These were homes fit for heroes and public house building on a scale we haven't seen since. Our ambition for housing in Barking & Dagenham today is to capture the spirit that delivered the Becontree to deliver new homes for today's working Londoners. Clearly the housing needs of today's Londoners have changed, as has the way we do house building. But the Becontree still symbolises what can be achieved with vision, ambition, and the right tools to deliver.

The Becontree was only possible because the state played a direct role as provider of new homes. Today we are returning to that approach; directly funding and building the homes we need, whilst working with third party developers and investors that share our values. Our goal is to see 50,000 homes built in the Borough over the next 20 years. Our approach demands that these homes help to address two interlinked **root causes**, *a lack of affordable housing* and *inadequate or poor-quality housing stock*, whilst at the same time leading our Borough into a cleaner, greener future. This will only be possible if we embrace the spirit of the Becontree once again.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across four priority sub-themes:

- Building new homes
- Improving the quality and management of homes
- Tackling homelessness
- Providing homes for vulnerable residents

**Jobs: A thriving and inclusive local economy.** The local economy in Barking & Dagenham has too many low wage jobs, and higher levels of long-term unemployment and inactivity than most other London boroughs. These root causes, *higher than average unemployment and low household income and low pay*, are driving a range of poor outcomes for our residents. Traditionally, local and national government have sought to address these challenges by investing in the skills of individuals, to enable them to compete and progress in the UK's flexible labour market. Our approach recognises the limitations of this model, especially in the absence of action to improve the quantity and quality of the jobs available.

In practice, this means expanding the availability of good quality, well-paid employment, in growing 21<sup>st</sup> century industries, while also intervening to improve pay, job quality and performance in the 'everyday' economy where most people work. It means using our planning, procurement and convening powers to create more clear pathways into good jobs for residents, and opportunities for existing businesses to grow and improve. And it means targeting our employment support to those who need it most, linked directly to the new opportunities that are being created.

The Single Performance Framework appended to this Corporate Plan contains actions, deliverables and outcome measures and indicators that cut across two priority sub-themes:

- Improving the quantity and quality of jobs in Barking & Dagenham; and
- Supporting residents to access new opportunities in the Borough.

**Places: Aspirational and resilient places.** Barking & Dagenham is made up of approximately 40 neighbourhoods and counting. These neighbourhoods are well known and well loved. Each has its own story and identity, often made up of memories that stretch back generations. Many residents love

their neighbourhoods, but they are also aware of their issues, from a legacy of under-investment in key physical and social infrastructure (from transport and schools to health facilities and community spaces) to the cleanliness of the streets and perceptions of crime.

We are committed to addressing the street level issues that our residents care about most. Using all our statutory powers to the maximum, we can confront those who don't respect other residents or live up to their obligations, tackling scourges like fly tipping, grime crime and private landlords who don't look after their properties. But it also means a relentless focus on getting those core basic services which touch everyone's life right, like emptying the bins, keeping the streets clean and improving the public realm. At the same time, we have a long-term vision for every neighbourhood in the Borough and will use every lever at our disposal in order to deliver this vision. In practice, this means buying land of strategic significance, undertaking direct development ourselves and making proactive use of our planning powers, alongside working with other landowners, developers, investors and the local community to bring about change.

In the Single Performance Framework that sits alongside this Corporate Plan, you will find a series of actions, deliverables, outcome measures and indicators that cut across three priority sub-themes:

- Safe and liveable neighbourhoods;
- Delivering new or improved physical and social infrastructure; and
- Shaping aspirational places.

**Environment: Becoming the green capital of the capital.** The Borough Manifesto sets out our commitment to creating a **clean, green and sustainable Borough**. This commitment has been reinforced by the Council's recent declaration of a climate change emergency. We recognise that everyone needs to play their part in driving down polluting carbon emissions and therefore preventing and mitigating the dangers of climate change, from flooding and heatwaves to water stress and food insecurity, and not just in Barking & Dagenham but the world over. We will play ours by aiming to become the Green Capital of the Capital, without waiting for government to take the lead. A carbon neutral Council by 2030. And a carbon neutral Borough by 2050.

Achieving these goals means using our own investment, and the investment of key strategic partners, to deliver game changing innovations in energy production, distribution and efficiency. These innovations will lay the foundation for much wider roll out of green infrastructure in future, demonstrating what's possible and making the case to government and third-party investors. It means creating new institutions that are focused on helping the Borough transition to clean and green energy systems. It means making strategic use of our Borough's industrial land to promote sustainable industries. And it means using our planning and our enforcement powers to ensure the highest possible green standards on all new development.

In the Single Performance Framework that sits alongside this Corporate Plan, you will find a series of actions, deliverables, outcome measures and indicators that cut across three priority sub-themes:

- A decarbonised local energy system;
- Energy efficient homes and buildings; and
- A green local environment.

## Well Run Organisation

The success of all activity associated with the three priorities above is dependent upon the capacity and capability of the Council's core and support functions to enable and collaborate with each service delivery block across the Council's system. Excellence in what we do must be enabled by the core of the Council. It is for that reason that there is a fourth, cross-cutting section to the Single Performance Framework, concerned with the operation of the Council's support functions and the way in which our business is operated. We call this the **'Well Run Organisation'**.

In July 2016 Members gave the green light for plans to redesign the structure of the Council from first principles, to build a 'new kind of Council' capable of constructing the preventative system we aim for and, ultimately, realising the vision of the Borough Manifesto. In the years that have passed, this structural transformation has been implemented through our Ambition 2020 programme. We now have the structural framework needed to undertake our approach and are in a new phase of transformation that emphasises the importance of building a preventative system through a focus on what we do, who we work with and how.



Key to the next two years is ensuring there are 'best in class' support functions which enable service delivery blocks to play their part as specified through the commissioning system. This means getting the basics right in terms of governance, HR, finance, procurement, and customer service. But it also means a step change in our approach to commissioning, policy, insight, technology, and how we facilitate participation from residents in Council business. And we must do this while adapting to a rapidly changing situation as the Coronavirus pandemic and its fall-out continues to unfold.

