

Notice of Meeting of the

ASSEMBLY

**to be held on Wednesday, 25 November 2020
commencing at 6:00 pm virtually via Teams**



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

Date of publication: 17th November 2020

Claire Symonds
Acting Chief Executive

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

AGENDA

1. Apologies for Absence

2. 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.

3. Minutes - To confirm as correct the minutes of the meeting held on 30 September 2020 (Pages 3 - 6)

4. Minutes of Sub-Committees - To note the minutes of the JNC Appointments, Salaries and Structures Panel held on 7 October and 16 October 2020 (Pages 7 - 9)

5. London Boroughs Charter for Councillor Development Award (Pages 11 - 13)

6. Leader's Statement

The Leader will present his statement.

7. Appointments

The Labour Group Secretary will announce any nominations to fill vacant positions on Council committees or other bodies.

8. Treasury Management 2020/21 Mid-Year Review (Pages 15 - 31)

9. Reviewed Corporate Plan 2020-22 (Pages 33 - 222)

10. The Barking and Dagenham Safeguarding Adult Board Annual Report 2019/20 (Pages 223 - 258)

11. Adoption and Corporate Parenting Annual Reports - a new approach (Pages 259 - 308)

12. Motions

13. Questions With Notice

14. Any other public items which the Chair decides are urgent

15. **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.***

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

Our Vision for Barking and Dagenham

ONE BOROUGH; ONE COMMUNITY; NO-ONE LEFT BEHIND

Our Priorities

Participation and Engagement

- 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
- 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

Prevention, Independence and Resilience

- Working together with partners to deliver improved outcomes for children, families and adults
- Providing safe, innovative, strength-based and sustainable practice in all preventative and statutory services
- Every child gets the best start in life
- All children can attend and achieve in inclusive, good quality local schools
- More young people are supported to achieve success in adulthood through higher, further education and access to employment
- More children and young people in care find permanent, safe and stable homes
- All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs
- Young people and vulnerable adults are safeguarded in the context of their families, peers, schools and communities

- Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime
- Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors
- 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
- Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities
- All vulnerable adults are supported to access good quality, sustainable care that enables safety, independence, choice and control
- 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
- Effective use of public health interventions to reduce health inequalities

Inclusive Growth

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

Well Run Organisation

- Delivers value for money for the taxpayer
- Employs capable and values-driven staff, demonstrating excellent people management
- Enables democratic participation, works relationally and is transparent
- Puts the customer at the heart of what it does
- Is equipped and has the capability to deliver its vision

MINUTES OF ASSEMBLY

Wednesday, 30 September 2020
(5:03 - 6:13 pm)

PRESENT

Cllr Elizabeth Kangethe (Chair)
Cllr Faruk Choudhury (Deputy Chair)

Cllr Andrew Achilleos	Cllr Dorothy Akwaboah	Cllr Sanchia Alasia
Cllr Saima Ashraf	Cllr Toni Bankole	Cllr Simon Bremner
Cllr Princess 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 Rocky Gill	Cllr Kashif Haroon
Cllr Amardeep Singh Jamu	Cllr Jane Jones	Cllr Mohammed Khan
Cllr Donna Lumsden	Cllr Olawale Martins	Cllr Mick McCarthy
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 Darren Rodwell
Cllr Emily Rodwell	Cllr Muhammad Saleem	Cllr Bill Turner
Cllr Dominic Twomey	Cllr Lee Waker	Cllr Phil Waker
Cllr Maureen Worby		

APOLOGIES FOR ABSENCE

Cllr Abdul Aziz	Cllr Sade Bright	Cllr Eileen Keller
Cllr Giasuddin Miah	Cllr Paul Robinson	

20. Declaration of Members' Interests

There were no declarations of interest.

21. Minutes (22 July 2020)

The minutes of the meeting held on 22 July 2020 were confirmed as correct.

22. Minutes of the JNC Appointments, Salaries and Structures Panel (18 August 2020)

The Assembly received and noted the minutes of the JNC Appointments, Salaries and Structures Panel held on 18 August 2020.

23. Death of Roger Luxton, OBE and Freeman of the Borough

The Assembly noted the sad passing on 12 September of Roger Luxton OBE, former Director of Children's Services and Freeman of the Borough.

Members paid tribute to Mr Luxton's significant contribution to the education of children in the Borough throughout his 23 years of service as well as his contribution on a national level, which had been recognised in 1999 with the award of the Order of the British Empire for 'Services to Education Standards'. Members also fondly remembered his wit, warmth of personality and powers of public speaking.

The Assembly observed a minute's silence in memory of Mr Luxton.

24. Leader's Statement

The Leader of the Council presented a verbal statement updating the Assembly on a range of matters since the last meeting, with a particular focus on the latest information around the Borough's management of Covid-19.

The Leader outlined the pro-active work being undertaken in the Borough to reinforce the public health messages including the use of media and social media, leaflet drops to every household and targeted communications in areas of high infection rates, other areas of high footfall and outside schools.

The Leader then invited the Cabinet Member for Social Care and Health Integration to provide the latest clinical update of the situation. The Cabinet Member spoke on the increasing rates of infection across all age ranges and the need to protect the more vulnerable members of the community, stressing the importance of everybody abiding by the public health message of washing hands, wearing face coverings and maintaining social distancing.

The Leader expressed his concerns at the lack of cooperation and mixed messaging from the Government which made it difficult for the Council to properly protect communities. He highlighted the withdrawal of some local testing facilities as an example and also referenced the lack of powers available to local authorities, such as the ability to fine individuals for not wearing masks in enclosed spaces. The Leader also condemned a number of the big supermarket chains for not enforcing the rules locally and for putting profit before people and confirmed that the Council would continue to take enforcement action to protect the community.

The Leader advised that Council was pulling together information about the social and economic impact of Covid-19 in order to strengthen its case for more support from the Government. He also paid tribute to the efforts of his Cabinet colleagues and staff in continuing to deliver services in the face of the pandemic, highlighting specific areas of work under the remits of the Cabinet Members for Educational Attainment and School Improvement, Community Safety and Enforcement, Social Care and Health Integration and Community Leadership. He also made mention of the 'Lost Hours' campaign, led by Councillor Worby in partnership with Councillors Carpenter and Mullane, aimed at tackling youth violence and making all parents aware of their responsibility for their children.

Other issues covered in the Leader's statement included:

- **Stephen Port Inquest** – The Council had agreed to the Ministry of Justice's request to use Barking Town Hall as the venue for the inquest into the murders

committed by Stephen Port in Barking between 2014 and 2015. The inquest was due to start in January 2021 and expected to last for up to six weeks;

- **A13 tunnel** – Lodging the case for the A13 tunnel to the Government’s comprehensive spending review;
- **Film studios** - Securing circa £5m from the Government to enable work on the Film Studios to move forward;
- **Homes for Artists** – Following planning permission, work had commenced on a ‘Homes for Artists’ project in Linton Road, Barking, backed by Turner Prize-winning artist Grayson Perry, to support home-grown talent and attract artists and craftspeople to the borough;
- **London Councils** – His recent appointment as Deputy Leader of London Councils;
- **Facebook Live event** – A successful test event to bring contact with Council Leaders closer to the people; and
- **One Borough One Love Festival** – Over 26,000 people had taken part in the event and the Leader congratulated everyone involved.

25. Appointments

There were none to report.

26. Report of the Local Government Ombudsman on a matter relating to Blue Badge Applications (Non-Visible Disabilities)

The Cabinet Member for Finance, Performance and Core Services presented a report on the outcome of a complaint that had been determined by the Local Government Ombudsman (LGO) regarding the way that the Council had dealt with and managed an application for a blue badge under the non-visible disabilities criteria.

The Cabinet Member explained that the LGO had found that the Council had failed to properly assess the application and that, upon that determination and following a request by the applicant, it had failed to undertake a further review of the application. Fault was found as to the Council’s record keeping which had impacted on its ability to clearly evidence reasons as why the applicant was not eligible for a Blue Badge automatically and why an offer was not made for eligibility subject to further assessment. Finally, fault was found in the process for the rejection of the application. Consequently, the LGO had chosen to issue a report in the public interest detailing the outcome of the complaint.

The Cabinet Member acknowledged the faults by the Council and referred to the action plan that had been developed, as set out in section 3 of the report, responding to the LGO’s recommendations to remedy the injustice. The action plan set out a number of changes to current processes to ensure the Council was fully compliant in the future and details of the proposal to contact those whose applications had been rejected during the last six months to resubmit their applications for fresh consideration.

The Assembly noted

- (i) The report issued by the Local Government Ombudsman, its publication and the notice that appeared in local news sources, and

(ii) The action taken to date to remedy the complaint as directed.

27. Annual Report of Member Champions 2019/20

The Leader introduced the second Annual Report of the three Member Champions, introducing Councillor Achilleos following his recent appointment to champion Climate Change as well as Councillors Freeborn and Chris Rice in their capacities as Member Champions for Quality in Care and Mental Health respectively. He thanked all three Members for their hard work and achievements to date as well as the Cabinet Members for Social Care and Health Integration and Regeneration and Social Housing as the sponsors during this difficult year in terms of the impact of Covid-19.

All three Member Champions provided an overview of what they have achieved in their respective areas setting out their conclusions and plans for the year ahead.

Assembly **noted** the annual reports for 2019-20.

28. Sergeant Matt Ratana

The Cabinet Member for Community Safety and Enforcement made a statement regarding the tragic death of Sergeant Matt Ratana, who was fatally shot in an incident at Croydon Custody Centre on Friday 9 October, and commented that the incident was a stark reminder of the dangers that Police officers faced every single day at work.

The Assembly conveyed its sincere condolences to Sergeant Ratana's family, friends and colleagues and joined the Cabinet Member in a minute's applause in recognition of the work of Police officers and other emergency service staff.

MINUTES OF JNC APPOINTMENTS, SALARIES AND STRUCTURES PANEL

Wednesday, 7 October 2020
(3:01 - 4:20 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf, Cllr Syed Ghani, Cllr Donna Lumsden, Cllr Dominic Twomey and Cllr Phil Waker

4. Declaration of Members' Interests

There were no declarations of interest.

5. 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).

6. Extension of Secondment of Director of Strategy and Participation

(The Chair agreed that the report could be considered at the meeting under the provisions of Section 100B(4)(b) of the Local Government Act 1972 as a matter of urgency in order to consider revised proposals relating to the post.)

Further to Minute 3 (iv) of the meeting on 18 August 2020, the Chief Executive reported on a revised proposal regarding the Director of Strategy and Participation post.

It was noted that Mark Tyson had been appointed to the post on an 18-month secondment in June 2019. The Chief Executive explained that since the outbreak of the COVID-19 virus, the postholder had been responsible for leading several key COVID-related initiatives such as shielding and the BD CAN local support network which had meant that there had been less time to progress some of the key areas of accountability of the Director role, such as the development of partnership activities. The JNC Panel had also agreed at the August 2020 meeting to a further review and benchmarking of the Council's senior structure and pay levels, which was about to be progressed.

In the circumstances, it was now proposed to delay the permanent recruitment to the post and, instead, extend the secondment to a backstop date of 31 March 2021, during which time the postholder could give greater focus to the primary responsibilities of the Director role and develop proposals for the future of the service.

The Panel **resolved** to extend the secondment of Mark Tyson as Director of Strategy and Participation up to 31 March 2021.

7. **Appointment of 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 together with the CV and supporting statement of the shortlisted candidate.

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

Following the interview, Members discussed the candidate's presentation and responses to the questions and reached a unanimous decision.

The Panel **resolved** to agree the permanent appointment of Lisa Keating to the post of Director of My Place.

MINUTES OF JNC APPOINTMENTS, SALARIES AND STRUCTURES PANEL

Friday, 16 October 2020
(12:01 - 12:50 pm)

Present: Cllr Dominic Twomey (Chair), Cllr Saima Ashraf, Cllr Elizabeth Kangethe and Cllr Donna Lumsden

Apologies: Cllr Darren Rodwell

8. Appointment of Chair

Councillor Twomey was appointed as Chair for the meeting.

9. Declaration of Members' Interests

There were no declarations of interest.

10. 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).

11. Appointment of Director of Workforce Change

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 together with the application and supporting statement of the shortlisted candidate.

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

Following the interview, Members discussed the candidate's presentation and responses to the questions and reached a unanimous decision.

The Panel **resolved** to appoint Gail Clark to the post of Director of Workforce Change, subject to the usual terms and conditions.

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ASSEMBLY

25 November 2020

Title: London Boroughs Charter for Councillor Development Award	
Report of the Cabinet Member for Employment, Skills and Aspiration	
Open Report	For Information
Wards Affected: None	Key Decision: No
Report Author: Leanna McPherson, Principal Governance Officer	Contact Details: Tel: 020 8227 2852 E-mail: leanna.mcpherson.jamieson@lbbd.gov.uk
Accountable Strategic leadership Director: Fiona Taylor, Acting Deputy Chief Executive	
Summary	
<p>The Council was successfully re-assessed on 9 September 2020 for the London Boroughs Charter for Councillor Development at the Charter Plus standard. This will be formally awarded to Assembly this evening by Councillor Kaya Comer-Schwartz on behalf of London Councils. Cllr Comer-Schwartz was a member of the Assessment Panel and is the Executive Member for Children, Young People and Families and Deputy Leader, London Borough of Islington.</p>	
Recommendation	
To note the report and accept the Councillor Development Charter Plus Award.	
Reason(s)	
The formal awarding of Councillor Development Charter Plus to Assembly profiles the Council's commitment to a high standard of Member development.	

1. Introduction and Background

- 1.1 Barking & Dagenham was initially awarded the London Councils Charter for Elected Member Development in February 2009, with a successful reassessment held in July 2012. The higher level Charter Plus standard was awarded and maintained following assessments held in December 2016 and September 2020.
- 1.2 The Councillor Development Charter is a nationally recognised, structured quality framework. It assesses the processes, impact and effectiveness of Member development.
- 1.3 A self-assessment together with relevant strategies, plans, programmes, reports, Member resources, performance data and notes from key meetings were provided to the Assessors prior to the day of the assessment interviews.

2. Proposal and Issues

2.1 All key standards for the Councillor Development Charter have successfully been met by Barking & Dagenham at the Charter Plus standard. These are:

- Clear Commitment to Councillor development and support
- Strategic approach to Councillor development
- Learning and development is effective in building skills and knowledge

2.2 Councillor Cllr Comer-Schwartz, Executive Member for Children, Young People and Families and Deputy Leader, London Borough of Islington is in attendance this evening to present the Council with the Award.

3. Options Appraisal

3.1 There is no statutory requirement to gain Charter status. However, the Charter provides Members with an assurance that the Council is attaining a high development standard, a structured approach to assessing current performance and how to improve, London-wide and national benchmarking of standards and external assurance that the Council is committed to Member development.

4. Consultation

4.1 The following Members, Officers and Partner Organisations were interviewed during the Charter Plus assessment process:

Members: Councillor Darren Rodwell (Leader of the Council), Councillor Sade Bright, Councillor Jane Jones, Councillor Edna Fergus, Councillor Muhammad Saleem, Councillor Ingrid Robinson and Councillor Donna Lumsden.

Officers: Claire Symonds (Acting Chief Executive), Fiona Taylor (Acting Deputy Chief Executive), Alan Dawson (Head of Governance and Electoral Services), Fiona Jamieson (Organisation and Member Development Officer), Leanna McPherson (Principal Governance Officer), Claudia Wakefield (Senior Governance Officer) and Lois Taylor (Governance Officer)

Partner organisations: Himanshu Jain, (Barking and Dagenham Faith Forum), Nathan Singleton (Healthwatch), Sharon Thomas (Adult College of Barking and Dagenham), Avril McIntyre (BD_Collective), Ceri Jacob (Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups), James Coulstock (BeFirst) and Matthew Carpen (Barking Riverside Ltd)

5. Financial Implications

Implications completed by: Christine South, Finance Business Partner

5.1 There are no financial implications for the proposed Councillor Development Charter Plus Award

6. Legal Implications

Implications completed by: Dr Paul Field, Senior Governance Solicitor

- 6.1 The Localism Act 2011 requires that all local authorities have a duty to promote and maintain high standards of conduct by elected and co-opted Members. Member development programmes are key to this important objective.

Public Background Papers Used in the Preparation of the Report:

London Charter for Councillor Development Assessors' Report October 2020

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ASSEMBLY**25 November 2020**

Title: Treasury Management 2020/21 Mid-Year Review	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: No
Report Author: David Dickinson, Investment Fund Manager	Contact Details: Tel: 020 8227 2722 E-mail: david.dickinson@lbbd.gov.uk
Accountable Director: Philip Gregory, Finance Director (S151 Officer)	
Accountable Strategic Leadership Director: Claire Symonds, Acting Chief Executive	
<p>Summary</p> <p>Regulation changes have placed greater onus on elected Members in respect of the review and scrutiny of treasury management policy and activities. This mid-year review report provides details of the mid-year position for treasury activities and highlights compliance with the Council's policies previously approved by the Assembly on 17 February 2020 as part of the Treasury Management Strategy Statement for 2020/21.</p> <p>The Cabinet is due to consider this report at its meeting on 17 November 2020 (the date of publication of this Assembly agenda). Any issues arising from the Cabinet meeting will be reported to the Assembly.</p>	
<p>Recommendation(s)</p> <p>The Assembly is recommended to note:</p> <ul style="list-style-type: none"> (i) The Treasury Management Strategy Statement Mid-Year Review 2020/21; (ii) That the value of the treasury investments as at 30 September 2020 totalled £241.1m; (iii) That the treasury investment strategy outperformed its peer group, with a return of 1.50% against an average of 0.48% for London Local Authorities and 0.34% for the total comparable population of 211 Local Authorities; (iv) That the value of the commercial and residential loans lent by the Council as at 31 March 2020 totalled £171.0m; (v) That the value of long term borrowing as at 30 September 2020 totalled £945.8m, of which £275.9m related to the Housing Revenue Account and £669.9m to the General Fund; (vi) That the value of short term borrowing as at 30 September 2020 totalled £99.5m; 	

- (vii) That interest would be capitalised on long term developments of over £10m, effective from 1 April 2019; and
- (viii) That in the first half of the 2020/21 financial year, the Council complied with all 2020/21 treasury management indicators.

Reason(s)

To accord with the requirements of the Local Government Act 2003.

1. Introduction and Background

- 1.1 The Council operates a balanced budget whereby cash raised during the year meets the Council's cash expenditure needs. Part of the treasury management operations is to ensure this cash flow is adequately planned, with surplus monies invested with counterparties of an appropriate level of risk, providing adequate liquidity before considering maximising investment return.
- 1.2 A second main function of treasury management is the funding of the Council's capital programme. These capital plans provide a guide to the Council's borrowing need, which is essentially the use of longer-term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer-term cash may involve arranging loans, using cash flow surpluses, or restructuring debt to meet Council risk or cost objectives.
- 1.3 A third main function of treasury management is the funding and treasury advice that is required for the Council's Investment and Acquisitions Strategy (IAS).
- 1.4 In accordance with the Chartered Institute of Public Finance Accountancy's (CIPFA) Code of Practice for Treasury Management, there should be a review of that strategy at least half yearly. The principal requirements of the Code include:
 - 1) Maintain a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management.
 - 2) Maintain a Treasury Management Practices which set out the how the Council will seek to achieve those policies and objectives.
 - 3) Receipt by full Council of a Treasury Management Strategy Statement, (TMSS) including the Annual Investment Strategy and Minimum Revenue Provision (MRP) Policy for the year ahead; a Mid-Year Review Report (this report); and an Annual Report covering activities during the previous year.
 - 4) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - 5) Delegation by the Council to a specific named body, for this Council this is Cabinet, to scrutinise the treasury management strategy and policies.
- 1.5 This mid-year report has been prepared in compliance with CIPFA's Code of practice on Treasury Management, and covers the following:
 - 1) Introduction and Background;
 - 2) Economic Update and Interest Rate Forecast;

- 3) Council's Cash, Interest Budget and Debt Position as at 30 September 2020;
- 4) Investment Portfolio as at 30 September 2020;
- 5) Investment Strategy Performance and Benchmarking;
- 6) Loans and IAS Income Forecast as at 30 September 2020;
- 7) Accounting Policy change to interest costs; and
- 8) The Council's Capital Position (Prudential Indicators).

2. Economic Update and Interest Rate Forecast

2.1 The Bank of England's Monetary Policy Committee kept Bank Rate unchanged on 6th August. It also kept unchanged the level of quantitative easing at £745bn. Its forecasts were optimistic in terms of three areas:

- ❖ Fall in GDP in the first half of 2020 was revised from -28% to -23% (subsequently revised to -21.8%).
- ❖ Peak unemployment rate revised down from 9% in Q2 to 7½% by Q4 2020.
- ❖ It forecast that there would be excess demand in the economy by Q3 2022 causing CPI inflation to rise above the 2% target in Q3 2022.

2.2 It also squashed any idea of using negative interest rates, at least in the next six months or so. It suggested that while negative rates can work in some circumstances, it would be "less effective as a tool to stimulate the economy" at this time when banks are worried about future loan losses. It also has "other instruments available", including QE and the use of forward guidance.

2.3 The MPC expected the £300bn of quantitative easing purchases announced between its March and June meetings to continue until the "turn of the year". This implies that the pace of purchases will slow further to about £4bn a week, down from £14bn a week at the height of the crisis and £7bn more recently.

2.4 Overall, the pace of recovery is not expected to be in the form of a rapid V shape, but a more elongated and prolonged one after a sharp recovery in June through to August which left the economy 11.7% smaller than in February. The last three months of 2020 are now likely to show no growth as consumers will probably remain cautious in spending and uncertainty over the outcome of the UK/EU trade negotiations concluding at the end of the year will also be a headwind. If the Bank felt it did need to provide further support to recovery, then it is likely that the tool of choice would be more QE.

2.5 There will be some painful longer-term adjustments as e.g. office space and travel by planes, trains and buses may not recover to their previous level of use for several years, or possibly ever. There is also likely to be a reversal of globalisation as this crisis has shown up how vulnerable long-distance supply chains are. On the other hand, digital services is an area that has already seen huge growth.

2.6 One key addition to the Bank's forward guidance was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate

2.7 **Interest Rate Forecast.** The Council’s treasury advisor, Link Group, provided the following forecasts on 11th August 2020 (PWLB rates are certainty rates):

Link Group Interest Rate View 11.8.20										
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month average earnings	0.05	0.05	0.05	0.05	0.05	-	-	-	-	-
6 month average earnings	0.10	0.10	0.10	0.10	0.10	-	-	-	-	-
12 month average earnings	0.15	0.15	0.15	0.15	0.15	-	-	-	-	-
5yr PWLB Rate	1.90	2.00	2.00	2.00	2.00	2.00	2.10	2.10	2.10	2.10
10yr PWLB Rate	2.10	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30
25yr PWLB Rate	2.50	2.50	2.50	2.60	2.60	2.60	2.70	2.70	2.70	2.70
50yr PWLB Rate	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.50	2.50

The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at subsequent meetings, although forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected within the forecast horizon ending on 31st March 2023.

2.8 PWLB Rates

HM Treasury imposed two changes of margins over gilt yields for PWLB rates in 2019/20 without any prior warning. The first on 9 October 2019, adding an additional 1% margin over gilts to all PWLB period rates. That increase was partially reversed for some forms of borrowing on 11 March 2020, but not for mainstream General Fund capital schemes. A consultation with local authorities on amending these margins was completed on 31 July 2020, with the Council providing a response. It is clear HM Treasury will no longer allow local authorities to borrow money from the PWLB to purchase commercial property if the aim is solely to generate an income stream.

The current margins over gilt yields for PWLB rates are:

- **PWLB Certainty Rate** is gilt plus 180 basis points (G+180bps)
- **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

It is possible that the non-HRA Certainty Rate will be subject to revision downwards after the conclusion of the PWLB consultation; however, the timing of such a change is currently an unknown, although likely to be within the current financial year.

There is likely to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus

shut down period. Inflation is also likely to be very low during this period and could even turn negative in some major western economies during 2020/21.

3. Council's Cash Position as at 30 September 2020

- 3.1 Table 1 details the Council's mid-year treasury position. Overall, the Council's borrowing has decreased since 31 March 2020 as short-term borrowing requirements reduced and approximately £9m of long-term debt was repaid to the PWLB. The average cost of GF debt is 1.98% for a total of £669.9m of borrowing. A transfer of debt from the GF to the HRA of £24.3m to fund the street purchases is still to be actioned but will be confirmed prior to year end.

Treasury investments have reduced from £347.0m as at 31 March 2020 to £241.1m as at 30 September 2020, with the average rate increasing from 1.34% to 1.50%. The average rate is as per the forecast. Commercial Loans to subsidiaries and to Reside total £171.0m at an average rate of 3.35%.

Table 1: Council's Treasury Position at 30 September 2020

	Principal Outstanding £000s	Rate of Return	Average Life (yrs)
HRA Fixed Rate Borrowing			
PWLB	265,912	3.50%	35.31
Market Loans	10,000	3.98%	57.7
Total HRA Debt	275,912	3.51%	37.12
General Fund Fixed Rate Borrowing			
PWLB	454,216	2.16%	25.3
Market Loans	116,166	2.75%	29.18
Short Term Borrowing	99,500	0.27%	0.25
Total General Fund Debt	669,882	1.98%	22.25
Short-Term Investments	(7,811)	0.06%	-
Financial Institutions	(25,000)	1.40%	0.78
Local Authorities	(208,250)	1.57%	1.06
Total Investment Income	(241,061)	1.50%	0.93
Commercial and Reside Loans	(171,020)		

- 3.2 Overall the Council has reduced the level of cash it holds as reinvestment rates are currently very low and as the Council already had an elevated level of cash at the start of the financial year. Borrowing has also reduced as expenditure on capital was lower than expected for the first half of the financial year and due to receipt of education funding for prior year capital spend. Treasury are also waiting for the outcome of the PWLB consultation before making any significant long-term borrowing decisions.
- 3.3 A loan and equity investment of £46.5m was made in 2020/21 to enable the purchase of the Muller Site in Chadwell Heath and a further payment of £6m payment was made for Welbeck.
- 3.4 Historically the Council has not capitalised interest costs on borrowing and these

costs have been charged to the revenue accounts. The Council will adopt an accounting policy of capitalising interest for 2019/20 onwards. The impact of this on the Council is outlined in section 10.

4. Interest and IAS Position as at 30 September 2020

4.1 The funding of the IAS will require a significant amount of borrowing. Pressure on the net interest budget could be from:

- a delay in developments becoming operational, delaying interest receivable;
- an increase in borrowing requiring more interest payable than forecast; and
- a drop in treasury returns through lower returns or lower investible cash.

4.2 Table 2 below provides the latest interest receivable and payable budgets forecast and the IAS return forecast for the Council. The current net interest forecast is for a large underspend of £1.572m, predominantly due to higher than forecast income of £2.436m from treasury investments and loans. There is an overspend in interest payable of £0.864m as a result of the full year effect of treasury borrowing more towards the end of 2019/20 year.

Table 2: General Fund (GF) Interest Budget Forecast 2020/21

Interest Forecast	2020/21 Forecast	IAS Forecast	2020/21 Forecast
	£'000s		£'000s
GF Interest Payable Budget	12,867		
GF Interest Payable Forecast	13,731	IAS Target	(5,725)
Surplus / (Deficit)	(864)		
		Commercial Income	(2,275)
GF Interest Receivable Budget	(6,503)	Reside	(1,605)
GF Interest Receivable Forecast	(8,939)	Other Income	(311)
Surplus / (Deficit)	2,436	Total IAS Income	(4,191)
Net Surplus / (Deficit)	1,572	Surplus / (Deficit)	(1,534)
Combined Surplus / (Deficit)	38		

4.3 The IAS is forecasting a shortfall of £1.534m, due to a delay in a number of schemes, an increase in Reside costs and a provision for losses on income. A number of loans from the Council to Reside are included as interest receivable and as a result the interest and IAS forecast are combined to produce an overall net position, which is forecast to be a surplus to the Council of £38k against budget.

4.4 The IAS has received significant income contributions from rental received from land assembly purchases on Thames Road and from commercial loans made for the purchase of Muller and for LEUK. Although this is short-term income received during land assembly, this income has provided additional support to the IAS and allows for the costs of borrowing to be covered for part of the development.

4.5 Only Becontree Heath was completed and operational during the first six months of the financial year, with Weighbridge due to be operational in October 2020. Progress has been made on the Film Studio development and on Welbeck Wharf and these should provide additional support to the IAS and interest budgets.

4.6 Overall the treasury and IAS strategy are forecast to provide a combined income of £13.130m against a total general fund forecast borrowing cost of £13.731m.

5. Debt Position as at 30 September 2020

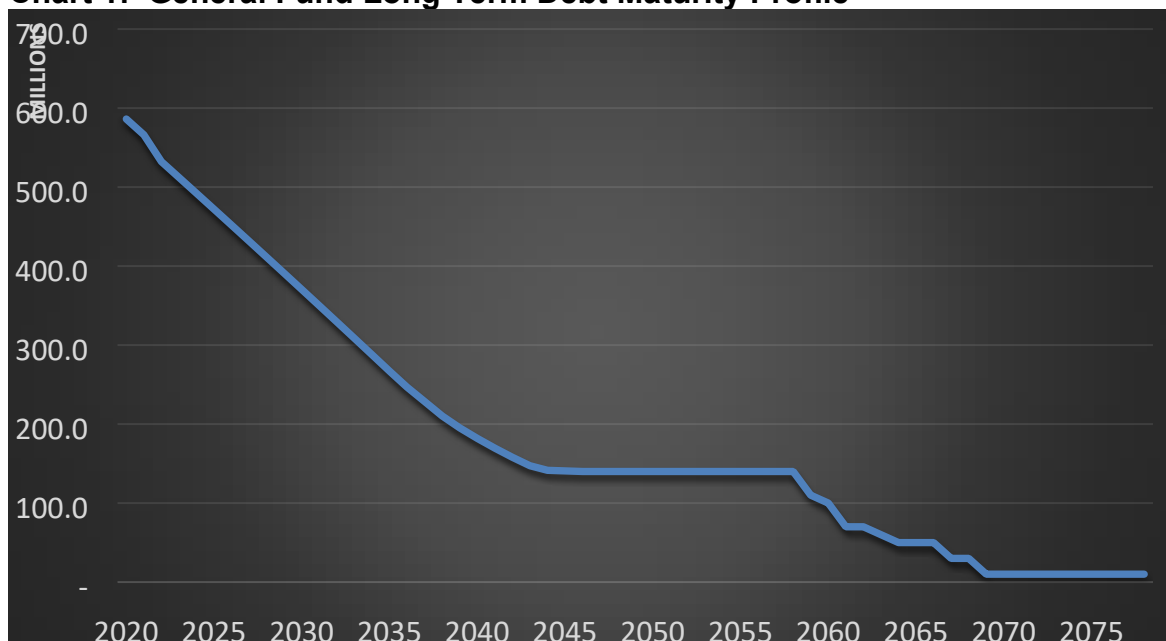
5.1 The total GF borrowing was £669.9m, with £275.9m of HRA borrowing (prior to a transfer of debt from the GF to the HRA of £24.3m to fund the street purchases). The total borrowing as at 30 September 2020 was £945.8m. Ensuring low cost of carry and debt repayment is at the forefront of any borrowing decisions.

5.2 Although the size of the Council's overall borrowing is significant, Members are asked to note that the majority of debt includes a repayment profile and that the repayment is linked to income streams that are sufficient to cover the interest costs and debt repayment.

As an example, the EIB borrowing of £89m is an annuity repayment (AP), which means that over the 30-year duration of the loan, a proportion of the loan will be repaid each year. Currently the balance owed on the EIB loan is £79.4m, with all repayment made from returns from the investment strategy, including Abbey Road and Weavers. In addition, £344.0m of the long-term PWLB borrowing is Equal Instalment Payments (EIP) or AP, which involves the repayment of a portion of the debt each year for the duration of the loan. As a result, the Council has a loan repayment profile that is similar to its forecast property debt repayment schedule.

5.3 The Council's current GF long term borrowing repayment schedule is outlined in Chart 1 below:

Chart 1: General Fund Long Term Debt Maturity Profile



5.4 Debt Repayment and Rescheduling

For the first half of the financial year, the treasury section has repaid approximately £9m of long-term borrowing through equal instalment repayments. In addition,

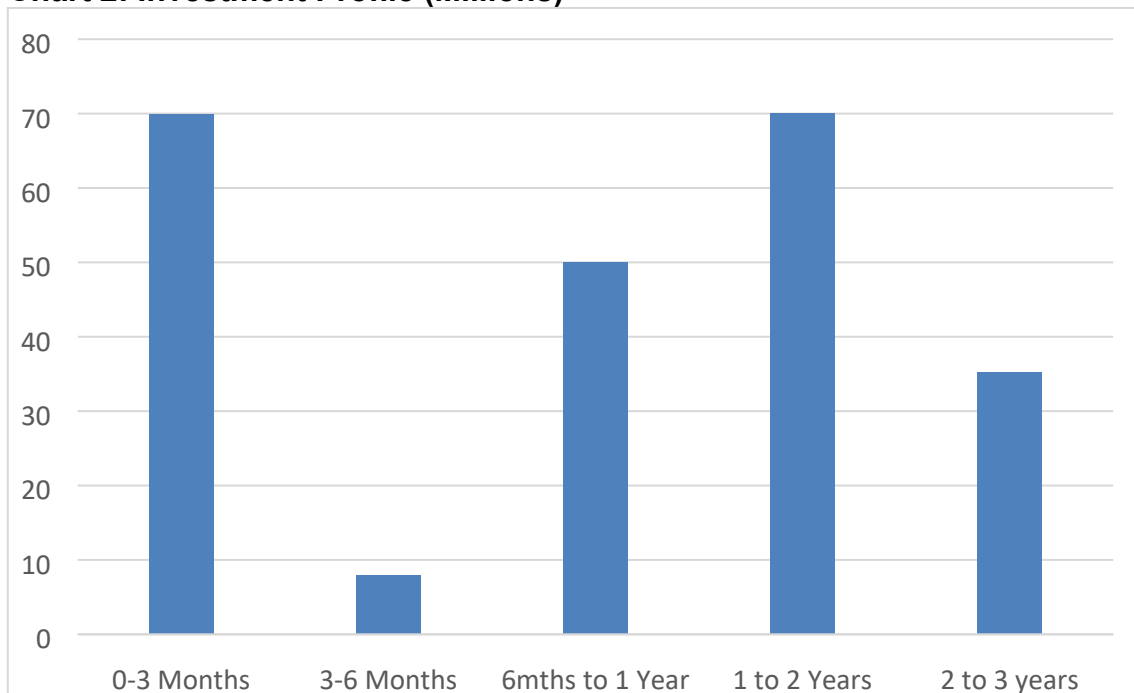
short-term borrowing reduced from £126.1m as at 31 March 2020 to £99.5m as at 30 September 2020.

Debt rescheduling opportunities are limited in the current economic climate and no debt rescheduling was undertaken during the first six months of the financial year.

6. Treasury and Loan Portfolio at 30 September 2020

- 6.1 It is the Council's priority to ensure security of capital and liquidity before obtaining an appropriate level of return which is consistent with the Council's risk appetite. In the current economic climate, the Council's risk appetite remains relatively low, with the treasury section looking to take advantage of the fluctuations in rates offered by Local Authorities and Financial Institutions to lock in favourable rates without the need to take on significant additional risk.
- 6.2 As at 30 September 2020 the Council held £241.1m in cash, with £208.3m invested with Local Authorities and £25.0m held in deposits with banks. The Council also held a short-term position of £7.8m to cover liquidity risk but also for the purchase of Heathway Mall, Dagenham, which was completed on 1 October 2020.
- 6.3 The Council's investment maturity profile in Chart 2 below shows that, as at 30 September 2020, 30.0% of the Council's investments had a maturity of 3 months or less, with 54.9% having a maturity of one year or less. Spreading out the maturity of longer dated investments allows the Council to take advantage of improved rates of return while ensuring sufficient liquidity.

Chart 2: Investment Profile (Millions)



- 6.4 Due to the economic uncertainty caused by Covid-19, treasury has sought to reduce the Council's exposure to banks and has reduced its investments in banks from £85m as at 31 March 2020 to £25m as at 30 September 2020, with any significant bank exposure limited to Lloyds Banking Group.

6.5 The Council has maintained an elevated cash position for a number of years, but it is likely that this will reduce significantly over the next two years as treasury investments mature and are invested in the Council's IAS. This will reduce the treasury investments but see a large increase in the loans and investments held by the Council, with the majority of loans and investments backed by assets.

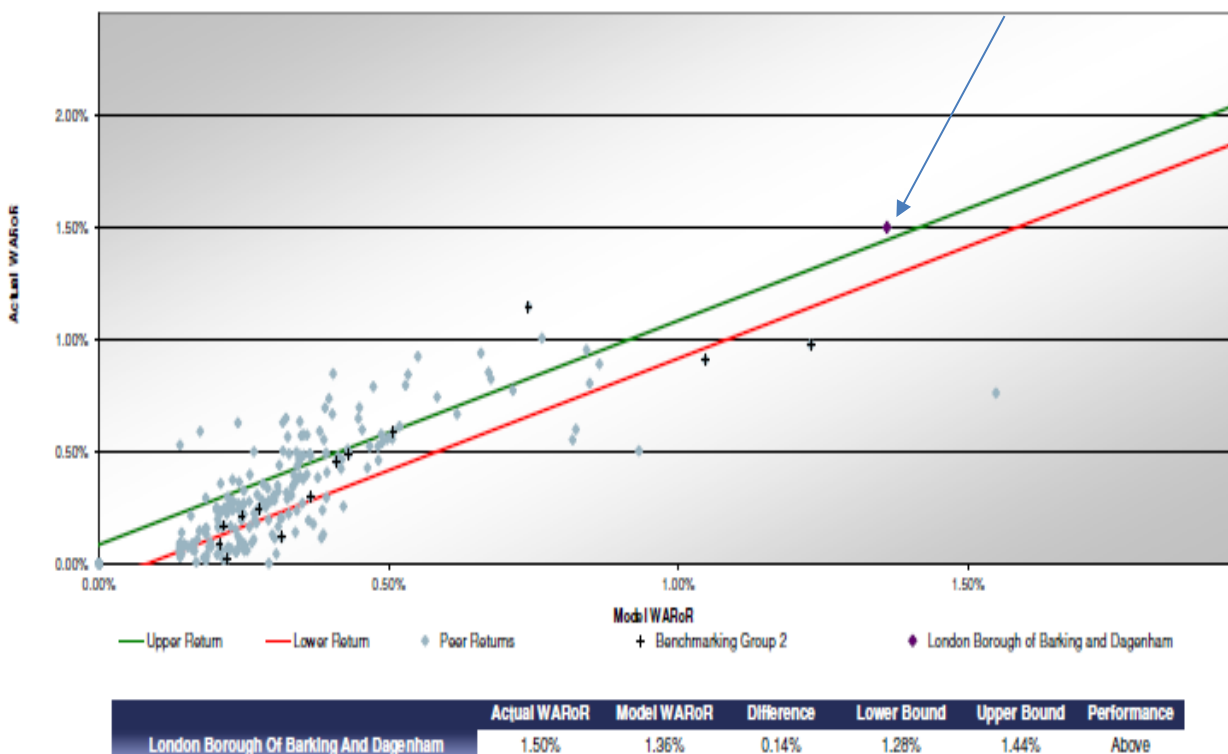
7. Treasury Investment Strategy Performance and Benchmarking

7.1 Although yields have reduced to historically low levels over the first half of the financial year, several opportunistic investments have resulted in a stable average rate of return of **1.51%** for the first six months of the year. The rate as at 30 September 2020 is **1.50%** and will likely increase for the remainder of the year.