Over the next two years, the **Core Transformation Programme** will 'root and branch' re-design the Core functions around the principles of the Council's approach to public service; a new culture and ethos. This final piece of the puzzle of the Council's structural transformation will develop its support functions to be relentlessly reliable, lean and efficient, modern and agile.

In time, as the Core Transformation is implemented, the 'blueprints' for each function of the Core will be developed to include comprehensive performance frameworks that evidence the standards of excellence to be achieved by our functions in supporting the wider approach of the Council. This development will require the iteration of this section of the Single Performance Framework. Until then, this section of the Framework serves as an interim way of analysing and shaping the improvement activity that is in-train or on the visible horizon.

This section of the Framework is divided into five themes which capture what it means to be a Well Run Organisation. It sets out our expectation and ambition for people management, financial management, customer experience and the disciplines which support good strategic planning and operational service delivery. Below is a summary of these five themes, and what it would look like if we were operating at our best in relation to each:

**Delivers value for money for the taxpayer.** We are financially solvent with a secure and sustainable future. Good financial controls and processes are in place to protect the public purse. When we use our significant spending power, we ensure maximum value for money and social value and we use our commercial acumen to improve the financial health of the Council against a challenging budget context. We ensure that we continue to deliver value for money even as the challenges we face change rapidly before us.

**Employs capable and values-driven staff, demonstrating excellent people management.** Our employees are inspiring public servants committed to the DRIVE values of our organisation. They are engaged, empowered and supported to deliver their best for residents.

**Enables democratic participation, works relationally and is transparent.** We are an open and transparent organisation which invites and encourages the community to influence what we do and to hold us to account. We use our communications to hold a dialogue with residents so we can listen and respond to what is important to them. We co-design and co-produce with residents so their views and experiences run through our policymaking and service design.

**Puts the customer at the heart of what it does.** Every transaction and interaction with our residents is important to us. As such, we do everything we can to ensure that the customer experience is easy and ends with a positive outcome. Where we fall short of this, we have in place mechanisms to gain feedback and use this as inspiration for improvement.

**Is equipped and has the capability to deliver its vision.** We are deeply data-driven and insight-based. This approach puts prevention at the heart of our mission and informs all aspects of delivery from strategic planning through to frontline operational decision-making. We harness technology to be productive and efficient. Our staff have the tools to do their jobs well and residents have digital platforms to interact with our services and to work with us.

## Cabinet Portfolios

Our Cabinet takes collective responsibility for the delivery of the actions, deliverables, outcome measures and indicators that sit under each of our strategic priorities. The single Performance Framework appended to this Corporate Plan will allow Cabinet to monitor the progress the Council, and the Borough more broadly, is making towards the long-term vision set out in the Borough Manifesto, in the context of the Coronavirus response. In order to discharge these responsibilities, Cabinet delegates actions, deliverables, outcome measures and indicators to individual Cabinet Members who work with officers to ensure that these are being delivered effectively. Each Cabinet Member has a range of delegated responsibilities, many of which cut across our three overarching strategic priorities. In the single Performance Framework appended to this document, we highlight which Cabinet Members are responsible for the delivery of which actions and deliverables, and for progress in relation to which outcome measures and indicators.

In what follows, we introduce our Cabinet and their overarching responsibilities in relation to our single Performance Framework. For a full list of each members priorities between 2020 and 2022 please see the Single Performance Framework appended to this Corporate Plan.

### Councillor Darren Rodwell

*Leader of the Council*

Cllr Rodwell is Leader of the Council and manager of Cabinet. He is responsible for ensuring Cabinet is collaborating as an effective and efficient team to deliver the entirety of this Corporate Plan. Cllr Rodwell is also the representative and champion of the Council in a range of regional and national contexts.



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### Councillor Saima Ashraf

*Deputy Leader of the Council and Cabinet Member for Community Leadership & Engagement*

Councillor Ashraf is Deputy Leader of the Council and is responsible for delivery of all actions and deliverables related to **participation and engagement**. This includes **building the platforms and networks** across the Borough that enable participation both in the community and in our local democracy. It also includes working to ensure the Council's own activity – its services, interventions and platforms – become more **participatory and relational**. This might be through our communication with residents, through the ways in which we empower our workforce or through the ways we undertake our frontline services. Over the next two years, Cllr Ashraf's top priorities include:



- Supporting the BD\_Collective to grow and develop as a connector of the social sector, including developing a coherent and integrated volunteering offer across sectors and organisations;
- Co-producing with the community the Citizens Alliance Network to act as a platform for democratic participation and community organising; and

- Working in partnership with Participatory City Foundation to develop a long-term sustainability plan for Every One Every Day’s participation platform in Barking & Dagenham.

Councillor Ashraf has responsibilities that cut across the Council’s strategic priorities, but most of her individual priorities can be found in the ‘Participation and Engagement’ section of the Single Performance Framework.

### Councillor Dominic Twomey

*Deputy Leader of the Council and Cabinet Member for Finance, Performance & Core Services*



Councillor Twomey is Deputy Leader of the Council and is responsible for delivery of all actions and deliverables related to the creation of a ‘**Well Run Organisation**’. This includes ensuring the Council delivers **value for money** for the taxpayer, employs **capable and values-driven staff**, enables **democratic participation**, puts the **customer at the heart** of what it does, and is equipped with the **capability to deliver its vision**. Over the next two years, his top priorities include:

- Delivering a balanced budget and MTFs, approved by Assembly;
- Achieving ‘Investors In People’ gold standard accreditation; and
- Approving 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 (joint priority with Councillor Bright).

Councillor Twomey has responsibilities that cut across the Council’s strategic priorities, but most of his individual priorities can be found in the ‘Well Run Organisation’ section of the Single Performance Framework.

### Councillor Sade Bright

*Cabinet Member for Employment, Skills and Aspiration*



Councillor Bright is responsible for the delivery of our plans related to the creation of a **thriving and inclusive local economy**. Specifically, this includes activity focused on **improving the quantity and quality of jobs** in Barking & Dagenham, as well as the provision of **support to residents to access new opportunities**. Over the next two years, her top priorities include:

- Approving 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 (*joint priority with Councillor Twomey*);
- Embedding the Barking & 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 & Dagenham Chamber of Commerce, Barking &

Dagenham College, CU London and others) to improve access to space, finance, new markets and support for businesses in the Borough; and

- Supporting at least 1,000 residents a year into work through an integrated work and skills service and improving employment pathways and opportunities for those who need more support, including those with learning disabilities and mental health conditions.

Councillor Bright has responsibilities that cut across the Council's strategic priorities, but most of her individual priorities can be found within the Inclusive Growth section of the single Performance Framework.

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### Councillor Cameron Geddes

*Cabinet Member for Regeneration and Social Housing*

Councillor Geddes is responsible for the delivery of all plans related to the **construction of new homes** in the Borough, as well as the **management of existing homes and estates**. He is also responsible for many of our plans related to our wider commitment to shaping **aspirational and resilient places**. Over the next two years, his top priorities include:



- Starting the construction of around 3,000 new homes directly delivered by Be First of which 75% will be affordable, whilst ensuring that the Council delivers on the manifesto commitment of at least 2,000 new affordable homes completed by 2023;
- Improving landlord and estate services whilst developing a long-term investment plan for HRA properties; and
- Developing and starting to deliver strategies for the future of the major regeneration areas of the Borough, based on a distinctive vision and practical plans for each, including Barking Town Centre, Dagenham East, Chadwell Heath and the area south of the A13.

Councillor Geddes has responsibilities that cut across the Council's strategic priorities, but most of his individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

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### Councillor Evelyn Carpenter

*Cabinet Member for Educational Attainment and School Improvement*

Councillor Carpenter is responsible for the delivery of our plans related to ensuring all children can attend and achieve in **inclusive, good quality local schools**, as well as several of our plans related to ensuring that every child gets the **best start in life**. Over the next two years, her top priorities include:



- Publishing an Annual School Place Sufficiency Plan to ensure there are enough childcare, nursery and school places in the Borough to meet the needs of our population;
- Delivering our plans alongside Barking & Dagenham School Improvement Partnership (BDSIP) to ensure that quality of education and pupil's attainment continues to improve; and
- Developing the new Special Educational Needs and Inclusion Strategy.

Councillor Carpenter has responsibilities that cut across the Council’s strategic priorities, but most of her individual priorities can be found within both the Prevention, Independence and Resilience section of the Single Performance Framework.

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### Councillor Syed Ghani

*Cabinet Member for Public Realm*

Councillor Ghani is responsible for the delivery of many of our plans related to the **maintenance of clean, green environments** and **producing less and doing more** with the Borough’s **waste**. This includes ensuring that the Borough’s core refuse services are relentlessly reliable, with a focus on street cleansing and fly tipping. Over the next two years, his top priorities include:



- Developing 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 (joint priority with Councillor Mullane);
- Developing and adopting a new East London Joint Waste & Resources Strategy forecasting and modelling the waste arising for the next 25 years, with options for waste minimisation, reuse, recycling, reformed collection services and treatments for residual waste; and
- Banning single use plastics and drawing up an action plan to phase out the material among its commissioned services, contractors, suppliers and Local Authority-run schools.

Councillor Ghani has responsibilities that cut across the Council’s strategic priorities, but most of his individual priorities can be found within the Inclusive Growth section of the Single Performance Framework.

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### Councillor Margaret Mullane

*Cabinet Member for Enforcement and Community Safety*

Councillor Mullane is responsible for the delivery of our plans related to the **enforcement of the highest standards of public safety** in relation to issues such as food standards, licensing and trading standards. She is responsible for our plans to address a range of **community safety issues** including violent crime, hate crime and anti-social behaviour. Finally, she is responsible for emergency planning and business continuity. Over the next two years, her top priorities include:



- Developing 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 (*joint priority with Councillor Ghani*);
- Maintaining focus on violent crime through delivery of the Serious Violence and Knife Crime Action Plan; and



- Delivering 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.

Councillor Mullane’s responsibilities cut across the Council’s strategic priorities, with an even split of individual priorities across both the Inclusive Growth and the Prevention, Independence and Resilience sections of the Single Performance Framework.

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### Councillor Lynda Rice

*Cabinet Member for Equalities and Diversity*

Councillor Lynda Rice is responsible for working with portfolio holders across cabinet, and with officers, to ensure that all the Council’s activity responds to the ways in which personal and identity-based characteristics intersect with root causes to produce structural inequalities for particular groups in our community. Councillor Rice’s brief, ‘**Equalities and Diversity**’, stretches across all three strategic priorities and is a central component of our long-term approach to public service. Over the next two years, her top priorities include:



- Organising and supporting a calendar of community events that celebrate the Borough’s rich and diverse culture;
- Developing the purpose and process for deploying Equality Impact Assessments within the policy-making process; and
- Developing a policy position to explain how the Council’s Strategic Framework embeds equality, diversity and human-centered design into the Council’s approach, including its commissioning and performance processes. This policy will set out how the Equalities and Diversity agenda will influence the activity of the Council’s other portfolios and priorities, including key areas in Inclusive Growth such as housing and jobs; in Participation and Engagement such as the ability to participate in cultural activities and community cohesion; and in Prevention, Independence and Resilience such as domestic abuse, disabilities and serious youth violence.

Councillor Rice’s responsibilities cut across the Council’s strategic priorities with an even split across all three sections of the Single Performance Framework.