7.2 The Council currently has a significant cash balance of £241.1m. As investment returns are very low, this cash position will be reduced over the remaining part of the year to under £200m. The reduced balance will see an increase in the average interest rate as investments maturing in 2020/21 are, on average, providing a lower return than some of the longer dated investments. The reduction in the Council's cash position will continue into 2021/22 as the Council continues to invest in its IAS.

7.3 The treasury investment strategy, which excludes property investments, loans to subsidiaries and the pension prepayment, continues to outperform its peer group, with a return of 1.50% against an average of 0.48% for London LAs and 0.34% for the total comparable population of 211 LAs. This is highlighted in chart 3 below, where the Council outperforms the other LAs and is above the upper bandings based on the duration taken. Based on a £241.1m balance, the Council earns £3.62m compared to £1.16m for London LAs and £0.82m for all LAs in the universe.

Chart 3: Population Returns against Model Returns (at 30 September 2020)



7.4 The main drivers behind this strategy is to minimise the cost of borrowing and risks and also to match the funding of the IAS, which requires more cash in 2020/21 and onwards, when a large part of the construction payments will be made. The strategy has a significantly lower credit risk of 1.31 against a London LA average of 2.27 and 2.64 for 211 LAs in the universe, which means the Council is getting a higher return while also having a much lower credit risk exposure.

8. Commercial and Reside Loans

8.1 In addition to its treasury investments, the Council has several loans to its subsidiary companies, residential property loans to Reside and a prepayment to the pension fund. These loans all have an agreed loan and a commercial interest repayment schedule agreed. As at 31 March 2020 the Council's commercial loans and loans to Reside totalled £171.0m and are summarised in table 4 below:

Table 4: Commercial and Reside Loans at 31 March 2020

Reside Company	Loan Type	Value £000s
Dagenham & Redbridge FC	Commercial Loan	98.50
BARKING RIVERSIDE LTD	Commercial Loan	5,500.00
BD ENERGY LTD	Commercial Loan	296.70
BD ENERGY LTD	Commercial Loan	2,544.70
BD Muller Developments	Commercial Loan	23,153.70
BD Muller Developments	Equity	23,349.00
BD TRADING PARTNERSHIP LEUK	Commercial Loan	23,314.50
BE-FIRST LTD	Commercial Loan	4,439.30
Gascoigne Primary School	Commercial Loan	71.40
Grafton Primary School	Commercial Loan	68.50
Southwood Primary	Commercial Loan	50.50
TPFL Regeneration Ltd	Commercial Loan	19.80
VALENCE PRIMARY SCHOOL	Commercial Loan	84.00
LBBD Pension Fund	Pension Fund Prepayment	42,100.00
Reside Abbey Roding LLP	Reside Loan	67.40
Reside Ltd	Reside Loan	288.60
Reside Regeneration LLP	Reside Loan	170.00
Reside Regeneration LLP	Reside Loan	6,439.50
Reside Regeneration Ltd	Reside Loan	65.90
Reside Weavers LLP	Reside Loan	34,473.90
Reside Weavers LLP	Reside Loan	93.30
Reside Weavers LLP	Reside Loan	2,200.70
Reside Weavers LLP	Reside Loan	1,423.00
B&D Reside Roding ltd	Reside Loan	706.80
Total		171,019.70

8.2 The majority of the loans outlined above are secured against an asset. Where the loan is unsecured the company is closely monitored to ensure that it remains viable.

8.3 Loans against residential properties (Reside Loans) are very long term, with the loan duration of up to 55 years (to match the asset life of the asset it is secured against). A repayment schedule, based on an annuity repayment, is in place for each loan.

- 8.4 Commercial loans durations vary, with some loans to schools maturing in 15 years but most of the loans have a maximum duration of 5 years. Each loan has a state aid compliant interest rate and have been agreed at Cabinet.
- 8.5 The Pension Fund amount is a prepayment of pension contributions totalling £40m and also includes a short-term loan. The prepayment provides the pension fund with cash, which it uses to fund investments in infrastructure but also provides a return to the Council from making the payment early. Each month a portion of the loan is repaid and the actual contribution for the month is paid by the Council to ensure that the correct contribution rate is paid to the pension fund.

9. IAS Income Forecast

- 9.1 The current forecast for the IAS net income is for an underperformance of £1.534m as outlined in table 5 below. The underperformance is predominantly from an increase in the target return (£4.333m in 2019/20 to £5.725m in 2020/21) and delays in new schemes becoming operational. Income from land assembly purchases has provided over half of the forecast return.

Table 5: IAS Income Forecast as at 30 September 2020

IAS 2020/21 Net Income	2019/20	2020/21
Budget	£000s	£000s
Original MTFS Savings Target	3,733	5,125
Add £600k Saving for Abbey MRP	600	600
Total Target	4,333	5,725
Total Reside Schemes	1,882	1,605
Commercial property and Loans	1,377	2,586
Total Commercial	3,259	4,191
Surplus / (Deficit)	(1,074)	(1,534)

- 9.2 Although the forecast for 2020/21 is an underachievement against the IAS budget, it is forecast that the outperformance in the net interest return will be sufficient to allow the overall strategy to provide a small surplus above the strategy's target return. Given the significant increase in return target for 2020/21 and the very challenging economic environment resulting from Covid-19, an overall surplus against a challenging target is a good outcome for 2020/21.
- 9.3 Although the overall treasury and investment strategy is forecast to provide a small surplus to the Council, there are still pressures from the impact of Covid-19 that may mean that a surplus is not possible in 2020/21. The current forecast does include a provision for losses both from residential rental income and commercial income. Reside are providing regular updates on rental income and forecast are being adjusted accordingly. Be First and the Council's Commercial team are liaising with the various commercial tenants to ensure that any income pressures are identified and addressed.
- 9.4 If there is a deficit in overall treasury and IAS income then a reserve has been established from the prior year's outperformance which will allow this underperformance to be covered.

9.5 Work continues between the Council, Be First and Reside to improve the time it takes to deliver residential and commercial schemes and to ensure that operational schemes are management efficiently and effectively. Be First continues to seek other regeneration and investment options and there is the potential for these to improve the return during 2020/21.

10. Accounting Policy Change to Interest Costs

10.1 The Council uses a mix of short-term and long term borrowing to fund the capital costs for the various IAS schemes. To fund this borrowing the Council has allocated an interest budget for the IAS borrowing. The interest budget includes both interests received, and interest expensed.

10.2 The Council, from 1 April 2019, will capitalise interest costs against qualifying assets. A qualifying asset is an asset that takes in excess of two years to get ready for intended use and is where the forecast expenditure is in excess of £10m. Qualifying assets are therefore the majority of the IAS schemes.

10.3 Capitalisation of interest will start from when the asset has been agreed at Gateway 2, which is the point at which the development is initially agreed and will be on all qualifying expenditure. Where land has been purchased as part of land assembly the capitalisation of interest will be from the later date of the either the completion date of the purchase or the date of this accounting policy.

10.4 Interest will be capitalised on a quarterly basis and will be based on the weighted average of the borrowing costs that are outstanding during the period. Cessation of capitalisation will occur when substantially all the activities necessary to prepare the qualifying asset for its intended use are complete.

10.5 Capitalising borrowing costs moves from charging the interest costs each year to the Income and Expenditure (I&E) to adding the borrowing costs to the cost to build an asset. The costs are then spread over the asset life. Therefore, any capitalised borrowing costs will have a neutral impact on the I&E, the capitalisation of the borrowing costs would increase the asset value on the balance sheet and therefore increase the Council's CFR. It would be expensed to revenue through the Authority's MRP policy.

10.6 An estimate of the amounts to be capitalised has been completed for the period 2019/20 to 2023/24 and is summarised below:

Year	Capitalised Interest
	£000s
2019/20	1,500
2020/21	3,000
2021/22	5,000
2022/23	1,500
2023/24	1,000
	12,000

10.7 As part of the Treasury outturn report, an outturn figure for the amount of interest that was capitalised for the year, will be provided to Members.

11. The Council's Capital Position (Prudential Indicators)

11.1 Prudential Indicator for Capital Expenditure

Table 6 shows the changes to the original capital expenditure budgets. Table 6 also highlights the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure.

The borrowing need increases the underlying indebtedness of the Council by way of the CFR, although this will be reduced by MRP. This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Table 6: Revised Estimate to Capital Programme as at 30 September 2020

Capital Expenditure	2019/20 actual £000s	2020/21 Initial Budget £000s	2020/21 September Forecast £000s
General Fund			
Adults Care & Support	1,989	2,241	1,790
Community Solutions	23	-	187
Core	1,108	3,492	4,316
Culture, Heritage & Recreation	1,276	10,015	8,820
Education, Youth & Childcare	37,417	42,958	17,993
Enforcement	804	2,908	1,116
My Place	5,207	3,625	4,284
Public Realm	6,104	3,179	3,391
CIL/S106/TFL/other	2,227	4,322	2,775
Transformation	4,248	6,495	2,777
Financed by:			
Capital Grants	(42,060)	(41,954)	(27,361)
CIL/S106	(675)	(4,322)	(2,775)
Revenue Contributions	-	(340)	-
Capital Receipts	(3,625)	(6,495)	(2,777)
Total Net Borrowing Requirement	14,043	26,124	14,536
Housing Revenue Account (HRA)			
HRA	41,136	48,958	30,894
Financed by:			
HRA Contributions	(29,165)	(32,236)	(32,236)
RTB Receipts		(750)	(750)
Total Net Borrowing Requirement	11,971	15,972	(2,092)
IAS			
Residential	90,515	227,743	179,030
Commercial	28,638	25,305	12,711
Financed by:			
Grants	(9,818)	(21,395)	(26,684)
RTB Receipts		(5,887)	(5,887)
Capital Receipts			
Total Net Borrowing Requirement	109,335	225,766	159,170
Net financing need for the year	135,349	267,862	171,615

11.2 Prudential Indicator – CFR

Table 7 shows that the Council's revised CFR will not exceed the Operational boundary. The S151 reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

The Authorised Limit represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Overall table 6 and 7 show the forecast capital spend is lower than originally forecast, predominantly due to delays caused by Covid-19. Expenditure is still significant in the IAS but there are delays in completing some of the schemes. Right to Buy grant is backloaded as it is only utilised when the scheme is complete, and this will reduce the overall borrowing requirement in subsequent years.

Both the operational boundary and the authorised limit are not forecast to be exceeded in 2020/21 and the borrowing forecast may reduce as a result of capital receipts from the sale of the film studio land.

Table 7: Revised Capital Financing Requirement as at 30 September 2020

Capital Expenditure	2019/20	2020/21	2020/21
	Actual	Estimate	September Forecast
	£000s	£000s	£000s
Capital Financing Requirement			
Opening CFR - General Fund	464,028	555,384	555,384
Net financing need for the year	123,378	251,890	173,706
Movements between HRA and GF	(24,291)		
Investment Debt Repayment (MRP)			
Other MRP & Financing	(7,731)	(10,202)	(7,881)
Total General Fund CFR	555,384	797,072	721,209
CFR - Housing	278,472	314,734	314,734
Net financing need for the year	11,971	15,972	(2,092)
Movements between HRA and GF	24,291	-	-
Total HRA CFR	314,734	330,706	312,642
Total CFR	870,118	1,127,778	1,033,852
Movement in CFR	127,618	257,660	163,734
Operational Boundary	1,052,000	1,250,000	1,250,000
Authorised Limit	1,152,000	1,350,000	1,350,000

11.3 Treasury Indicators: Limits to Borrowing Activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs / improve performance. The indicators are:

- i. Upper limits on variable interest rate exposure: identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- ii. Upper limits on fixed interest rate exposure: is similar to the previous indicator and covers a maximum limit on fixed interest rates; and
- iii. Maturity structure of borrowing: gross limits to reduce the Council's exposure to large fixed rate sums requiring refinancing.

The S151 reports that there were no breaches in any of the limits outlined below:

Interest rate exposures	2020/21	2020/21	2020/21
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	70%	70%	70%
Limits on fixed interest rates:			
• Debt only	100%	100%	100%
• Investments only	90%	90%	90%
Limits on variable interest rates			
• Debt only	70%	70%	70%
• Investments only	80%	80%	80%

Maturity structure of fixed interest rate borrowing 2020/21		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	60%
2 years to 5 years	0%	70%
5 years to 10 years	0%	70%
10 years and above	0%	100%

Maturity structure of variable interest rate borrowing 2020/21		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	40%
2 years to 5 years	0%	70%
5 years to 10 years	0%	70%
10 years and above	0%	80%

12. Consultation

- 12.1 The Finance Director, in his role as statutory chief finance officer, has been informed of the approach, data and commentary in this report.
- 12.2 The Cabinet will be also be considering this report at its meeting on 17 November 2020 (the date of publication of this Assembly agenda). Any issues arising from the Cabinet meeting will be reported to the Assembly.

13. Financial Implications

Implications completed by: Katherine Heffernan, Head of Services Finance

- 13.1 This report sets out the mid-year position on the Council's treasury management position and is concerned with the returns on the Council's investments as well as its short and long-term borrowing positions.

14. Legal Implications

Implications completed by: Dr. Paul Feild, Senior Governance Lawyer

- 14.1 The Local Government Act 2003 (the "Act") requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 14.2 The Council also has to 'have regard to' the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out its functions under the Act.
- 14.3 The Assembly agreed the Treasury Management Strategy Statement for 2020/21 on 17 February 2020. This report is a mid-year review of the strategy's application and there are no further legal implications to highlight.

15. Options Appraisal

- 15.1 There is no legal requirement to prepare a TMSS Mid-Year Review; however, it is good governance to do so and meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

16. Other Implications

- 16.1 **Risk Management** - The whole report concerns itself with the management of risks relating to the Council's cash flow. The report mostly contains information on how the Treasury Management Strategy has been used to maximise income during the first 6 months of the year.

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

List of appendices:

- Appendix 1: Investments as at 30 September 2020

Investments as 30th September 2020

Counterparty	Start Date	End Date	Amount £000s	Rate (%)
BARCLAYS BANK PLC	N/A	N/A	11.36	0.05
NORTHUMBERLAND CC	28/04/2017	28/10/2020	10,000.00	1.04
Doncaster MBC	06/11/2017	06/11/2020	5,000.00	1.10
LANCASHIRE COUNTY COUNCIL	15/11/2018	16/11/2020	10,000.00	1.45
LANCASHIRE COUNTY COUNCIL	23/11/2018	23/11/2020	10,000.00	1.35
LANCASHIRE COUNTY COUNCIL	27/11/2017	27/11/2020	5,000.00	1.16
LLOYDS BANK PLC	05/12/2017	07/12/2020	5,000.00	1.24
LLOYDS BANK PLC	19/12/2017	21/12/2020	4,500.00	1.16
DARLINGTON BOROUGH COUNCIL	20/12/2018	21/12/2020	5,000.00	1.45
L B NEWHAM	12/01/2018	12/01/2021	8,000.00	1.20
FEDERATED INVESTORS	01/04/2016	31/03/2021	7,800.00	0.06
CAMBRIDGESHIRE CC	06/04/2018	06/04/2021	10,000.00	2.05
MEDWAY COUNCIL	16/10/2018	16/04/2021	10,000.00	1.50
SOUTH AYRSHIRE COUNCIL	22/10/2018	22/04/2021	5,000.00	1.55
L B CROYDON	24/04/2018	23/04/2021	10,000.00	1.50
WOKINGHAM BOROUGH COUNCIL	30/01/2019	30/07/2021	10,000.00	1.55
SEDGEMOOR DISTRICT COUNCIL	20/08/2019	20/08/2021	5,000.00	1.08
LLOYDS BANK PLC	31/08/2018	31/08/2021	10,000.00	1.48
RUGBY BOROUGH COUNCIL	18/10/2019	18/10/2021	5,000.00	1.80
RUGBY BOROUGH COUNCIL	15/11/2019	15/11/2021	5,000.00	1.80
RUGBY BOROUGH COUNCIL	25/11/2019	25/11/2021	10,000.00	1.60
WOKINGHAM BOROUGH COUNCIL	28/01/2020	28/01/2022	15,000.00	1.65
FOLKSTONE & HYTHE DISTRICT	31/01/2020	31/01/2022	5,000.00	1.60
LLOYDS BANK PLC	18/04/2019	19/04/2022	5,500.00	1.59
BIRMINGHAM CITY COUNCIL	24/04/2020	22/04/2022	10,000.00	1.70
L B CROYDON	06/07/2020	06/07/2022	10,000.00	1.70
L B CROYDON	14/07/2020	14/07/2022	10,000.00	1.70
RUNNYMEDE BOROUGH COUNCIL	20/12/2019	20/12/2022	5,000.00	1.80
COLCHESTERBC	02/03/2020	03/01/2023	5,000.00	1.75
CARDIFF COUNCIL	10/01/2020	10/01/2023	10,250.00	1.75
Dudley Metropolitan Borough Council	21/02/2020	21/02/2023	10,000.00	1.80
NORTHUMBERLAND CC	27/02/2020	27/02/2023	5,000.00	1.80
Total Treasury Investments			241,061.36	

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ASSEMBLY**25 November 2020**

Title: Reviewed Corporate Plan 2020-22	
Report of the Cabinet Member for Finance, Performance and Core Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Rhys Clyne – Workstream Lead, Participation and Engagement	Contact Details Rhys.clyne@lbbd.gov.uk
Accountable Strategic Leadership Director: Mark Tyson – Director of Strategy and Participation	
<p>Summary</p> <p>Cabinet and Assembly agreed the new Corporate Plan and Single Performance Framework in April and May 2020. This was done on the understanding that their contents would need to be reviewed, later in the year, to take account for the impact of Covid-19 on the Council's plans for the next two years.</p> <p>While the pandemic continues to evolve, the Council is now in a much better position to understand how Covid-19 is impacting on its resources, priorities and plans. Therefore, over the past few months, the Council's strategic framework, including the Corporate Plan and Single Performance Framework, has been reviewed.</p> <p>Updated versions of both the Corporate Plan and Single Performance Framework have been produced and were presented to the Cabinet at its meeting on 17 November 2020 (the date of publication of this Assembly agenda). While responsibility for the Single Performance Framework falls within the remit of the Cabinet, the responsibility for the Corporate Plan ultimately rests with the Assembly as the document forms part of the Council's Policy Framework (see paragraph 2.1(ii) of Part 2, Chapter 4 of the Council Constitution).</p> <p>The reviewed Corporate Plan has been updated to include the context of Covid-19 and the Council's response, as well as a clear, consistent description of the Council's approach to its work. The Single Performance Framework has been reviewed to take account of the impact of the pandemic on the Council's plans, and of lessons learned during the implementation of the Performance Framework since its adoption in May.</p>	
<p>Recommendation(s)</p> <p>The Assembly is recommended to agree the reviewed Corporate Plan as set out at Appendix 1 to the report.</p>	

Reason(s)

To assist the Council in achieving the vision of the Borough Manifesto by progressing its key strategic priorities: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and Well-run Organisation.

1 Introduction

- 1.1 Cabinet and Assembly agreed the new Corporate Plan and Single Performance Framework in April and May 2020. This was done on the understanding that their contents would need to be reviewed, later in the year, to take account for the impact of Covid-19 on the Council's plans for the next two years.
- 1.2 While the pandemic continues to evolve, the Council is now in a much better position to understand how Covid-19 is impacting on its resources, priorities and plans. Therefore, over the past few months, the Council's strategic framework has been reviewed to take account for the impact of the pandemic, and of the lessons learned in implementing the new Performance Framework since May 2020.
- 1.3 It is important to note, however, that while the review of the strategic framework is vital to ensure that our plans are up-to-date and reflect the reality of the context in which we work, the fundamental approach and strategic intentions of the Council, as set out in the Corporate Plan, are not changing. We still believe that the approach we have developed over the past few years of transformation, and the strategic priorities we have set ourselves, are correct in responding to the challenges of our times, and are the only way in which we stand a chance of realising the vision of the Borough Manifesto.
- 1.4 The Council has also already been delivering the contents of the Corporate Plan and Single Performance Framework throughout this year, as we have been responding to the Covid-19 pandemic. For example, related to Inclusive Growth we have:
 - Secured a deal to sell the land for the development of London's largest film studios.
 - Agreed to buy 938 units of housing at Beam Park, a 3,000 home regeneration scheme in South Dagenham, 50 per cent of which are below market rent.
 - Been identified as the biggest council house builder in London, with the largest allocation of GLA grant (£110m) to support the delivery of truly affordable housing.
 - Secured a grant from central government to continue support for rough sleepers who were brought in off the streets at the start of the pandemic.
 - Launched Kick Start Barking and Dagenham, creating placements in the council and working with partners to secure additional placements for local residents.
 - Made progress in negotiating with the City of London to secure commitments that the proposed relocation of the city markets will benefit Barking and Dagenham residents.
 - Secured a £1.6m grant to install energy efficiency measures in 250 homes across the borough, improving the environments and helping reduce residents' energy bills.

For example, related to Participation and Engagement we have:

- Established BD CAN in collaboration with BD_Collective in a matter of days to respond to the community's vulnerability in lockdown.
- Undertaken two rounds of the Neighbourhood Fund this year, distributing over £250,000 to approximately 25 local good causes.
- Supported over 12,800 visitors to the One Borough Voice engagement platform.
- Led the development of a range of cultural programmes in response to lockdown and social distancing, such as the One Borough One Love Festival and a suite of home activities and toolkits aimed at particularly engaging isolated residents.
- Supported 37,000 hours of resident participation through the Every One Every Day programme as of September 2020, along with the launching of Tomorrow Today Streets, a programme which has enabled residents to continue to participate despite Covid-19.
- Established B&D Giving as an organisation and merged with BD Renew. £100k of funding secured and distributed across the community to support the borough's response to Covid-19.
- Launched a shared volunteering platform on Better Impact to enable more volunteering across the Borough, including the use of a central pool of hundreds of volunteers which social sector partners have been able to access.

For example, related to Prevention, Independence and Resilience we have:

- Developed, agreed and started deploying Adults, Disabilities and Mental Health Improvement Programme PIDs, and completed the new Adults Practice Framework.
- Put in place a Social Prescribing Model.
- Created a Pre-Birth Service and put in place revised early permanence pathways.
- The YOS Improvement Plan is being delivered on-track as part of the wider Children's Improvement Programme.
- Completed the School Place Sufficiency Plan.
- Gone live with the new Multi-Agency Safeguarding Partnership.
- Launched the Step Up, Stay Safe programme with the 'Lost Hours' campaign in August 2020; engaged by over 30,000 people by the beginning of September.
- Mobilised the Specialist Intervention Service and appointed its new Head of Service.

1.5 All of these achievements have been made while the Council has also brought Elevate's services back in-house and managed its ongoing response to the Covid-19 pandemic.

2 Proposals

2.1 The Corporate Plan was first agreed just a few weeks into lockdown. It included a brief outline of the risks the Council and community faced in May 2020 as well as an outline explanation of the Council's overall approach to its work. The reviewed version, appended to this report for agreement, has been updated with further, more

detailed context about the impact and risks of Covid-19. It also sets out in greater detail the Council's overall approach to its work, including:

- A shared approach to **dispersed working and community hubs**. The Plan explains why a locality approach that harnesses the potential of community hubs across the borough is so important, how the Council has developed its thinking about this agenda in recent years, and why the Council's response to Covid-19 has progressed this aspect of our approach in recent months.
- A shared approach to **service design and delivery**. The Plan describes how the Council's transformation in recent years has led to a shared approach to service design and delivery that guides the decisions we make and the way we seek to work with residents. This is distilled into a series of principles that are at the forefront of our work across the Council.
- A shared approach to tackling **cross-cutting issues and outcomes**. The Plan is also rooted in an understanding of the key, cross-cutting challenges that span the breadth of the Council and the borough, and around which we have to collaborate if we stand a chance of realising the vision of the Borough Manifesto.

The Corporate Plan then explains the Council's four key strategic priorities: Inclusive Growth; Prevention, Independence and Resilience; Participation and Engagement; and Well-Run Organisation. It finally, therefore, explains how our long-term vision for the future of the borough is translated into these medium-term priorities between now and May 2022.

- 2.2 The **Single Performance Framework** has also been reviewed to take account of the impact of Covid-19, as well as for lessons learned while implementing the Performance Framework since May of this year. The Single Performance Framework was presented to Cabinet for agreement on 17 November 2020. It is appended to this report as Annex 1 of the Corporate Plan, for information and context.

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 recent years have 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. Workforce engagement has also formed an important part of the Council's response to the pandemic and the adaptation of the Council's working arrangements.

- 3.3 The updated Corporate Plan was presented to the Cabinet on 17 November 2020 (the date of publication of this Assembly agenda). Any issues arising from the Cabinet's consideration will be reported at this meeting.

4. Financial Implications

Implications completed by: Sandra Pillinger – Group Accountant

- 4.1 There are no direct financial implications of implementing the recommendations of this report.

5. Legal Implications

Implications completed by: Dr. Paul Feild, Senior Governance Solicitor

- 5.1 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.
- 5.2 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 **Staffing Issues** – The Corporate Plan sits at the heart of the council's strategic framework, and therefore guide the work of all services and the workforce.

6.3 **Corporate Policy and Equality Impact** – The Corporate Plan sets out the Council’s approach to realising the vision of the Borough Manifesto and sits at the heart of the organisation’s strategic framework. The Single Performance Framework translates this approach into tangible work to be undertaken and objectives to be achieved through its lifespan. Commissioning mandates and business plans, in turn, explain how service delivery blocks aim to achieve the outcomes described in the Corporate Plan and Single Performance Framework.

Please see Appendix 2 for the updated EIA related to the Corporate Plan. This was first undertaken earlier in 2020 before the Plan’s agreement at Assembly in May 2020 and has since been updated to take account of the impact of Covid-19.

6.4 **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, as set out in the Single Performance Framework.

6.5 **Health Issues** – The approach of the Corporate Plan is predicated on an ever-improving understanding of the root causes of poor outcomes and our collective ability to prevent and address them.

6.6 **Crime and Disorder Issues** – This agenda is covered by both the strategic priorities of Prevention, Independence and Resilience; and Inclusive Growth, as set out in the Single Performance Framework.

6.7 **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, including **Annex 1:** the Single Performance Framework.
- **Appendix 2:** Community and Equality Impact Assessment

The Barking & Dagenham **Corporate Plan**

2020 to 2022

Revised as of November 2020

Foreword

Never in this borough's history has the landscape in which we live and work changed so quickly, or so drastically, as it has in the months since March 2020.

At the time of writing, 177 of our fellow residents have lost their lives to the Coronavirus¹. Up to half of working residents were either furloughed or in receipt of self-employment support. The number of residents in receipt of Universal Credit has more than doubled, with over one in ten residents now receiving welfare support.

Meanwhile, the normal lives of each and every one of us was turned upside down. We physically distanced ourselves – to protect those we love – at the very time we most needed social connection. We learned the true value of 'key work' and came together to recognise those who risked their own health to support the health of the community. We came together to help those who found themselves vulnerable, stepping up to organise the support that was needed.

As a Council, we have worked tirelessly on the frontline of this pandemic: ensuring that vital frontline services remained open; working with colleagues in the care sector to support the stability of care services facing crises on several fronts; securing and distributing PPE for key workers; helping schools to navigate unprecedented requirements; working in partnership with civil society and volunteers to get social support, food and medicine to residents who needed it; constantly talking to the community about the requirements for lockdown and social distancing; and much more.

One of the many impacts of the pandemic is that the Council is now caught in a financial pincer movement, stuck between the additional costs of responding to Covid-19 and a loss of income as a consequence of lockdown. The Government has made additional funding available which has eased the in year situation with funding of £24m having been made available to meet known and certain in year costs of £25m. However as we move into winter there are still further substantial risks with a pessimistic forecast of up to an additional £10m of costs and income losses in year. In addition, there has been an impact on our local taxbase with net collection fund losses of £8.5m projected. And this could only be the start. Any new lockdown arrangements in Barking and Dagenham would have a further, substantial impact on the Council's finances. Government have made funding available for this financial year but have not yet committed to any funding for 2021/22. In addition, funding reforms have been deferred again until at least 2022/23 resulting in substantial uncertainty moving forward.

In truth, the financial impact of the pandemic, and the subsequent impact on our ability to deliver the Performance Framework set out in this Corporate Plan, can only be managed through constant monitoring and regular communication over the coming weeks, months and years.

In short, this has been and remains the greatest challenge most of us have ever faced. It has been and remains an extraordinary time.

Recognising the scale of this challenge, in May 2020 – just a few weeks into the crisis – the Council Assembly agreed an extraordinary version of this Corporate Plan and a new Single Performance Framework. This set out the Council's approach, as well as a benchmark for what we intended to achieve over the next two years in the form of its Performance Framework. We knew this benchmark would change due to Covid-19. Therefore, it was agreed then that we would review the Corporate Plan and Single Performance Framework as the long-term implications of the pandemic began to emerge, both on the Council's priorities and on the work we plan to undertake. It is important that we

¹ ONS, deaths registered up to 24 October 2020.

explain how the Council has adapted and is adapting to the changing landscape. We knew that we would have to shift our focus, to work in ways we had not foreseen. This Corporate Plan has been reviewed to take account for the impact of Covid-19, to the best of our understanding as of November 2020.

At the same time, we were confident that while we needed to adapt our work to our new reality, the strategic approach we developed before the pandemic was the right one. The priorities set out in our Performance Framework are – in fact – more important than ever. The inequalities we were grappling with before the pandemic have been heightened, rather than fundamentally altered, over the last few months. As such – with a few modifications to reflect new realities – the Corporate Plan and the Single Performance Framework describe the ways in which we are going to support our community to recover from Covid-19, as well as the ways in which we are pursuing our long-term vision.

This Corporate Plan is both a plan for recovery and a plan in pursuit of the Borough Manifesto. Despite the uncertainty, we believe it is up to the scale of the task.

Cllr Darren Rodwell and Claire Symonds

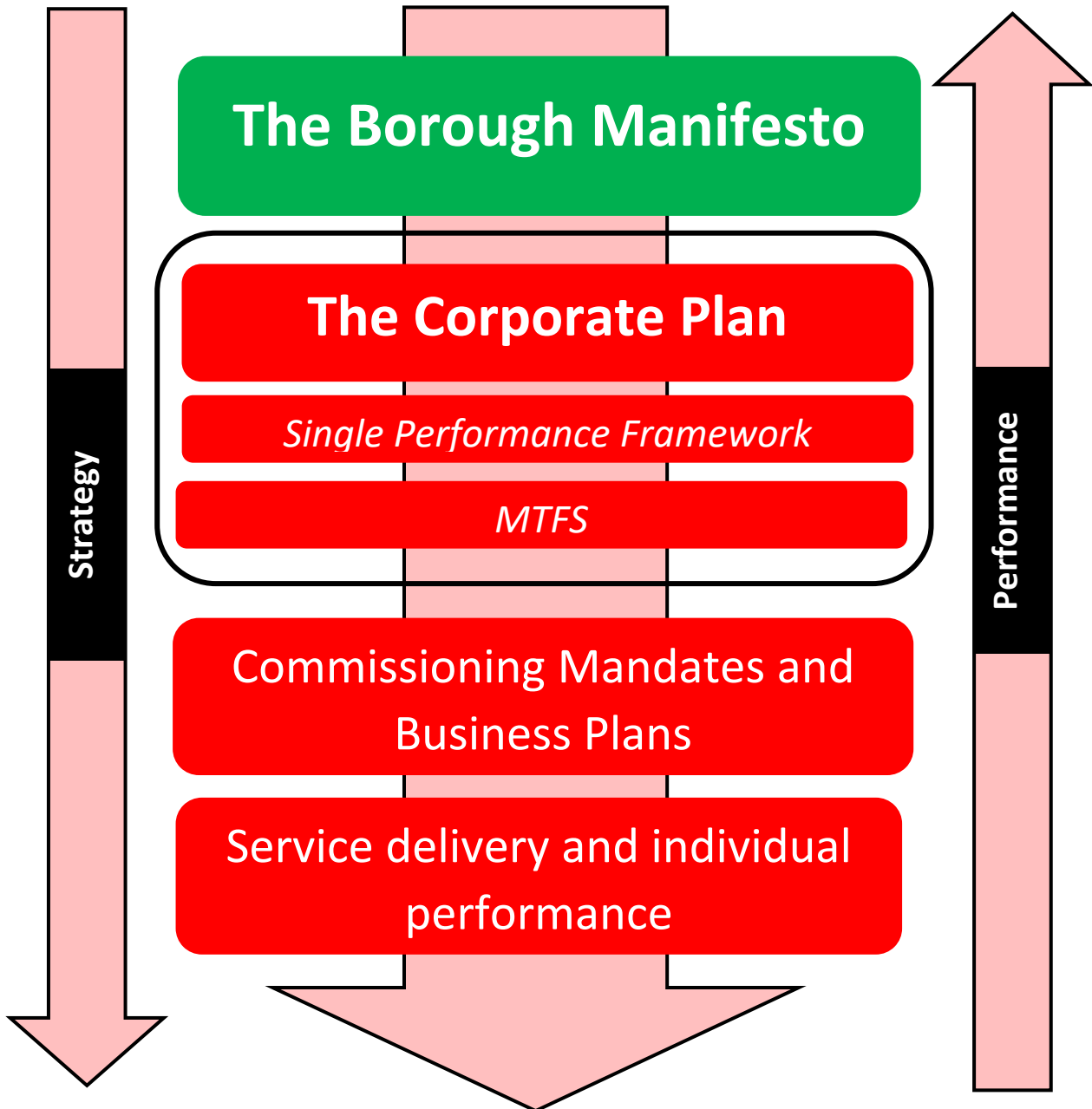


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The Strategic Framework

The Council's Strategic Framework helps us to make decisions, set strategy and manage performance. It includes the 'golden thread' of documents that describe our long, medium and short-term priorities, 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, day-to-day service delivery and individual performance.



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

The Council's approach to realising this long-term vision is translated into medium-term priorities and programmes of activity in the **Corporate Plan**.

The Corporate Plan both informs and is informed by the **Medium-Term Financial Strategy (MTFS)**, which sets out a framework to be used to guide resource allocation in the pursuit of our aims set out in the wider Strategic Framework.

The Corporate Plan is translated into tangible activity in the **Single Performance Framework**, which sets out, in detail, the work we intend to undertake and the impact we hope and expect that work to have by May 2022. The Performance Framework is organised around four key strategic priorities:

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

The layers of the Strategic Framework described above in turn inform the commissioning mandates, business plans and other documents through which we plan the activity of each service and delivery block across the Council's system. These drive frontline service delivery and individual performance management.

In what follows we explain the Council's strategic priorities, our overall approach to addressing them, and how we organise our approach into each part of the 'golden thread'.

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.	A place people are proud of and want to live, work, study and stay.	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 and our overall approach

Since 2015 the London Borough of Barking and Dagenham has been on a long journey of transformation. This journey began with the Ambition 2020 transformation programme, which sought to redesign, from first principles, how the Council worked in order to harness ‘the borough’s potential for the benefit of all, where no one is left behind’². The transformation sought to: ‘reach a new agreement with the local community’; to ‘increase the opportunities for [residents] to have their say’; to do more ‘work in partnership with the community’ and civil society; and to build an approach to Inclusive Growth which captured our potential as London’s growth opportunity, while ensuring nobody was left behind.

It was also spurred by the recognition that austerity meant we were unable to continue working like we had been, and only reinvention would make financial sustainability possible. Through the insight of the Growth Commission and the vision of the Borough Manifesto, co-produced with residents in 2016-17, we honed our approach to change and identified the Council we wanted to become.

In the proceeding years we have built a new kind of Council and a new way of working together and with residents. We have restructured our services, building a commissioning model which places outcomes for residents at the centre of our decision-making. We have integrated previously siloed services to create new ones, including our universal front-door Community Solutions. We have safeguarded jobs while harnessing untapped potential through Council-owned companies such as our regeneration and development vehicle, Be First, which have in turn accelerated our regeneration and development in such a way that benefits our whole community, and leaves no one behind. And we have found ever more ways to collaborate with and empower the community, increasingly casting aside the paternalistic ways we used to work.

We have learned a lot in the past few years. Not least that the journey to transform the way we work is never over. There will always be challenges with which to grapple and ways in which we need to improve. However, in 2020 we now understand what it will take for our New Kind of Council to realise the ambition set out in the Borough Manifesto. We must focus on **unleashing the potential of our place and its people, whilst addressing the underlying poverty, deprivation and health inequalities that hold so many of our residents back**. This will demand practical action across our four strategic priorities: Participation and Engagement; Inclusive Growth; Prevention, Independence and Resilience; and Well-Run Organisation (set out in the Single Performance Framework). But it will also demand a shared, Council-wide approach to managing and facilitating change, including:

1. A shared approach to dispersed working and community hubs
2. A shared approach to service design and delivery
3. A shared approach to cross-cutting issues and outcomes

We have also learned that we are only one key partner in a complex network of those who want to and are in a position to make change in this borough. Together, we must develop the borough’s social infrastructure and public services so that they are designed to enable residents to meet their potential and prevent the inequalities which get in the way.

We must apply this approach in addressing the four key strategic priorities we hold as a council:

1. Prevention, Independence and Resilience
2. Participation and Engagement

² LBBDD. *We all have a part to play*. 2015.

3. Inclusive Growth
4. Well Run Organisation

A shared approach to dispersed working and community hubs

One of the most influential learnings we have taken from our transformation is the vital importance of place to the way we work. Simply put, our services and the way we work should be built around the needs of residents, rather than the convenience of the Council. We must ensure that the right support is available, in the right place, at the right time, if we stand any chance of working well with residents to prevent poor outcomes. This belief must inform how we deliver our services, how we use our buildings, how we roll out new technologies, what we do with the data we collect and the insight we generate, and how we encourage different teams to work together.

Our commitment to this style of working has become even more important in the context of lockdown, social distancing and our response to Covid-19. Necessity is the mother of invention, and in March 2020 we instituted a dispersed, remote working model in which the majority of the workforce have continued to operate at full capacity – either at home or in the community – but without access to a central office. This approach has proved successful, thanks to our use of remote working technologies, with minimal disruption to service delivery.

Our experience over the past six months has informed our thinking about the role of localities, and means we are currently building on the work we had done before the pandemic to embed a digitally-enabled, truly dispersed model, which is less reliant on central offices and allows more of our staff to spend more of their time in the community, closer to residents. This model will be built around the reconfiguration of our buildings, so that they can act as more resident-centred, integrated **community hubs**. These hubs will be open, friendly and easy to access. They will act as flexible bases for a range of Council and partner services, including but not limited to money and debt, housing advice, health and wellbeing, learning, employment and skills, care and support, and social sector and other partners. They will combine a standard universal offer and targeted support aimed at meeting specific local needs. They will be digitally enabled and capable of adapting to changing needs across the borough. Most importantly, they will be inclusive and welcoming to residents.

We are not starting from a blank sheet of paper. We have already made significant progress in embedding this locality approach, thanks to our transformation and the work of the past few years. From Marks Gate and William Bellamy Children’s Centres, to the Barking Learning Centre and our ongoing work with BD_Collective and the wider social sector, we are building from a strong foundation to make this approach a reality.