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### Councillor Maureen Worby

*Cabinet Member for Social Care and Health Integration*

Councillor Worby is responsible for the delivery of our plans related to: Giving our young people the **best start in life**, and preparing them to be adults; making sure all our residents, and particularly our most vulnerable, are **kept safe**; ensuring all residents have the opportunity to live **long and healthy lives**; and ensuring our residents are supported to **age well**, in their own homes. Over the next two years, her top priorities include:



- Developing a new Target Operating Model for Targeted Early Help and designing the new Early Help and Prevention offer with Community Solutions and the new Safeguarding Partnership;

- Working with our new strategic partner on Domestic Abuse – Refuge - to implement new offer for families where DA is a factor and implementing the recommendations made by the Domestic Abuse Commission; and
- Improving the housing offer and pathways for key groups of vulnerable residents, including via the development of 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.

Councillor Worby has responsibilities that cut across the Council’s strategic priorities, but most of her individual priorities can be found within the Prevention, Independence and Resilience sections of the Single Performance Framework.

# Delivering this Plan

This document, The Corporate Plan 2020-2022, including the Single Performance Framework, replaces the previous Corporate Plan (2018-2022) as the medium-term articulation of the Council’s priorities and objectives. It is therefore vital that it shapes and drives the two systems through which accountabilities are discharged and managed within the organisation: commissioning and performance.

## Commissioning

‘Commissioning’ is the mechanism through which we discharge responsibility for the delivery of the priorities and objectives in the Single Performance Framework from the Council’s core (made up of Strategic Directors and commissioning teams) to one of a series of service delivery blocks (including in house-services and wholly owned companies, as well as trusted public sector, civil society and private sector partners).



The relationship between the core and service delivery blocks is managed through the production of commissioning mandates that translate the medium term-objectives set out in Single Performance Framework into specific plans for each block, aligned with a clear delivery budget set out in the Council’s MTFS. Mandates are collaboratively developed and agreed between commissioners and operational leads, providing a framework through which performance can be monitored and managed on an ongoing basis.

## Performance

Commissioning mandates sit within a wider performance system that is structured around each of the strategic priorities set out in this Corporate Plan and the Single Performance Framework, allowing Strategic Directors, commissioning teams, operational leads and members to monitor performance across systems rather than in individual service delivery silos.

Together, commissioners and operational leads provide monthly updates on progress against the actions, deliverables, outcome measures and indicators in the Single Performance Framework to one of four dedicated working groups for each strategic priority. A monthly cut of the Council’s performance across these four systems is then presented to the senior leadership team (Corporate Performance Group), before discussion at individual Member Portfolio Meetings and a dedicated meeting of relevant Cabinet Members, again structured around systems rather than individual services (Leader’s Advisory Groups).

Our commissioning and performance systems rely upon a distributed model of leadership that encourages strategic directors and operational leads to take collective responsibility for the delivery of our medium-term goals and objectives, alongside our partners. The key to this model is the strength of the relationships that we maintain with each other. No-one service or organisation can do this alone. We all have a part to play.

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# 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	

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
					As above
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	
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### 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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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
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	Children's Improvement Programme
Implement a timely Public Law Outline process.	Cllr Worby	September 2020	
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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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
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	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	10.1% (21)	↑	tbc	Quarterly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
	young people remain with their foster carers following their 18th birthday.				
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.	ClIr Worby	May 2020	Children's Improvement Programme and Multi
Establish the new Adolescent and Youth Offending Service.	ClIr Worby	June 2020	
Set-up the new Specialist Intervention Hub and accompanying commissioned offer.	ClIr Worby	September 2020	

Implement the Step Up, Stay Safe programme.	Clr Carpenter, Clr Mullane and Clr Worby	December 2020	Agency Safeguarding Partnership Plan
Deliver the Barking and Dagenham Partnership Exploitation Strategy (including the embedding of a partnership-wide approach to Contextual Safeguarding).	Clr Worby	January 2021	
Deliver the current Prevent Strategy and implement the recommendations of the Prevent Peer Review	Clr Worby and Clr 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	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	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	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	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	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.	ClIr 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.	ClIr Worby	September 2020	
Implement the Reconnections programme and our local loneliness initiative.	ClIr 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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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
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
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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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
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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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

Deliverable	Lead Member	Deadline	Programme
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	
Develop Community Solutions crisis intervention model for older, vulnerable adults, including improvements to the dementia pathway.	Cllr Worby	September 2020	

Deliverable	Lead Member	Deadline	Programme
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	Adults Improvement Programme
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
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



Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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
	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

Topic	Task	Milestone	Deadline	Lead Member
	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	The purpose of the platform is to create a single place through which to	100 by Q4 21-22	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	volunteering opportunities through the single platform for volunteering.	advertise and broker opportunities to volunteer and participate in community activity. 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.			
	Number (cumulative) of opportunities advertised through 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>	Increases.	Bi-annual.	Cllr Ashraf



## 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 LBBB.	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	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>	social networks. These 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.			
<b>Perceptions of the local area</b>	Proportion (%) of residents who respond positively to the question: 'how satisfied or dissatisfied are you with your local area as a place to live?'	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.	No reductions	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents who agree that their 'local area is a place where people from different backgrounds get on well together',	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.	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
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		n/a	n/a	Cllr Carpenter

Topic	Task	Milestone	Deadline	Lead Member
	to raise awareness of the potential of the 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
CAN	Number of people signed up to CAN.		400 by Q4 21-22	Quarterly	CLlr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	Number of projects initiated on the One Borough Voice arm of 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.	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 LBBB enables democratic participation online. Therefore the number of visitors and responses to projects are	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 (10,000 by Q4 20-21)	Monthly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
		indicators for the engagement of the community with the platform.			

## Designing relational practices into the Council's activity

### Actions and deliverables

Topic	Task	Milestone	Deadline	Owner
Relational Council	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	ClIr 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 and domestic abuse. Ensure the policy explains how this is supported by collaboration between the Equality and Diversity Portfolio	Policy agreed.	Q2 21-22	ClIr Rice



Topic	Task	Milestone	Deadline	Owner
	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			ClIr 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 LBBD'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	ClIr 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	ClIr 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	ClIr Twomey
	Leadership Group to undertake visible engagement through methods such as 'walk the floor' sessions and 'coffee mornings'.	Ongoing.	n/a	ClIr 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 and – as an annual staple – the Summer of Festivals programme	Plan agreed.	Q1 20-21	ClIr Ashraf
		Plan implemented	Q4 20-21	ClIr Ashraf
		2 <sup>nd</sup> plan agreed.	Q1 21-22	ClIr Ashraf
		2 <sup>nd</sup> plan implemented	Q4 21-22	ClIr Ashraf

Topic	Task	Milestone	Deadline	Owner
	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 perceptions	Campaign Round 2	Q2 20-21	Cllr Ghani
		Campaign Round 3	Q3 20-21	Cllr Ghani

Topic	Task	Milestone	Deadline	Owner
	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-wide 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	ClIr Worby
	Implement an effective and coherent assisted technology offer for socially isolated residents and those with complex needs.		Q4 20-21	ClIr 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	ClIr 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	ClIr 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	ClIr Ashraf
	Proportion (%) of residents who identify as varying degrees of 'satisfied' with a transactional service experience.		Target set once benchmark established.	Monthly	ClIr Twomey
	Customer Effort Scoring (CES) of transactional services – the proportion (%) of residents who accessed a		Target set once benchmark established.	Monthly	ClIr Twomey

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Member
	transactional service 'easily' subtracted from the proportion (%) who found access 'difficult'.				
	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
	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
<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

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>	ClIr 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
	ClIr 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
	ClIr 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
	ClIr 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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of households on the housing register	How we are managing demand for supply on new and existing stock		Quarterly
	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> </ul>	Complete by end of March 2021

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
			<ul style="list-style-type: none"> <li>Establishing its Registered Provider vehicle</li> </ul>	
<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> </ul>	HRA Business Plan to Cabinet February 2021

Deliverable	Lead Member	Lead officer	Aims of the activity	Milestones
			<ul style="list-style-type: none"> <li>The emerging requirements from the review of building safety, including the Building Safety Bill expected in this Parliament</li> <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	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	
	(current tenants including current arrears)				
	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	

<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
	Lift inspections completed to schedule		100%	Quarterly
<b>Private rented sector</b>	Number of privately rented homes that are licensed	Whether homes in the private rented sector are complying with the landlord licensing scheme		Quarterly
	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	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: <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> </ul>	By End of March 2021

			<ul style="list-style-type: none"> <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>	
<b>Reduce the numbers of households in TA</b>	Cllr Geddes	Mark Fowler	<p>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:</p> <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> </ul> <p>Increase auditing of TA properties to 20% of all stock</p>	End of March 2021
<b>Developing a more proactive approach to reducing rough sleeping</b>	Cllr Geddes	Mark Fowler	<p>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</p>	End of March 2022

#### Indicators

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<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

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Homeless Acceptances as a % of all homeless applications and reason for acceptance			Quarterly
	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
<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

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestone</b>
<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 LBBD'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
	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)

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
<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>Deliverable</b>	<b>Lead Member</b>	<b>Lead officer</b>	<b>Description of activity</b>	<b>Milestone</b>
<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 LBBD 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>LBBD 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
<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
<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: <ul style="list-style-type: none"> <li>- Job shops</li> <li>- Vocational Support</li> <li>- NEETs team (Homes and money hub)</li> <li>- Wider partners</li> </ul>		1,000 employment outcomes per year	Monthly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	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 LBBB social care services)		Move LBBB 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
	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)

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	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

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead officer</b>	<b>Description of activity</b>	<b>Milestones</b>
<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
<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

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
<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
<b>Delivering our core waste and recycling service</b>	% Domestic Collection Made	Demonstrate that we are effectively delivering this core service, which contributes to creating a sense of the Borough as a good place to live		Monthly
	% recycling collection made			Monthly
	% green waste collection made			Monthly
	% of commercial waste collections made			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		Monthly

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Litter - % rating for all areas (N1-195 style)	contributes to creating a sense of the Borough as a good place to live and invest		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
	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

<b>Deliverable</b>	<b>Lead Member</b>	<b>Lead officer</b>	<b>Description of activity</b>	<b>Milestones</b>
<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>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>Deliverable</b>	<b>Lead Member</b>	<b>Lead officer</b>	<b>Description of activity</b>	<b>Milestones</b>
<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
<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</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

Deliverable	Lead Member	Lead officer	Description of activity	Milestones
<b>contributions (e.g. s106)</b>				
<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>  <b>Our vision.</b> <i>A Town Centre with a new lease of life. A place to live, work, shop and relax. A 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</i>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>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).</p> <p>This will include: 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>Town centre regen strategy approved by December 2020</p> <p>Progress on key elements – on-going:</p> <p>Town centre management arrangements agreed by September 2020</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<p><i>people, plus great places to visit.</i></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>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>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>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><b>Our vision.</b> <i>A destination in its own right; full of character, personality and charm. Two neighbourhoods brought together around a vibrant and energetic high street, unlike anywhere else. Modern jobs, industry and transport links. More and better homes. Something</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>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>Area strategy for Chadwell Heath produced by December 2020</p> <p>Chadwell Heath masterplan approved by September 2021</p> <p>Establish Chadwell Heath landowner group by June 2020</p>



Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>for everyone, day and night.</i>			<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><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 residential heart of the Borough.</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
<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 life to fibre optics. A place in which stories</i></p>	Cllr Geddes	<p>Graeme Cooke / Pat Hayes</p>	<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 / operator (while supporting filming on the site during the construction of the permanent studios through the LBBD Film Office).</p>	<p>Area strategy for Dagenham East produced by December 2020</p> <p>Delivery of activities and interventions – on-going</p>

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestones
<i>about the Borough's past inspire the storytellers of tomorrow. Films, not Fords!</i>			<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>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. First up, London's three wholesale markets</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
<i>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>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</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>healthy 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

## 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	Plan produced by December 2020

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
			greenhouse gas emissions and a trajectory for reductions. Produce a set of metrics which will help us monitor performance in the future	
<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