This approach is also firmly rooted in our Single Performance Framework. A range of deliverables from across the Performance Framework will contribute to the development of our locality model, such as:

- Our community assets review and new community assets policy
- Community Solutions’ development of our community hubs
- The implementation of the new Adults and Children’s Target Operating Models
- Our partnership and ongoing work with the BD_Collective and wider social sector.

However, it is important to note that over the coming months, as further specific activities to develop a Community Hubs model are clarified and agreed, the Performance Framework will be adapted to include the relevant deliverables, ensuring that our shared approach to community hubs is embedded in the Council’s Performance Framework.

Embedding this model is central to the Council's approach and will inform work across the organisation over the coming two years.

A shared approach to service design and delivery

Our transformation since 2015 has also led the Council to a set of principles which guide the way in which we design and implement public services in all contexts. These principles have been learned slowly, and we keep these at the front of our thinking every day as we seek to manage and facilitate change. They are tools for Members, commissioners, service managers and all those involved in the design and delivery of services. These principles therefore support, but are separate to, the Council's core DRIVE values (deliver, respond, inspire, value, engage), which we expect everyone who works for and with the council to embody. Our principles for service design are set out below, along with examples of how we have already put them into practice:

Prioritise prevention

We will use the best of our data, our technology, our relationships and our insight to identify the people who most need support, doing everything in our power to ensure they get the right support, at the right time, before problems turn into crises.

For example, at the start of the Covid-19 lockdown in March this year, the Insight Hub investigated a range of datasets to identify 11,000 residents who were potentially vulnerable as a result of lockdown, shielding and the wider implications of the pandemic. Using our insight in this way allowed the Council to reach out to these residents, identify those who needed support – whether with their shopping, picking up medicines or social contact – and get that support to them before their circumstances deteriorated.

Understand, don't just assess

We will always connect with people first and foremost, based on empathy and shared understanding, looking beyond the presenting issue and seeking to understand the full richness of a person's life and circumstances. We will nurture real relationships without letting bureaucratic processes get in the way.

For example, the 'Stories Project' in Barking and Dagenham's Adult Social Care involved radically freeing up the way in which social workers relate to the residents they work with, replacing an extensive and ineffective assessment form with the opportunity for the social worker to write a story about and with the resident in question, allowing them to get to know the resident better as a fellow person, understand their life circumstances in a wider and more empathetic context, and as a result better identify the support that can make the difference the resident needs.

Get the basics right

We will strive to design and operate beautifully simple services that are intuitive and reliable for the resident, and supported by clear, consistent and to-the-point communications. We will always do what we say we are going to do.

For example, in March 2020, responding to lockdown, more than three-quarters of the Council's workforce moved rapidly to wholly remote working, while ensuring that vital frontline services remained open and accessible. This was a huge and unprecedented challenge, and it was only possible because of the substantial progress made through the Council's New Ways of Working Programme.

Over the past few years, the Council's use of technology to supporting working arrangements, whether through the implementation of Microsoft Teams or laptops that support fluid flexible working, has made adaption to different working arrangements possible and effective. This Process was supported by frequent, clear and coherent internal and external communications, to ensure that everyone was on the same page about the changes that were happening and what was expected of Council officers. It was a prime example of our focusing on getting the basics right, even in extreme circumstances.

Focus on people's strengths

We will start by exploring how all residents, no matter their circumstances, can use the strengths they already have, as well as the resources available in their wider networks, to grow their independence, whilst making the most of their full potential.

For example, the Pause Programme – used in Barking and Dagenham as well as other local authorities around the country – works with women who have experienced, or are at risk of repeated pregnancies that result in children needing to be removed from their care. Its aim is to give women the opportunity to pause and take control of their lives, breaking a destructive cycle that causes both them and their children deep trauma, whilst at the same time making the most of their skills and resources in order to build a new and more fulfilling life.

Empower through participation

We will empower people by giving them the opportunity to participate equally in the design and delivery of public services as well as in their neighbourhood and the wider community. We will increase the choice and control residents have over services and decisions that affect and matter to them.

For example, in 2019 the Council Cabinet agreed the proposal to use Neighbourhood Community Infrastructure Levy funds to establish a Neighbourhood Fund, to be deliberated over by a panel of local residents identified by sortition. Local community groups can bid for up to £10,000 each to spend on local initiatives that will benefit the community, and awards will be made by a panel of residents who have chosen to participate in the scheme. This both enables effective decision making about how to allocate community funding, as well as a great opportunity for residents to participate in their community, building their confidence and social networks

Safety is everyone's business

We will create a borough where everyone feels safe and is safe. We will lead by example, thinking contextually about safety when commissioning and delivering services, and when planning public and living spaces; anticipating risk and acting on signs of resident vulnerability, whatever their age.

For example, since adopting a whole-system approach to domestic abuse in 2019 and undertaking significant work in relation to addressing domestic abuse in the workplace – including, among other work, introducing special paid leave for survivors to access services and those using abusive behaviours who are committed to change – the Council was recognised for its best practice through accreditation to Everyone's Business in January 2020. The Council has also won the Best Organisational Development Award in the PPMA Excellence in People Management Awards 2020, and have been shortlisted in the Family Law Awards 2020 for the ground-breaking partnership work between its legal teams, Citizens Advice Barking and Dagenham and local family law firms.

Learn, and act based on insight

We will make decisions and work according to all the insight at our disposal. And we will make this insight available to every member of staff in our day-to-day work. We will never stand still but will constantly learn from what works and what doesn't, being brave and taking risks where they are understood.

For example, in conjunction with the Social Progress Imperative, the Council have developed the first [social progress index](#) at ward level, allowing us to understand the social wellbeing of residents across the borough. This pioneering use of data helps the Council and partners to understand how individuals are living and progressing within the borough, and who is being left behind, and is therefore a key tool in helping us make decisions about service design and implementation.

Work in partnership

We will work in partnership across organisational and sectoral boundaries, working in the way that makes most sense rather than remaining in our existing siloes. We will support every partner to play their part in achieving for our place and its people. We will work effectively in localities, building partnerships in places to ensure the right services and assets are available to residents in the places that make most sense.

For example, as lockdown approached in March 2020, the Council got together with BD_Collective and a range of partners from across the faith and civil society sectors. Together, we knew that we had to act fast to put in place a support system that could help those residents who found themselves vulnerable under lockdown conditions. Through rapid and robust partnership working, BD CAN was established; a cross-borough community support system through which the Council, civil society partners and volunteers could ensure that vulnerable residents received the food, medicine and social support they required during the crisis. The relationships of trust between each partner was a critical factor in making this working possible.

A shared approach to cross-cutting issues and outcomes

As well as understanding *how* we should work to make the most lasting positive change, in the form of the service design principles described above, our transformation has significantly improved our capacity to understand the challenges with which we and the community grapple. Our insight capacity, both through data science and through empathetic engagement with residents with lived experience, has increased substantially in recent years. This means that we have a far greater understanding of *what* we should be working on and *who* we should be working with, in order to address the poverty, deprivation and health inequality that hold so many of our residents back.

In 1942 William Beveridge wrote the report which would shape much of the welfare state that developed over the second half of the twentieth century, which helped us achieve significant social progress and which still guides many of our public services today. In that report, Beveridge identified the 'five giants on the road to post-war reconstruction': want (of an adequate income for all); disease (and the need for health care); ignorance (and the need for education); squalor (and the need for housing); and idleness (and the need for employment)³. The five giants represented key areas of need for all of us, areas where we should pool resources and ensure collective focus. They formed the cornerstone of the Attlee Government's programme of social reform, and underpinned the creation

³ **Beveridge, William.** *Social Insurance and Allied Services*, 1942

of the NHS, the development of welfare support and access to education, and the building of social housing.

Today, in 2020, we are still informed by the work of William Beveridge and his five giants. However, it is a different time and we must adapt if we are to build on the progress made by the generations who came before. The challenges we face, and the approach we must adopt to address them, are different now than they were in post-war Britain. If the principles described above can act as Barking and Dagenham's new approach to service design, then what are the 5 giants on the road to social progress for Barking and Dagenham now? What must we rally around if we really are going to bring about lasting change?

The cross-cutting issues and outcomes set out below represent **Barking & Dagenham's version of the five giants**. The pandemic and lockdown have only served to heighten and reinforce the severity of these challenges and the urgency with which we must address them

1. Domestic Abuse
2. Social Isolation
3. Unemployment
4. Debt
5. Neighbourhood Crime

Our challenge is to find new ways to focus our collective energy on addressing these issues or outcomes, through building multi-disciplinary teams of experts from across the Council and the wider partnership that are able to spot new opportunities for innovation and improvement. The projects and programmes that flow from this work must adopt a 'systems focus', drawing together, building upon and supplementing existing activity - from across our Performance Framework – whilst recognising the need for innovation and improvement the responds to the entrenched nature of the issues themselves.

Below, we set out why these issues represent Barking & Dagenham's five giants for the 2020's, and what we are currently doing to address them.

Domestic abuse

Barking and Dagenham has had the highest police-reported rates of domestic abuse in London for the last 10 years. Importantly, a huge amount of domestic abuse goes unreported. In both 2017 and 2019, a survey by the School Health Education Unit asked secondary school students a range of questions, including a question about the acceptance of abusive behaviours. The school survey surveyed over 2,500 secondary school students and found that 26% of young people thought it was sometimes acceptable to hit your partner. These attitudes are likely to be the product of home and wider environments, and importantly we do not have the comparison data for our adult population.

The Barking and Dagenham Domestic Abuse Commission brings together the thinking of 12 national experts to explore the attitudes around domestic abuse in the borough, and make a series of recommendations which can help to make a long-term change to attitudes. Chaired by Polly Neate CBE, CEO of Shelter, the Commission has run a year-long programme of engagement and research, and will publish its report with a series of recommendations in January 2021. Relatedly, a programme team has grown around the development of a 'Whole System Approach to Domestic Abuse' (and specifically the development of the perpetrator housing innovation programme).

Social isolation

Social isolation and loneliness are among the greatest health risks we face as a society, comparable with or worse than, for instance, smoking or obesity in the health risks associated ⁴. For example, people who are isolated or lonely are more likely to suffer from dementia, heart disease and depression than those who are not. A study by the Co-op and British Red Cross has shown that over 9 million people in the UK – of all ages – are always or often lonely. Locally in Barking and Dagenham, more than one-fifth of social care service users, and over half of carers, say that they have limited social contact ⁵. Social isolation has only been heightened by lockdown, as residents' isolation was cemented by social distancing requirements while others who previously enjoyed ample social contact found themselves isolated for the first time.

Across the Council and community various projects are taking aim at the challenge of social isolation. Since 2018 adult social care users have been supported through a pilot of *Breezie*, which seeks to enable greater connection through digital tech. We have and found that 72% of users received as much social contact as they'd like after using the tech, compared to 22% before. The ongoing learning from this work is informing the Council's approach to care tech more broadly, and has become even more important since the introduction of social distancing.

More recently, in January 2020, Reconnections launched in Barking and Dagenham and Havering. Reconnections by Independent Age is a volunteer-led service that supports over-65s in rediscovering their love of life in the communities where they live. They introduce volunteers to residents and connect them to local activities, gatherings and events that provide vital social connections and help break the cycle of isolation and loneliness. And, as part of the Council's and community's response to lockdown, BD CAN not only ensured that vulnerable residents received food and medicines, but also that they have social contact even when physically isolated from the community. The challenge for the coming years will be to join up the great efforts happening across the borough and develop a robust, cross-borough approach to social isolation.

Unemployment

Unemployment and insecure employment were already severe problems for Barking and Dagenham before the economic impact of Covid-19 began to emerge, with 6.9% of the population experiencing unemployment as of April 2020 ⁶. The onset of lockdown and social distancing requirements has had and will continue to have a significant impact on our local economy. For example, by June 2020 more than 28,000 residents were claiming Universal Credit, an increase from approximately 13,000 residents in January. 49% of working residents were either furloughed or in receipt of self-employment support during lockdown, and with roughly 25% of jobs in Barking and Dagenham being in hospitality and retail, our long-term employment prospects are at-risk.

While the economic forecasts are deeply concerning and the Council must collaborate with partners to seek new solutions, we also head into this crisis with a strong support offer in-place. More than 1,300 residents have been supported into jobs through the Employment and Skills service, and wider support is available via the Homes and Money Hub, community food clubs, the Adult College, social prescribing, the hardship fund and much more. For businesses, a new business support scheme has been launched by the BEC, the Business Forum meets quarterly along with a webinar programme, and over £26m has been paid out in grants to local businesses during the crisis. Our approach to employment also relies upon strong partnership working with the borough's schools, in their efforts to raise aspiration. This approach is underpinned by the borough's wider economic development and

⁴ *The facts on loneliness. The Campaign to End Loneliness.*

⁵ *Annual Social Care Service User Survey, 2017. LBBD.*

⁶ *London Poverty Profile, Trust for London. 2020.*

regeneration projects, which will create thousands of new jobs for local residents, such as through the new Film Studios.

However, we know that to meet the unemployment challenge we are facing we must do more, go further. As well as continuing our core offer, we will: launch a high-profile local jobs campaign to galvanise action and offer inspiration and hope; take advantage of external funding to enhance our offer through schemes such as Kickstarter, the Flexible Support Fund and more; scope out a local Green Youth Jobs Programme; build a local jobs coalition with key partners; and undertake a design and innovation project to tackle long-term unemployment.

Debt

We know that debt is a serious problem for many in Barking and Dagenham. Triggered by any number of events or factors, debt can quickly and easily spiral into an entrenched crisis and cause or make worse further problems, from eviction to addition to mental ill health. As of May 2019, our data showed that there were over 10,000 households in Barking and Dagenham – with 30,000 people – who owe debt to the Council, either through Council tax arrears or rent arrears. 85% live in social housing or private rented accommodation. The average person in Council tax arrears owes £1,700, while the average person in rent arrears owes £583. We do not have local data on private sector debt, but through our experience we know that residents who are in debt to the Council are also likely to be in other debt, such as from credit cards, high-interest loans, or high-interest consumer products.

To address the challenge of debt and associated money issues we are continuing to build a joined-up, ethical and data-driven approach to the collection, management and prevention of debt. This means building on the success of the Homes and Money hub by developing its 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. 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.

Neighbourhood crime

We know from engagement with the community that crime and safety are consistently among the top three concerns of residents in this borough. In 2019 we had a crime rate of 90.1 per 1,000 residents, and serious youth violence remains a severe problem for this part of London⁷. At the same time, more than fifty per cent of residents do not feel safe in their local neighbourhood after dark⁸. This is unacceptable, and we know that feeling unsafe in your community acts as a barrier to wider engagement with the community.

The Borough Manifesto sets the ambition for Barking and Dagenham being ‘a place where everyone feels safe and is safe’. The Council and its partners, including those on the Community Safety Partnership (CSP), know that to achieve this vision we must address the issue of crime, as well as perceptions of crime and safety across the borough. The Community Safety Plan joins up efforts to address this challenge by setting out a set of priorities in order to create a safer borough, including: keeping children and young people safe; tackling crimes that affect people the most; reducing

⁷ Met Crime Dashboard, 2019.

⁸ 2019 Residents Survey, **LBBB**.

offending; standing up to hate, intolerance and extremism; and tackling violence against women and girls. Over the next two years, the council and partnership’s approach to neighbourhood crime will continue to be developed. These efforts will draw upon and build on impactful programmes such as our ‘Step Up Stay Safe’ campaign. However, it is important to note that important work has also been done to address this challenge during the pandemic-response, such as through: issuing Community Protection Notices and Warnings; issuing closure orders, using dispersal zones to tackle crime and ASB and supporting a new Community Safety Security Team.

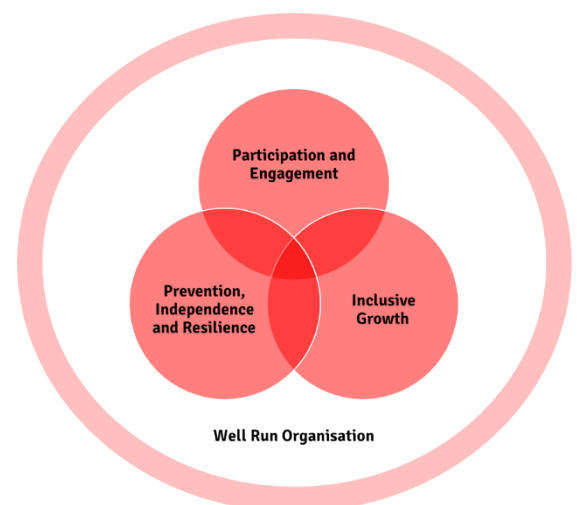
As well as these five giants, we must also adopt the same approach to supporting the five substantial **improvement programmes** that are being implemented across the Council: My Place, Adults, Children’s, Disability, Core Transformation. We must also enact this approach, critically, in our work to develop community hubs and enhance our locality working. These are vital programmes of work that are shaping our ability to address the challenges we face. Each of these cross-Council programmes are unique, responding to a particular set of challenges, to different timelines and with different resource. However, each is in its own way embodying the approach of the Council, they are connected to one another, and each is vital to putting our approach into practice, as is clear from the progress that has already been made.

So, in the five years since 2015 we have come a long way. We still have a long way to go, and our work will never be finished, but our progress in transforming the role and function of the Council has led us to what we believe is an effective approach to our work. It has led us to an approach to locality working, a set of principles that guides the way we design and implement services, and to a set of five giants, challenges that we must rally around if we are going to support the community to meet their potential in the years to come.

Our four strategic priorities

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

1. **Participation and Engagement** - Empowering residents by enabling greater participation in the community and in public services.
2. **Prevention, Independence and Resilience** - Children, families and adults in Barking & Dagenham live safe, happy, healthy and independent lives.
3. **Inclusive Growth** - Harness the growth opportunity that arises from our people, our land and our location in ways that protect the environment and enhance prosperity, wellbeing and participation for all Barking & Dagenham residents.
4. **Well Run Organisation** – Focusing on the efficient and effective operation of the Council itself.



The work we are doing and planning across these priorities is described in detail in the **Single Performance Framework**, alongside the targets and deadlines we are setting for ourselves.

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. To empower residents across all our communities, including our children and young people. 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, built through participation, are key to strengthening independence and preventing poor outcomes. Now, as we continue to respond to and recover from Covid-19, participation has never been so important. Not only have more people found themselves isolated, in need of strong social networks and opportunities to participate in their community, but we have also seen first-hand the power of the community; what can be achieved when people band together to create the change they want to see, and are helped to do so by public services and the social infrastructure of their community.

The Council's work on participation and engagement is structured around four key priorities:

- 1. Building capacity in and with the social sector to improve cross-sector collaboration.**
- 2. Developing opportunities to meaningfully participate to improve individual agency and social networks.**
- 3. Facilitating democratic participation to create a more engaged, trusted and responsive democracy.**
- 4. Becoming a more relational council to improve the way we work with residents.**

Set out below is a brief summary of the work ongoing and planned for each of these four priorities. For further detail, please see the Participation and Engagement section of the Single Performance Framework.

Priority 1: 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.

Priority 2: Developing opportunities to meaningfully participate 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 has become even more important as we have responded to Covid-19.

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 the participation platform 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 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.

Priority 3: 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. We will build on what we learnt in creating and operating BDCAN during lockdown, to develop the Citizens' Alliance Network (CAN). CAN will become a network that makes it easier for residents to bring about they want to see in the community; a network for democratic participation and community organising, run by the community and supported by the Council.

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 run deliberative processes on key topics, and develop the way we commission and design services to become more participatory and open.

Priority 4: Becoming a more relational council to improve the way we work with residents.

To enhance our ability to prevent poor outcomes, we will continue to change the way Council services operate to become more relational and participatory. This means refocusing how we work away from delivering services *for* or *to* the public, and more about working *with* people to solve shared problems.

We will achieve this firstly by continuing to hone the way in which the Council communicates with the community, so that we are able to maintain meaningful, insightful and two-way conversations with residents. We will empower the Council's workforce to embody this participatory way of working with each other and with residents. And we will ensure that the way we deliver the other three strategic priorities – inclusive growth; prevention, independence and resilience; and well run organisation – is with participation and engagement at the heart of our approach.

Prevention, Independence and Resilience

By prevention, independence and resilience we mean:

Children, families and adults in Barking & Dagenham living 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 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 and all children can attend and achieve in inclusive, good quality early years settings and local schools. 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.

It is also true that 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 adults at risk are safeguarded in the context of their families, peers, schools and communities and safeguarded from exploitation. 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. 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 that is seamless, personalised and enables them to thrive and contribute to their communities. 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 and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer. 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.

We are also 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.

Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health. 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.

Further detail can be found in the Prevention, Independence and Resilience section of the Single Performance Framework, which sets out a series of actions, deliverables, outcome 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 in ways that protect the environment and enhance prosperity, wellbeing and participation for all Barking & Dagenham residents.

Covid-19 is a public health and an economic crisis rolled into one and the context for the Council's approach to Inclusive Growth is very different from just six months ago. Unemployment is rising fast and is likely to get much higher as government protection recedes. Many more local households are dependent on universal credit than a few months ago and local businesses face a highly uncertain future. Since March, the Council has done everything it can to support residents and the wider economy, with hardship funds, deferred tax bills and grant programmes – as well as responding to Covid-19 itself. We know people have suffered and many are wondering what the future will hold.

In looking to what comes next, we think that the pandemic and its impacts make our mission to pursue Inclusive Growth in Barking & Dagenham more urgent and important than it was before. Our Borough has an amazing history, but even before Covid-19 we were grappling with a legacy of deindustrialisation, under investment and market forces which cause unnecessary suffering and make life harder than it should be for too many people. However, despite the turmoil, huge economic opportunities remain on the horizon for Barking & Dagenham and doing everything we can to grasp them is our duty. Put simply, we need both more (sustainable) growth, to increase prosperity and protect the planet, and more (social and economic) inclusion, so that everyone benefits, and no-one is left behind.

In order to achieve this vision we have adopted an approach to local economic development that gives us the best possible chance of addressing poverty, disadvantage and structural inequality in all its forms, while offering hope, opportunity and aspiration for the community as a whole. This approach is underpinned by four key principles:

- **Lead and attract investment.** Leveraging the Council's balance sheet to directly drive and shape growth, by investing in homes, in land, in developing new industries, in developing low carbon sources of energy etc, while capturing long-term value and returns; attracting private investment from those who share our vision and values; and making the case for greater public investment in Barking & Dagenham.
- **Build institutions and alliances.** Working with a family of Council-owned companies (for regeneration, housing and energy; Be First, Reside and B&D Energy), welcoming new anchor institutions to put down roots in the Borough (like CU London, B&D College and the Barking Enterprise Centre), and mobilising partnerships with organisations and individuals committed to the pursuit of Inclusive Growth.
- **Actively intervene in markets.** Using the full range of powers and levers at our disposal to shape how residents are treated by markets and the outcomes they generate, through enforcement and planning, but also by being an active player locally in markets for land, development, housing, labour, energy and more – not just accepting the market outcome.

- **Empower through participation.** By ensuring that local people have meaningful opportunities to participate in shaping the nature of growth in Barking & Dagenham over the years ahead; both in relation to decisions by the Council and others, but also in playing an active role themselves in bringing about positive change in the local community (while expecting everyone to take responsibility for themselves and those around them).

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. Building on the Borough Manifesto, our goal in relation to HOMES 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.

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. 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. And, at the same time, working with third party developers and investors that share our values. 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 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. Building on the Borough Manifesto, our goal in relation to JOBS 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 based around facilitating new strengths in key growth sectors (such as data, science, and the 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 this will create; particularly those facing labour market disadvantages and needing extra help.

Like in the rest of the country, the economic impact of Covid-19 has been dramatic in our Borough. From March through to June, claims for Universal Credit doubled, and whilst this figure has stabilised since, it remains at least twice its pre-lockdown peak. During the same period, 40 per cent of the local workforce were furloughed or placed on the self-employment support scheme. Our immediate response to the economic crisis brought about by Covid-19 was to provide emergency financial support to households and businesses, though help with Council tax and business rate bills, plus a new local hardship fund and getting over £25m of government grants paid out to support local firms.

Now, our task is to prepare for the wave of job losses likely to follow the end of the furlough scheme, as well as the potential impact of a wider recession.

We must also remember that Barking & Dagenham faced significant enterprise and employment related challenges long before Covid-19. For many years, our economy has had too many low wage jobs, and higher levels of long-term unemployment and inactivity than most other London Boroughs. 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 – both in responding to Covid-19 and to addressing these longer-term trends – recognises the limitations of this model, especially in the absence of action to improve the quantity and quality of the jobs available.

In contrast, we are dedicated to expanding the availability of good quality, well-paid employment, in growing 21st century industries, while also intervening to improve pay, job quality and performance in the 'everyday' economy where most people work - recognising that the make-up of these 'everyday' jobs will necessarily shift in the aftermath of Covid-19. We are committed to using our planning, procurement and convening powers to create more clear pathways into good jobs for residents, and as well as new opportunities for existing businesses to grow and improve (as well as for new ones to start and succeed). And finally, we are committed to targeting our employment support to those who need it most, linked directly to the new opportunities that are being created.

We believe that the fundamentals of this approach – aimed at creating a thriving and inclusive local economy - will not change as a consequence of Covid-19, even if there are a set of specific measures that we need to take now in order to mitigate its impacts.

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.
- Supporting residents to access new employment opportunities in the Borough and the wider London economy.

Places: Aspirational and resilient places. Building on the Borough Manifesto, our goal in relation to PLACES 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.

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 (like public transport and community spaces) to the cleanliness of the streets and perceptions of crime.

We have a long-term vision for every neighbourhood in the Borough and will use every lever at our disposal in order to pursue this vision. In practice, this includes buying land of strategic significance, undertaking direct development ourselves, and making full use of our planning powers – alongside working with other landowners, developers, investors and the local community to bring about change. At the same time, we are equally 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 take care of the local area, 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.

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

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

Environment: Becoming the green capital of the capital. Building on the Borough Manifesto, our goal in relation to the ENVIRONMENT 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 will not be painless, but we see huge opportunities to generate new sources of jobs and prosperity, alongside improvements in the quality of life.

Achieving these goals means delivering game changing innovations in energy production, distribution and efficiency. These innovations will lay the foundation for the wider roll out of green infrastructure in future, demonstrating what is 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.

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

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

In addition – and cutting across these four core themes – is a theme related to **Money & Debt** where our goal is to reduce levels of debt and associated money issues in our community through the adoption of an ethical and data driven approach to the collection, management and prevention of debt. This means building on the success of the Homes and Money hub by developing its 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. 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.

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 strategic priority, 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 with a focus on how we work and who we work with.



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 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, and within the context of our ongoing response to the Coronavirus. 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, we highlight which Cabinet Members take lead responsibility for each action, and for progress in relation to which outcome measures and indicators.

Importantly, Cabinet also take collective responsibility for leading the Council's response to and recovery from Covid-19. As the risks we face continue to evolve, Cabinet is working together and with our workforce to make sure that the Council is doing everything in its power to support the safety and wellbeing of the community as we grapple with the pandemic.

In what follows, we introduce our Cabinet and their overarching responsibilities. For further detail about our priorities and plans for 2020-22, please see the Single Performance Framework.

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.



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 the **participation and engagement** priority. This includes the Council's work with the social sector; our efforts to create and facilitate opportunities to meaningfully participate in the community; the ways in which we are facilitating democratic participation; and the ongoing process of becoming a more relational council. 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 the 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:

- Implementing our 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*);
- Further developing 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 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; and Striving to support as many local residents into work as possible (targeting 1,000 people each year) while also designing enhanced support for those heavily reliant on the Council to enter and sustain employment. This will include striking the right balance between the roles of Community Solutions, Care & Support services and specialist providers – based on a mix of Council funding and external grants.

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.

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.

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.

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.

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.

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.

Cabinet Member for Equalities and Diversity – at the time of writing Cabinet responsibility is being shared between Cllr Saima Ashraf and Cllr Sade Bright.

This Cabinet portfolio 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. The brief of **‘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, the 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.

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

Delivering this Plan

The Corporate Plan and Single Performance Framework act as the medium-term articulation of the Council’s approach, priorities and objectives. It is therefore vital that they shape and drive 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 regular 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. The Council’s performance is also then discussed formally and publicly at Cabinet.

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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The Single Performance Framework

Delivering our Corporate Plan

2020 to 2022 and beyond

Introduction

The Single Performance Framework is guided by the Borough Manifesto, Council's overarching approach and the Corporate Plan. It is broken down into four sections, which reflect the four strategic priorities identified in the Corporate Plan:

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

Each section of the Framework 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.

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

In light of the impact of COVID-19, and learning from the implementation of the Single Performance Framework since May 2020, the contents of the Framework have now been reviewed. The changes to the Framework as it was agreed in April and May 2020 are identified throughout the document and referenced in Endnotes at the end of the Appendix. All of these changes have been proposed for one of the following reasons:

- They reflect changing priorities or allocation of resource in light of the ongoing impact of the pandemic and the Council's response.
- Flaws in the performance metric or deliverable were identified during the implementation of the Framework since May 2020, and the change is required to improve performance reporting and analysis.
- Amendments are required to ensure the performance metrics are up-to-date, reflecting progress that has been made since May 2020.
- The metric or deliverable is tracked through another channel, and duplication is not required.
- The metric or deliverable does not adequately inform a clear picture of performance, and has therefore been removed or amended to ensure the totality of the framework is both useful and insightful.

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 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 Cabinet Member
BD_Collective	Work with the BD_Collective to develop a single platform for volunteering and participatory opportunities. ¹	Develop and go-live with the platform, including the website and back-end systems.	Q4 20-21	Cllr Ashraf
		Incorporate all Council volunteering opportunities into the single platform.	Q4 20-21	Cllr Ashraf
		Undertake communications campaign to formally launch, raise awareness and encourage adoption of the single platform among both social sector organisations and residents.	Q4 20-21 – Q3 21-22	Cllr Ashraf
	Connect into and actively engage with the BD_Collective's network of networks. ²	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.	Q2 22-23	Cllr Ashraf
Barking and Dagenham Giving ³	Develop and agree the business case for Barking and Dagenham Giving, through a multi-stakeholder process, setting out its development over 2020-22.	Identify resources to keep developing B&D Giving platform beyond initial DCMS funding and agreeing governance procedures.	Q1 20-21	Cllr Ashraf
		Develop the plan of activity for B&D Giving for 2020-2021.	Q1 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
		Taking an update on the progress of B&D Giving to multiple stakeholders including Cabinet, seeking confirmation for the location and governance of the endowment.	Q2 20-21	Cllr Ashraf
	Implement the business case for B&D Giving, increasing investment in and money distributed to the social sector	Fully implementing the project plan laid out in the business case for B&D Giving.	Q4 21-22	Cllr Ashraf
	Create the endowment for the social sector, initially with Council income. Grow the endowment and create autonomy for its management.	Creating the endowment.	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
Community Assets ⁴	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 (completed).	Q3 20-21	Cllrs Geddes and Ashraf
		Conduct programme of community engagement to inform the Community Assets Policy.	Q4 20-21	Cllr Ashraf
		Develop and agree the Policy at Cabinet	Q3 21-22	Cllr Ashraf
		Policy implemented.	Q4 21-22	Cllrs Ashraf and Geddes
	Review the current community centers leases and arrangements.	Review undertaken.	Q4 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Faith ⁵	Raise the profile of faith-based social action, and convene spaces for collaboration and learning.	Refer to Faith Action Plan which is regularly monitored and reported on to the Portfolio Holder.	n/a	Cllr Ashraf
	Work with faith organisations and other Council services to improve residents' knowledge of how to identify and report hate crimes and prejudice.		n/a	Cllr Ashraf
	Ensure policies are fair and transparent, that faith groups are consulted upon them and that there is sufficient space for residents of different faiths to practice their faith together.		n/a	Cllr Ashraf
	Working with faith-based organisations to safeguard all vulnerable people, including co-creating and delivering appropriate strategies for particular issues that affect residents.		n/a	Cllr Ashraf
	Improve understanding of different faith communities, and should work together in a spirit of respect and ongoing learning.		n/a	Cllr Ashraf
	Ensure faith-based organisations are fairly represented in Borough events and programming across the year.		n/a	Cllr Ashraf
	Provide opportunities for residents of different faith backgrounds to meet and learn about each other, enabling further collaboration and improved understanding among groups.		n/a	Cllr Ashraf
LGBT Community Development	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 Cabinet Member
Volunteering ⁶	Number of Social Sector organisations advertising volunteering opportunities through the single platform for volunteering. ⁷	The purpose of the platform is to create a single place through which to advertise and broker opportunities to volunteer and participate in community activity. 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.	50 by Q4 21-22	Quarterly	Cllr Ashraf
	Number of Council services advertising volunteering opportunities through the single platform for volunteering.		To be benchmarked and established by Q4 20/21	Quarterly	Cllr Ashraf
	Number of Council volunteering opportunities advertised through the single platform for volunteering.		To be benchmarked and established by Q4 20/21	Quarterly	Cllr Ashraf
	Number of hours of volunteering registered on platform.		To be benchmarked and established by Q4 20/21	Quarterly	Cllr Ashraf
	Number (cumulative) of opportunities advertised through the platform.		800 by Q4 21-22	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
B&D Giving	Value (£) of ticket sales for Local Lottery. ⁸	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.	£20,000 in 20-21 £25,000 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

Developing opportunities to meaningfully participate

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Every One Every Day	Work in partnership with Participatory City Foundation (PC) to develop and agree a robust sustainability plan to ensure that the participation platform can be operated 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. ⁹	Q1 21-22	Cllr Ashraf
		Plan agreed by PC and relevant bodies in LBBB.	Q3 21-22	Cllr Ashraf
	Deepen the connection between frontline services and Every One Every Day where participation can benefit outcomes, through the ongoing work of the Transitions Project. ¹⁰	n/a	Q3 21-22	Cllr Ashraf
	Develop the collaborative business programme. ¹¹	n/a	n/a	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Culture and Heritage	Develop and implement a strategic plan for the role that Eastbury Manor House plays in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities. ¹²	Plan agreed.	Q4 20-21	Cllr Ashraf
		Evidence of improvement to visitor numbers and numbers of activities.	Q4 21-22	Cllr Ashraf
	Develop and implement a strategic plan for the role that Valence House plays 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
	Undertake the Summer of Festivals programme and Winter Lights, curated by the Steering Group with direct membership of both residents and social sector partners. ¹³	Round 2 of the Summer of Festivals 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

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	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
	Continue to develop a rich cultural landscape in the Borough that provides aspiration and opportunity for local people. ¹⁴		Ongoing.	Cllr Ashraf
	Forge new pathways for local organisations and people to participate in decisions around cultural initiatives and policy. ¹⁵		Ongoing.	Cllr Ashraf

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
Individual agency and social networks 16	Proportions (%) of participants who respond positively to the statements: 'I am keen to be more involved in local decision making and feel confident that I am able to do so' 'I feel confident that I have a good understanding of the Borough and the community groups within it ' 'I want to get more involved with local community work and feel confident that I am able to do so.' 'I feel confident speaking to people of a different age, background or culture to myself' 'If I want to make a change in my community I feel confident I am able to do so' If I want to make a change to my life I feel confident I am able to do so' 'I have friends, family and neighbours who will support me if I need support'	The Council's approach to participation is based on the belief that the act of participating increases individual agency and builds 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.	Increase	Bi-annually	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
Perceptions of the local area	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, although 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 although it is subject to a range of socioeconomic forces.	No reductions.	Annual (Residents' Survey)	Cllr Ashraf
Every One Every Day 17	Number of registered participants. ¹⁸	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 registered participants in the collaborative business programme. ¹⁹		600 by Q4 21/22.	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
Culture and Heritage	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 (combined target)	Monthly	Cllr Ashraf
	Number of visitors to Valence House.			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 Cabinet Member
Citizens Alliance Network	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. ²⁰	Q3 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 funded projects engaged with CAN. ²¹	Piloting different kinds of CAN projects (Council, social sector and resident led)	Q4 20-21	Cllr Ashraf
		Report analysing pilot activity, to relevant stakeholders.	Q1 21-22	Cllr Ashraf
		Year 1 report for Cabinet, at which stage CAN active across the Borough.	Q4 21-22	Cllr Ashraf
Deliberative Democracy	Undertake deliberative processes to strengthen the way the Council makes decisions and develops policy. ²²	Undertake a deliberative process with young people on the climate crisis.	Q4 21-22	Cllr Ashraf
		Undertake deliberative engagement as part of the Domestic Abuse Commission.	Q4 20-21	Cllr Ashraf
		Undertake deliberative engagement in preparation for the new markets.	Q4 21-22	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Create a 'how to' guide on deliberative participation which sets out how the learning from the work already undertaken, explains the potential this form of working has in practice, the circumstances in which it can be used, and the potential for participatory budgeting across Council services.	Guide developed.	Q4 21-22	Cllr Ashraf
		Internal comms and engagement plan.	Q1 22-23	Cllr Ashraf
	Commission the Votes for Schools Programme in partnership with BDSIP. Undertake internal engagement to raise awareness of the potential of the programme for Council engagement, connecting the programme's annual plan to Council activity where appropriate.	n/a	n/a	Cllr Carpenter
	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. ²³	Plan developed.	Q4 20-21	Cllr Ashraf
		Implemented.	Ongoing	Cllr Ashraf
	In the report going to Cabinet in November 2020 on the Council's strategic framework and approach, describe how resident participation and experience is to be incorporated at each layer of the Strategic Framework. ²⁴	Report taken to Cabinet.	Q3 20-21	Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Following the report to Cabinet in November 2020 regarding 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 significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle. ²⁵	Review of commissioning practices and opportunities for resident participation undertaken.	Q2 21-22	Cllrs Ashraf and Twomey
		Undertake opportunities for resident/ collaborative participation in commissioning.	Q1 22-23	Cllrs Ashraf and Twomey
	Councils approach to data ethics and transparency - Establish a Data Ethics Committee in addition to direct consultation of residents and social sector partners. Have the Committee create a community-facing explanation of the Council's use of data and insight. ²⁶	Internal Data ethics sub-group established.	Q1 20-21	Cllr Twomey
		Public deliberation exercise being conducted.	Q3 20-21	Cllrs Twomey and Ashraf
		Develop policy statement explaining the Council's 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 Cabinet Member
CAN ²⁷	Number of people signed up to CAN.	A key aim for CAN is to expand its reach as a platform for democratic participation. This will be achieved through a range of activities including...	400 by Q4 21-22	Quarterly	Cllr Ashraf
	Number of people 'aware' of CAN.		3,000 by Q4 21-22	Quarterly	Cllr Ashraf
	Number of people 'informed' about CAN.		1,000 by Q4 20-21	Quarterly	Cllr Ashraf
	Number of people 'engaging' with CAN.		250 by Q4 20-21	Quarterly	Cllr Ashraf

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
	Number of resident-initiated projects on the One Borough Voice arm of CAN.		10 by Q3 21-22	Quarterly	Cllr Ashraf
	Number of Council initiated projects on the One Borough Voice arm of CAN.		15 by Q4 20-21	Quarterly	Cllr Ashraf
	Number of social sector-initiated projects on the one Borough Voice arm of CAN.		5 by Q4 20-21	Quarterly	Cllr Ashraf
	Number of in-person meetings held.		12 by Q3 21-22	Quarterly	Cllr Ashraf
Deliberative Democracy	Proportion (%) of residents who respond positively to the statement that the Council 'listens to the concerns of local residents'.	The belief is that deliberative democratic methods can improve trust in democracy. This is a high-level indicator for this sentiment, though is subject to a range of other factors.	No reduction.	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents who respond positively to the statement that the Council 'acts on the concerns of local residents'.		No reduction.	Annual (Residents' Survey)	Cllr Ashraf
	The total number of participant engagements on One Borough Voice	One Borough Voice is the principal means by which LBBDD enables democratic participation online.	4,000 in 20-21 5,000 in 21-22	Monthly	Cllr Ashraf
	The total number of visitors to One Borough Voice.		20,000 by Q4 21-22	Monthly	Cllr Ashraf
		Therefore, the number of visitors and responses to	(10,000 by Q4 20-21)		

Designing relational practices into the Council's activity

Actions and deliverables

Topic	Task	Milestone	Deadline	Lead Cabinet Member
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. ²⁸	Implement 3-year plan for New Town Culture.	Q3 22-23	Cllr Ashraf
	Develop and adopt a Policy 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	Policy agreed.	Q2 21-22	Cllr Rice
	Increase the level of engagement of services with the community through One Borough Voice.			Cllr Ashraf
Empowering the workforce ²⁹	As part of the Ways of Working Now Board's ongoing workplan, identify the tools and opportunities that will empower the workforce to collaborate and autonomously address the biggest challenges facing the Council and community.		Ongoing	Cllrs Ashraf and Twomey
Communication and Transparency	Develop and adopt the first annual Campaign Plan for 2020-21. Describe in the plan how the campaigns	Plan and implement Lost Hours Campaign.	Q4 20-21	Cllr Ashraf
				Cllr Ashraf

Topic	Task	Milestone	Deadline	Lead Cabinet Member
		Plan and implement Clean Campaign.	Q4 20-21	Cllr Ashraf
		Plan and implement future campaigns.	Q4 21-22	Cllr Ashraf
	Undertake and expand social media engagement to support the Council's vision and communicate with the community.	-	Ongoing	Cllr Ashraf
	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	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
Inclusive Growth - Homes*	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

* 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	Lead Cabinet Member
	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
	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
Inclusive Growth – Places	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 coordinated 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

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	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 and behaviour around waste and contributing to the performance of the Council's public realm services.	Campaign Round 2.	Q2 20-21	Cllr Ghani
		Campaign Round 3.	Q3 20-21	Cllr Ghani
		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
Prevention, Independence and Resilience*	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		Q2 20-21	Cllr Worby

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

Indicators

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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
	HRCSC – email response within 5 working days.		100%	Monthly	Cllr Twomey
	HRCSC – customer satisfaction surveys completed for We Fix.		200 per month	Monthly	Cllr Twomey
	Careline calls answered within 60 seconds.		98.5%	Monthly	Cllr Twomey
	Volume of webchats.		1100	Monthly	Cllr Twomey
	Proportion of services using One Borough Voice to engage with residents.			Monthly	Cllr Ashraf
Empowering the workforce	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

Prevention, Independence and Resilience: Performance Framework

This section sets out the Performance and Outcomes Framework that accompanies the Prevention, Independence and Resilience priority within the corporate plan. It describes sets of deliverables, outcomes and performance measures that are largely – but not exclusively – clustered around the following priorities:

1. Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools.³¹
2. More young people are supported to achieve success in adulthood through higher, further education and access to employment.
3. More children and young people in care find permanent, safe and stable homes.
4. All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs.
5. Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities and safeguarded from exploitation.
6. Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors.
7. 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.³²
8. Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities.
9. All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer.³³
10. Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health.³⁴

In addition to this, activity measures are included to help manage the key elements of demand upon our services, most notably those at the acute end of the spectrum.