Deliverable	Lead Member	Lead Officer	Aims of the activity	Milestone
<b>Develop the Beam energy offer</b>	Cllr Geddes	Graeme Cooke	<p>Work with Robin Hood Energy to introduce new product and service innovations for Beam Energy customers, including:</p> <ul style="list-style-type: none"> <li>• Installation discounts on electric vehicle charge points;</li> <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>	On-going

#### 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
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## 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>	Clr 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
	Clr 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
	Clr 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

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**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 LBBB leading by example in electrification	25 additional charging pillars installed	Bi-annually
	Number of Borough fleet vehicles moved to electric	Progress towards LBBB 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 LBBD, 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

Theme	What will we measure	What this measure/s will tell us	Target (where applicable)	Frequency data collection
	Number of people supported by HAM Hub whose eviction was prevented			Quarterly
	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 LBBB accounts by statutory deadline	By statutory deadlines
	Cllr Twomey	Philip Gregory	Publication of audited LBBB 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
<b>Internal Audit</b>	Cllr Twomey	Philip Gregory	Agree Audit Charter, Strategy and Plan	Approved annually by the Audit and Standards Committee
<b>Project and Programme Management</b>	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
<b>Performance Reporting</b>	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
<b>Financial Management</b>	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
<b>Counter Fraud</b>	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
Equalities / Representation	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
Democratic Participation	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	September 2020
	Cllr Twomey	Alan Dawson	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	Review of commissioning practices and opportunities for resident participation undertaken, Q2 2021/22

Topic	Lead Member	Lead Officer	Task	Milestone
			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.	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				
	Instagram	Number of posts				
		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			No target	Reported quarterly

### 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  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-service an easy and efficient option.	Top quartile when benchmarked with peers	Quarterly
	Call volumes		No target	Monthly
	Form usage		No target	Monthly
	Requests by channel		No target	Monthly
	Customer satisfaction		Target to be set once benchmark established	Monthly



Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	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
	Cllr Twomey	Paul Ingram	The IT service will implement a number of key technology platform projects vital to the Council Core during 2020/21	New CRM core (April 2021) Replace Integration platform (July 2020) IT Service Management tool (December 2020)

Topic	Lead Member	Lead Officer	Task	Milestone
				<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 replacement for Oracle ERP (December 2021)</p> <p>Replacement of the current LBBB MyAccount (Agilisys Digital) (April 2021)</p>

Topic	Lead Member	Lead Officer	Task	Milestone
				BD-SIP move to external IT provision (October 2020) BDTP implementation of new Repairs management system (January 2021) Re-implementation of the Council GIS service (April 2020)
<b>Data and information governance</b>	Cllr Twomey	Andrew Walkinshaw	Print & Post / Scan It, Scrap It, Store It Scrap all files outside of retention periods Paper-lite Audit Review Implement audit findings and recommendations	1 May 2020 1 September 2020 1 April 2020 1 June 2020
<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

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## Community and Equality Impact Assessment

As a Local Authority, we have made a commitment to apply a systematic equalities and diversity screening process to both new policy development and changes to services.

This is to determine whether the proposals are likely to have significant positive, negative or adverse impacts on the different groups in our community.

This process has been developed, together with **full guidance** to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

### About the service or policy development

Name of service or policy	Corporate Plan 2020- 2022
Lead Officer	Jonny Mallinson
Contact Details	Jonny.mallinson@lbbd.gov.uk

Why is this service or policy development/review needed?
<p>In 2017 The BDDP set out the Borough's shared, 20-year vision for the future of Barking and Dagenham, in the form of the Borough Manifesto. The Manifesto represents the standard to which the Council holds itself and all our activity is aimed at achieving its vision.</p> <p>The scale of this challenge requires a radical approach to preventing poor outcomes for our residents. Only by building a preventative system of public services and social infrastructure will we, with our partners and the community, be able to address the root causes of poverty, deprivation and health inequality and, ultimately, achieve the vision of the Borough Manifesto. At the heart of this preventative system is a commitment to addressing the structural inequalities faced by certain groups within our population.</p> <p>The Council's long-term approach must also be supported by an approach to making decisions and planning activity that can respond to the rapidly changing needs of the community during and in response to the Covid-19 pandemic. The ongoing emergency response to the pandemic demands that the Council make decisions quickly and clearly in order to ensure it is supporting the residents of the Borough to remain safe and well.</p> <p>With this context in mind, a new Corporate Plan has been developed to detail the Council's strategic framework, its priorities and its planned activity for the remainder of this political administration (2020-22).</p> <p>The new Corporate Plan sets out the Council's strategic framework and translates that approach across four key strategic priorities:</p>

Why is this service or policy development/review needed?

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

The Corporate Plan, and the content of the Single Performance Framework it introduces and appends, incorporates the existing [Equality and diversity strategy 2017-2021](#). The deliverables and objectives attached to this strategy remain live and the vision of a strategic framework with equality and diversity at its core remains the sentiment of the Corporate Plan and the long-term approach to public service reform it describes.

**1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).**

What impacts will this service or policy development have on communities?  
Look at what you know. What does your research tell you?

The Council's Corporate Plan sets out the organisation's strategic framework, including its priorities and associated workplan between 2020 and 2022. This EIA applies to the entire Corporate Plan. As such it does not cover, in detail, every planned initiative, service change and activity. Instead, it offers an overall analysis of the impact of structural inequalities for groups in our population with identified protected characteristics, before detailing several examples of activity described in the Single Performance Framework aimed at addressing these inequalities. For a full view of the Council's planned activity, and therefore a more detailed understanding of how it relates to specific groups of our residents, please see the Single Performance Framework.

**What do we know about structural inequality in Barking & Dagenham?**

Our understanding of structural inequalities in our population is constantly evolving, based on continued analysis of the protected characteristics and their association to a range of poor outcomes in our Borough. In the years ahead, we will continue to deepen and strengthen this analysis.

**Overall**

•211,998 residents - 7th smallest population in London

**Age**

- 57,865 under 16s - highest proportion in London and the UK
- 134,378 16 to 64s - 6th lowest proportion in London
- 19,755 over 65's - 7th lowest proportion in London
- 33.1 average age - lower than London average (36.4)

**Disability**

•16% of adults aged 16 and over are EA core or work limiting disabled – lower than the London average (16.6%)

**Gender reassignment**

•The 2021 Census will have a new voluntary question which asks 'is your gender the same as the sex you were registered at birth?' This will provide insight currently unavailable to us.

**Marriage and Civil Partnership**

Meaningful data will be provided by the 2021 Census.

**Pregnancy and Maternity**

•79.6 births per 1,000 women of childbearing age - highest in London



•25.1 conceptions per 1,000 females aged 15-17 – highest in London

**Race (including Gypsies, Roma and Travellers)**

- 64.9% Black and minority ethnic (BME) population - above London average (61.3%)
- After English, the five most common languages spoken are Bengali, Urdu, Romanian, Lithuanian and Yoruba.

**Religion or belief**

**Sex**

- 62.8 male healthy life expectancy - below London average (63.9)
- 62.3 female healthy life expectancy - below London average (64.6)
- 13.7 domestic abuse offences per 1,000 people - highest in London
- 78% of police reported domestic abuse victims are female, 22% male
- 93% of perpetrators male, 7% female

**Sexual orientation**

- The 2021 Census will include a voluntary question on sexual orientation.

**Socio-economic Disadvantage**

- 5.5% unemployment - higher than London average (4.7%)
- 71.3% employment - below London average (74.5%)
- 1.4% income support claimants - highest in London

**Deprivation in Barking and Dagenham**

The index of multiple deprivation (IMD) is the official measure of relative deprivation for small areas or neighbourhoods in England. Barking and Dagenham has:

- the twenty first highest IMD score in England (based on 317 local authority districts, where 1 is the most deprived and 317 is the least deprived);
- the highest IMD score in London;
- neighbourhoods amongst the 10% most deprived in the country; (these neighbourhoods in Gascoigne, Heath, Thames and Village Wards)
- two wards (Gascoigne and Mayesbrook) where every neighbourhood is amongst the 20% most deprived in the country; and
- Only one ward, Longbridge, which has no neighbourhoods amongst the 30% most deprived in the country.

The Council's dedicated [Social Progress Index](#) is a tool which enables a holistic view of rates of social progress of different forms at ward-level across the Borough.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	x			<p>A deliberate and nuanced approach to identifying structural inequalities and how they are experienced by the Borough's residents will improve the Council's ability to tackle structural inequality.</p>	<p>The approach to public service reform described in the Corporate Plan aims to build a preventative system of public services and social infrastructure capable of identifying and addressing the root causes of poverty, deprivation and health inequality.</p> <p>To do this, the Corporate Plan articulates the Council's understanding - using the best of its insight, intelligence and experience - of the root cause risk factors that are most strongly associated with manifestations of structural inequality in B&amp;D. These are: Lack of affordable housing; inadequate or poor-quality housing stock; higher than average unemployment; low household income and low pay; debt; school exclusions and educational attainment; social isolation; mental wellbeing; substance misuse; and domestic abuse.</p> <p>These root causes are experienced differently by different parts of our community. Our ever-evolving analysis is increasingly driving the way in which the Council approaches policy-making and service design. A major priority through the delivery of the Corporate Plan will be to enhance the ways in which our understanding of these root causes drives change in the organisation.</p>

Age	x		<p>Several of the priorities identified in the Single Performance Framework – and particularly in the section themed ‘Prevention, Independence, and Resilience’ - focus on activity aimed at working with specific age cohorts to enable better outcomes and tackle inequalities.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>The new target operating models for Early Help and Children’s Care and Support, the OFSTED Improvement Plan and the ‘Team Around the School’ approach will all aim at ensuring children and young people get the best start in life.</p> <p>The development of the assisted technology offer for socially isolated residents and those with complex needs will support adults with care and support needs, including older residents, to overcome structural barriers to living independent lives.</p> <p>The new assessment tool, developed with the BD_Collective, will explore new ways in which the social sector, Care and Support and Commissioning can collaborate to support older and vulnerable residents.</p>
Disability	x		<p>The Prevention, Independence and Resilience section of the Single Performance Framework (SPF) details a range of work to support residents with disabilities.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>The new Target Operating Model for the Disability Service, and the multi-disciplinary arrangements for Looked After Children and in the Community Learning Disability Teams, will develop the Council’s approach to working with and supporting these residents.</p> <p>The new referral pathway and support offer for those diagnosed with learning/ physical disabilities and mental health conditions will enhance our ability to get the right support to residents with disabilities at the right time.</p>

Sexual orientation	x		<p>The Council is clear that the relationship between the LGBT+ community and public services across organisations in the Borough is strained and trust must be restored if we are to fully understand the lived experience of LGBT+ residents and seek to support them effectively. The work identified in the SPF contributes to this effort.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>The Council's community development work with the LGBT+ community, in partnership with Studio 3 Arts, will explore issues of LGBT+ lived experience in Barking &amp; Dagenham and identify ways in which different parts of the community, including the Council, can work together to tackle structural inequality and improve the relationship between LGBT+ residents and public services in the Borough.</p>
Gender reassignment	x		<p>The Council has a clear understanding that issues and experiences related to gender reassignment can present structural inequalities, and the Council aims to enhance its understanding and approach as part of the wider LGBT+ community development work described above.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>The LGBT+ community development work described above will include in scope the lived experience of residents who have and are going through gender reassignment.</p>
Marriage and civil partnership		X	<p>The Council's understanding of issues related to marriage and civil partnerships is limited and this is an area that the Council needs to and will do more to understand.</p> <p>One key issue the Council is aware of is that issues associated with marriage and civil partnership are particularly significant within the LGBT+ community, and this will inform the community development work described above.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>The community development work described above will include in scope issues and experiences related to marriage and civil partnership.</p> <p>However, the Council's approach will need to evolve constantly as our understanding of the community develops. For instance, our work on marriage and civil partnership – and how it intersects with experiences of structural inequality – is currently limited and this could be an area for improvement over the coming years.</p>