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 programme 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.³⁵

Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools.³⁶

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Establish a specialist pre-birth team in the assessment service ensuring early permanence for babies born to vulnerable parents.	Cllr Worby	Sep 2020	Children's Improvement Programme
Deliver our Improvement Plan and implement the new Targeted Operating Models in Care and Support and Early Help.	Cllr Worby	Mar 2021	
Deliver a new Early Help and Prevention offer with Community Solutions that delivers strong universal services and targeted early intervention.	Cllr Worby	Mar 2021	
Deliver the Early Years Academy and implement an integrated multi-agency pathway for those aged 0-7 years.	Cllr Carpenter	Dec 2020	
Increase take up of support offer for 2 and 3-year-olds, including delivery in community settings such as schools and Children's Centres.	Cllrs Worby, Carpenter, Mullane and Geddes	Mar 2021	
Ensure there are sufficient school places of the right type for every child in the Borough. Publish twice yearly updates to Cabinet on the ³⁷ 'Review of School Places and Capital Investment'.	Cllr Carpenter, Cllr Worby (tbc)	Oct 2020	Education and Participation Strategy
Deliver our plans alongside BDSIP to ensure that the right support is available for schools.	Cllr Carpenter	Mar 2022	
Development and delivery of a new Special Educational Needs and Inclusion Strategy.	Cllr Worby	Mar 2022	Disabilities Improvement Programme

Task	Lead Cabinet Member	Deadline	Topic
Pilot the 'Team around the School' approach for education inclusion and children's services, with health partners working increasingly closely alongside schools.	Cllr Worby, Cllr Carpenter (tbc)	Nov 2020	Children's Improvement Programme

Outcome Measures

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 ages of 0-5.	72.4%	↑	72.5%	Annually
Reduction in the Early Years Foundation Stage inequality gap by the age of 5 ³⁸ .	That our early years approach is reaching – and impacting upon – all children, and not just some.	38.8	↓	Reduction	Annually
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 2-year-old children benefitting from early education places.		84%	↑		Annually
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
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

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%	Annually
The percentage of pupils absent from state-funded primary schools.	Our young people are regularly attending school and not missing education	4.0%	↓	In line with London	Report 3 x a year in line with published data releases on absence
The percentage of pupils absent from state-funded secondary schools.		5.2%	↓	In line with London	
Total Permanent Exclusions (rounded).	That children are not being permanently excluded from school and therefore not reaching their full potential in education.	0.06	↓	In line with London	Termly

More young people are supported to achieve success in adulthood through higher, further education and access to employment ³⁹

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
New referral pathways and support offer for Care Leavers.	Cllr Worby	Sep 2020	Children's Improvement Programme
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	Mar 2022	Education and Participation Strategy
Improve transitions from school to further or higher education or employment. ⁴⁰	Cllr Carpenter	Mar 2021	
New referral pathway and support offer those with diagnosed learning/physical disabilities and mental health conditions.	Cllr Worby	Mar 2021	Disabilities Improvement Programme

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Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The percentage of 16-18 year olds who are not in education, employment, or training (NEET) or who have Unknown Destinations.	Risk of time spent not in employment, education, or training leading to increased likelihood of unemployment, low wages, or low-quality work later in life.	3.5%	↓	3.5%	Quarterly

More children and young people in care find permanent, safe and stable homes⁴¹

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Review and deliver improved early permanence pathway for looked after children.	Cllr Worby	Jun 2020	Children's Improvement Programme
Implement a timely Public Law Order process.	Cllr Worby	Sep 2020	
Work with neighbouring boroughs to deliver the East London Regional Adoption Agency.	Cllr Worby	Sep 2020	

Outcome 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 of 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 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

All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs⁴²

Deliverables

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

Outcome 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 in suitable accommodation.	That we are equipping our Care Leavers with the necessary skills to live independently and providing suitable housing options.	81.0%	↑	84%	Monthly

Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities and safeguarded from exploitation.⁴³

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Establish the new Children's Multi-Agency Safeguarding Partnership.	Cllr Worby	May 2020	Children's Improvement Programme and Multi Agency Safeguarding Partnership Plan
Establish the new Adolescent and Youth Offending Service.	Cllr Worby	Jun 2020	
Set-up the new Specialist Intervention Hub and accompanying commissioned offer.	Cllr Worby	Sep 2020	
Implement the Step Up, Stay Safe programme in Schools.	Cllrs Carpenter and Mullane	Programme launched Dec 2020	
Deliver the Barking and Dagenham Partnership Exploitation Strategy (including the embedding of a partnership-wide approach to Contextual Safeguarding).	Cllr Worby	Jan 2021	
Deliver the current Prevent Strategy and implement the recommendations of the Prevent Peer Review.	Cllrs Mullane and Worby	May 2021	
Deliver YOS Ofsted Implementation Plan and maintain focus on violent crime through delivery of the serious violence and knife crime action plan.	Cllr Mullane and Worby	Mar 2021	YOS Improvement Plan and Knife Crime Action Plan

Demand and Activity Measures

Measure	What this will tell us	Collection Frequency
Number and rate of children open to Care and Support – 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
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
Number of safeguarding concerns raised to the Local Authority (Adults).	Shows how many safeguarding concerns are being raised and is one indicator of demand and risk in the Borough.	Monthly

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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
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 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
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	(104) 421 per 100,000	↓	Reduction	Quarterly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
	term and long term.				
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
Number of gang related Child Deaths	Measures success of gang related work and intervention and a proxy measure of safety in the borough.	0	↓	Reduction	Quarterly
Number of robbery offences					
Number of violence with injury (non-domestic abuse) offences					
Number of racist hate crime offences					
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
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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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 whose desired outcomes were achieved (concluded Section 42 safeguarding enquiries).	Proxy measures of adult safeguarding and that adults and older people are safe with outcomes achieved.	97%	↑	90%	Quarterly

Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors⁴⁴

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Work with our new strategic partner on Domestic Abuse – Refuge - to implement new offer for families where DA is a factor.	Cllr Worby	Mar 2021	Violence Against Women and Girls (VAWG) Strategy
Deliver new evidence-based offer for families with children and young people using the 'Safer Together' principles.	Cllr Worby	Mar 2021	
Implement the recommendations made by the Domestic Abuse Commission.	Cllr Worby	Mar 2022	

Outcome 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.	The prevalence of Domestic Abuse in leading to referrals to Children's Social Care is reducing (as a proxy of overall prevalence).	22.0%	↓	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	Every 2 years
Number of DA police-flagged offences	That our strategies for tackling domestic abuse are effective in reducing the prevalence in the borough.	2,700 (2018/19 Q4)	↓		Monthly

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 ⁴⁵.

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Deliver the Disabilities Improvement Programme (key deliverables to be defined as part of programme initiation).	Cllr Worby	Mar 2022	Disabilities Improvement Programme

Demand and Activity Measure

Measure	What this will tell us	Collection Frequency
The number of children who 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

Outcome 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 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

Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities⁴⁶

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Deliver - in partnership with the CCG – the Child and Adolescent Mental Health Service (CAMHS) Transformation Programme.	Cllr Worby	Mar 2021	Mental Health Improvement Programme
Deliver a Borough-wide social prescribing model that helps connect residents to sources of support in their communities.	Cllr Worby	Mar 2021	
Implement Reconnections programme and our local loneliness initiative.	Cllr Worby	Mar 2021	
Deliver the Mental Health Improvement Programme (key deliverables to be defined as part of programme initiation).	Cllr Worby	Mar 2022	

Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
Emotional wellbeing of looked after children (Strength and Difficulties Questionnaires – 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 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%	↑	Increase	Annually

All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer.⁴⁷

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Develop and deliver our care technology strategy.	Cllr Worby	March 2022	Adults Improvement Programme
Review our older people's accommodation offer and assets.	Cllr Worby Cllr Geddes	December 2021	
Make capital improvements to Kallar Lodge, our care home for older people with dementia.	Cllr Worby	March 2021	

Task	Lead Cabinet Member	Deadline	Topic
Improve hospital discharge and prevent re-admission by moving resources to the community from the hospital and remodeling discharge pathways and our out of hospital support offer.	Cllr Worby	December 2021	
Deliver a Borough-wide social prescribing model that helps connect residents to sources of support in their communities and ensure linkages between Community Solutions and Localities teams.	Cllr Worby	March 2021	
Roll out our new Adults Practice Framework.	Cllr Worby	March 2021	
Develop a community-led provision offer for Adults Care and Support, linked to our new Practice Framework.	Cllr Worby	March 2022	

Outcome 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%	↑	Increase	Annually
Overall satisfaction of people who use services with their care and support.	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%	↑	Increase	Annually
Delayed transfers of care from hospital that are attributable to adult social care, per 100,000 population.	Minimising delayed transfers of care and enabling people to live independently at home is one of the desired outcomes of	167.1	↓	234.2	Monthly

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
	social care.				
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 and dependence on public services.	93.5%	↑	90%	Annual
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

Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health.⁴⁸

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Deliver the Joint Health and Wellbeing Strategy actions (linked to delivering outcomes over the life course).	Cllr Worby	2022	Health and Wellbeing Strategy
Support work across North East London STP to identify and address inequalities that exists across the health and social care system with key stakeholders.	Cllr Worby	2022	
Deliver a portfolio of work that reduces the health and COVID-19 inequalities through our Borough and across the BHR ICS, with a focus on healthy life expectancy, increasing resilience and supporting children and young families.	Cllr Worby	2022	
Public Health is leading on a piece of work to assess the inequalities within Barking and Dagenham in order to better understand how these could be tackled, including in Health Protection and COVID-19. (end of March 2021)	Cllr Worby	March 2021	
Deliver the Barking and Dagenham Delivery Board work packages including with older people and vulnerable children to focus on the reduction of health inequalities in these groups.	Cllr Worby	2022	
Work with partners across the system to embed Healthy New Towns principles across the Borough, using Barking Riverside and the new Community Wellbeing Hub and associated activities, as exemplars.	Cllr Worby	2022	
Ensure the BHR system strategy being developed draws together our Health and Wellbeing Strategy outcomes and plans.	Cllr Worby	April 2021	

Task	Lead Cabinet Member	Deadline	Topic
Develop a system wide approach to healthy weight, with a focus on children and the early years, that reduces inequalities in outcomes for our population.	Cllr Worby	March 2022	

Outcome 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
Prevalence of obese and overweight pupils at Year 6.	Decreased obesity prevalence in children (National Child Measurement Programme).	29.6%	↓	Reduction	Annually
Prevalence of obese and overweight pupils at Reception.		24.7%	↓	Reduction	Annually
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%	↑	Increase	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
		(cervical)			
Adult smoking prevalence.	Smoking is an important preventable contributor to the burden of ill health in the Borough.	19.0%	↓	15.0%	Annually

Inclusive Growth: Performance Framework

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

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

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

Homes: For local people and other working Londoners

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

Sub-theme 1: Building new homes

Actions and deliverables

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

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Design Guide	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
Overall new housing pipeline	% 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
	Percentage of new homes which are affordable – habitable rooms.	Whether we are delivering a sufficient proportion of larger homes through the programme.		Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Housing approvals by number of bedrooms. ⁴⁹	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
Be First new housing pipeline	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
New homes going to local people	% of Reside lets which are made to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people.		Quarterly
	% of Reside Shared Ownership properties which are sold to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people.		Quarterly
	Number of households on the housing register.	How we are managing demand for supply on new and existing stock.		Quarterly
	Number of properties sold under Right to Buy.			Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	% 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 Cabinet Member	Lead Officer	Aims of the activity	Milestones
Develop Reside business and brand	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"> • Setting out the housing management offer and customer service standards it's tenants can expect to its tenants. Then using this as the basis for influencing the way My Place delivers services to Reside residents and holding them to account for doing so.⁵⁰ • Re-vamping its website, social media presence and all aspects of communications and engagement with its tenants • 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 • Establishing its Registered Provider vehicle 	Complete by end of March 2021

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Deliver and embed the gains from the My Place Improvement Programme	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"> • Tenant and leaseholder satisfaction levels • Cleanliness of blocks and estates (including caretaking and grounds maintenance) • Rent collection levels • Void turnaround times • Quality, speed and responsiveness of repairs and maintenance • Assurance on safety and compliance 	December 2020
A new deal for Council tenants and leaseholders	Cllr Geddes	Lisa Keating	<p>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. Commission an external review of the Council's offer and performance against these expectations.⁵¹</p>	December 2020

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Long term investment/ Improvement plan for HRA	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"> • The need to bring all homes up to the Decent Homes standard • The stock investment standard after Decent Homes, taking a more holistic view of assets and estates • The imperative to fully decarbonise the housing stock by 2050 • The agreement of a future estate renewal programme • The emerging requirements from the review of building safety, including the Building Safety Bill expected in this Parliament • 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. <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>	HRA Business Plan to Cabinet February 2021
Deliver the HRA business plan	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
Landlord licensing scheme implementation	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
External review of Samuel Garside House fire	Cllr Geddes	Graeme Cooke	Publish 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
Satisfaction of our tenants and leaseholders with our housing service	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 provided.			Annual, measured through the STAR survey
	% of estates given a 'B' Grade or higher at inspection.*	Whether estates meet set standards in terms of cleaning, caretaking and grounds maintenance.		Quarterly
Maintaining our housing stock	% of responsive repairs 'satisfied with repair' (total including General Needs, Sheltered, and temporary accommodation) ⁵³	Whether we are providing a high-quality repairs service that is convenient for residents and efficient.		Quarterly

* 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
	% of responsive repairs 'satisfied with repair' (Reside).			Quarterly
	% of homes which meet the decent homes standard.	Whether our homes and estates meet the government's decent homes standard.	100%	Quarterly
Maximising income and ensuring effective use of our housing stock	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"> • Major voids • Minor voids 			Quarterly
	Sheltered housing - voids turnaround time in days and by stages.			Quarterly
	Temporary accommodation - voids turnaround time in days and by stages.			Quarterly
	General needs - % of rent collected of total amount due (current tenants including current arrears).		Whether rent is being collected effectively so that it can be reinvested in improving housing management services and delivering the HRA capital programme.	
	Sheltered housing - % of rent collected of total amount due (current tenants including current arrears).			Quarterly and cumulative

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	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	Allows us to track how much affordable housing stock has been lost.		Quarterly
Ensuring our properties are safe and well maintained	% 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.*		100%	Quarterly
	Lift inspections completed to schedule.		100%	Quarterly
	Number of privately rented homes that are licensed.	Whether homes in the private rented sector are complying with the landlord licensing scheme.		Quarterly

* 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
Private rented sector	Number of private sector housing enforcement activities.	How many landlords we are enforcing against.		Quarterly
Empty homes	Number of Long Term Empties in the borough. ⁵⁴	Whether long-term empty homes are being identified and action taken.		Quarterly
Building control	% 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 Cabinet Member	Lead Officer	Aims of the activity	Milestones
Reduce the number of homeless households	Cllr Geddes	Mark Fowler	<p>Reduce the number of homeless incidences through early intervention and prevention (involving effective personal planning and advice; access to a discretionary prevention fund; employment, skills and training and discretionary payments to ensure people remain in their homes) – with specific actions to:</p> <ul style="list-style-type: none"> • Deliver tenancy sustainment/life-skills training to prevent loss of ASTs. • Craft a suite of clear and direct housing messages for deployment by staff. • Agree new discharge planning protocols regarding vulnerable households, particularly refugee households. • Develop a predictive modelling insight tool, to better understand patterns of cost and demand associated with homelessness. • Work towards the NPSS 'Gold' Standard 	By End of March 2021

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Reduce the numbers of households in TA	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"> • Eliminate the use of all nightly lets and HMOs • Convert 200 private licensed properties to ASTs • Accelerate the use of private rented sector offers (PRSOs) • Participate in Capital Letters (a cross-London scheme to help address TA cost pressures) • Increase auditing of TA properties to 20% of all stock 	End of March 2021
Developing a more proactive approach to reducing rough	Cllr Geddes	Mark Fowler	Develop a proactive rough sleeping policy and work towards halving rough sleeping by 2022, by agreeing a partnership with the voluntary sector on a No Second Night Out model of intervention and working with the CCG to address access to primary care for street sleepers.	End of March 2022

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Preventing homeless through early intervention	Total number of Open Housing Prevention Cases.	Whether we are effectively supporting residents at risk of homeless and preventing the need for temporary accommodation where possible.		Quarterly
	New Housing Prevention Approaches.			Quarterly
	Total Closed Housing Prevention Approaches.			Quarterly
	Homeless Acceptances as a % of all homeless applications and reason for acceptance.			Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Number of evictions and reason (rent arrears or ASB) – from 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
Managing households in temporary accommodation 55	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
New supply of temporary accommodation	Total number of new units of temporary accommodation provided through the Be First programme from following schemes: <ul style="list-style-type: none"> • Grays Court • Wivenhoe • Weighbridge • Margaret Bondfield 	Whether the new temporary accommodation under development is delivered to programme.	184 by November 2020	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Allocations and lettings	Number of homes let through allocations, by total and broken down by bed size and by group, including those let through: <ul style="list-style-type: none"> • Choice based lettings • Decants • Direct Offers⁵⁶ 	Whether we are allocating the social homes that become available as anticipated in the annual lettings plan.	N/A	Quarterly
Rough sleeping	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.	Indicator will show that we are providing effective support to a vulnerable group of people.		Quarterly where applicable – SWEP only activated in periods of severe weather

Sub-theme 4: Providing homes for vulnerable residents

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Housing for Vulnerable people	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"> • 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. • 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. • Undertaking a review of existing sheltered and adapted stock to inform future commissioning and investment decisions. • Implementing the new allocations policy, supported by the introduction of an annual lettings plan and embedding new accommodation panels and move-on arrangements. 	By December 2021
Housing for Vulnerable people	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Supply of housing for vulnerable groups	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 planned adapted and specialist units provided through the Be First programme.	Whether the Be First programme is delivering new homes that meet the needs of vulnerable groups.		Quarterly
	Number of specialist accommodation units provided on third party developer schemes.	Whether new homes for vulnerable groups are being secured through planning or delivered by specialist third party developers.	At least 10 per cent of dwellings are appropriate for wheelchair users	Quarterly

Jobs: A thriving and inclusive local economy

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

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

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestone
Approve and implement a Social Value Policy	Cllrs Bright and 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).	Approved policy Cabinet May 2020 and implementation is ongoing
Improving social outcomes in construction	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)
	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

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestone
Develop a care sector strategy	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
Develop the Business Forum	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
Develop LBBD's business support offer	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
Create training/ work pathways into food and film sectors	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

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestone
Industrial land	Cllr Geddes	Pat Hayes	Securing the agreement of the GLA to a comprehensive industrial land use strategy for the Borough, which enables the delivery of Barking and Dagenham's housing target while meeting the need for good quality, modernised employment space for small, medium and large businesses in key locations around the Borough. We want to deliver pilot schemes at 12 Thames Road (which will mix commercial and residential development) and the former Remploy site, which will explore ways of modernising and intensifying industrial uses. ⁵⁷	March 21
The Council as an exemplar	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Average median income	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
Job density	Job density rate and total number of workforce jobs.	LBBD's overall progress on Borough Manifesto goals relating to business growth and success.		Annual

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Business growth	Total number of workforce jobs; 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 (jobs).			Quarterly
	Number of opportunities created for residents in the Council's supply chain (excluding jobs). ⁵⁸			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.		25% of total procurement spend by the Council directly and through its major contractors	Quarterly
Maximising impact of the Council's and other construction activity in the Borough	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	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
Business engagement	Number of attendees of business engagement events.	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)
Apprenticeships	Number of 'apprenticeship' starts as a proportion of total workforce. ⁵⁹	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)

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Level 2-4 starts as a proportion of all apprentices. ⁶⁰		-	
	Level 5-7 starts as a proportion of all apprentices.		-	

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

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Developing the Borough's apprenticeship offer	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)
Apprenticeship Levy Transfer scheme	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
LBBD Work and Skills Offer	Cllr Bright	Mark Fowler	Continue to improve employment outcomes from the Council's core work and skills offer (targeting 1,000 people supported into work each year) while also designing and agreeing enhanced support for those heavily reliant on the Council to enter and sustain employment – including the balance of delivery between Community Solutions, Care & Support and specialist providers, and the plausible resource model to underpin this offer.	By March 2021

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Vocational offer at the Adult College	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
LBBB employment	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
Access to training and lifelong learning and training via the Council's Adult College	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Employment support provided by the Council for residents	Total number people supported into employment (job starts and those sustaining employment after 6 months), broken down by: - Job shops - Vocational Support - NEETs team (Homes and money hub)		1,000 employment outcomes per year	Monthly
	Total number of people supported into employment, and number of those who worked with the NEETs Team. ⁶¹		1,000 employment outcomes per year	Monthly
	Total number of people supported into employment sustaining employment after six months supported by the job shop.			
	Total number of people supported into employment (job starts and those sustaining employment after 6 months) by Community Solutions 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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	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 (sustained for six and 12 months).		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
Young people	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)
	Total number of care leavers in all apprenticeships. ⁶²	That the Council's apprenticeship programme is generating opportunities for young people including care leavers.		Bi-monthly (reports to Workforce Board)

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	Of all care leavers in apprenticeships, the number of which are in the council.			
	Number of apprenticeships created through the Levy Transfer scheme with breakdown of Level (Levels 2-4 and Levels 5-7) and % going to new entrants and those aged 16-25.	That the Levy Transfer scheme is generating opportunities for young people and new entrants.		Bi-monthly (reports to Workforce Board)
	Number of apprenticeship and other training opportunities created in the Council's supply chain for care leavers and other Borough residents aged 16-25.	That the new Social Value policy is generating opportunities for young people.		Annual

Places: Aspirational and resilient places

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

Sub-theme 1: Safe and liveable neighbourhoods

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Reducing 'grime crime'	Cllrs Ghani and 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
Public awareness campaigns on waste and street cleansing	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
New waste strategy	Cllr Ghani	Lisa Keating	Development and adoption of new East London Joint Waste & Resources Strategy forecasting and modelling the waste arisings for the new 25 years, with options for waste minimisation, reuse, recycling, reformed collection services and treatments for residual waste.	On-going

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Banning single use plastics	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
A new model of community enforcement	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
Enforcement priority activity programme	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
Ward improvement plans	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Delivering our core waste and recycling service	% 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
Keeping the streets clean	Total number of fly tipping cases and percentage of these collected within 48 hours of notification.	Demonstrate that we are effectively delivering this core service, which contributes to creating a sense of the Borough as a good place to live and invest.		Monthly
	Number of environmental crime enforcement activities.			Monthly
	Litter - % rating for all areas (N1-195 style).			Three times a year (measured by KBT)
	Detritus - % rating for all areas (N1-195 style).			Three times a year (measured by KBT)
	Graffiti - % rating for all areas (N1-195 style).			Three times a year (measured by KBT)
	Fly-posting - % rating for all areas (N1-195 style).			Three times a year (measured by KBT)

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Keeping the Borough safe ⁶³	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
	Number of food businesses assessed as 'satisfactory' or better. ⁶⁴	How well we are protecting public health.		Quarterly
	Number of enforcement activities to improve non-compliant food businesses. ⁶⁵			Quarterly

Sub-theme 2: Investing in physical and social infrastructure

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Deliver the Covid transport interventions⁶⁶	Cllr Geddes	Pat Hayes	<p>In the short-term we will be focused on delivering urgent works, funded by DfT and TfL to create increased space for social distancing in the Borough this includes:</p> <ul style="list-style-type: none"> • Use Covid-19 recovery works as opportunity to close Station Parade and Broadway to general traffic improving the public realm and walking connection to Abbey Field • Work with the community to explore options to reduce traffic around schools to improve safety for people walking and cycling to schools. • Deliver Cycle Future Route 10 Ilford to Barking Riverside and develop proposals for cycling routes across the Borough which are safe for pedestrians and cyclists alike. <p>Exploring how we may be able to finance the local transport schemes which we had expected to be funded by TfL through our Local Implementation Programme (LIP) – before this funding was removed as a result of Covid-19. Our LIP included schemes to:</p> <ul style="list-style-type: none"> • Improve accessibility and passenger safety, while relieving overcrowding at Barking station; • Address road safety concerns and increase the level of walking and cycling around Dagenham Heathway; • Develop options to improve walking and cycling links between the Becontree Estate and Chadwell Heath station, along Valance Avenue; • Reduce the dominance of the car and improve air quality around Becontree Heath; • Improve the public realm around Eastbury Manor House; • Provide high quality, attractive approaches to key transport interchanges at Upney and Dagenham East stations; 	Ongoing

			<ul style="list-style-type: none"> • Introduce a dedicated cycle route linking the Marks Gate Estate to Chadwell Heath station. <p>We know how important the delivery of these schemes, and while this may now be slower than anticipated we will continue to work on ways to bring them forward.</p>	
	Cllr Geddes	Graeme Cooke	<p>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:</p> <ul style="list-style-type: none"> • Additional school capacity in the Gascoigne area. • Construction beginning on a new primary school at Beam Park. • Construction beginning on a new SEN school near the Stamping Plant. • 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). • Completion of new primary care hubs in Barking Town Centre and Barking Riverside. • Reconfiguring John Smith Medical Practice to accommodate a new GP practice. 	On-going
Improving transport infrastructure in the Borough	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
Providing full fibre broadband Borough wide	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 April 2021
Flood risk	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

Infrastructure delivery plan	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.	December 2020
Ensure delivery of CIL funded projects	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
Improve impact of developer contributions (e.g. s106)	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 December 2020
Commercial asset review	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 April 2021

Sub-theme 3: Shaping aspirational places

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Barking, The Roding & More</p> <p>Our vision. <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 people, plus great places to visit.</i></p>	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:</p> <p>Producing masterplans for the areas around Barking Station, East Street and Town Quay; bringing them together into a coherent development framework for the town centre.</p> <p>Establish stronger town centre management arrangements, bringing together key frontline Council services (e.g. public realm and enforcement) to tackle street level issues and improve engagement with local business.</p> <p>Facilitating the development of key housing schemes being led by third party developers in and around the town centre: Weston Homes, EcoWorld, Countryside.</p> <p>Completing LBBD/Be First new build schemes in the town centre to improve the supply of affordable housing: Crown House and House for Artist and Axe Street.</p> <p>Accelerating delivery of the regeneration of the Gascoigne estate, including an overall place-making and public realm strategy for the new neighbourhood.</p> <p>Assessing the need for additional school places in the town centre, as new homes are planned and delivered, and responding as necessary.</p>	<p>Town centre regen strategy approved by December 2020</p> <p>Progress on key elements – on-going: Town centre management arrangements agreed by September 2020</p> <p>Masterplans approved by December 2020 District heat network operational by March 2021</p> <p>Traffic flows options work completed by December 2020</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
			<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>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 new homes and business users across the area.</p>	

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Chadwell Heath</p> <p>Our vision. <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 for everyone, day and night.</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>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>Area strategy for Chadwell Heath produced by December 2021</p> <p>Chadwell Heath masterplan approved by September 2021</p> <p>Establish Chadwell Heath landowner group by June 2020</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Becontree</p> <p>Our vision. <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 Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Becontree Heath/ Rush Green</p> <p>Our vision. <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>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Dagenham East</p> <p>Our vision. <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 about the Borough's past inspire the storytellers of tomorrow. Films, not Fords!</i></p>	Cllr Geddes	Graeme Cooke / Pat Hayes	<p>Produce a vision and strategy for the future of Dagenham East over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Ensuring that construction of the film studios gets underway, either led by the Council or by facilitating an external investor / developer / operator (while supporting filming on the site during the construction of the permanent studios through the LBBD Film Office).</p> <p>Facilitating the development of new industries and employment opportunities across the ex-May & 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&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>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.</p>	<p>Area strategy for Dagenham East produced by December 2020</p> <p>Delivery of activities and interventions – on-going</p> <p>Set up landowner group by December 2020</p> <p>Vision / strategy for Dagenham Village produced by June 2021</p> <p>Plan for Dagenham Heathway by September 2021</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Dagenham Dock, Beam Park, Stamping plant</p> <p>Our vision. <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 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>	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. 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&D Energy).</p>	<p>Area strategy for Dagenham Dock produced by March 2021</p> <p>Stakeholder group convened by September 2020</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p>Thames and Riverside</p> <p><i>Our vision: Barking Riverside, Thames View and Scrattons, connected to each other and properly linked with the Borough at large. Old and new neighbourhoods brought together in a healthy new town on the Thames. Castle green completely transformed: a new train station, modern industry and good new jobs for local people.</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>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>	<p>A13 study complete by December 2020</p> <p>New train station open by December 2021</p> <p>New health hub in 2022</p> <p>Thames Road Masterplan approved by December 2021</p>

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

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Approve new local plan	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
Conversation with residents about inclusive growth	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 system⁶⁷

Actions and deliverables

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

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Solar panel feasibility study – Council buildings	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
Solar panel feasibility study – other buildings	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
Develop business case for ground source heating	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
Energy Innovation and Housing⁶⁸	Cllr Geddes	Pat Hayes	Utilising communal heat, private wire, solar panels, EV chargepoints and battery storage at Padnall Lake, potentially with smart technology innovations which support the balancing of the grid.	Ongoing

Indicators ⁶⁹

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Reducing carbon and greenhouse gases across the Borough	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

Reducing carbon and greenhouse gases - our own activity	Annual tonnes of carbon saved by homes and other buildings/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
Providing sustainable energy through B+D energy district heat network	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

Sub-theme 2: Energy efficient homes and buildings

Actions and deliverables

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

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Greener, cleaner energy efficient homes and assets	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Tackling the coldest homes in the Borough	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
Deep retrofitting for the homes of the future	Number of properties receiving the deep retrofit makeover.	Test the business case for roll-out of deep retrofit and provide A+ energy-rated homes of the future.	>10 Council properties	Quarterly

Sub-theme 3: A green local environment

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
A green local environment	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
	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"> • A programme of playground upgrades and repairs • An improvement project for Abbey Green and Abbey Ruins. • A programme of installing habitat enhancements, such as bird and bat boxes, across parks. • Planting at least 800 new saplings, maximising tree canopy cover against urban warming, pollution, soil protection, flood risk and bio-diversity enhancement. • 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 	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Improving air quality ⁷⁰	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)
	% 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	
Shifting to vehicle electrification	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
Greener public spaces and shading	Increased tree canopy.	Growth in natural foliage providing shade and protection.	>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. 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 deliverables⁷¹

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
Strengthen preventative offer	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
Expand community food clubs	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
Return and Transformation of revenues and benefits	Cllr Twomey	Claire Symonds	Ensuring the successful transition of the Council's revenues and benefits service from Elevate into LBBB, using this opportunity to strategically align and redesign the service so that it can both improve collection rates and maximise the potential for prevention, in partnership with the wider Community Solutions offer.	All staff transferred from Elevate to Community Solutions by September 2020 New blueprint implemented

Implementation of ethical Collector service	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>
	Cllr Ashraf	Mark Fowler	Working alongside social sector organisations to further build community capacity to support our response to debt and building financial resilience. This includes expanding community debt champions and working with BD-Collective and emerging community networks to ensure pathways to financial support are easily accessible. ⁷²	

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Supporting financial stability through debt reduction and income maximisation⁷³	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
	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

	% use of Homelessness Prevention Fund.			
	% DHP spent utilised.	How much demand there is for support from our discretionary funding.	Allocate 95% of the fund ⁷⁴	Quarterly
	Total hardship fund spent.			-
Improving collection rates	Temporary accommodation - % rent collection rate.	Effectiveness of collection and recovery.	Impact of Covid-19 is emerging and being identified. Targets to be benchmarked and set for the new financial year. Current performance being compared to previous years.	Quarterly
	General Income collection in year %			
	Council Tax in year collection %			Quarterly
	Council Tax arrears £			
	% of business rates collected.			Quarterly
	% / total value of HB overpayments recovered.			Quarterly
	Housing Benefit overpayment %			
NNDR in year collection % ⁷⁵				

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 ⁷⁶

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 Cabinet Member	Lead Officer	Task	Milestone
MTFS	Cllr Twomey	Philip Gregory	Delivery of a balanced budget and MTFS, approved by Assembly.	March 2021 March 2022
Strategic Sourcing Savings	Cllr Twomey	Hilary Morris	Development of a new baseline and forward plan to deliver future Strategic Sourcing savings for the Council.	30 September 2020
Social Value Outcomes	Cllr Twomey	Hilary Morris	Development of a framework to monitor Social Value outcomes across the Council.	31 March 2021
Compliance with Contract Rules	Cllr Twomey	Hilary Morris	Development of processes to challenge the number and quality of waivers produced above Procurement Board threshold.	30 September 2020
Publication of accounts	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 Cabinet Member	Lead Officer	Task	Milestone
Internal Audit	Cllr Twomey	Philip Gregory	Agree Audit Charter, Strategy and Plan.	Approved annually by the Audit and Standards Committee
Project and Programme Management	Cllr Twomey	Richard Caton	Review Programme and Project reporting in light of new Performance Management Framework.	1 May 2020
	Cllr Twomey	Richard Caton	Implement results of review.	1 June 2020
Performance Reporting	Cllr Twomey	Richard Caton	Develop and implement a new Performance Management Framework.	1 May 2020

Indicators

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

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Counter Fraud	Value and number of incidences of fraud detected	That the behaviours and activities of the organisation protect the public purse.	N/A	Quarterly
	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
Internal Audit	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
Project and Programme Management	Reporting in line with new Performance Management Framework.	That the organisation has rigour in its project and programme management.	N/A	Monthly
Performance Reporting	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 Cabinet 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

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Compliance	Cllr Twomey	Gail Clark	Full implementation of Manager Matrix.	November 2020
	Cllr Twomey	Gail Clark	Temperature checks.	2-3 times a year
Employee Experience	Cllr Twomey	Gail Clark	Run appraisals process.	September – November each year
	Cllr Twomey	Gail Clark	Run Mid-Year Review process.	February – April each year
	Cllr Twomey	Gail Clark	Achieve Investors in People Assessment – Gold Level	Assessment Date: January 2021 (TBC) Outcome expected: February 2021 (TBC)
Equalities	Cllr Twomey	Gail Clark	Publish Gender Pay Gap information	30 March 2020

Indicators

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Recruitment	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)
Learning and development	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

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
Absence	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 per member of staff	December 2020 (annual review of target)
Compliance	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
Apprentices and graduates	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
Wellbeing	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
Employee Experience	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
	Number of appraisals completed.		95%	Annually

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
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 transparent⁷⁷

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 priority 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 which facilitate democratic participation, some of which are further described within the Participation and Engagement priority. Core to this way of working are the Democratic Services and Communications team.

Actions and deliverables

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Democratic Participation	N/A	Returning Officer/Chief Executive	Undertaking responsibilities regarding the GLA Election.	May 2021
	N/A	Returning Officer/Chief Executive	Undertaking responsibilities regarding the Local Election.	May 2022

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Rodwell	John Dawe	Undertaking responsibilities regarding the 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	Undertaking responsibilities regarding the Annual Canvass.	July – October annually
	N/A	Alan Dawson	Compliance with electoral law and regulations, and any Directions from the Electoral Commission relating to the delivery of specific polls.	As required
	Cllr Twomey	Alan Dawson	Retain the Member Development Charter Plus accreditation.	April 2020
	Cllr Twomey	Fiona Taylor	Review and update the Council Constitution in a timely fashion.	As required
	Cllr Ashraf	Monica Needs	Develop the Citizens Alliance Network.	Year 1 report for Cabinet,. Q4 2021-22.
	Cllr Ashraf	Monica Needs	‘How to’ guide on deliberative Participation.	March 2022
Transparency	Cllr Twomey	Pye Nyunt	Establish a Data Ethics Committee.	Q3 2020/21

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Twomey	Sarah Myers	Develop and agree Transparency Plan.	Q3 2021/22
Participation in policymaking, commissioning, and service-design	Cllr Ashraf	Sarah Myers	In the report going to Cabinet in November 2020 on the Council's strategic framework and approach, describe how resident participation and experience is to be incorporated at each layer of the Strategic Framework. ⁷⁸	Report taken to Cabinet, Q3 20-21
	Cllrs Ashraf and Twomey	Sarah Myers	Following the report to Cabinet in November 2020 regarding 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 significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle. ⁷⁹	Review of commissioning practices and opportunities for resident participation undertaken, Q2 2021/22
			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

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Communications	Cllrs Ashraf, Ghani, Mullane and Carpenter	Emily Blackshaw / Colin Bartlett / Andy Opie / Jane Hargreaves	Annual campaign plan agreed and budget allocated.	Commencement and delivery of these campaigns: Cleaner Borough Campaign Phase 2 Lost Hours Campaign Wall of Shame Grime and Punishment

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Democratic processes	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.	100% of key decisions published 28 days in advance of the meeting	Monthly
	Committee meeting agendas are published in advance of the meeting.		100% of committee meeting agendas published 5 clear working days in advance of the meeting	Monthly
	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
Policy-making and commissioning	Percentage of decisions at Cabinet which 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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Transparency	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 30 days.	That we are compliant with GDPR.	90%	Monthly, one month in arrears
External Communications	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		
		Number of posts		
	Facebook	Number of Engagements		
Number of followers				
			Frequency to be set following development of Communications Blueprint	

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	
	Number of Council video views				
	Number of posts				
	Instagram				Number of Engagements
	Number of followers				
	Number of Council video views				
	Number of posts				
	Number of press mentions	That communications are being picked up through wider media	No target	Reported quarterly	

The Well Run Organisation puts the customer at the heart of what it does⁸⁰

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. These should all be available in a refreshed version of this document by April 2021.