Pregnancy and maternity	X	x	<p>A range of activity described in the Prevention, Independence and Resilience section of the SPF will support mothers with young children and new families to get the support they need.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>To help the Council put early intervention at the centre of how we interact with residents and support the delivery of our strategic objectives, we are partnering with the Early Intervention Foundation (EIF) to deliver the Early Years Transformation Academy (EYTA). The Academy will offer learning opportunities to staff across local maternity and early years services and help us develop a maternity and early years transformation plan, based on best practice and guidance from experts in The Staff College, Born in Bradford and Better Start Bradford.</p> <p>As part of this work we are in the process of setting up a specialist pre-birth team in the assessment service, supported by a new pre-birth referral pathway and operational arrangements to deliver a multi-disciplinary approach to assessment and care planning, ensuring early permanence for babies born to vulnerable parents.</p>
Race (including Gypsies, Roma and Travellers)	x		<p>The SPF identifies the Council's strong cohesion agenda which works to bring residents from different backgrounds together to overcome inequality and discrimination.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>The SPF incorporates the Council's cohesion agenda as described in its Cohesion and Integration Strategy, which aims to ensure everyone experiences Barking and Dagenham as 'a friendly and welcoming Borough with strong community spirit'.</p> <p>The Council's cultural and events programmes are closely linked and part of its cohesion agenda, with programmes such as the Summer of Festivals bringing residents from different backgrounds together to celebrate a shared and diverse culture.</p> <p>The cohesion agenda ultimately seeks to understand and address any discrimination occurring along the lines of race and belief.</p>

Religion or belief	x		<p>The Corporate Plan describes close collaboration with the faith sector to work with residents of faith and faith organisations across the Borough.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>The Council's Faith Policy – Faith Builds Community – has been co-produced with faith organisations across the Borough to act as a plan of action to enhance collaboration between public services and the faith sector, in which we all have a part to play.</p> <p>The joint work programme being established, described in the SPF, to implement the new policy will enhance the role played by faith organisations in securing positive community impact, and seek to address discrimination in activity along the lines of faith.</p>
Sex	x		<p>The Council understands that residents have significantly different lived experience and experience different forms of structural inequality through the lens of their sex. Much of the Council's activity seeks to address these forms of structural inequality and understand them more.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>Domestic abuse is a particularly prevalent issue in Barking and Dagenham, having the highest Police reported rates of both national and local data on police reported domestic abuse, show that women are more likely to be victims of domestic abuse than men, and men are more likely to be perpetrators – within Barking and Dagenham, 78% of police reported domestic abuse victims were female, and 22% were male, with 93% of perpetrators male and 7% of perpetrators female.</p> <p>The Council is taking a gender-informed approach to this key issue by establishing the Domestic Abuse Commission, which is seeking to understand community attitudes towards and perceptions of domestic abuse to inform how a community, and Council, such as Barking and Dagenham can approach domestic abuse from a preventative perspective.</p>

Socio-economic Disadvantage	x		<p>The Council's entire inclusive growth agenda, identified in that section of the SPF, aims to ensure every resident of the Borough can benefit from its growth and actively, fairly and positively engage in the local economy. A wide range of its activity, therefore, aims to support those experiencing or at-risk of socioeconomic disadvantage.</p>	<p><b>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</b></p> <p>The Council will ensure that at least 2,000 new affordable homes are built between 2019 and 2023 through a combination of Be First and other developers, improving the affordable housing offer for local residents.</p> <p>Reside's offer is improving the affordable housing offer for residents, particularly in the private rented sector.</p> <p>The Council's work on jobs, within its Inclusive Growth agenda, is seeking to ensure there are clear, accessible pathways into secure careers available for local residents, whether that's through its social value approach, its work with the construction, care and food sectors, or its business support offer.</p>
Any community issues identified for this location?		x	-	<p>The Corporate Plan describes the Council's overall approach to working across the Borough, and it therefore applies to the whole Borough.</p>

## 2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups.

If you have already undertaken some consultation, please include:

- Any potential problems or issues raised by the consultation
- What actions will be taken to mitigate these concerns

The Council's approach to public service reform, captured in this Corporate Plan, is fuelled by and dependent upon ongoing participation and engagement of a variety of forms. This includes large-scale engagement exercises, such as that which co-produced the Borough Manifesto or, more recently, shaped the 'Borough and Me' programme and wider inclusive growth agenda. It also includes in-built mechanisms for resident and service user co-production, participation and engagement within frontline public services such as in Care and Support and Community Solutions. And it includes ongoing mechanisms and avenues for resident participation such as through the operation of the Neighbourhood Fund, or workshops and collaboration with the local social sector.

Within the workforce, a range of activity over the past year has sought to build on the programme of engagement which previously shaped Ambition 2020. This has included focus groups, consultations and workshops. And more recently, the 'join the conversation' programme of activity has commenced to improve the collective understanding of what the workforce believe enables the form of public service described in the Corporate Plan, how we could work more widely according to the principles of this document, and what gets in the way.



### 3. Monitoring and Review

How will you review community and equality impact once the service or policy has been implemented? <i>These actions should be developed using the information gathered in <b>Section 1 and 2</b> and should be picked up in your departmental/service business plans.</i>		
Action	By when?	By who?
The Corporate Plan and the approach to reform it describes is dependent upon ongoing engagement and an ever-improving approach to data, insight and intelligence. Constant iteration of our understanding of the root causes of poverty and inequality will be crucial to honing the Council's approach, and this is dependent upon a range of parts of the Council and forms of activity.		

### 4. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Divisional Director who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. project sponsor, head of service)	Date
Mark Tyson	Director of Policy and Participation	01/04/2020

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