Actions and deliverables

Topic	Lead Cabinet 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

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Twomey	Natalia Monvoisin	Develop a comprehensive system for the Contact Centre that will provide their scripts and “knowledge”, enabling them to give the correct information to customers.	<p>Implementation of cloud telephony services for Contact Centre – Phase 1 due to complete by April 2020</p> <p>Customer journey planning with new cloud provider to commence c. mid-April</p> <p>Implementation November 2020 Full capability implementation: December 2020</p>

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Routes of redress	Percentage of complaints responded to within Service Level Agreement (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
Method of Customer Contact	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
	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
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 returned 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 previous Elevate service for performance, availability and reliability.

Actions and deliverables

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
Data Insight	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

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	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.	<p>New CRM core (April 2021)</p> <p>Replace Integration platform (July 2020)</p> <p>IT Service Management tool (December 2020)</p> <p>New Mobile telephony (April 2020)</p> <p>New Landline Telephony (June 2020)</p> <p>New Contact Centre telephony (October 2020)</p> <p>Migrate all IT workloads from Agilisys to Microsoft infrastructure (April 2021)</p> <p>Replace Citrix infrastructure (key to My Place and Revenues & Benefits) (December 2020)</p> <p>Developing separate environments for partner organisations (April 21)</p>

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	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 LBBD MyAccount (Agilisys Digital) (April 2021)</p> <p>BD-SIP move to external IT provision (October 2020)</p> <p>BDTP implementation of new Repairs management system (January 2021)</p> <p>Re-implementation of the Council GIS service (April 2020)</p>
Data and information governance	Cllr Twomey	Richard Caton	Print & Post / Scan It, Scrap It, Store It.	1 May 2020
			Scrap all files outside of retention periods.	1 September 2020
			Paper-lite Audit Review.	1 April 2020
			Implement audit findings and recommendations.	1 June 2020
Commissioning and Policy ⁸¹	Cllr Rodwell	Sarah Myers	Production of the new Strategic Framework.	April 2020

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	Cllr Rodwell	Sarah Myers	Support the development of a full suite of Commissioning Mandates for commissioned service blocks.	May 2020
	Cllr Rodwell	Sarah Myers	Develop the new Corporate Plan.	May 2020
	Cllr Rodwell	Sarah Myers	Develop the update to the strategic framework, including the review of the performance framework	October 2020
	Cllr Rice	Sarah Myers	A refreshed Equality and Diversity policy.	May 2021

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Data-led and uses insight and intelligence to drive the business	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 two B&D challenges per year.		No target	Annually
Tools and Technology	OBI/Oracle downtime: days/hours lost (this may be monitored by IT as part of the hosting arrangement with London Borough of Brent.	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 previous Elevate service for performance, availability and reliability.			

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
Data Security	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

Amendments

In light of the impact of COVID-19, and learning from the implementation of the Single Performance Framework since May 2020, the contents of the Framework have now been reviewed. The changes to the Framework as it was agreed in April and May 2020 are identified throughout the document and referenced in Endnotes at the end of the Appendix. All of these changes have been proposed for one of the following reasons:

- They reflect changing priorities or allocation of resource in light of the ongoing impact of the pandemic and the Council's response.
- Flaws in the performance metric or deliverable were identified during the implementation of the Framework since May 2020, and the change is required to improve performance reporting and analysis.
- Amendments are required to ensure the performance metrics are up-to-date, reflecting progress that has been made since May 2020.
- The metric or deliverable is tracked through another channel, and duplication is not required.
- The metric or deliverable does not adequately inform a clear picture of performance, and has therefore been removed or amended to ensure the totality of the framework is both useful and insightful.

Participation and Engagement

Theme 1 Building capacity in and with the social sector

¹ The following deliverable has been amended: Work with the BD_Collective to develop a single platform for volunteering and participatory opportunities

² The following deliverable has been amended: Connect into and actively engage with the BD_Collective's network of networks.

³ The following deliverables have been amended:

- Develop and agree the business case for Barking and Dagenham Giving, through a multi-stakeholder process, setting out its development over 2020-22.
- Implement the business case for B&D Giving, increasing investment in and money distributed to the social sector.
- Create the endowment for the social sector, initially with Council income. Grow the endowment and create autonomy for its management.

⁴ The following deliverable has been amended: 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.

⁵ The following deliverables have been added:

- Raise the profile of faith-based social action, and convene spaces for collaboration and learning.
- Work with faith organisations and other Council services to improve residents' knowledge of how to identify and report hate crimes and prejudice.
- Ensure policies are fair and transparent, that faith groups are consulted upon them and that there is sufficient space for residents of different faiths to practice their faith together.
- Working with faith-based organisations to safeguard all vulnerable people, including co-creating and delivering appropriate strategies for particular issues that affect residents.

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- Improve understanding of different faith communities, and should work together in a spirit of respect and ongoing learning.
 - Ensure faith-based organisations are fairly represented in Borough events and programming across the year.
 - Provide opportunities for residents of different faith backgrounds to meet and learn about each other, enabling further collaboration and improved understanding among groups.

⁶ The following metrics have been added:

- Number of Council services advertising volunteering opportunities through the single platform for volunteering.
- Number of Council volunteering opportunities advertised through the single platform for volunteering.
- Number of hours of volunteering registered on platform.

⁷ The following metric and target has been amended: Number of Social Sector organisations advertising volunteering opportunities through the single platform for volunteering

⁸ The following metric and target has been amended: Value (£) of ticket sales for Local Lottery

Theme 2 Developing opportunities to meaningfully participate

⁹ The following deliverable and milestone have been amended: Work in partnership with Participatory City Foundation (PC) to develop and agree a robust sustainability plan to ensure that the participation platform can be operated at the same scale within the Borough beyond the initial 5- year programme; Agree methodology for measuring impact of participation on individual agency, social networks and health and wellbeing outcomes.

¹⁰ The Following deliverable has been amended: Deepen the connection between frontline services and Every One Every Day where participation can benefit outcomes, through the ongoing work of the Transitions Project

¹¹ The following deliverable has been added: Develop the collaborative business programme.

¹² The following deliverables have been amended:

- Develop and implement a strategic plan for the role that Eastbury Manor House plays in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities.
- Develop and implement a strategic plan for the role that Valence House plays in furthering participation in our culture and heritage, being able to evidence impact on visitor numbers and activities.

¹³ The following deliverable has been amended: Undertake the Summer of Festivals programme and Winter Lights, curated by the Steering Group with direct membership of both residents and social sector partners.

¹⁴ The following deliverable has been added: Continue to develop a rich cultural landscape in the Borough that provides aspiration and opportunity for local people.

¹⁵ The following deliverable has been added: Forge new pathways for local organisations and people to participate in decisions around cultural initiatives and policy.

¹⁶ The following indicators have been amended:

- Proportions (%) of participants who respond positively to the statements:
- 'I am keen to be more involved in local decision making and feel confident that I am able to do so'
- 'I feel confident that I have a good understanding of the Borough and the community groups within it'
- 'I want to get more involved with local community work and feel confident that I am able to do so.'

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- 'I feel confident speaking to people of a different age, background or culture to myself'
 - 'If I want to make a change in my community I feel confident I am able to do so'
 - If I want to make a change to my life I feel confident I am able to do so'
 - 'I have friends, family and neighbours who will support me if I need support'

¹⁷ The targets associated with the following metrics will likely require a change to account for the impact of Covid-19, but work must first be undertaken to identify these changes:

- Number of registered participants (EOED)
- Number of projects initiated (EOED)
- Number of hours of resident participation (EOED)

¹⁹ The following metric has been amended: Number of registered participants in the collaborative business programme.

Theme 3 Facilitating democratic participation

²⁰ The following deliverable and deadlines have been amended: Co-create a Development Plan for CAN with residents and social sector partners.

²¹ The following deliverable has been amended: 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 funded projects engaged with.

²² The following deliverable and its milestones have been amended: Undertake a deliberative processes to strengthen the way the Council makes decisions and develops policy.

²³ The following deliverable and its target has been amended: 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.

²⁴ The following deliverable has been amended: In the report going to Cabinet in September 2020 on the Council's strategic framework and approach, describe how resident participation and experience is to be incorporated at each layer of the Strategic Framework.

²⁵ The following deliverable has been amended: Following the report to Cabinet in September 2020 regarding 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 significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.

²⁶ The following deliverable has been amended: Establish a Data Ethics Committee in addition to direct consultation of residents and social sector partners. Have the Committee create a community-facing explanation of the Council's use of data and insight.

²⁷ The following indicators have been added:

- Number of people 'aware' of CAN.
- Number of people 'informed' about CAN.
- Number of people 'engaging' with CAN.
- Number of resident-initiated projects on the One Borough Voice arm of CAN.
- Number of Council initiated projects on the One Borough Voice arm of CAN.
- Number of social sector-initiated projects on the one Borough Voice arm of CAN.

Theme 4 Designing relational practices into the Council's activity

²⁸ The following deliverable and its amendment have been amended: 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.

²⁹ The following deliverable has been amended: As part of the Ways of Working Now Board's ongoing workplan, identify the tools and opportunities that will empower the workforce to collaborate and autonomously address the biggest challenges facing the Council and community.

³⁰ The following deliverable and its milestones have been amended: 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.

Prevention, Independence and Resilience

³¹ The following theme has been amended: Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools

³² The following theme has been amended: 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.

³³ The following theme has been amended: All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer.

³⁴ The following theme has been amended: Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health

³⁵ The following indicators have been removed from the overarching demand and activity indicators:

- Contacts received at the front door (MASH)
- The outcome of these contacts i.e. progressed to Children's Social Care, redirected to Early Help, or redirected to Universal Services
- Referrals to Social Care progressing to a statutory assessment
- Referrals to Children's Social Care with evidence of previous Early Help intervention
- Referrals to Children's Social Care that had previously been stepped down to Early Help (in the preceding 12 months)
- Children in receipt of Early Help Services that are subsequently referred to Children's Social Care
- Number of children in pre-proceedings and care proceedings
- The percentage of agency case holding social workers in Children's Care and Support
- The number of new requests for school places
- The number of in year school admissions
- Number of people with open services during the month (Adult's Care and Support)
- Number of requests for support
- Number of people with a recorded contact during the month (Adult's Care and Support)
- Number of contacts to Adult Intake Team in Community Solutions ending in information and advice only
- Average length of completed Crisis Intervention packages

- Average caseloads in Adult's Care and Support

³⁶ The following indicators have been removed from the theme: Every child gets the best start in life and all children can attend and achieve in inclusive, good quality early years settings and local schools:

- Proportion of children who received a 12-month review by 15 months
- The percentage of 3- and 4-year olds in funded early education with good or outstanding providers
- The percentage of 2-year olds in funded early education with good or outstanding providers.
- Percentage of childminders rated as good or outstanding.
- Percentage of mothers smoking at the time of delivery.
- Population vaccination coverage - MMR for two doses (5 years old).
- Prevalence of obese and overweight pupils at Reception
- Average Attainment 8 scores.
- The percentage of children achieving expected standard or above in Reading, Writing and Maths at KS2.
- The percentage of pupils persistently absent from primary schools.
- The percentage of pupils persistently absent from secondary schools.

³⁷ The following deliverable has been amended: Ensure there are sufficient school places of the right type for every child in the Borough. Publish twice yearly updates to Cabinet on the 'Review of School Places and Capital Investment'.

³⁸ The following indicator has been amended: Reduction in the Early Years Foundation Stage inequality gap by the age of 5.

³⁹ The following indicators have been removed from the theme: More young people are supported to achieve success in adulthood through higher, further education and access to employment:

- The percentage of young people participating in education or training.
- The percentage of 16 to 17-year olds who have Unknown Destinations.
- The percentage of Key Stage 4 pupils going to, or remaining in education, employment or training.
- The percentage of young people aged 19 qualified to Level 2.
- The percentage of young people aged 19 qualified to Level 3.
- Percentage of pupils responding that they are 'not at all' satisfied with their life at the moment. (School Survey)
- Percentage of pupils responding that they are at least 'quite' satisfied with their life at the moment. (School Survey)

⁴⁰ The following deliverable has been amended: Improve transitions from school to further or higher education or employment.

⁴¹ The following indicators have been removed from the theme: More children and young people in care find permanent, safe and stable homes:

- The proportion of children in care experiencing three or more placement moves in a year.
- Number and percentage of UASC placed with foster carers.
- Number and percentage of children in care in residential placements.

⁴² The following indicators have been removed from the theme: All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs:

- The percentage of Care Leavers who were Looked After when 16 years old who were in higher education (age 19, 20 and 21)
- The percentage of Care Leavers age 19, 20 and 21 the local authority not in touch with.
- The percentage of Care Leavers leaving supported accommodation and living independently.

- The number and percentage of care leavers staying put.
- The number of joint assessments undertaken on young people at risk of homelessness in line with protocol.

⁴³ The following indicators have been removed from the theme: Young people and adults at risk are safeguarded in the context of their families, peers, schools and communities and safeguarded from exploitation:

- Proportion of residents feeling safe in their local area during the day, and after dark (this remains reported via the annual residents survey)
- The number and percentage of children open to CSC aged 10-17 at risk or subject to CSE.
- The number of children missing from home or care.
- The number and percentage of FGM referrals.
- The number and percentage of referrals made due to radicalisation/extremism.
- The percentage of 2-weekly Child Protection Visits carried out within timescales.
- Section 42 enquiries as a proportion of safeguarding concerns.
- Proportion of individuals asked if they would like to express their desired outcomes (concluded Section 42 safeguarding enquiries).
- Proportion of people who lack capacity who have an advocate available during adult safeguarding enquiries.

⁴⁴ The following indicators have been removed from the theme: Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors:

- The percentage of re-referrals to Children's Social Care where Domestic Abuse is a factor

⁴⁵ The following indicators have been removed from the theme: 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:

- Proportion of adults in contact with secondary mental health services in paid employment.
- The number of children in receipt of a Direct Payment.
- The number of adults in receipt of a Direct Payment.
- The percentage of disabled children with a transition plan in place by the age of 14.
- Percentage of children that will meet ASC threshold for service, having a transition plan before their 17th birthday.
- Number of adults with a learning disability accessing long term community support per 100,000 people.

⁴⁶ The following indicators have been removed from the theme: Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities:

- Number of children under 18 years old who committed suicide
- Percentage of assessments to CAMHS resulting in active engagement with the CAMHS service.
- Timeliness of CAMHS first face to face appointment seen within 18 weeks.
- Inpatient admission rate for mental health disorders per 100,000 population aged 0-17 years.
- Increased IAPT (Improving Access to Psychological Therapies) completion rate per 100,000 population (18+ yrs)
- Emergency Hospital admissions caused by unintentional and deliberate injuries to children (0-14) Rate per 10,000
- The proportion of carers who reported that they had as much social contact as they would like.

⁴⁷ The following indicators have been removed from the theme: All vulnerable adults and older people are supported to access safe, timely, good quality, sustainable care that enables independence, choice and control integrated and accessed in their communities, and keeps them in their own homes or close to home for longer:

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- Proportion of adults with long-term care and support needs who received community-based services.
 - Proportion of people aged 18-64 accessing services via direct payments.
 - Proportion of people aged 18-64 accessing services via self – directed support
 - Carer-reported quality of life score.
 - Social care-related quality of life.
 - Proportion of people who use services who reported that they had as much social contact as they would like.
 - The proportion of people who use services who find it easy to find information about support.
 - The proportion of carers who find it easy to find information about support.
 - The outcome of short-term services: sequel to service (adults aged 18-64).
 - Proportion of adults in contact with secondary mental health services living independently, with or without support.
 - Proportion of Older People with long term care and support needs who received support in the community.
 - Number of older people accessing long-term community support per 100,000 people.
 - Number of older people in receipt of homecare.
 - The outcome of short-term services: sequel to service (people aged 65 plus).
 - Proportion of older people accessing services via direct payments.
 - Proportion of older people accessing services via self – directed support.
 - Proportion of people satisfied with home care service in the year to date.

⁴⁸ The following indicators have been removed from the theme: Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health:

- Under 18 Conception Rates per 1,000 females (aged 15-17).
- The percentage of children and adults starting healthy lifestyle programmes that complete the programme.
- Percentage of the eligible population, aged 40 – 74 years, receiving an NHS Health Check.

Inclusive Growth

⁴⁹ The following indicator has been amended: Housing approvals by number of bedrooms

⁵⁰ The following deliverable has been amended: Setting out the housing management offer and customer service standards it's tenants can expect to its tenants. Then using this as the basis for influencing the way My Place delivers services to Reside residents and holding them to account for doing so.

⁵¹ The following deliverables have been combined and deadline amended: 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. Commission an external review of the Council's offer and performance against these expectations.

⁵² The following indicator has been amended: % of estates given a 'B' grade or higher at inspection.

⁵³ The following indicator has been amended: % of responsive repairs 'satisfied with repair' (total including General Needs, Sheltered, and temporary accommodation)

⁵⁴ The following indicator has been amended: Number of Long Term Empties in the borough.

⁵⁵ The following indicator has been removed: The average length of stay in temporary accommodation.

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- ⁵⁶ The following metric has been amended: Number of homes let through allocations, by total and broken down by bed size and by group, including those let through:
- Choice based lettings
 - Decants
 - Direct Offers
- ⁵⁷ The following deliverable has been added: Industrial Land
- ⁵⁸ The following metric has been amended: Number of opportunities created for residents in the Council's supply chain (excluding jobs)
- ⁵⁹ The following metric has been amended: Number of 'apprenticeship' starts as a proportion of total workforce.
- ⁶⁰ The following indicators have been amended: Level 2-4 starts as a proportion of all apprentices; and level 5-7 starts as a proportion of all apprentices.
- ⁶¹ The following metric has been added: Total number of men and women supported into employment, and number of those who worked with the NEETs Team.
- ⁶² The following indicators have been amended:
- Total number of care leavers in apprenticeships.
 - Of all care leavers in apprenticeships, the number of which are in the council.
- ⁶³ The following metrics have been removed: percentage of ASB cases by type responded to within appropriate timescales", "percentage of residents who report that they feel safe in the Borough during the day", "percentage of residents who report that they feel safe in the Borough after dark".
- ⁶⁴ The following metric has been added Number of food businesses assessed as 'satisfactory' or better.
- ⁶⁵ The following metric has been added: Number of enforcement activities to improve non-compliant food businesses.
- ⁶⁶ The following deliverable has been amended: Deliver the Covid transport interventions.
- ⁶⁷ The following deliverable has been removed: Develop the Beam energy offer.
- ⁶⁸ The following deliverable has been added: Energy Innovation and Housing.
- ⁶⁹ The following indicator has been removed: Take-up level of Beam Energy – broken down by tariff.
- ⁷⁰ The following metric has been removed: Noxious and particulate levels in key hotspots.
- ⁷¹ The following deliverable has been removed: Expanding and improving Beam Energy.
- ⁷² The following deliverable has been added: Working alongside social sector organisations to further build community capacity to support our response to debt and building financial resilience. This includes expanding community debt champions and working with BD-Collective and emerging community networks to ensure pathways to financial support are easily accessible.
- ⁷³ The following metrics have been added/ removed: "Financial resilience measure e.g. Total value of arrears successfully reduced in cohort by period" and "Total value (to people) of income maximisation across key benefit cohorts (FSM, Pension credit, Severe Disability Premium etc)".
- ⁷⁴ The following metric and target was amended: % DHP spend utilised
- ⁷⁵ The following indicators have been added:
- General Income collection in year %
 - Council Tax arrears £
 - Housing Benefit overpayment %
 - NNDR in year collection %

Well Run Organisation

⁷⁶ The following indicator was removed from the theme: delivers value for money for the taxpayer.

- Total quantitative value added (or savings achieved) relative to the cost of provision of the same chargeable hours at external rates.

⁷⁷ The following indicators were removed from the theme: enables democratic participation, works relationally and is transparent:

- 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.
- Complete Legal implications for reports within 5 working days of receipt of a complete report and request.

⁷⁸ The following deliverable has been amended: In the report going to Cabinet in September 2020 on the Council's strategic framework and approach, describe how resident participation and experience is to be incorporated at each layer of the Strategic Framework.

⁷⁹ The following deliverable has been amended: Following the report to Cabinet in September 2020 regarding 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 significant opportunities for enhanced resident participation/ co-production of services across different stages of the commissioning cycle.

⁸⁰ The following indicator was removed from the theme: puts the customer at the heart of what it does:

- Acknowledge all legal client instructions within 5 working days of receipt.

⁸¹ The deliverables pertaining to Commissioning and Policy were amended. .

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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	Mark Tyson
Contact Details	Mark.Tyson@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 Corporate Plan was agreed in May, along with the first iteration of this EIA, with the understanding that they would need to be reviewed to take into account the impact of Covid-19. There is now a clearer understanding of the impact of the pandemic so the Corporate Plan, the Single Performance Framework</p>

Why is this service or policy development/review needed?

and this EIA have been reviewed to take into account the impact of Covid-19, using the currently available evidence.

The impact of Covid-19 may change as the pandemic progresses, while the Council and other organisations will continue to gather more data to develop understanding of the local impacts. The Council will continue to investigate the impact of Covid-19 on the Borough and its residents to identify required responses and actions.

The new Corporate Plan sets out the Council's strategic framework and translates that approach across four key strategic priorities:

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.

The Corporate Plan and Single Performance Framework have been reviewed to take account for the impact of Covid-19 on the community, the Council's Priorities and therefore on these key documents. The impact will develop over time, as will our level of understanding of it, and we will need to continue to monitor the impact of the pandemic. However, we do now know more about how the pandemic has impacted local communities, and begin to understand impacts on the Council's priorities and therefore on the Corporate Plan and the Single Performance Framework.

In addition to the previous considerations for equalities and needing to ensure that the Corporate Plan addresses structural inequalities, the impact of the COVID-19 pandemic must be taken into account. While everyone has been affected by COVID-19, not everyone has been affected to the same extent, either in terms of the immediate health risks or the longer term social and economic fallout. The phrase used to describe this by the Local Government Information Unit (LGIU) is that "we are all in the same storm, but not all in the same boat".

In the simplest terms, the impact of Covid appears to be a multiplier of existing inequalities – both in terms of health and economic impacts. Demographics more likely to experience deprivation are more likely to have worse health outcomes if they catch coronavirus and are more likely to work either in jobs which could expose them to the virus or industries which have been heavily impacted by the economic effects of lockdown.

Work is ongoing to understand the health and economic impacts of Covid-19 and the effect of lockdown and other changes on employment and the economy, both nationally and locally. There is emerging data, however the impact is going to take time to become clear as the situation continues to develop – particularly in the effects on employment. Current understanding of these impacts will be set out in this paper, however there is a need for the Council as a whole to continue to gather and interrogate data and understand whether and how different demographics have been disproportionately affected by the impact of Covid. This includes gathering more datasets from our partners to ensure we can understand the impacts across our diverse community.

Most simply, the severe health impacts of Covid appear to disproportionately affect people who experience deprivation.¹ This may be due to the increased likelihood of people experiencing

¹ <https://www.nuffieldtrust.org.uk/resource/chart-of-the-week-covid-19-kills-the-most-deprived-at-double-the-rate-of-affluent-people-like-other-conditions>

Why is this service or policy development/review needed?

deprivation to have health conditions which puts them at increased risk of major health impacts from Covid-19. Nationally there are protected characteristics more likely to experience deprivation, however the more widespread deprivation in the Borough may mean there is a different picture locally. Health stats are taken from an internal Public Health briefing (cite). Economic data is taken from analysis of the Homes and Money Hub (HAM Hub) data.

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. As per Council policy, individual EIAs will be developed for each policy decision which requires it.

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. A comprehensive inequalities work is in progress to assess the overall impact of Covid-19 on our communities and will help to inform this process.

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

<https://lgiu.org/publication/covid-19-its-not-equal-in-the-end/>

<https://www.kingsfund.org.uk/publications/what-are-health-inequalities#:~:text=In%20England%2C%20there%20is%20a,this%20gap%20is%207.4%20years.>

- 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 “five giants” of need in the Borough which must be addressed on the road to social progress in Barking and Dagenham. These are: domestic abuse; social isolation; unemployment; debt; and neighbourhood crime.</p> <p>These five giants are experienced differently by different parts of our community. Our challenge is to find new ways to focus our collective energy on addressing these issues or outcomes. Our ever-evolving analysis and expertise of multi-disciplinary teams of experts across the Council and wider partnership must spot opportunities for innovation and improvement. We must adopt a systems focus – drawing together, building upon and supplementing existing activity – from across the Performance Framework, while ensuring this responds to the entrenched nature of the issues themselves.</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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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> <p>The health impact of Covid-19 has particularly affected older people both locally and nationally. Nationally, People aged 80 and over have been 70 times more likely to die if they catch coronavirus than under 40s, and people in care homes (predominantly elderly people) have also been at higher risk.</p> <p>Locally, 74% of LBBD residents admitted to hospital with coronavirus symptoms were over 50 and the mean age of an admitted patient is 63. 57% of coronavirus related deaths in the Borough were among patients aged 70 or more.</p> <p>In terms of HAM Hub applications, the average during the Covid period broadly charts in line with the pre-Covid period. There have been some minor shifts which need further analysis, and potentially looking at the relationships with other demographic data to establish whether there are rises within specific cohorts (for example, older men or younger women).</p>
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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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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 & 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> <p>In terms of coronavirus, specific data relating to LGBT+ communities locally is not available. There national and existing issues which have been reported which may affect LGBT+ people locally, including being more likely than average to be homeless, to smoke or be impacted by HIV, which can all cause complications if they catch Covid-19. There are additional risk factors such as increased social isolation or living with LGBT+-phobic family or other household members or an abusive partner during lockdown.</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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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> <p>There is no specific data available locally about whether trans or non-binary people have experienced specific issues, in terms of economic impact or health incomes, as a result of the pandemic. There are risks of not being able to attend gender identity clinics, losing access to scheduled hormone injections or gender affirming surgery. There is also risk of having to isolate or having to spend significantly more time at home which may mean some people are unable to get away from transphobic family or other household members or abuse.</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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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>
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Race (includin	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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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> <p>Nationally in terms of Covid-19 health outcomes, BAME people have been hugely overrepresented in hospital caseloads and mortality figures. Public Health England figures in August found that people of Bangladeshi ethnicity had around twice the risk of death when compared to people of White British ethnicity. People of Chinese, Indian, Pakistani, Other Asian, Black Caribbean and Other Black ethnicities had between 10-50% higher risk of death when compared to people of White British ethnicity.²</p> <p>This is less the case in LBBD, likely due to a large proportion of the over 70 population being White British. Further work to assess any disproportionate impacts of Covid-19 in LBBD locally is in progress and will be considered once available.</p> <p>There have been shifts in caseloads at the HAM Hub since the onset of Covid. The proportion of all White groups have reduced (although non British or Irish white groups has declined to a lesser</p>
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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf p.39

					extent). There has been an increase in the proportion of the caseload who are Black African and across all Asian ethnicities. This indicates a potential disproportionate economic impact on BAME residents, which will need to be investigated further as part of ongoing work. White British groups have been historically underrepresented in the HAM Hub caseloads, and are underrepresented to a greater degree in the caseload post-April 2020.
Religion or belief	x			The Corporate Plan describes close collaboration with the faith sector to work with residents of faith and faith organisations across the Borough.	<p>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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> <p>Nationally, men make up almost 60% of deaths from Covid-19 and 70% of cases to admitted to hospital, despite making up only 46% of diagnosed cases.³</p> <p>The majority of LBBB patients admitted to hospital with coronavirus symptoms were male (55% vs 45% female), with a similar split in the mortality rate.</p> <p>In economic terms, the HAM Hub has seen an increase in the proportion of men seeking support, however they remain the minority, as per the table below:</p> <table border="1" data-bbox="914 1597 1473 1742"> <thead> <tr> <th>Gender</th> <th>Pre-Covid proportion</th> <th>Covid period proportion</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>32.3%</td> <td>39%</td> </tr> <tr> <td>Female</td> <td>67.6%</td> <td>60.9%</td> </tr> </tbody> </table>	Gender	Pre-Covid proportion	Covid period proportion	Male	32.3%	39%	Female	67.6%	60.9%
Gender	Pre-Covid proportion	Covid period proportion										
Male	32.3%	39%										
Female	67.6%	60.9%										

3

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf p10

Socio-economic	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>Examples of activity detailed in the Single Performance Framework aimed at addressing experience of this protected characteristic...</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> <p>The Borough is particularly economically vulnerable due to the make up of employment for its residents. Around 25% of total jobs in LBBDD are in hospitality and retail, areas which have been significantly negatively affected by Covid-19 during lockdown, and as businesses have re-opened may expose residents to risk of infection as they return to work.</p> <p>Additionally, around 25,500 of the Borough's jobs, nearly half of the total employment, are in construction, transportation, manufacturing, health and social care / social work and education: sectors which have largely continued during lockdown and may present greater infection risk to workers than other sectors.</p> <p>Universal Credit Claimants not in employment have risen from 8,305 in January 2020 to 17,946 in July, more than doubling in that period. The total number of Universal Credit claimants has increased from 13,121 in February 2020 to 29,165 in August. 49% of residents in work been in receipt of furlough or self employment support. This makes up 36% of all working age adults, the 8th highest rate in London.</p>
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				<p>In terms of health impacts, data released by Public Health England has indicated that serious health impacts and mortality rates have been significantly higher in more deprived areas, increasing the already recognized poorer health outcomes of people who experience deprivation. The mortality rates from Covid-19 in the most deprived areas were more than double the least deprived areas, greater than the ratio for all cause mortality between 2014-18⁴ Emerging research has indicated that those who experience these poorer health outcomes and conditions are more likely to experience the most serious symptoms of Covid-19 and increase the chance of death.</p> <p>Public Health England note that people in deprived areas are more likely to be diagnosed and to have poor outcomes following diagnosis than those in less deprived areas. This may be due to geographic proximity to infections or a high proportion of workers in occupations which are more likely to be exposed.</p> <p>As the Borough has a high level of deprivation, as outlined in Demographics above, this means that the Borough's population may be at greater risk of serious health impacts from COvid-19.</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>

4

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/908434/Disparities_in_the_risk_and_outcomes_of_COVID_August_2020_update.pdf

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 two years has sought to build on the programme of engagement which previously shaped *Ambition 2020*. This has included focus groups, consultations and workshops. And pre-Covid, recently, 'join the conversation' programme of activity 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.

Since Covid-19 has led to increasing homeworking, the Council has engaged with staff through the Wellbeing Survey to ask how staff are experiencing work during the pandemic. 73.4% said they were working as effectively now as before Covid-19, 76.8% stated they are confident they can do all of their job at home and 79.7% have said they have a suitable home workspace. This also took feedback on the issues with home working, which appears to most commonly be not switching off from work and feeling isolated. This feedback is being used to guide the Ways of Working Now Board to ensure that plans for the workforce take into account the views of the workforce. The Council will continue to survey staff, for example during the regular Staff Temperature Check launched in October 2020, to gather feedback to influence decisions around ways of working both through the pandemic and in the longer term.

3. Monitoring and Review

How will you review community and equality impact once the service or policy has been implemented?

*These actions should be developed using the information gathered in **Section 1 and 2** and should be picked up in your departmental/service business plans.*

Action	By when?	By who?
The Corporate Plan and the approach to reform it describes is dependent upon ongoing engagement and an ever-		

<p>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 Section 1 and 2 and should be picked up in your departmental/service business plans.</i></p>		
<p>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.</p> <p>This EIA was originally drafted and reviewed ahead of being approved at May 2020 Assembly. Along with the rest of the Corporate Plan documentation, it was reviewed and revised in light of the Covid-19 pandemic between May-September 2020.</p> <p>Our understanding of the impact of Coronavirus is developing as data becomes available and is analysed. The Council's insight function will continue to investigate the impact of Coronavirus on the community throughout the lifespan of the Corporate Plan and will update this EIA as and when significant data is available. This will feed into the performance process and the Borough Data Explorer.</p>		

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
Mark Tyson	Director of Policy and Participation	

ASSEMBLY

25 NOVEMBER 2020

Title: The Barking and Dagenham Safeguarding Adult Board Annual Report 2019/20	
Report of the Cabinet Member for Health and Social Care Integration	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Chris Bush, Commissioning Director, Children's and Adults' Care & Support	Contact Details: Tel: 020 8227 3188 Email: Christopher.bush@lbbd.gov.uk
Accountable Director: Elaine Allegretti, Strategic Director for People and Resilience	
Accountable Strategic Leadership Director: Elaine Allegretti, Strategic Director for People and Resilience	
Summary	
<p>Under Schedule 2 of the Care Act 2014, Safeguarding Adult Boards (SABs) are required to publish an Annual Report, detailing their work over the preceding year. The attached Annual Report (Appendix 1) describes the work and priorities of the Barking and Dagenham Safeguarding Adults Board (SAB) from April 2019 to March 2020. It sets out how the Board has worked to improve the protection of vulnerable adults across Barking and Dagenham along with its achievements in 2019/20 and key priorities for the future.</p> <p>The annual report contains contributions from a range of organisations who are involved in safeguarding vulnerable adults in Barking and Dagenham. Joint working has been effective over the past year, and the membership of the Board and its Committees have strengthened. The statutory partners have provided financial resources to support the SAB a to fulfil their functions.</p> <p>The Annual Report was agreed by the Safeguarding Adults Board at its meeting on 10th July 2020 and was presented and discussed at the Health & Wellbeing Board on the 15th September 2020.</p> <p>The Assembly is invited to note the report and draw out any issues that Members would like the Safeguarding Adults Board to consider as part of its routine business or the Strategic Plan.</p>	
Recommendation	
The Assembly is recommended to:	
<ul style="list-style-type: none"> (i) Note the contents of Annual Report of the Safeguarding Adults Board for 2019/20; 	

- (ii) Add further comments to shape the work of the Board and the priorities of the SAB through its Strategic Plan.

Reason(s)

Safeguarding vulnerable adults from abuse is one of the most important statutory duties that falls upon the Council. Collaborating with partners in the health sector and the Police is mandated by the Care Act, and together with other important partners, the Safeguarding Adults Board is the mechanism for discharging that duty. It is important that all Members of the Council are aware of the work of the Council in improving the systems to safeguard adults and have the opportunity to shape that work.

1. Introduction and Background

- 1.1 The Care Act 2014 requires that local partners must co-operate around the protection of vulnerable adults at risk of abuse or neglect.
- 1.2 The Care Act 2014 identifies six key principles that should underpin all safeguarding work. These are accountability, empowerment, protection, prevention, proportionality and partnership.
- 1.3 The Safeguarding Adults Boards is made up of three statutory partners who are the Local Authority, the Police and the Clinical Commissioning Group (CCG). The Barking and Dagenham Safeguarding Adults Board also includes representation from other key local partner organisations and these are Barking Havering Redbridge University Trust (BHRUT), North East London Foundation Trust (NELFT), the London Fire Brigade, the Probation Service, the chairs of the SAB's Committees and other key officer advisors.
- 1.4 The objectives of the SAB are to:
- Ensure that local safeguarding arrangements are in place as defined by the Care Act 2014.
 - Embed good safeguarding practices, that puts people at the centre of its duties.
 - Work in partnership with other agencies to prevent abuse and neglect where possible.
 - Ensure that services and individuals respond quickly and responsibly when abuse or neglect has occurred.
 - Continually improve safeguarding practices and enhance the quality of life of adults in the local area.
- 1.5 All Safeguarding Adult Boards are required to produce an Annual Report. This year however, due to the Covid-19 pandemic, SAB's were given flexibility over the production of the report and what information to include. The Barking and Dagenham SAB have produced the Annual Report attached with contributions from all partners of the Board.

2. Proposal and Issues

- 2.1 The Annual Report includes a foreword by the Independent Chair of the Board, information about the Board structure and its Committees, safeguarding data, the activity of the Board and of its partner agencies, quality assurance information, and comment on how the Board will review and set its priorities going forward in light of Covid-19 and other system wide safeguarding issues.
- 2.2. Key achievements of the Board in 2019/20 include the work of the two Committees. The Performance and Assurance Committee, which is chaired by the London Borough of Barking and Dagenham, has worked to improve the engagement from all partners. This Committee has agreed to work together to review the performance framework to ensure it is providing a picture of safeguarding across the whole system. The Safeguarding Adults Review (SAR) Committee, which is chaired by a senior NHS CCG officer, has commissioned and completed a Safeguarding Adult Review, has reviewed cases against the SAR criteria and looked at wider learning from local and national cases. One SAR was commissioned and completed in 2019/20 the details of which are set out in the Annual Report.
- 2.3 The Board completed an all-organisations Safeguarding Adult Partnership Audit Tool which has helped to focus on priorities going forward.
- 2.4 The Board has also hosted a Tri Borough SAB Learning Event in partnership with the Havering and Redbridge SAB. This focussed on embedding the learning from SARs locally and nationally.

3. Financial Implications

Implications completed by Murad Khan, Group Accountant, Corporate Finance

- 3.1 The Safeguarding Adults Board received financial contributions for 2019/20 of £30,000 from the CCG, £5,000 from the Police/MOPAC and £500 from the London Fire Brigade. These payments go towards the running of the Board including staffing costs for the SAB Independent Chair, the Board Business Manager, Safeguarding Adult Reviews, training and development needs and other administration costs. The London Borough of Barking and Dagenham make up the short fall of costs.

4. Legal Implications

Implications completed by Lindsey Marks, Deputy Head of Law

- 4.1 Section 43 Care Act 2014 requires every Local Authority to have a Safeguarding Adults Board for its area. One of the core duties of the Safeguarding Adults Board is to publish an annual report detailing how effective the Board's work has been. There are no legal implications for this report directly arising from this report.

5. Other Implications

5.1 Risk Management

5.1.1 The SAB manages risks by having a Three Year Strategic Plan in place that sets out its priorities and how partners will work together to achieve these. This Strategic Plan is reviewed annually.

5.2 Corporate Policy and Equality Impact

5.2.1 The SAB is a statutory function under the Care Act 2014 which requires that local partners must co-operate around the protection of vulnerable adults at risk of abuse or neglect.

5.3 Safeguarding Adults

5.3.1 The SAB has responsibility for safeguarding across the borough and this includes how the Board has worked together to protect adults who may be at risk of abuse or neglect.

5.4 Health Issues

5.4.1 This report was presented to the Health & Wellbeing Board on the 15 September 2020 for discussion and comment.

Public Background Papers Used in the Preparation of the Report:

- Care Act 2014 <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

List of Appendices:

- Appendix 1: The Barking and Dagenham Safeguarding Adults Board Annual Report 2019/20

Barking and Dagenham Safeguarding Adult Board Annual Report 2019-20

Annual Report

Safeguarding Adults Board

Barking & Dagenham

2019-20



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1. Independent Chair's Foreword and Overview



This is my second foreword to an Annual Review report of Barking and Dagenham's Safeguarding Adults Board (SAB) for a full year in my role as Independent Chair. Written after the close of the year (April 2019 to March 2020) in June 2020 and agreed at a meeting of the Board in July 2020, it is difficult for it not to be influenced by Covid-19 events since March 2020.

This Annual Report for 2019/20 says less than an Annual Report would ordinarily (and should) about the Board's ambitions and priorities for 2020/21 and continuing strategic priorities up to the end of the current three-year Strategic Plan in March 2022. The context for this is clearly Covid-19, such that what might have been anticipated continuing priorities from 2019/20 require further review, and, significantly, new concerns and priorities have emerged during the first four months of the pandemic which are requiring the Board's consideration. There is further discussion of this in Section 10.

Whatever else has emerged with Covid-19 it has been pleasing to observe how safeguarding partner organisations in Barking & Dagenham have responded so effectively and worked together well since March. This is notwithstanding real concerns about:

- deaths in care homes, locally as well as nationally
- more deaths than would have been expected of adults with learning disabilities, locally as well as nationally
- unknown levels of distress from isolation or lack of personal contact with health, social care and police services because of ill health (physical & mental), disability, anxiety, abuse or other reasons.

Clearly these will be issues for our 2020/21 Annual Report but I do want to acknowledge here the outstanding personal and professional commitment of so many staff of all the SAB partner organisations - Barking and Dagenham Council (LBBD), Barking, Havering & Redbridge (BHR) NHS Clinical Commissioning Group, The Metropolitan Police, The Fire Service, BHR University Hospitals Trust, North East London NHS Foundation Trust and the Probation Service over the period.

This Annual Report also includes the Board's continuing ambitions (chapter 10) from 2019/20 into 2020/21 and strategic priorities up to March 2022.

Throughout the year I have been appreciative of the excellent willingness from senior and very busy colleagues of all organisations which have enabled the SAB to be an effective check on all multi-agency safeguarding practice, management, communication, information sharing, performance measurement, quality assurance and organisational governance. The SAB has operated in relation to individual cases and individual partners 'without fear or favour', challenging and seeking out assurance on varied matters of question, responsibility and action.

Our role as a Safeguarding Board is to give confidence (i) to the Barking and Dagenham public, (ii) to those people who speak for their interests, and (iii) to the leadership of organisations, that the borough's Safeguarding Adults Board is properly committed to and capable of discharging its responsibilities in the way in which everyone has a right to expect and are laid out in law in the Care Act 2014. I hope that the following pages of this Annual Report satisfy those challenges without being too lengthy and detailed.

The scale of the challenges for safeguarding adults continue to be considerable. Our concerns are for people in the borough who are in some way more vulnerable than others (e.g. through frailty, disability, illness, language, culture or being of a minority in some other respect) and may be therefore at a higher risk of harm, abuse or neglect by some other more powerful person or body. The data around safeguarding concerns can be seen in this report at chapter 5.

Protection arrangements need to be alert, available, appropriate, responsive and personal ('making safeguarding personal'). They also need to be responsive to newer and expanding areas of abuse, such as modern slavery, human trafficking, multiple forms of exploitation and domestic abuse, hate crime, forced marriage, financial and cyber abuse. All of these impact most harshly on people who are less able to resist threats because of their mental capacity, mental health, homelessness and other less robust lifestyles. Notwithstanding, all of us are potentially vulnerable to becoming a victim of harm by those who might neglect us or by the failure of a service that may cause us harm.

People in Barking and Dagenham may also become more vulnerable as services, staff and partnerships working in different agencies become more stretched with reduced funding and resources, the effects of continuing austerity on everybody, delays in service, and practitioner staff who have too much expected of them in the time they have available. Offering people individualised advice, advocacy, support or care takes time and skill. It is vital that the SAB holds a realistic overview of what is needed, what can be done and how well things are done, holding to account and reporting in a public document such as this.

During the year I am pleased to report that we have:

- Strengthened the work of the two Board committees with delegated responsibilities for (i) Safeguarding Adults Reviews (chaired by Mark Gilbey-Cross from BHR CCG) and (ii) Performance and Assurance (chaired by Vikki Rix from LBBB). The former has developed a robust and focussed approach to individual cases and focus on the learning which then needs to be applied when, with hindsight, professional intervention could have been more timely or better quality.
- Widened learning beyond the Board through a successful joint learning event about outcomes from London-wide and local Safeguarding Adult Reviews with Havering and Redbridge SABs and staff from all partners.
- Undertaken an individual organisation self-assessment and safeguarding assurance exercise with Havering SAB up to the stage at which this and the planned LBBB Safeguarding Peer Review were disrupted by Covid-19 in March 2020.
- Sought to improve timely information sharing about individual concerns between professional and partner organisations through an agreed documented protocol and escalation of notice to more senior colleagues and the Board's Independent Chair.
- Recognised that Board needs to be alert to specific safeguarding service needs and to probing them further. For example:
 - homelessness and rough sleeping
 - interface with domestic abuse/violence
 - developments with 'Prevent'
 - avoidable deaths of people with learning disabilities who have underlying physical health care conditions
 - continuous need for watchfulness about highest risk aspects: hospital discharge, mental capacity assessment, exploitation of others
 - cultural/ethnic/religious/language dimensions
 - self-neglect.

The Board has recognised that it has:

- Been slower than we wished to establish meaningful arrangements to learn directly from the lived experiences of people who need or use safeguarding services, and what people's wishes might be. This must be a priority to develop further in 2020/21 with help from Council, given LBBB's own wish to develop this aspect of their services.
- Needs to think more strategically with others about the relationship between Boards which all have statutory partnership assurance responsibilities - children, domestic abuse/violence and public protection/community safety, and the ways in which there can be greater focus on preventative approaches. This too must be a priority for

2020/21. I have been pleased with the close working together with the Health and Wellbeing Board, particularly as it also includes senior elected councillors and NHS non-executive and clinical lead colleagues beyond that of the membership of the other partnership boards.

- May wish to review in 2020/21 the way in which it links with the non-statutory, more informal, LBBD-convened 'Complex Case Panel', and in particular the reporting and accountability responsibilities from this Panel on individual cases.

I am pleased that:

- At a personal level, in my 'independent' role I have been able to visit services and talk with people (but less than I would have wished), especially across the Council and NHS organisations serving Barking and Dagenham, and to witness good practice, innovative thinking, high levels of professionalism and huge personal commitment. Personal and inter-organisational relations are generally good in the borough. All partners recognise that there is more for them to do, alone and with others.
- The Board has welcomed the Director from the Council's Community Solutions service to become a 'standing' board member, meaning eight statutory partner organisations or services are directly represented on the Board.
- During the year we have welcomed a new Borough Fire Commander and at the turn of the year into 2020/21 both a new Metropolitan Police Superintendent and Probation Head of Service.
- I am grateful for the consistent personal commitment and support to the SAB from senior colleagues from the Council and all three NHS bodies.

I hope that it will be apparent from the above paragraphs and what follows that the Barking and Dagenham Safeguarding Adults Board has a clear sense of its short term and longer-term priorities, that partners are committed to these, but that there is much to do. It is so important that what it does is 'real' and grounded in the reality of people's lives and their worries in Barking and Dagenham. Resource and staffing pressures on all partners, practitioners and managers are immense. Nowhere is there any complacency.

I am particularly grateful for the support to the Board and myself from Joanne Kitching, the SAB Business Manager and to the 'lead people' from all partner organisations - thank you.

To people and organisations more widely, I hope that this Annual Report offers reasonable assurance that the SAB is resolved and determined that people should be protected from harm and abuse in Barking and Dagenham and that the SAB will be as effective as we can be in our duties, responsibilities and priorities.

Brian Parrott

Independent Chair

Barking and Dagenham Safeguarding Adults Board

2. What is Safeguarding?

The Care Act 2014 statutory guidance defines adult safeguarding as:

‘Protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult’s wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.’

The Care Act 2014 came into force on 1st April 2015. The Act introduced new requirements for safeguarding adults and the arrangements that each locality must have in place to ensure that vulnerable people are protected from risk, abuse or neglect. The Local Authority, NHS Clinical Commissioning Groups and the Police are all statutory partners of the Safeguarding Adults Board (SAB) and other important partners are also involved in various different ways.

The Care Act identifies six key principles that should underpin all safeguarding work. These are accountability, empowerment, protection, prevention, proportionality and partnership.



3. The SAB's Vision

Every adult living in the London Borough of Barking and Dagenham has the right to live in safety, free from fear of abuse or neglect. The Safeguarding Adults Board exists to make sure that organisations, people and local communities work together to prevent and stop the risk of abuse or neglect.

In the London Borough Barking and Dagenham we want to embed a stronger and safer culture that supports adults who are at risk of harm. We know that to achieve this we have to work in partnership with the people who use local services and with the wider local community. All agencies working with adults at risk have an essential role in recognising when these people may be in need of protection. Agencies also have a responsibility to work in partnership with adults at risk, their families, their carer(s) and each other. The introduction of the Care Act 2014 has brought in many changes in Adult Social Care Services. The Safeguarding Adults Board has a statutory duty to ensure it uses its powers to develop responsibility within the community for adults who need care and protection.

The prime focus of the work of the Safeguarding Adults Board is to ensure that safeguarding is consistently understood by anyone engaging with adults who may be at risk of or experiencing abuse or neglect, and that there is a common commitment to improving outcomes for them. This means ensuring the community has an understanding of how to support, protect and empower people at risk of harm. We want to develop and facilitate practice which puts individuals in control and generates a more person-centred approach and outcomes.

The Safeguarding Adults Board has developed a Strategic Plan which sets out how we will work together to safeguard adults at risk.

The Safeguarding Adults Board has a responsibility to:

- **protect** adults at risk
- **prevent** abuse occurring, and
- **respond** to concerns.

It may be suspected that someone is at risk of harm because:

- there a general concern about someone's **well being**
- a person sees or hears something which could put **someone at risk**
- a person tells you or someone else that something has happened or is happening to them which could put **them or others at risk**.

4. The Board and Committees

The Barking and Dagenham Safeguarding Adults Board is made up of the following core statutory partners:

- The Local Authority (Adult Social Services)
- The Borough Police
- The NHS Clinical Commissioning Group.

Other members of the Board include:

- the Council Cabinet Member for Social Care and Health Integration
- the two Chairs of the Committees
- a representative from North East London Foundation Trust (NELFT)
- a representative from Barking, Havering, Redbridge University Hospitals (BHRUT)
- a representative from the London Fire Service
- a representative from the London Probation Service
- a representative from the Council's Community Solutions Service

The SAB has two committees, which are chaired by different partner organisations:

- The Performance and Assurance Committee (chaired by the London Borough of Barking and Dagenham)
- The Safeguarding Adult Review Committee (chaired by the Clinical Commissioning Group)

In addition, the SAB is able to invite other organisations or individuals to attend and speak at the meetings where they have contributions to make.

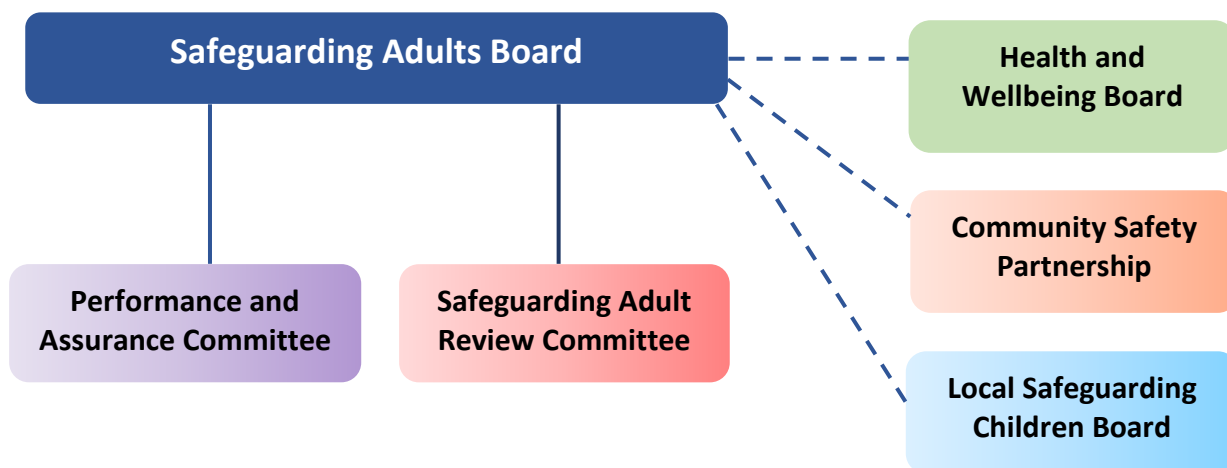
The Chair of each of the two committees is responsible for:

- Developing a work programme which will be incorporated into the SAB strategic plan and monitored by the SAB
- Resourcing the meetings of the committee
- Reporting on the progress of the committee's work to the SAB and ensuring that the membership of the committee draws in the required experience.

During the year the Independent Chair met regularly with the Barking and Dagenham Safeguarding Children Board Independent Chair under previous LSCB arrangements. This allowed for opportunities to consider safeguarding adults and children at risk, and the issues affecting both areas.

The Independent Chair attended the Health and Wellbeing Board to allow for further consideration and debate regarding the issues of safeguarding within the agenda. The Independent Chair also attended quarterly the Council Corporate Safeguarding Meeting with the Leader of the Council, the Lead Member for Social Care and Health Integration, the Chief Executive of the London Borough of Barking and Dagenham and the Strategic Director for Service Development and Integration, to review performance data for adult social care, including workforce data and associated risks and mitigation. This allows for open debate, discussion, challenge and demonstrates a climate of openness and transparency.

The Board is supported by the Council Cabinet Member for Social Care and Health Integration as a participant observer. This enables Councillor colleagues to be kept up to date with safeguarding adult matters. In addition, the Committee Chairs and officer advisors also attend Board meetings.



The SAB’s Statutory Responsibilities

The SAB must publish an Annual Report each year as well as having strategic plan. This Annual Report of the Barking and Dagenham SAB looks back on the work undertaken by the SAB and its committees, throughout 2019/20 and provides an account of the work of the partnership including achievements, challenges and priorities for the coming year.

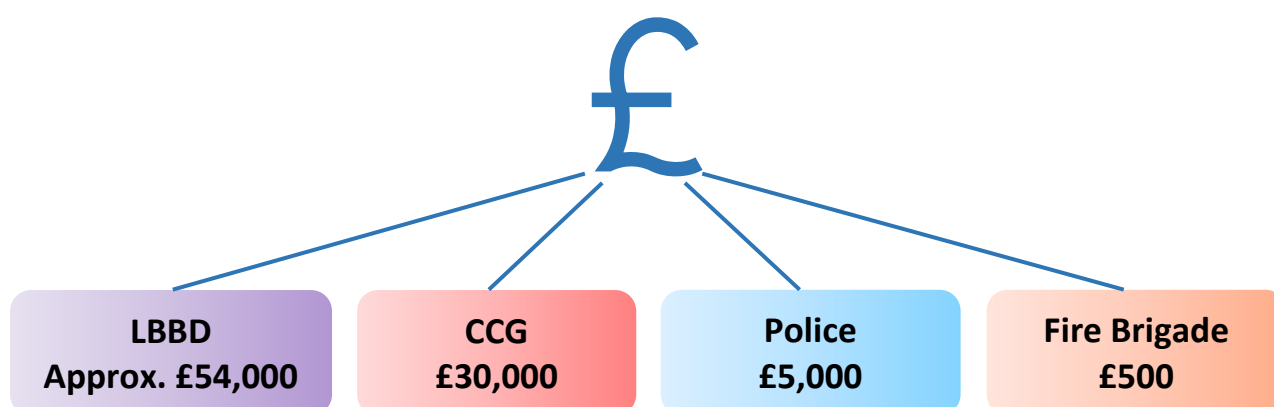
In addition, the SAB has a statutory duty to carry out Safeguarding Adult Reviews (SARs) where an adult in the Local Authority area:

- has died as a result of abuse or risk (either known or suspected) and there are concerns that partner organisations could have worked together more effectively to protect that adult.
- has not died but the SAB knows or suspects that adult has experienced serious abuse or neglect.

The implementation of recommendations and action plans from a SAR must be reported in the Annual Report, including any decision not to implement any recommendation. One SAR was commissioned and reported in 2019/20. Details of this can be seen at chapter 6.

Financial Contributions and Expenditure

Statutory partners make financial contributions to the Safeguarding Adults Board. For 2019/20 the partner contributions to the SAB were as follows:



The following table shows a breakdown of the expenditure for 2019/20. This includes staffing costs for the SAB Independent Chair and the Board Business Manager and administration costs.

Expenditure	Cost
Safeguarding Adult Reviews – one review was commissioned and funded in 2019/20	£6550
Learning and development events	£817
Support services costs, including staffing (SAB Independent Chair and the Board Business Manager) and support budgets	Approx. £82,000
Board Administration Costs	Approx. £1000
Total	£90,367

5. Safeguarding Data

Finalised safeguarding performance data for 2019/20 is not available as the national data collection has been suspended by NHS Digital due to the Covid-19 pandemic. However, provisional data reported during the year is available to provide trends in local safeguarding compared with 2018/19.



Safeguarding Concerns

- The number of concerns raised to the Council declined marginally. During the year 1,408 safeguarding concerns were raised in Barking and Dagenham, 75 fewer concerns than in 2018/19.
- The proportion of concerns which required further inquiry or investigation also decreased. During 2019/20, 21% of concerns progressed to further enquiry; 6% fewer than in 2018/19 (27%).



Section 42 enquiries

- The number of Section 42 enquiries that concluded this year increased by 6% from 389 in 2018/19, to 412 in 2019/20. The 412 enquiries that concluded during 2019/20 involved 361 individuals at risk; 41 individuals were the subject of 2 or more enquiries.



Outcomes

- The risk was removed or reduced in 94% of enquires (297) that concluded. This is a slight reduction compared with 2018/19, during which 97% of enquiries resulted in an overall reduction in risk for the adults at risk of abuse.
- The risk remained in 6% of concluded cases (20) in 2019/20. In all cases where the risk remained the person continued to be offered support and advice.

6. Safeguarding Adult Reviews

In 2019/20 the Barking and Dagenham Safeguarding Adult Board commissioned a Safeguarding Adult Review to be undertaken by an Independent Reviewer following the unexpected death of Peter Smith (the name has been changed to protect the individual's identity). The Safeguarding Adult Review (SAR) Committee reviewed the case and details of Mr Smith's death and concluded that the case met the criteria for a SAR to be undertaken. The SAR Committee appointed the Independent Reviewer and oversaw the undertaking of the review, production of the report and was involved in drafting the final recommendations. The final report and recommendations were agreed by the SAB in February and the Safeguarding Adult Review Committee were tasked with developing an action plan which has been agreed by the SAB and which will implement the recommendations. The full report is available at this link <https://www.lbbd.gov.uk/barking-and-dagenham-safeguarding-adults-board>

Mr Smith, a 75-year-old man, was found deceased on October 3rd 2018 on an unplanned visit by an Integrated Care Assistant (ICA) from the Community Health and Social Care Service Barking and Dagenham East (CHSCS). Mr Smith had been discharged from King George Hospital on 10th September 2018 where he was undergoing rehabilitation with follow up in the community. Mr Smith was also assessed for a community alarm which had yet to be installed. The last time Mr Smith was seen alive was 28th September 2018. Given the circumstances of Mr Smith's death an inquest was held at an East London Coroner office who issued a report under schedule 5 of the Coroners and Justice Act 2009 and regulations 28 and 29 of the Coroners (Investigations) Regulations 2013 on 3rd July 2019. The coroner concluded the cause of Mr Smith's death as follows, "Mr Smith died as a result of starvation ketoacidosis following a likely fall in his home address."

The purpose of the review was to:

- Establish what lessons were to be learned from the work carried out by local professionals and organisations either individually or together to safeguard people in need of care and support
- Set out recommendations for consideration by the Barking and Dagenham Safeguarding Adults Board based on the findings and analysis identified in the report
- Identify preventative strategies that might be utilised to safeguard other vulnerable groups.

A number of recommendations were agreed by the Board and an action plan has been developed and is being monitored by the Safeguarding Adult Review Committee. The recommendation are as follows:

1. Develop strategic plans to strengthen integration across agencies where mental capacity and risk assessments can be built into mental capacity training using evidence and intelligence from SARs, Serious Incidents and near misses.
2. Where an individual has the mental capacity to make decisions, yet there is an identified risk to safety, health and wellbeing implement a multi-agency approach to risk management planning to mitigate or reduce the risk in consultation with the individual and/or advocate ensuring contingency planning and escalation.
3. Review how safeguarding and safety is incorporated into discharge planning across multi-agency partnerships to include:
 - risk
 - mental capacity
 - emotional and mental wellbeing
 - health and functional ability
 - attitudinal constraints (personality, culture)
 - family and community involvement
 - telecare systems
 - equipment
 - referrals and contingency plans.
4. Ensure that all healthcare professionals implement the NICE guidance in relation to falls and older people and that there is quality assurance on compliance.
5. All ward and discharge planning staff to have at minimum a basic awareness of procedures and lead in times for Telecare systems and equipment.
6. The SAR Committee to develop targeted learning and dissemination.

7. Safeguarding Case Studies

Here are some case studies illustrating how partners and agencies have worked together to safeguard people in Barking and Dagenham. Please note that some basic details of the adults in the following stories were changed to protect their identity.

Story 1

Mohammed was a 34 year-old man who was born outside of the UK and originally came from a South Asian Country. He came to England as a small boy, after attending school in his home country where learning became increasingly difficult as he had special needs around his speech and hearing, as a result of a congenital condition of the brain. His family wanted to ensure he was taken care of and had arranged for a woman from the country of his origin, to marry him. Mohammed lives with his family members, who meet all his care and support needs, but equally manage his money and control his interactions with the wider world. The Home Office got in contact with Adult Social Care following a concern about the visa application of Mohammed's spouse. The social worker conducted a mental capacity assessment and found that Mohammed did not have the mental capacity to understand marriage or sexual relations and he had no understanding that he was supposedly wanting to financially sponsor the woman he married to come to the UK. The Forced Marriage Protection Unit (FMPU) was contacted and they issued a Forced Marriage Protection Order which nullified the marriage and the spousal visa. The Local Authority presented the case to the Court of Protection who agreed that Mohammed lacked the mental capacity to get married and to decide about his care and support needs. The Court issued an order to prevent Mohammed's family from taking him abroad.

Analysis: This case illustrates how a Section 42, under Care Act 2014, Safeguarding Adults Enquiry was coordinated. This multi-agency approach to safeguard Mohammed from the coercion, financial and possibly sexual abuse arranged by his family. Mohammed is still living with his family, but they are now aware of how the Local Authority, FMPU and the police work together to safeguard adults from the financial abuse of their family members and his care and support is more regularly reviewed.

Story 2

Thomas is a 35 year-old male and he contacted his mental health worker, a Care Coordinator Nurse from North East London Foundation Trust (NELFT), at 2am saying he was on the track at a local train station. He said he was hearing voices and wanted to go to heaven where he believes he will have peace. The British Transport police found him approximately an hour later and he was taken to a mental health hospital and admitted

there. The details in the British Transport Police report were reviewed and Thomas's circumstances were considered against the Three Stage Test of Section 42 in the Care Act 2014. It was found that he had no apparent care and support needs at present, rather he needed a mental health assessment and detention in a mental health hospital to keep him safe as he was a very serious risk to himself. The Adult Intake Team in Community Solutions therefore sent details of this safeguarding concern to Barking and Dagenham Adults Access and Assessment Team for Mental Health (BDAAT) in NELFT for follow up.

Analysis: This case illustrates how the Local Authority and Health Services work together to support the Mental Health of an adult. This case did not progress to Adult Social Care as a Section 42 Safeguarding Adults Enquiry under the Care Act 2014. However, the Community Solutions Team offered some community safety actions, as they referred the circumstances of the adult to more appropriate Mental Health Services within the provision of the North East London Foundation Trust. This adult required mental health interventions as this was his primary need.

Story 3

Mrs Smith a 72 year-old woman, was referred to the Complex Case Panel (a multi-agency risk mechanism with SAB organisations represented, to support adults with care and support needs in Barking and Dagenham) with regards to the concerns that her house was in disrepair and a number of organisations in Barking and Dagenham such as the Housing Department and her adult social worker were concerned for her welfare. She was living in squalor and her toilet was not in working order. She was not addressing the concerns that her GP, social worker and housing officer had regarding her living conditions. The multi-agency team was concerned that she lacked the mental capacity to make the decision around her housing needs. It was found that she had mental capacity to make her own decision around her housing and accommodation. Mrs Smith, with lots of encouragement and her social worker building a relationship with her, eventually agreed to a move to sheltered accommodation whilst her property was cleared and assessed. She negotiated that her dog, Jack could come along. A charge was put on her property by the Housing Department and after being assessed it was confirmed derelict. She sold her property and is now a permanent resident in a flat, where she has the appropriate care and support and some assistance to keep a cleaner living environment.

Analysis: Mrs Smith was always more concerned about her dog than herself. Looking after her pet aided her wellbeing and gave her life greater purpose. When she knew that her social worker was supporting her values, as a person, she was able to move somewhere else where her care and support needs could be met and she was subsequently safer. This case demonstrates the strength-based approach the social worker took, which enabled person-centred care that was arranged with Mrs Smith and this enabled the outcomes she wanted.

8. The SAB's Partners

London Borough of Barking and Dagenham

Developments and Improvements in Safeguarding Adults Practice

2019/20 was a year of developing best practice through the Adults Best Practice Forum within the Local Authority. The Adults Principal Social Worker who is also the Strategic Lead for Safeguarding Adults worked closely with the Enquiry Officers and the Safeguarding Adults Managers, who manage the safeguarding processes, to connect and ensure interaction between the priorities of the Safeguarding Adults Board and enable best outcomes for people who receive safeguarding services. We audited some of our activities to consider low conversion rates of safeguarding concerns to enquiries. We concluded that many community safety actions take place within wider Council and other specialist services in the local area, albeit that adults may be vulnerable, they are often not in need of care or support services from Adult Social Care. This confirmed our practice as we reviewed it in line with: 'Making decisions on the duty to carry out safeguarding adults enquiries suggested framework to support practice, reporting and recording' as outlined by the Local Government Association and ADASS, 2019.

In previous years the SAB's Annual Report has reported only about adult social care and safeguarding in the Council. This year, for the first time, the Council's Community Solutions function has been represented on the Board and a lengthier report follows. Community Solutions has continued to develop the Adult Intake Teams which is the front-door into adult social care. A recent safeguarding audit showed that overall thresholds were applied appropriately, that decision making is safe, proportionate and that residents were receiving timely support. Where adults did not have care and support needs, Community Solutions Triage and support offered community safety actions and signposting to relevant support service.

The Adult Intake Team and the wider Community Solutions Service have been involved in direct safeguarding work particularly where there have been significant self-neglect concerns. In some circumstances where the Section 42 threshold has not been met to initiate a safeguarding enquiry, particularly with individuals experiencing mental health problems but no care needs, we have strengthened joint working opportunities with the Community Mental Health Services who are best placed to provide community based support.

The Adult Intake Team has continued to strengthen relationships with key partners within the community. This has involved improved working relationships with partners such as

Reconnections, Independent Living Agency and the broader voluntary sector offers. Over 100 residents have been signposted to Reconnections over the last few months ensuring localised preventative support.

With partners, Community Solutions has implemented a number of strategic preventions to improve service delivery, enable efficiencies and to improve outcomes for residents. These include the following:

- In December we launched a new social prescribing model, providing a gateway for GPs to connect residents to a wide offer of support within Community Solutions and the wider community where needs are not medical. To date over 900 referrals have been made by GPs resulting in wrap-around support packages led by Community Solutions.
- Working alongside social care, Community Solutions has supported 15 residents living with mental health difficulties to secure alternative long-term accommodation options. Enabling this work, we have established new operational panels and procedures to strengthen the process round allocations, lettings and placements for vulnerable residents.

In response to Covid-19, Community Solutions significantly increased capacity within the team by re-deploying staff from across the service. The team continues to provide the central point of management and co-ordination of the Council response to Covid-19. This includes leading on support for residents who and shielding or vulnerable and undertaking proactive outgoing contact, triage and coordinating an offer of help and support in collaboration with community partners where needed. To date, over 9000 calls have been made to vulnerable adults to offer support, over a thousand residents have referred to BD-CAN and the Independent Living Agency (ILA) for ongoing support and over two thousand welfare enquiries have been undertaken.

The Homes and Money Hub has continued to offer support to residents facing financial challenges throughout the Covid-19 period. They continuing to offer a safe face to face service for those residents without access to a phone or IT, as well as increasing remote access to services. The service has experienced significant demand, dealing at the peak of lockdown with over 160 residents a week requesting help, providing access to foodbank vouchers, Hardship Fund assistance and helping those digitally excluded with assistance to claim financial help like Universal Credit and other benefit claims.

Following the government announcement to get all rough sleepers off the streets by the 27th March 2020, significant work has taken place not to just ensure that all rough sleepers were accommodated but also that this was done in a sustainable way. There has also been

targeted work with residents to prevent future issues and alleviate immediate hardship. Some of the activity which has taken place has included:

- The re-housing of around 26 people from hostels (shared accommodation) who were medically vulnerable to Covid-19 into self-contained accommodation.
- The offer of accommodation to 31 people presenting as rough sleeping in the local area.
- The placement of these individuals within our own accommodation in order to provide them with on-going support and a permanent offer of support to resolve their homelessness. This approach is very different from most London Boroughs who have used hotel accommodation leading to issues around the ending of these placements.
- From this cohort we have already moved a number of people into permanent accommodation and have move-on options into permanent accommodation identified for others.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

The Local Authority supported the Tri-Borough SAB Learning Event to consolidate learning from Safeguarding Adult Reviews (SARs) across East London. We contributed to a SAR following a hospital discharge without technology which may have prevented a death. The Safeguarding Adults Risk Assessment Tool (SARAT) was completed to review partnership working within the SAB, which further shaped local priorities. Significant preparation was undertaken for a Safeguarding Adults Peer Review led by ADASS (The Association of Directors for Adult Social Services) which was due to take place in April 2020. However, the Covid-19 pandemic and the impact of this on our community meant that this has been provisionally rescheduled for November 2020.

Community Solutions are continuing to work with The Source (a local voluntary organisation) to provide support and face to face contact for people with issues around homelessness, from Barking Learning Centre. This 'day centre' support offer has continued throughout the period and supports around 50 people per week. This support includes food, help with accessing benefits, engagement with GPs, dentists and other services like drug and alcohol support. We have continued with 'street counts' in the borough to identify anyone still rough sleeping or new to the streets. A full street count took place on the 11th June 2020. 24 locations were visited overnight which had previously had rough sleepers or had reports of people sleeping in them and no rough sleepers were identified in any location. Thames Reach have undertaken nightly outreach work and provide a rapid response to calls from the public, rough sleepers or the Council where someone is seen or

believed to be rough sleeping. They have identified one rough sleeper since the beginning of June in the borough who was engaged with and offered accommodation.

The Welfare Fund was set up at the beginning of April has allocated £71,921 to assist residents cover their essential needs including food, utilities and essential home items. There have also been increases in the spend of the Discretionary Housing Payment Fund which has been used to mitigate hardship where appropriate.

With partners we have been working to re-shape hospital discharge processes to enhance community-led support. The longer-term planning of which will be shaped by our learning from Covid-19. Community Solutions via the Adult Intake Team will play a coordinating role in delivering the Test and Trace response to Covid-19. Due to the coordination and proactive role that Community Solutions continues to play in coordinating the Covid-19 response, the Council has not taken up the Care Act easements because most of the Covid-19 related demand has been managed within Community Solutions.

The Metropolitan Police

Developments and Improvements in Safeguarding Adults Practice

In the last year the Metropolitan Police has continued to embed the tri-borough model of local policing. East Area Basic Command Unit (BCU) was one of two pilot sites for this approach and the implementation of this model created a number of challenges and significant learning both for the local area and the Metropolitan Police Service (MPS) as a whole. We have used this learning to evolve and sophisticate our safeguarding leadership and governance arrangements to ensure those in need of help and protection receive the support they require in a timely manner. An example of this is the creation of dedicated specialist investigative teams that focus on domestic abuse, child abuse and sexual offences to ensure that victims are supported by those with the appropriate skills and experience.

In 2019, Her Majesty's Inspectorate of Constabulary Fire and Rescue Services published a national thematic report into the effectiveness of the police response when crimes are committed against older people. The report highlighted that much more can and should be done to protect older people from abuse and exploitation. While the report showed that the police are generally good at supporting older victims in the early stages of an investigation the provision of longer term effective safeguarding support was lacking. The MPS and the East Area BCU have done considerable work to ensure that older victims are provided with the help and protection they need. A senior officer has been identified to lead the development of an improved response across the organisation to ensure that the particular vulnerabilities of older victims are recognised. This has resulted in additional training and

awareness being provided to staff to ensure risk is recognised and responded to more effectively.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

Despite high volume the East Area BCU continues to place strong emphasis on ensuring that victims of domestic abuse are provided with the appropriate support and protection. The community safety unit (that investigates domestic abuse) continually seeks opportunities to ask the courts to issue Domestic Violence Protection Notices to ensure abuse survivors are safeguarded from perpetrators. In this period 312 notices have been issued. This represents 44% of the total issued across London. In the vast majority of cases the court has agreed to convert these notices into full orders, meaning that the victims and perpetrators have a clear understanding of the legal safeguards in place to protect the survivors of abuse.

Ensuring those who are suffering from mental ill health are effectively supported when encountered by the police is an area of increasing focus and has been the subject of significant additional training and investment. As a consequence, during this period approximately 200 adult safeguarding referrals per month have been submitted relating to those who are suffering from mental illness. A dedicated police mental health team has ensured that information sharing is supported and the development of protective plans is a jointly agreed process.

Barking and Dagenham NHS Clinical Commissioning Group (CCG)

Developments and Improvements in Safeguarding Adults Practice

The Barking, Havering and Redbridge Clinical Commissioning Group (BHR CCG) have co-operated and collaborated with requests for contributions to learning events, progression of Safeguarding Adult Reviews and the general requirements of the Care Act 2014. We have also contributed to SAR reviews through provision of information from GP Practices records. BHR CCGs also participated in learning reviews and contributed towards action plans arising from the recommendations from SARs and Domestic Homicide Reviews (DHRs).

The Local Quality Surveillance Committee is chaired by the Designated Nurse Adult Safeguarding which continued to monitor quality and assurance and safeguarding issues in care homes with nursing across the tri-borough partnership.

Regular updates were provided to the SAB on progress and recommendations from Learning Disability Mortality Reviews (LeDeR). The Designated Nurse for Adult Safeguarding fulfilled the role of Local Area Coordinator for the Learning Disability Mortality Review Programme

in North East London. Briefings on LeDeR findings and recommendations have been submitted to the Barking and Dagenham SAB highlighting learning and omissions in care. Anonymised reports are also sent to agencies who were involved in the persons care prior to their death so that good practice in care can be shared with relevant staff.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

Over the previous year, BHR CCGs have been represented at all the SAB meetings and have also chaired the Safeguarding Adult Review Committee.

BHR CCGs Designated Nurse Adult Safeguarding attended the tri-borough Liberty Protection Safeguards (LPS) Task and Finish Group which undertook an assessment of the potential impact that the Liberty Protection Safeguards will have across Barking & Dagenham, Havering and Redbridge. A significant amount of work has been progressed to prepare staff and agencies for the implications of the Liberty Protection Safeguards when they come into force.

Barking Havering and Redbridge University Hospital Trust (BHRUT)

Developments and Improvements in Safeguarding Adults Practice

Barking, Havering & Redbridge University Hospitals NHS Trust is a large provider of acute services, serving a population of over 750,000 in outer North East London. The Trust operates from two sites, Queen's Hospital and King George Hospital. There are approximately 900 beds across both sites. Queen's Hospital is the Trust's main acute hospital and opened as a private finance initiative (PFI) in 2006. It is the main hospital for people living in Havering, Dagenham and Brentwood. The hospital includes a hyper acute stroke unit (HASU). The Emergency Department (ED) treats over 150,000 walk-in and ambulance emergencies each year. King George Hospital opened at its current site in Ilford in 1995 and provides acute and rehabilitation services for residents across Redbridge, Barking and Dagenham, and Havering, as well as providing some services to patients from South West Essex. The Trust serves a demographically diverse population of around 767,500 of people from a wide range of social and ethnic groups living in the London Boroughs of Barking and Dagenham (209,000), Havering (254,300) and Redbridge (304,200) (NHS Redbridge Clinical Commissioning Group Annual Report and Accounts 2017/18).

The focus for the Safeguarding Adults Team during 2019/20 has been to progress the Trust's Safeguarding Strategy 2018-2020 and work towards our vision to uphold the rights of

individuals to live free from harm, exploitation and neglect through a 'Think Family Approach'.

The Corporate Safeguarding Team have consistently promoted the Think Family Approach in training and supervision of staff. This is demonstrated in the increased number of referrals to the Local Authority. The Emergency Department Safeguarding Advisors promote the Think Family Approach in meetings to ensure risks to children/adults are identified and acted upon.

Two audits on Making Safeguarding Personal were undertaken in 2019. One of the key findings identified that staff are gaining consent to raise a safeguarding referral and if not, are citing a valid reason to override consent.

Service Users are part of an ongoing maternity domestic abuse project. In consideration to two recent maternity related domestic homicides (of which one of the victims was a member of hospital staff) in February 2020 maternity initiated a Domestic Abuse Task and Finish Group project to explore initiatives that would allow the Trust to inform, educate and provide pro-active support to staff.

Surveys have been undertaken to ascertain staff understanding of learning disability processes and procedures/reasonable adjustments. The first Dementia Café afternoon took place at Queen's Hospital at the end of May 2019, during Dementia Action Week. This was followed by one at King George Hospital in June 2019. These will continue on the last Wednesday of each month across both sites. In the reporting year the Trust's Mental Capacity Act/Deprivation of Liberty Safeguards (DoLS) Safeguarding Advisor actively supported staff to engage with the Independent Mental Capacity Advocate (IMCA) services, providing independent support to those patients who required a best interest decision to be made for serious decisions. The Trust has a Safeguarding Audit Schedule for 2019/20 and audit results are considered at the Trust's Safeguarding Groups.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

Throughout 2019/20, BHRUT have continued to contribute to multi-agency safeguarding practice and partnership working arrangements to ensure Barking and Dagenham service users are protected from harm. This has included attendance at all Barking and Dagenham Safeguarding Adult Board (SAB) meetings, participation in the work of the SAB Committees including Safeguarding Adult Reviews (SARs). In December 2019 the Trust participated in the Barking and Dagenham Safeguarding Adults Partnership Audit (SAPAT).

The Trust has continued to develop Safeguarding Adult Practice by responding to learning from safeguarding adult concerns and Safeguarding Adult Reviews (SARs) and ensures training has been aligned to the updated NHS England Intercollegiate Document.

BHRUT has contributed towards the LBBD Strategic Plan 2019-22 key priorities. The focus was maintained on key themes:

Mental Health:

In this period 2019/20 members of the Safeguarding Adult Team worked closely with NELFT (North East London Foundation Trust) to support the development of the new Mental Health Service.

Mental Capacity:

There has been proactive engagement with the IMCA service and facilitated training sessions to empower staff and support patients in their decision making.

Self-Neglect and Neglect:

Awareness raising, training and cascaded learning has taken place via Lessons Learnt Bulletins.

Domestic Abuse:

In light of Domestic Abuse/ Domestic Homicides/ Knife Crime electronic systems are being explored to see if we can better capture information to improve service provision. The Safeguarding Team is also in the process of reviewing the Emergency Department Safeguarding Trigger Assessment Tool.

North East London Foundation Trust (NELFT)

Developments and Improvements in Safeguarding Adults Practice

The NELFT Safeguarding Strategy 2018-2021 builds on the NELFT Best Care Clinical Strategy. It reflects national policies and guidance to ensure NELFT continues to meet the statutory requirements. The strategy will be reviewed to align with the Patient Safety Strategy.

NELFT continue to review The Safeguarding Standard Operating Procedures (SOP) regularly to reflect changes in legislation across adults and children's procedures and to incorporate learning from all learning reviews and incidents into practice.

The NELFT Safeguarding intranet page provides a more clear and user friendly page enabling staff to source local information more efficiently. This has received positive feedback from staff who has reported that it is user friendly.

The Safeguarding Training Strategy has been reviewed in partnership with CCG partners and the training team. This is to ensure a robust safeguarding training offer that remains compliant with the Safeguarding Adults Intercollegiate Guidelines (2018).

The NELFT safeguarding team have continued to maintain the safeguarding advice service during the Covid-19 pandemic using the telephone system remotely or utilising systems such as Web-ex for all NELFT employees to access when needed.

The Safeguarding Team is supporting inpatient units by providing MCA & DoLS bitesize learning sessions and facilitating an audit on a frailty ward, in respect of whether the introduction of a DoLS Admission Screening Tool has had any effect on the number of DoLS applications made. Bite-size sessions have continued for inpatient staff during the Covid-19 pandemic.

A Liberty Protection Safeguards (LPS) Task and Finish group is currently reviewing how NELFT implements the required changes in relation to LPS and is a core member of the BHR LPS Task and Finish group.

Exploitation training has been developed for practitioners and additional training in relation to gangs, county lines and knife crime was commissioned to further support staff in Walk-in Centres.

The Domestic Abuse and Harmful Practices SOP was reviewed. They have been separated into two documents to better support staff. The Domestic Abuse Staff Policy is currently being reviewed by Human Recourses with support from the Safeguarding Team.

In response to the concerns nationally and the reported increase in domestic abuse cases during the Covid-19 pandemic, the safeguarding team took part in the trust webinar in May 2020 and facilitated a presentation about managing domestic abuse concerns. This also included responding to disclosures via video and phone consultations.

The Multi Agency Risk Assessment Conference (MARAC) representative support network has been re-established. The MARAC SOP and pathway is currently being reviewed to ensure a robust process for information sharing.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

In 2019/20 NELFT were involved and contributed towards one SAR and one Domestic Homicide Review (DHR). NELFT continue to work with agencies at strategic and operational level to strengthen integration and existing relationships across the partnership within the Borough of Barking and Dagenham.

The SAB is regularly attended by the NELFT Integrated Care Director for Barking and Dagenham. Key pieces of work are further supported by the NELFT Safeguarding team. Key learning from serious incidents are shared via the SAR Committee to explore learning opportunities.

The NELFT safeguarding team have established regular meetings with the CCG designated safeguarding professionals, which provides an opportunity to review the safeguarding strategy, safeguarding risks and any learning and action plans from Safeguarding Adult Reviews, Domestic Homicide Reviews and Local Practice Reviews.

NELFT attended the Tri-Borough SAB Learning Event where thematic learning was presented. This provided a fantastic opportunity for partners across Barking and Dagenham, Redbridge and Havering to meet and discuss the learning from SARs locally and regionally.

The Fire Service

Developments and Improvements in Safeguarding Adults Practice

During 2019/20 the Fire Brigade reviewed the internal Safeguarding Adults Policy and updated this in line with the London Multi Agency Adult Safeguarding Policy and Procedures, to incorporate the particulars of the Care Act 2014. This has been published and is available to all staff via the intranet. There has been a number of training sessions run for all senior officers around dealing with any safeguarding referrals as part of the implementation of the recommendations from the Mayor's Office for Policing and Crime (MOPAC). As a result of the London Fire Brigade review into adult safeguarding (2018) we have started revising our safeguarding referral process. We plan to upskill a larger cadre of individuals with the necessary knowledge and understanding to review and action referrals, a change intended to lead to greater efficiency.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

The London Fire Brigade contributes to the SAB's development of information sharing and referrals pathways to ensure a multi-agency approach to Londoners' safety and wellbeing. The vast majority of Borough Commanders are non-statutory members of their local Safeguarding Adults Boards. In addition, Borough Commanders and Station Managers across London chair and/or participate in a range of sub-groups concerning single issue safeguarding concerns or specific at-risk individuals such as the Barking and Dagenham Complex Case Panel.

The National Probation Service

Developments and Improvements in Safeguarding Adults Practice

The National Probation Service (NPS) continues to embed a culture where staff are aware of their role in safeguarding adults. There is a local commitment to maximise support for vulnerable service users in collaboration with stakeholders. Mandatory e-learning for staff is being delivered across the borough and training provided by the Local Authority will be secured. The understanding of the statutory duties under the Mental Capacity Act 2005 the Care Act 2014 is promoted.

Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

Participation in statutory enquiries where the National Probation Service has information or a National Probation perspective is requested, is a commitment. Working within the Multi Agency Public Protection Arrangements (MAPPA) framework at management levels 2 and 3 where adult safeguarding is an issue. Referrals are and will continue to be made to enable effective risk management planning for service users. The NPS will seek to work more closely with Adult Social Care to improve access to available resources namely social workers, accommodation and a wider range of professionals. The NPS will continue to implement its Quality and Improvement Plan related to adult safeguarding and continue to have representation at the SAB to support effective local governance arrangements.

9. Quality of Care

The Adult Social Care Provider Market

In Adults' Care and Support, commissioning, provider quality assurance and contract management are used to drive up standards and demonstrate tangible improvements. Robust provider quality assurance processes are in place to check and provide assurance on the quality and safety of provision within Barking and Dagenham. We have a provider Quality Assurance Policy and Framework in place to ensure quality service provision and clear expectations of providers to meet quality standards. Providers are held to account, and contracts are monitored for safe service user outcomes. We have good relationships with providers and work with any provider in the borough, whether they are contracted by us, or have LBBD service users, to ensure people are safeguarded. Providers know how to raise safeguarding enquiries and we work through any safeguarding issues in contract monitoring, provider forums and through visits and advice from the Provider Quality and Improvement Team.

Quantitative and qualitative data is used to assess providers. Information on the number of safeguarding alerts, complaints and calls to the London Ambulance Service are used and performance monitoring data is shared between the Provider Quality and Improvement Team and the Commissioning Team. The Provider Quality and Improvement Team attend the Local Quality Surveillance Group meeting along with BHRUT, CCG, the Care Quality Commission (CQC) and other health professionals including the London Ambulance Service. This gives professionals the opportunity to share information across neighbouring boroughs and discuss working together to undertake joint visits and support local providers across the local sub regional footprint.

In 2019/20 Barking and Dagenham reported a 50% improvement on CQC ratings for social care providers. This was the most improved provider rating for a London Borough. We have a higher proportion of nursing homes rated good than England and our comparators.

We have a good relationship with the CQC who routinely ask us for feedback before each inspection and we have influenced inspection outcomes and been referenced in CQC reports. Joint visits have been undertaken with Care Home Leads in operational teams and where there are Continuing Health Care (CHC) placements with borough providers. We also have a good relationship with other Local Authorities and joint visits are undertaken for providers who span several different boroughs e.g. Newham and Waltham Forest.

Service user feedback is gathered regularly via telephone surveys undertaken by a volunteer and quality assurance staff and through visits with service users and also family members. This is used to assess satisfaction with services and to highlight any issues with the relevant professionals, service or provider. Feedback is provided to commissioners to help shape and plan services. Complaints and Members' Enquiries are shared with the Provider Quality and Improvement team to allow the opportunity for investigation and feedback.

Quarterly Provider Forums are in place for residential care and homecare and Mental Health and Learning Disability forums are planned and safeguarding is on the agenda for all the meetings.

In 2019/20 a number of large contracts have been tendered including the Home Care Framework, the Advice and Guidance contract with the Citizens Advice Bureau and the Advocacy contract. The Commissioning Team have also developed and tendered for two new services which are the Hoarder's Pathway Service and the Direct Payments Support Service.

A recent restructure has meant that there is an increase in safeguarding and quality assurance capacity for vulnerable adults. There will be more staff in the Provider Quality and Improvement Team and an integrated Brokerage, Adult and Childrens' Commission service in the Commissioning team has focused more resources on partnerships, provider assurance and safeguarding. A new Partnerships and Governance unit has been implemented to ensure more cohesion between the various partnership boards, particularly the safeguarding partnerships. Additionally, more capacity has been given to the Provider Quality and Improvement team and the Brokerage team. Seven new Lead Commissioner roles have also been implemented to lead themed portfolios across Adults, Children's and Disabilities including a new Community Safeguarding Lead who will lead commissioning around areas such as domestic abuse and modern slavery.

Barking and Dagenham Primary Care Providers

Out of thirty-three GP practices in the borough twenty-nine have been rated as good. This is a vast improvement on Care Quality Commission practice (CQC) ratings from 2018 and means the quality of GP services across Barking and Dagenham have improved greatly with support from NHS England, Barking and Dagenham CCG and the CQC.

Four practices have been rated as requires improvement. Practices rated as requires improvement are supported to improve by the CCG primary care support staff. Common areas of development include safeguarding, education and training, practice policy updates and communication.

10. Partnership Priorities 2020/21

The Board regularly considers the work of the SAB in light of the changing contexts of:

- (i) health, social care and public protection nationally and locally
- (ii) objectives, views, emerging risks and financial pressures of partner organisations.

The Foreword (Section 1) of this Annual Report for 2019/20 said that, in the context of Covid-19, what might have been anticipated continuing priorities from 2019/20 require further review, and, significantly, new concerns and priorities have emerged during the first four months of the pandemic. As a result, and in line with the Government Department of Health and Social Care permitted discretion to SABs, the Board will be finalising our continuously developing priorities in 2020/21 after publication of this Annual Report.

The Board recognises that it needs to have oversight of safeguarding practice and performance in the borough to ensure that quality of care is not compromised or that there is avoidable harm and abuse. The SAB has a role to play in supporting the workforce across the partnership, ensuring that they have the skills and competencies to fulfill their roles.

The Board agreed a Three-Year Strategic Plan 2019/22 at its meeting in July 2019 which is still valid and very relevant in 2020/21. Specific priority areas for attention in 2019/20 were identified as:

- Safeguarding in relation to people who present challenging behaviour to their carers.
- Reviewing commissioning approaches to restrictive practices and restraint.
- Avoidable deaths and harm in hospitals.
- 'Transitional care', particularly of children and young adults with disabilities.
- Homelessness and people with no recourse to public funds, including identification in hospitals.
- Exploitation of vulnerable adults, improving practice in relation to financial and sexual abuse and modern slavery.
- Domestic abuse.
- Mental capacity and advocacy in relation to new approaches to Deprivation of Liberty Safeguards (DoLS) and the forthcoming implementation of new law around Liberty Protection Safeguards (LPS).
- Mental well-being in the community.
- Poverty, neglect and self-neglect in relations to safeguarding concerns.

These subjects of embrace the SABs ambitions for 'efficient systems', 'effective practice' and 'meaningful engagement'.

Inevitably three months into 2020/21 much has changed. At its next Board meeting in October 2020 the SAB will examine in detail what has been learned from Covid-19 experiences, policies and practices in Barking and Dagenham – known concerns, the unsighted and hidden risk to people, what the aftermath of Covid-19 means and needs to be given continuing or new priority for the remainder of 2020/21. The product of this will then be published as an addition to this Annual Report.

11. Safeguarding Information

For further information about safeguarding and information about the Safeguarding Adults Board please use the following link

<https://www.lbbd.gov.uk/tell-us-if-youre-worried-about-an-adult-at-risk-of-abuse-or-neglect>

To report a safeguarding concern:

Adult Triage, Community Solutions

020 8227 2915

intaketeam@lbbd.gov.uk

safeguardingAdults@lbbd.gov.uk



**In an emergency:
Call 999 and ask for the Police**

Call 101 if you are worried but it is not an emergency.

**Out of Hours Emergency Social Work
Duty Team**

020 8594 8356

adult.edt@nhs.net



ASSEMBLY

25 November 2020

Title: Adoption and Corporate Parenting Annual Reports – a new approach	
Report of the Report of the Cabinet Member for Health and Social Care Integration	
Open Report	For Information
Wards Affected: All	Key Decision: No
Report Author: Chris Bush, Commissioning Director for Care and Support	Contact Details: Tel: 020 8227 3188 E-mail: christopher.bush@lbbd.gov.uk
Accountable Director: April Bald, Operational Director for Children's Care and Support	
Accountable Strategic Leadership Director: Elaine Allegretti, Director of People and Resilience	
Summary	
<p>The Council is required to produce annual reports on Corporate Parenting and Adoption, both of which are included in the agenda for your consideration today.</p> <p>Compared with previous years the reports presented are distinct in their origin. The Corporate Parenting Annual Report is produced, as it always has been, by Council Officers. The Adoption Annual Report is the first produced since the Council joined the Regional Adoption Agency (Adopt London East) as mandated to so by government. The appended Adoption Annual Report has, therefore, been produced by Adopt London East and covers the period of 1st October 2019 to end of March 2020.</p> <p>Whilst these reports are important documents, it should be noted that they are required to be produced as stand-alone documents, and are do not necessarily reflect our more considered approach to system-wide improvement for our children and young people, something which is more clearly reflected in our Annual Self-Evaluation that is presented to Cabinet at the start of each calendar year.</p> <p>This report introduces the two annual reports.</p>	
Recommendation(s)	
<p>The Assembly is recommended to:</p> <ul style="list-style-type: none"> (i) Note the contents of the two annual reports on adoption and corporate parenting respectively; and (ii) Note developments in children's social care over the last 6 months and support their reflection in a more useful, timely and purposeful strategy. 	

Reason(s)

The Council is required to produce Adoption and Corporate Parenting Annual Reports, and present these to elected members in their capacity as corporate parents.

1. Introduction and Background

- 1.1 Looking after and protecting children and young people is one of the most important jobs that councils do and when a child, for whatever reason, can't safely stay at home, it is up to us as the local authority to step in and give them the care, support and stability that they deserve.
- 1.2 This is not just up to the lead member or director of children's services – we need everyone looking out for our most vulnerable children and young people, and every councillor has a role to play. Being a corporate parent means doing everything we can for every child in the council's care – and every care leaver – to give them the opportunities that other children get. This covers everything from keeping an eye on their progress at school, to looking after their health and wellbeing, to preparing them for life as independent adults – and supporting them when they get there. We need to be ambitious for the children in our care, encouraging them to dream big and take chances even if they do not feel like that has been an option in the past.

2. Adoption Annual Report

- 2.1 All Local Authorities were required to join a Regional Adoption Agency by April 2020. Feedback from Regional Adoption Agencies in operation for a year or more is positive. Adopters report on improved services and staff on improved job satisfaction. Ofsted reports on Local Authorities with adoption services delivered regionally have been universally positive.
- 2.2 The government continues to drive forward with the structural reform programme regarding regionalising adoption and all, but a handful of authorities are either in a live Regional Adoption Agency (RAA) or in an RAA which will go live by October 2020. The government have noted the significant progress in cutting the time children wait to be placed with their adoptive parents and this is a positive outcome for children. However, both the number of registrations of interest and approved adopters nationally, regionally and locally within East London have fallen in recent years. An increase in expressions of interest has been sustained since the service went live last October and we anticipate this will increase the number of adopters approved in 2020/21.
- 2.3 Adopt London East is a regional adoption agency, hosted by Havering, providing adoption services for Barking and Dagenham, Havering, Tower Hamlets and Newham. Adopt London East (ALE) formally commenced operational activity on the 1st October 2019.
- 2.4 The Annual Report for Adopt London East is attached as Appendix A. The report is the first annual report of Adopt London East and provides a summary of the development and functions of the agency and contains performance information for 2019/20. As the ALE went live on 1st October 2019, this report focusses on

performance in quarter 3 and 4 of 2019/20. The report has been produced by the Head of Service for the ALE and all four Local Authorities receive this report.

- 2.5 The first six months of the ALE has been challenging with regards to staffing and managing the transitional responsibilities. This is the case for RAA Adoption agencies across the country. An increase in expressions of interest has been sustained since the service went live last October and this is continuing this financial year. We anticipate that this will increase the number of adopters approved in 2020/21. The campaign on recruitment of black adopters, although delayed from March to September because of COVID-19, has now commenced.
- 2.6 The next ALE annual report will cover April 2020 to March 2021, and we will ensure that future reports include key areas of success, areas for improvement and plans for future years with a strengthened focus on Barking and Dagenham adoption performance within the ALE.
- 2.7 Appendix B sets out Barking and Dagenham's specific adoption performance information (2019/20).
- 2.8 In 2019/20, 15 children achieved permanence through adoption (the same as 2018/19), representing 7% of all children leaving care - above London, but below the national and similar areas averages. 33 children (16%) had become subject to special guardianship orders (SGOs) same as 2018/19, and higher than all comparators. These are permanent care arrangements with reduced likelihood of breakdown compared to children who remain in long term care of the local authority. Strong performance has been maintained with no adoption breakdowns in 2019/20 and none so far this year.
- 2.9 Our adoption scorecard performance is improving year on year. The average time between a child entering care and moving in with their adoptive family for children adopted decreased in the last 12 months from a three-year average of 504 days to 476 days. This remains above the nationally set target of 426 days but reflects improving Barking and Dagenham adoption practice.
- 2.10 Conversely, the average time between the Local Authority receiving court authority to place a child and deciding on a match to an adoptive family remained relatively stable with a three-year average of 241 days and 247 days over the last 12 months. This is also above the nationally set target of 121 days but does reflect to a certain extent the complex nature of some of the children placed in Barking and Dagenham.
- 2.11 Our adoption scorecard improvement has been recognised by the DfE and we are no longer on the adoption task force improvement radar. This is very positive. The Children's Care and Support Permanence Taskforce continues to keep oversight of adoption and the adoption scorecard indicators. Improving adoption timelessness remains a priority area.

3. Corporate Parenting Annual Report

- 3.1 2019/20 has been another busy year with many key achievements and improved outcomes for our looked after children and care leavers. The MCPG has focused its attention on the Ofsted Inspection carried out in February 2019 and kept a close eye

on the subsequent LBBB Ofsted improvement plan to ensure changes have been made with performance and outcomes improving.

- 3.2 The work of the MCPG has also concentrated on delivering the promises we have made to our looked after children and care leavers. We are ambitious for children and young people and want them to lead happy, safe and successful lives.
- 3.3 Our children in care council is pivotal to the work of the MCPG and we have strengthened their voice and participation in 2019/20. We highly value listening to our children and young people and want them to be at the heart of service improvement.
- 3.4 This Annual Report provides an overview of what we are doing well, our key achievements in the last year, what are our key challenges and our plans to address those challenges in 2020/21 and beyond. The report presents activity and performance data from 2019/20 and identifies the Board's plans and priorities for the year ahead.
- 3.5 We know we still have a lot to do to improve the lives of our children and young people in care and care leavers, but with our stronger invigorated MCPG and as committed Corporate Parents, we are relentless in our ambition to achieve this.
- 3.6 The Corporate Parenting Annual Report is attached as Appendix C.

4. Consultation

One key element of our work in corporate parenting and in planning for permanence is ensuring that children and young people are involved, both in their own plans and by feeding into broader service development through groups such as Skitz and the Corporate Parenting Board. The Corporate Parenting Annual report outlines activity in this area over the last year and the new strategy will seek to further improve opportunities for children and young people to meaningfully contribute to planning.

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

List of appendices:

- Appendix A: Adopt London East Annual Report (2019/20)
- Appendix B: LBBB Adoption Performance Analysis (2019/20)
- Appendix C: LBBB Corporate Parenting Annual Report (2019/20)



Adopt London East Annual Report October 2019 to March 2020

Background information

The Department for Education (DfE) paper, Regionalising Adoption proposed the move to Regional Adoption Agencies [RAA] in order to:

- Speed up matching.
- Improve adopter recruitment and adoption support.
- Reduce costs.
- Improve the life chances of vulnerable children.

All Local Authorities must join a Regional Adoption Agency by April 2020. Feedback from Regional Adoption Agencies in operation for a year or more is positive. Adopters report on improved services and staff on improved job satisfaction. Ofsted reports on Local Authorities with adoption services delivered regionally have been universally positive.

The government continues to drive forward with the structural reform programme regarding regionalising adoption and all but a handful of authorities are either in a live Regional Adoption Agency (RAA) or in an RAA which will go live by October 2020. The government have noted the significant progress in cutting the time children wait to be placed with their adoptive parents and this is a positive outcome for children. However, both the number of registrations of interest and approved adopters nationally, regionally and locally within East London have fallen in recent years. An increase in expressions of interest has been sustained since the service went live last October and we anticipate this will increase the number of adopters approved in 2020/21

The adoption functions of Tower Hamlets, Newham and Barking and Dagenham were delegated on the 1st October 2019 to the London Borough of Havering within terms drawn up in a detailed partnership agreement. Adopt London East (ALE) formally commenced operational activity on this date.

Adopt London East works in close collaboration with the 'Adopt London' adoption agencies who provide services for 23 Local Authorities in total. In this way we are able to develop a London wide profile, develop economies of scale and share best practice.

Outcomes

Adopt London East is committed to improving outcomes for children for whom the plan is adoption through:

- Increase in the percentage of children adopted from care
- Improved timescales for placing children with adoptive families
- Fewer adoption placement disruptions
- More children placed in an early permanence placement

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- Reduction in the number of children for whom the permanence plan has changed from adoption
- Improved timescales for adopter assessments
- Higher conversion rate from enquiry to approval
- Fewer prospective adopter approvals rescinded
- More timely matching of approved adopters

Scope of service

Adopt London East has responsibility for all adoption led services:

- Recruitment and assessment of adopters.
- Family finding and matching
- Adoption support.

Responsibility for the child remains with the Local Authority. The Local Authority will therefore remain responsible for the child's progress through the court system and for final decisions in respect of care and adoption planning.

Adopt London East has a responsibility for support to Local Authority social workers including dissemination of information on regulation and best practice

Design Principles

The Board agreed the following design principles

- Local delivery - Responsive to the needs of the community
- Close relationships with children's social workers
- Economies of scale
- Cross local authority working
- Innovation and service improvement
- Evolving service design – one size may not fit all
- Provide value for money
- Service informed through the voice of adoptive families

Adopter Voice

Adopters in East London contribute to service development through an Adopter Advisory Board, chaired by an adopter and supported by Adoption UK. Key themes from the work to date include the importance of:

- A supportive social worker at all stages of the process
- Continuity of service delivery both pre and post adoption
- Early intervention and support from a known person
- Peer networks and safe places for adopters and adopted children to meet
- Support with family contact

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- Schools informed about attachment and use their pupil premium well.
- Responsive and understanding health services
- All services working together well. A 'one stop shop' for service delivery

Service development post go-live

Governance

All service functions and relationships are detailed within the partnership agreement. The agreement includes:

- Governance
- Finances and Budget setting
- Data sharing agreement
- Dispute resolution
- Termination of agreement

The ALE Partnership board has met on 2 occasions since go-live. A planned meeting in early April was cancelled in the immediate aftermath of the Covid 19 lockdown. A Covid specific meeting of Service leads was held in order to ensure best use of delegated funds.

The Executive Board comprises of ADCS or their representatives with delegation of authority. These members have responsibility for all partnership decisions. A wider board membership considers operational developments and includes representatives from partner agencies as well as the chair of our adopter advisory board.

Service delivery

The central Head Office is in Havering but staff also have a local base in each Local Authority. In this way we aim to ensure that the existing close working and supportive relationships with children's social work staff and partner agencies remain absolutely central to our practice. All adoption records are being transferred to the new Havering Liquidlogic system. We also have agreements in place that locally based adoption staff will continue to be able to access LA systems. The practicalities of access have proven challenging but work is underway to resolve this.

Although services are delivered locally, we will also be able to work together to develop a more responsive service. This will help us to recruit more adopters, to meet our children's identified needs and to provide better support through a core offer delivered by the adoption support workers in partnership with local agencies.

Panel functions are currently retained in each Local Authority. One central ALE panel will be developed in phase 2 of go-live, we expect to be able to operate in-house panels by the end of May 2020. This panel will meet in a number of locations and will have a large central list but one chair. The panel will meet approximately every 2 weeks in order to support timeliness. The panel will make recommendations in respect of both adopter approval and child matches. Decisions in respect of child matches will continue to be made by the Agency Decision Maker in the LA with responsibility for the child.

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Staffing

All staff who primarily worked in adoption within the four constituent Local Authorities TUPE transferred to Havering on 1st October 2019. The interim HOS remained in position. She has subsequently been offered and accepted a permanent contract. Only one team manager transferred. The three other team manager positions were filled by through promotion of skilled and experienced adoption social workers from within the service. This left a number of vacancies within the service. Currently one social worker position in adoption support is unfilled and a total of five agency workers cover vacant posts. Three have accepted permanent positions and the remaining two have expressed an interest in doing so.

Work has been undertaken with the senior leadership team, the management team and with all staff to establish the vision and values of Adopt London East.

Ongoing development work continues with all staff regarding the importance of relationships as we build the Adopt London East profile within all Local Authorities, working in a culture of high support and high challenge.

Working across East London with some staff working from local bases has assisted us to maintain positive links and close working relationships with social workers in Local Authority children's services. There has been a need for staff to come together for meetings to develop practice and to ensure that there is good communication between local authorities and the different parts of the service to provide a joined up approach.

Staff still meet in teams and as a service at least on day per week. This has supported service development and has resulted in a strong staff identity as Adopt London East workers.

Business and Service support

Adopt London East has three Business Support Officers (BSO's) who provide a dedicated service. The BSO's are line managed within Havering Business support teams.

ICT and systems development

All staff have use of a Havering supplied laptop and mobile phone. Laptops have Skype connectivity and mobile headsets.

Social work staff also need access to constituent Local Authority ICT systems in order to access information for the purposes of family finding and adoption support. This has proven to be challenging. Interim arrangements are in place in all LA's and more permanent solutions are in development.

The migration of casework data onto Liquid Logic (LL) was hampered by challenges in system development. Development work was complicated by an incomplete transfer from the development team to the permanent LL support team. Recruitment and Assessment files are completed and uploaded. Family finding files are in progress of uploading. Adoption support files will be uploaded as soon as the final development work in LL is completed. All files not on LL are stored in a secure drive. The process of uploading and checking files has been challenging for all and has placed additional demands on the team.

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Service accessibility

Adopters, prospective adopters, birth families and professionals may access the service through the Adopt London website, by email or by telephone. The duty telephone is staffed by Business Support Officers (BSO's) between 9 and 5 each weekday. The BSO's have been trained in telephone response. Each team operates a duty response system and calls forwarded from BSO's are answered quickly. A nationwide RAA mystery shopping exercise commented positively on the response.

Adoption Panel

Adoption panels initially remained in Local Authority due to challenges in recruitment processes. This also allowed other aspects of the service to bed in prior to go-live of panels. Adopt London East panels will be operational from 27th May. All panel members will also attend webinar training prior to panel. This will include an overview of Adopt London East, updates on regulation and best practice and a welcome from the panel chairs.

Two panels will operate with a central list of panel members. Two highly experienced panel chairs have been recruited together with a central list of panel members. Panel member expertise includes adoption experienced social workers, adopters, care leavers and professionals from a range of backgrounds. Two panels will operate per month. Initial panels will be held virtually using Skype technology. Panel papers will be sent securely through egress.

Medical advisors will provide advice to panel on their own children either in writing or directly to panel in person or via Skype.

Legal advice will be provided by the Havering legal team.

Partnership work

The Head of Service and Adoption team manager meet on a quarterly basis with the Virtual School Post LAC group. Adopt London East funded a highly successful Cornerstone led virtual reality session for virtual schools and designated teaches on attachment disorder in children.

The Head of Service attended a CCG led meeting of Designated Doctors, LAC nursing leads and clinical commissioners aimed at improving medical advice for panel. This has resulted in a clearer service offer though challenges remain. The ALE region is not coterminous with the CCG regions and therefore must liaise with both NELFT and WELL in order to achieve improvements

We have commissioned Cornerstone, an adopter led organisation to provide a specialist virtual reality tool to assist in one to one support and training for our adopters.

We have also commissioned PAC-UK to provide a helpline and one to one counselling. This service is also available to birth families.

All Intercountry adoption assessments are undertaken by 'Inter Country Adoption'. This commissioned service provides specific expertise and value for money in provision of a highly complex area of adoption work

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Partnership work with Adoption UK aims at assisting ALE to develop an adopter advisory board. Progress is slow but a board chair has been appointed and a number of adopters have engaged in consultation processes. We also work closely with We are Family, an adopter led support group providing support to families across London and New Family Social who support LGBTQ adopters

Adopt London HOS meet with the Voluntary sector stakeholder group on a quarterly basis. We also purchase bespoke therapeutic provision through use of the Adoption Support Fund. This work is commissioned from a range of registered adoption support providers.

Performance information

Comparator information

Publicly available comparator information is currently only available up to 2017/18. Regionalisation has changed the landscape of adoption since then and these figures are not relevant to the current climate.

In order to provide some comparison, the Adopt London RAA's worked together to provide some top line statistical information on adopter approvals and child matches.

Adopt London comparator data

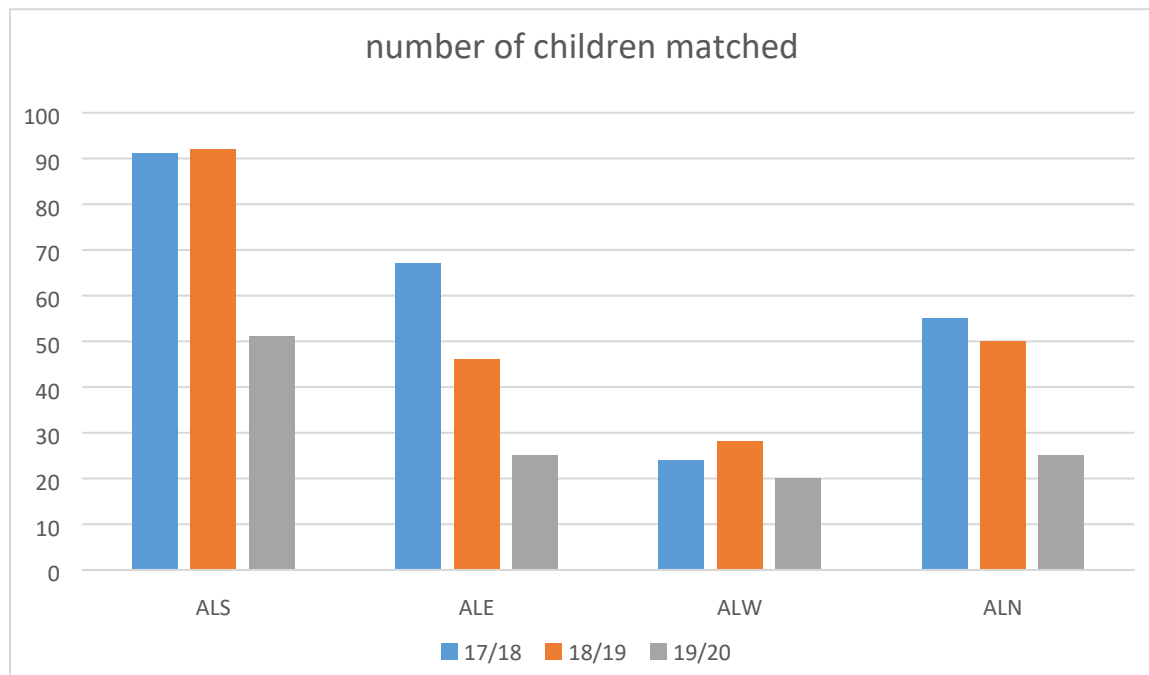
Current National comparator data is not available. The Adopt London RAA's have worked closely together to develop some top-line data to assist in pan London service analysis.

Please note: the Adopt London RAA's vary in size

- ALS provides a service for 9 Local Authorities
- ALN provides a service for 6 Local Authorities
- ALW provides a service for 4 Local Authorities
- ALE provides a service for 4 Local Authorities

Other factors affect demand for adoption services and supply of adopters across the four regions.

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The number of children matched has been chosen as an indicator of child focussed activity as this is the first indicator of likely adoption orders and provides an earlier overview of trend information in adoption activity.

As can be seen, the trend in adoption matches from year to year varies. Two of the RAA's saw a slight increase between 2017/18 and 2018/19 and two saw a decline. The decline was most significant in ALE. All Adopt London RAA's saw a sharp decline in matches in 2019/20.

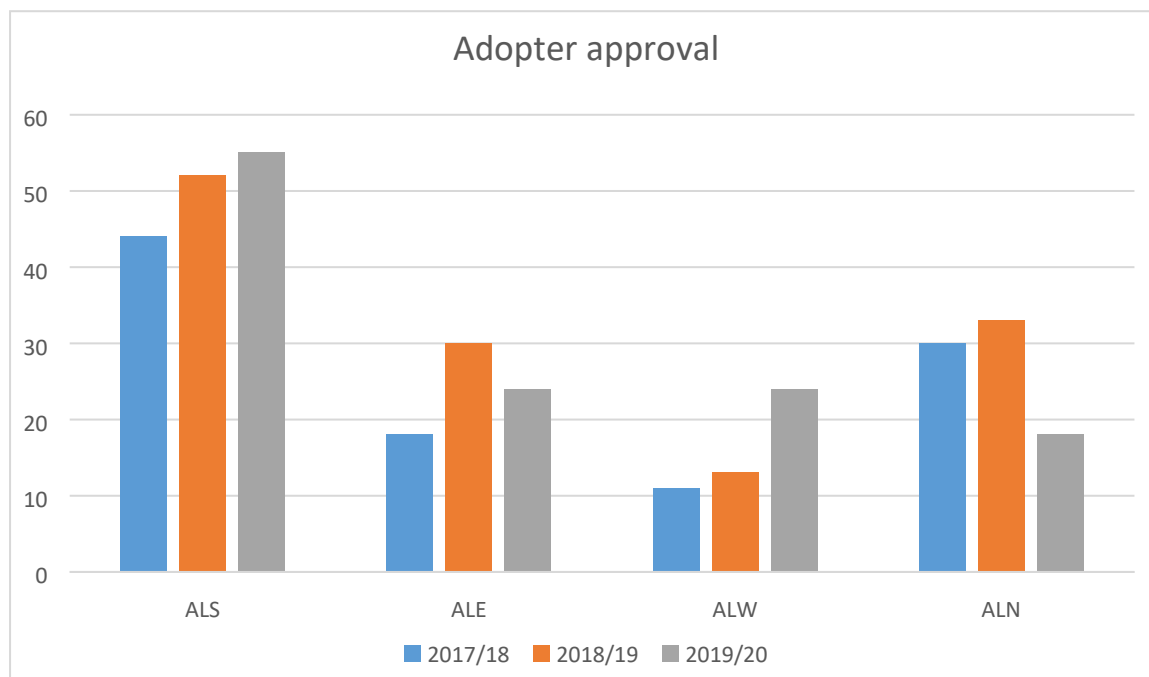
The decline between 18/19 and 19/20 was the smallest in ALW (28%) albeit from a lower initial baseline. All other RAA's saw a decline of between 50% (ALN) and 44% (ALS) with ALE declining at 46%.

There are a number of factors involved in the decline in matches in 2019/20:

- All regions noted a downturn in activity in Q1 and 2 prior to go-live due in some cases to vacancies created by social workers who did not wish to transition leaving adoption services.
- Transition of large amounts of case information was time consuming
- New working arrangements take time to embed.
- A background rate of declining numbers of adoption orders
- Evaluation of all RAA's post go-live shows a consistent downturn in activity over the first 12 months with an upturn thereafter.

Although not in the scope of this report, matches in ALE show a marked improvement in Q1 of 2020/21

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Adopter approval trends vary across all RAA's. In all RAA's approval numbers increased from 2017/18 to 2018/19. ALS and ALW show a consistently improving figure in ALN, adopter approvals fell markedly in 2019/20 and in the Local Authorities who combined to form ALE approval numbers fell from 2018/19 figures but improved on 2017/18.

There are a number of factors involved in the decline in adopter approvals in 2019/20

- Activity in prospective adopter engagement declined in the 6 months prior to go-live. This led to fewer prospective adopters in the system with marked decline in early enquiries and stage 1 assessments
- There were 50% vacancies in the recruitment and assessment team on go-live
- 24 approved adopters were transferred awaiting a placement. This has led to successes in placing more children in-house but building relationships and matching adopters is time consuming. Some approved adopters may need to be counselled out
- Previously preparation groups were outsourced. This affected both the quality of the assessment and relationship with the adopters. The team developed an in-house preparation group and work book.
- Evaluation of RAA's nationally shows a pattern of initial decline in number of adopter approvals in year one with improvements thereafter

Although not within the scope of this report: the number of prospective adopters in assessment has continued to rise in Q1 of 2020/21

Analysis of Adopt London East: the approach

The performance information and analysis will consider three outcomes in detail:

- Outstanding adopters meet the needs of our children

APPENDIX A



- Timely matching of children with outstanding adopters
- Adoptive families are happy and achieve the best outcomes

Each outcome area includes an analysis of practice and an outline of the service plan

Outstanding adopters meet the needs of our children

Six adoptive families were approved in Q3 and 4 of 2019/20.

The downturn in approvals in Q 1 and 2 was most evident in enquiries and early stages of approval. The adopter approval process takes 6 months and it is therefore not surprising that this curve has been slow to turn.

Recruitment and assessment staff had to get to know adopters waiting for placement and provide an initial focus on placement of children with adopters waiting. Some had been waiting for over 2 years.

Staff also had to develop new preparation groups and adopter workbooks.

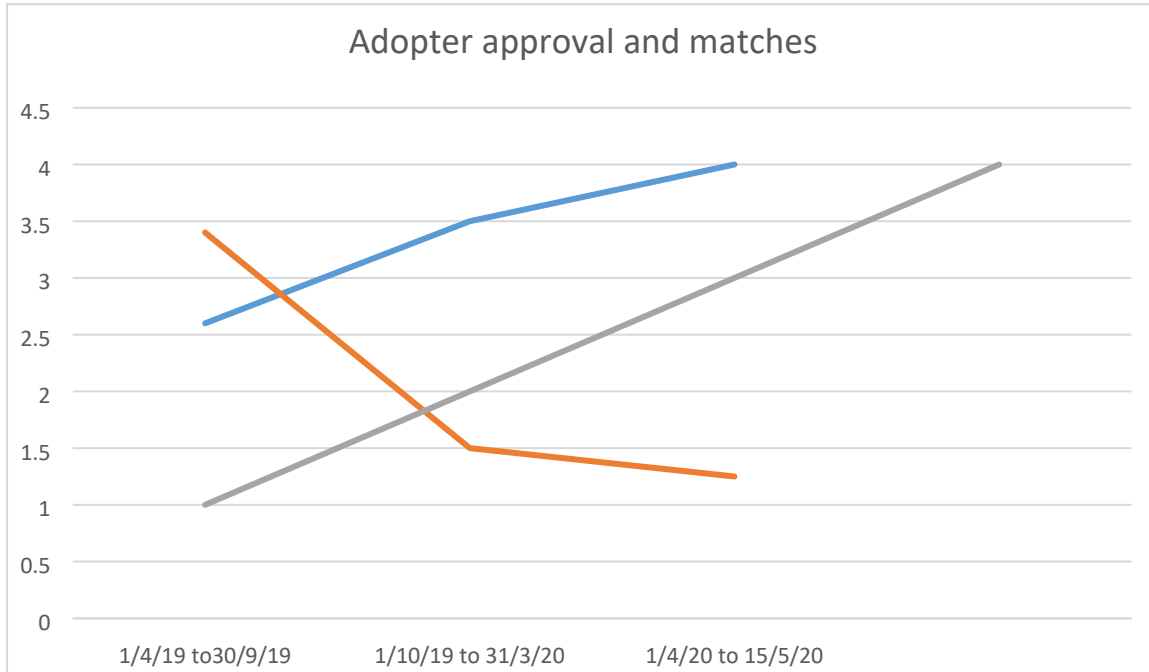
Challenges were exacerbated by staffing issues. Two managers were recruited from within the recruitment team and we have struggled to recruit to these posts. Agency staff have not proven to provide an effective resource.

A strong performance management process has been developed and we are confident the curve will begin to turn.

The chart below shows a steady increase in the average number of children matched to in-house adopters per month. This includes both ALE children and children from other Local Authorities. At the end of Q2; 24 adopters were awaiting placement. This has reduced to 19.

We are actively working with all adopters waiting.

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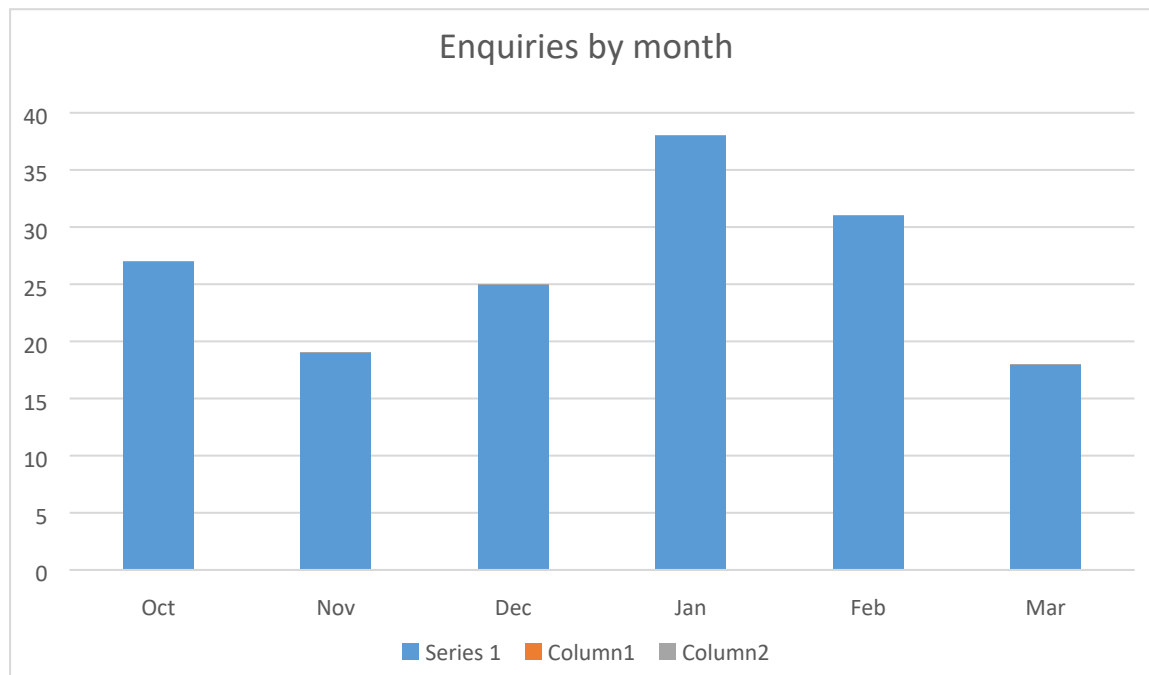


Adopter Approval Matches to approved adopters

Enquiries

Enquiries initially peaked in October following the launch then steadily climbed to January and February. The apparent small dip in February may be explained by the shorter month. All RAA's noted an initial dip in enquiries in the run up to lockdown and in the first few weeks of lockdown. Although not directly in the scope of this report, enquiries have begun to recover in April and May

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Workload analysis

The workload analysis evidenced improved throughput of adopters in assessment and increasing volume of work

Stage	Jan 20	March 20	Comment
Enquiry	40	21	Timeliness improving
Stage 1	14	17	Slight increase in throughput
Stage 2	5	9	Continued increase
Approved and awaiting placement	24	19	Reduction in numbers through active family finding
Child placed pre - order	19	18	
Adopter awaiting match	24	19	Reduction in waiting times – further review will be undertaken

Prospective adopter characteristics

The following charts consider characteristics of all applicants to identify which community groups we are reaching

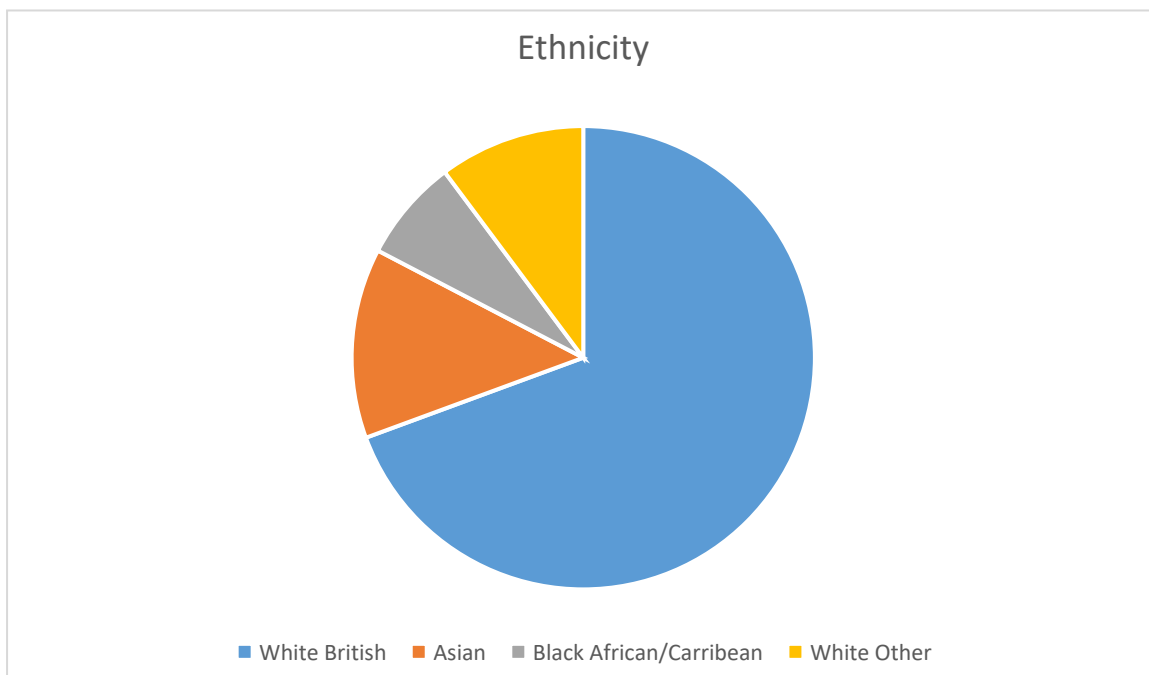
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Ethnicity

The vast majority of applicants are White British. A targeted community based campaign to recruit Black African and Caribbean adopters was due to be launched in March but has been delayed until September following the Covid lockdown.

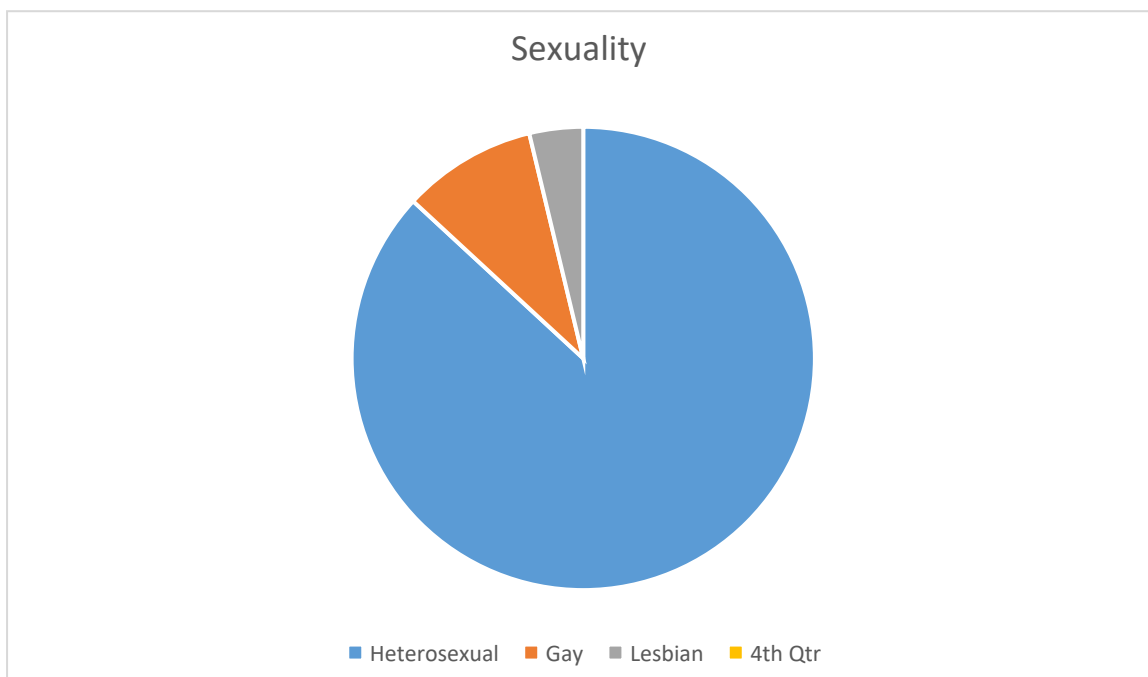
Although a only small number of adopters from Asian communities come forward there is no national shortage of adopters from these groups



Sexuality

The vast majority of prospective adopters are heterosexual. Slightly more gay men than Lesbian women have applied to adopt. This may indicate an untapped resource. A specialist recruitment event attracted more gay and lesbian couples and further partnership work with New Family Social will be undertaken

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Service plan

Development area	Action	Comment	Progress
Staffing	Recruitment of agency workers Recruitment of permanent workers Recruitment of Independent SW's to undertake additional assessments	Challenge of recruitment to 2 vacant posts	Agency workers recruited – high turnover In advert 3 ISW's recruited
Information evening	Develop positive presentation Recruit adopters to speak	Positive feedback from adopters 1 key speaker others to be recruited	Completed Transferred to web based
Prospective adopter Preparation	Develop preparation group	Developed and delivered by Jan 2020 Positive feedback	Completed now being reviewed for web based delivery
Statutory checks	Develop system and tightly monitor returns	Developed Robust monitoring required	Completed

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		Further work with CCG re influence on GP's required	
Assessments	Develop QA process for assessments	All assessments QA'd Mid-point progress review to be implemented	Completed – to review
Performance management	Develop timescales and monitoring tool		Completed Compliance monitored

Timely matching of children with outstanding adopters

Local Authorities were given permission to delay Q4 ASGLB reports figures following the Covid lockdown. This has meant that timeliness figures cannot currently be accurately reported.

Progress in placement of children can be reported.

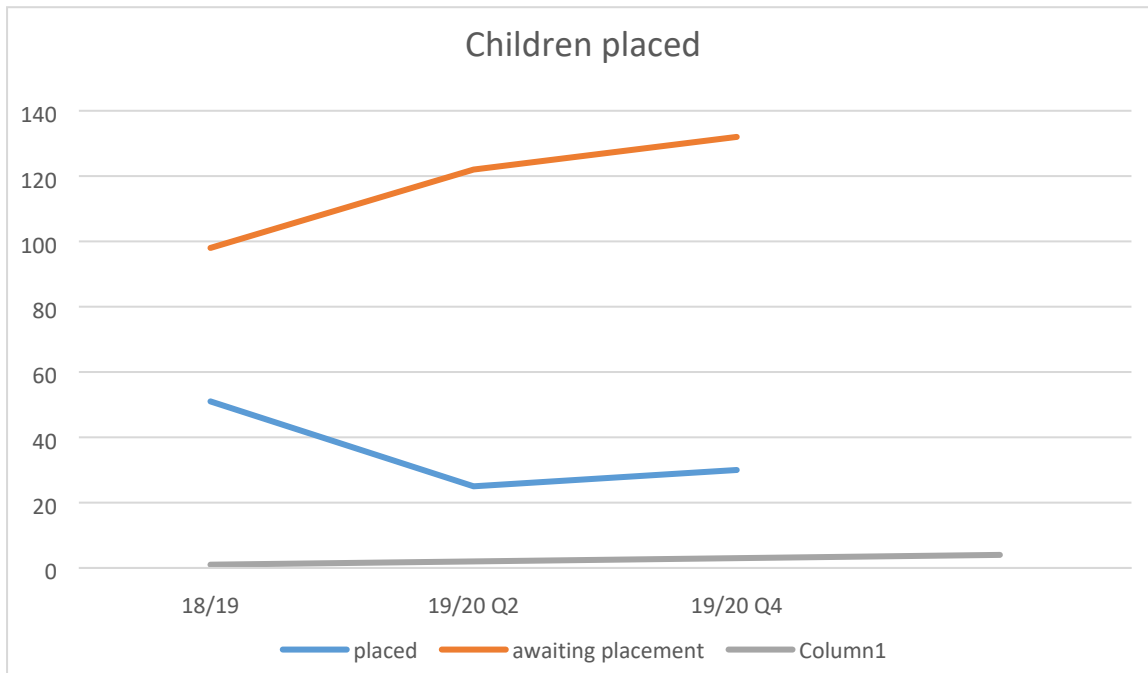
A substantial drop in placement numbers was evident in 2019/20 Q2 (figures have been rounded up to full year equivalent for comparison on the chart below) This was primarily due to a number of adoption staff choosing to leave the service prior to regionalisation.

Adoption staff in ALE had to work hard to collate case file information, work within regional systems and develop new relationships. Progress was therefore slow in the first few months after go-live. Despite this the final year end figure is higher than predicted from Q2 reports.

Despite the impact of Covid, the curve continues to move upwards

The Q2 figure in the chart below reflects the annual position should placements have continued at the same rate.

APPENDIX A



Adopt London East is currently working with 164 children at all stages in the family finding process. Demand is highest in Tower Hamlets with LBB and Newham also having substantial demand on services

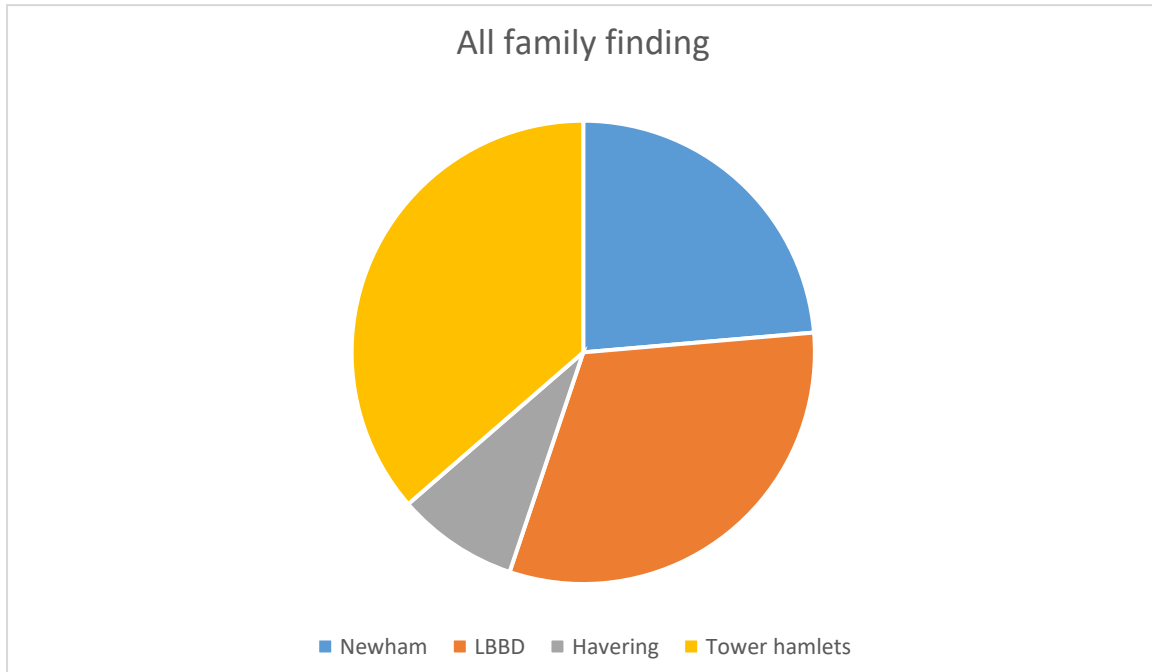
	Newham	LBB	Havering	Tower Hamlets
Unborn baby	2			7
Early monitor	10	1		2
Parallel planning	1	17	2	21
ADM	1	1		
Family finding	6	8	4	19
Progress to match	4	4		6
Matched placed	14	21	6	1

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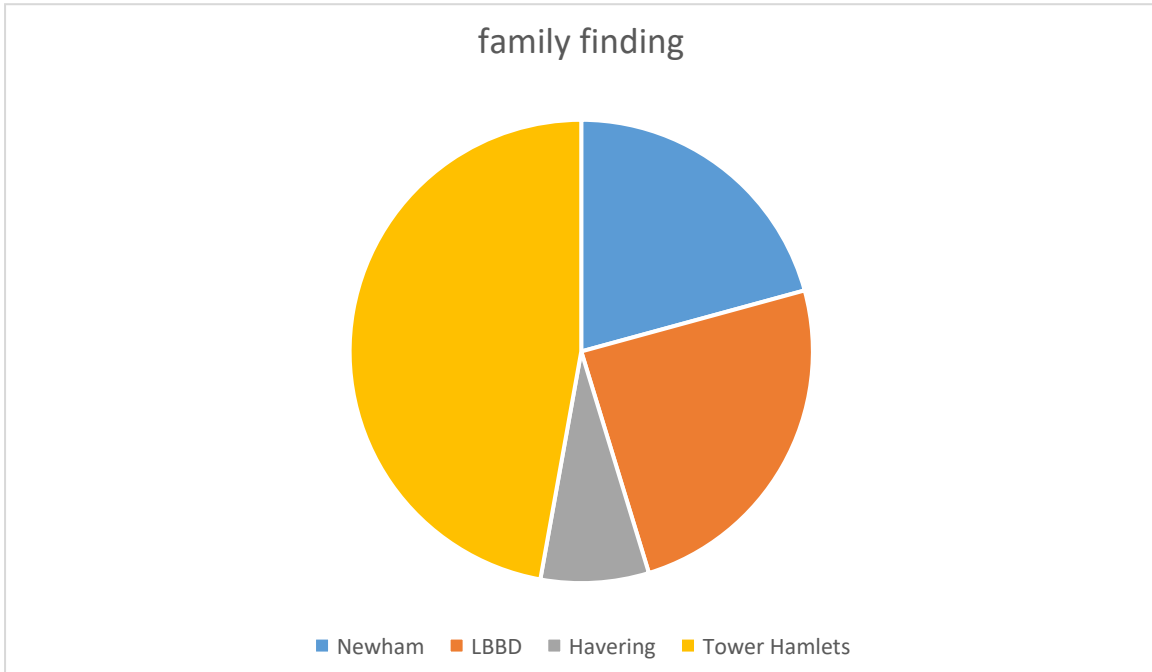


Adoption no longer the plan	1		2	4
Total	39	52	14	60

Demand is highest in Tower Hamlets with LBBB and Newham also having substantial demand on services



When the active phases of family finding are considered, demand is considerably higher in Tower Hamlets than elsewhere in the region

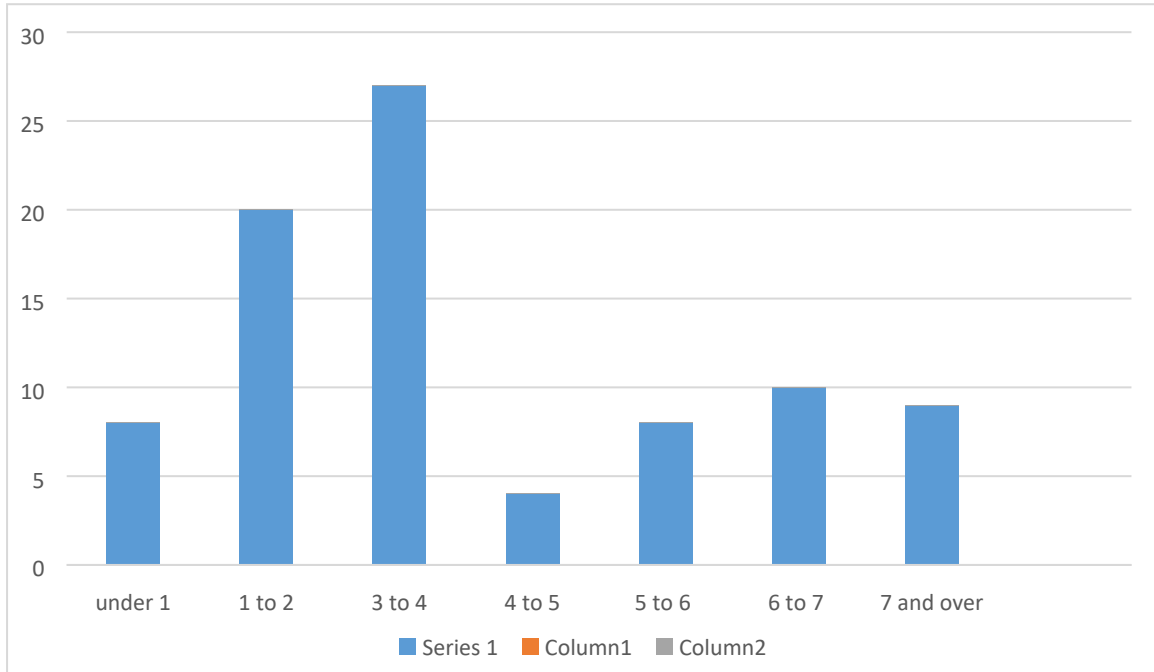


Age of children in active family finding

The age of children in active family finding was considered at this more accurately reflects the age of children moving towards placement. The majority of children are aged between 1 and 4 with a substantial number of children up to age 9. Improvements in early assessment and early permanence should bring the age range down.

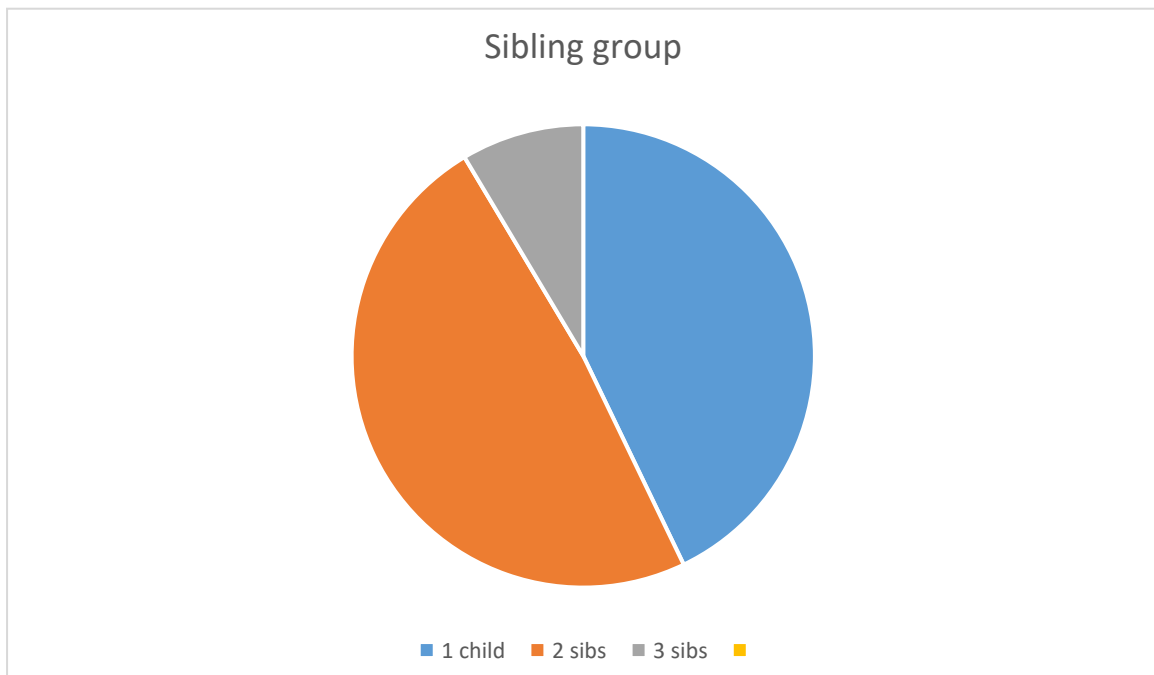
You have 2 collums for 3-4 below

APPENDIX A



Sibling group

30 children require solo placements; 34 require a placement with a sibling (in 17 family groups) and 6 require a place with 2 siblings (in 2 family groups of three)

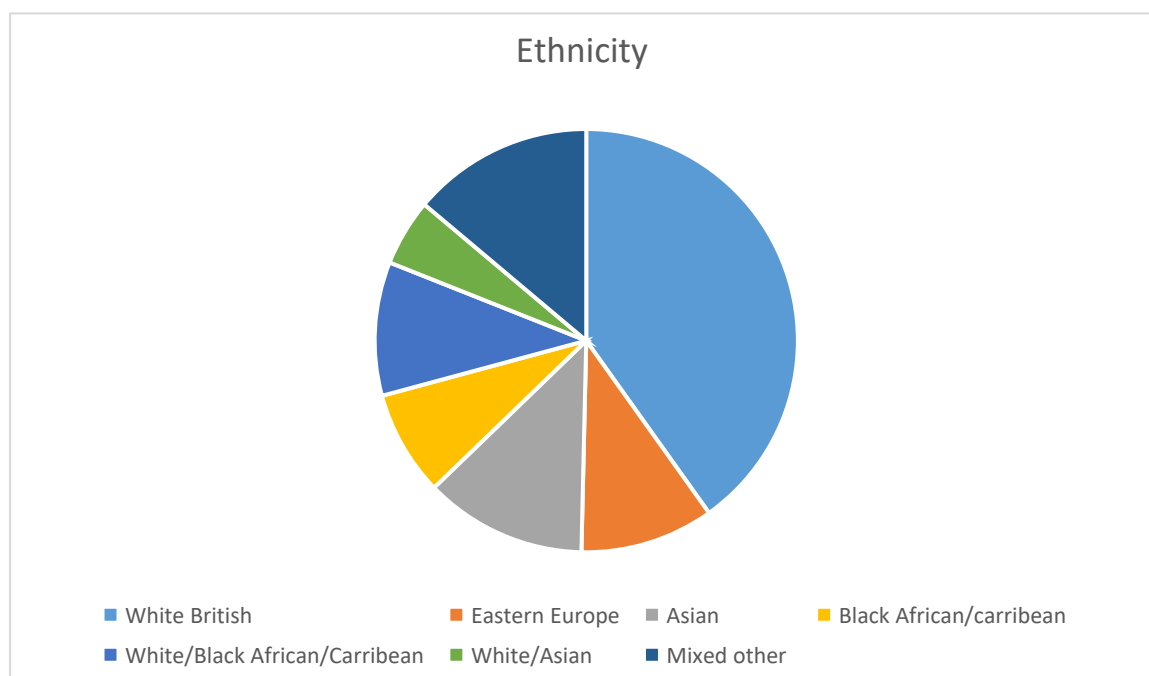


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Ethnicity

Detailed information on each child's family heritage. For the purposes of analysis I have conflated several groups. The largest single group remains White British children with smaller percentages from Black African/Caribbean and Asian populations. An increasing percentage is made up of Eastern European groups. Our diverse population is reflected in a large number of children with parents with differing ethnicity.



Service Plan

Development area	Action	Comment	Progress
Staffing	Full staffing. Back fill for long term sick leave Staffing insufficient to meet demand	One staff member off sick to end March	Full staff in place On-going review of workload
LA relationships	Locally based staff		Staff in place

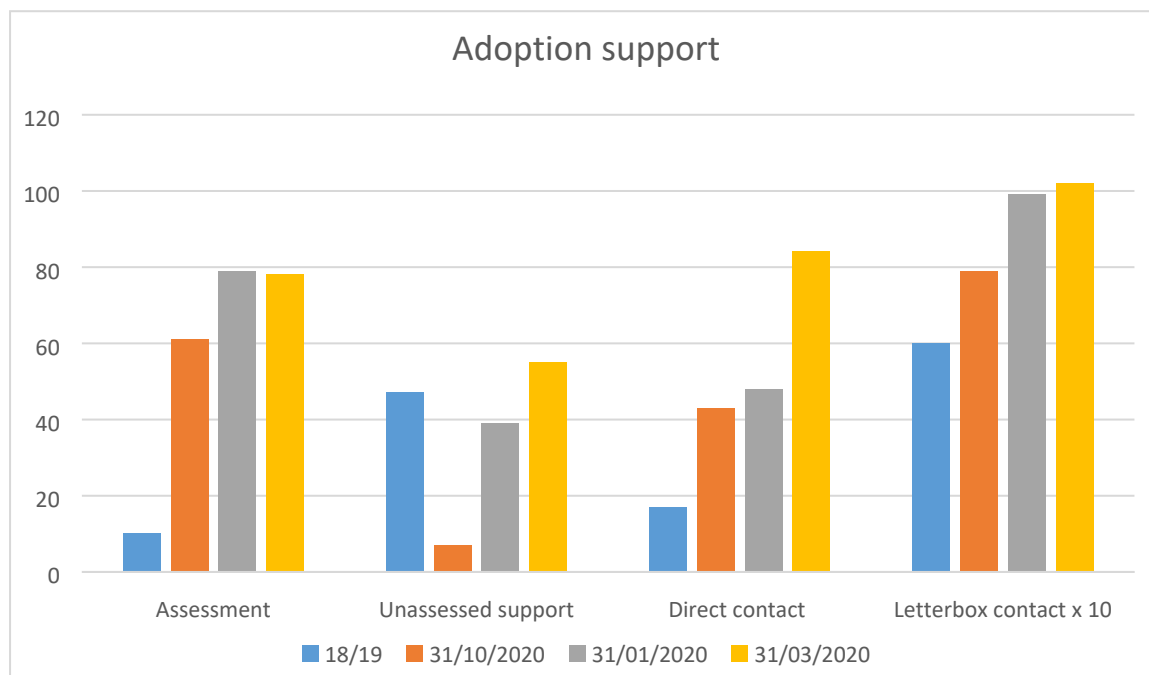
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	<p>Agree strategic and operational leads in all LA's</p> <p>Develop positive working relationships</p>		
Access to LA records	Identify solutions to access LA records on read only basis to ensure information flow is seamless	<p>This has proven difficult</p> <p>Further work ongoing</p>	Access in place in 2 LA's and partial access in one other
Protocols	Protocols developed and shared with LA services	High staff turnover – to review and re-issue	Completed – under continuous review
Relinquished babies and Early permanence	AP to take lead role in development and delivery		
Tracker	<p>Develop effective tracker</p> <p>ASGLB compliant</p>	System glitches	Completed – to separate into 4 trackers due to local need and system glitches

Adoptive families are supported to achieve happiness and the best outcomes

APPENDIX A



All 2018/19 figures were based on self reporting by each Local Authority. Adoption support was typically provided by one worker, services were responsive but often not subject to formal assessment. Numbers of adopters requiring adoption assessment were higher than initially reported and increased in the first three months following go-live.

Numbers in assessment have stabilised but the majority of cases in unassessed support require assessment and are receiving interim support whilst awaiting allocation for assessment.

Numbers in direct contact were higher than reported prior to go live and have continued to increase. This is partially due to increasing numbers of adoptions including direct support and primarily due to some cases not being passed over to ALE on go-live.

Numbers in letterbox contact are 40% higher than previously estimated and continue to increase slowly.

	Tower Hamlets		Havering		Newham		LBBB	
	Jan 20	Mar 20	Jan 20	Mar 20	Jan 20	Mar 20	Jan 20	Mar 20
Assessment	23	32	18	20	19	19	7	7
Unassessed support	0	11	17	19	0	8	5	15
Direct contact	15	22	0	1	21	28	22	33
Total	38	66	35	40	40	55	34	55

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The total number of adoption support cases has increased by 32% in three months. Numbers of families in assessed work has increased by 14% however a number are being provided with interim support awaiting allocation.

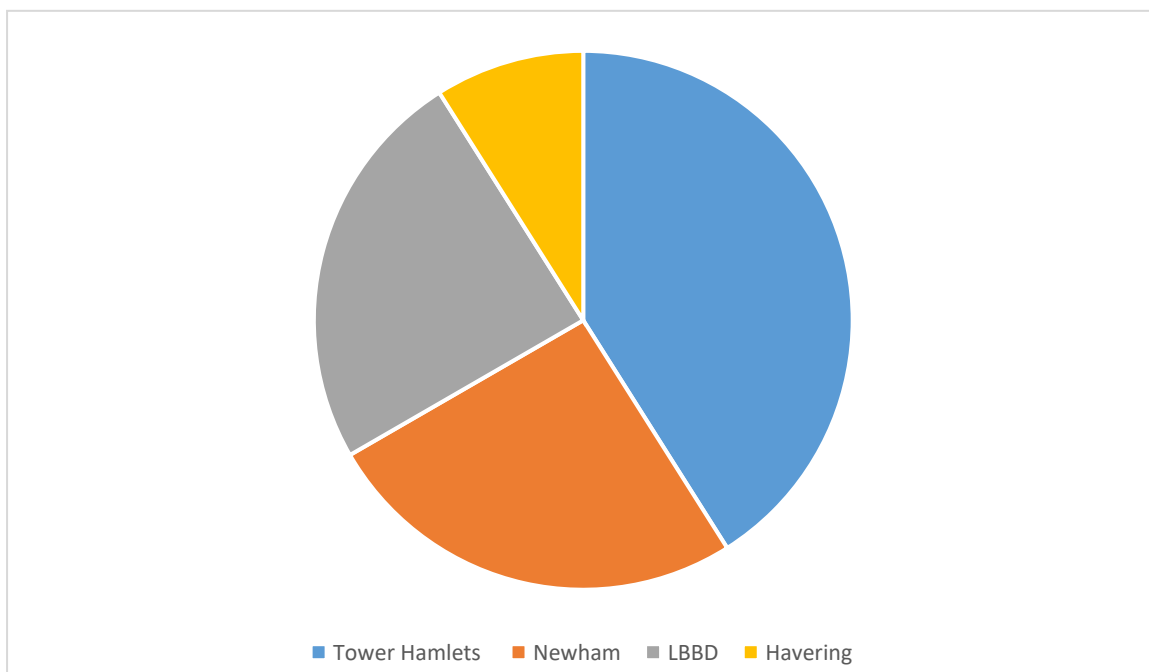
Numbers of adoption support cases vary greatly between Local Authorities. The service will work towards consistency of offer and it is likely that this will show larger increases in those Local Authorities with a smaller local offer.

Not all Adopters living in a Local Authority area will have been approved by the Local Authority or have children placed from the Local Authority in which they live but most will have been eligible for services from the Local Authority in which they reside.

Number of cases in assessment

LBBB have a history of placing children in-house and of provision of direct therapeutic support. Many complex cases did not transfer at the point of go-live and continued to receive services from LBBB. Cases will close or transfer at an appropriate point and referrals from LBBB will increase as a result.

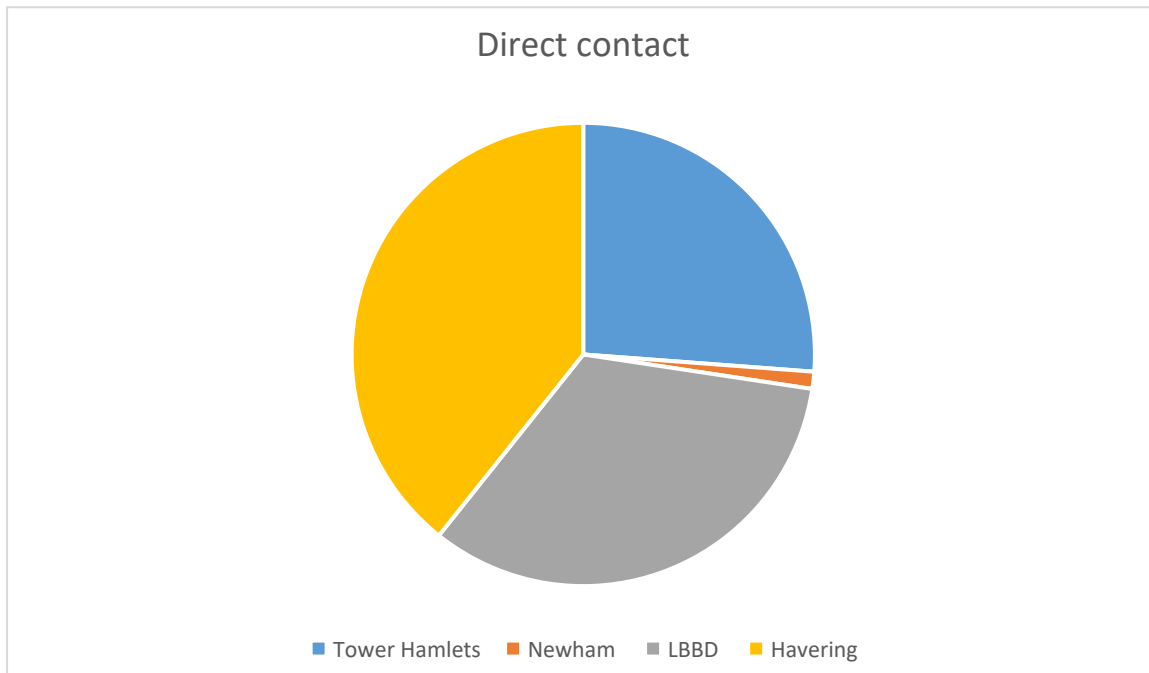
Tower Hamlets has the most adopters in assessment with Havering and Newham having roughly similar numbers. A larger number of adopters in Havering are awaiting assessment and numbers will increase in this area



Number of cases with direct contact

Supported direct contact is relatively high in all Local Authorities except Havering. It is likely that promotion of direct contact will increase this area of work in Havering

APPENDIX A



Service plan

Development area	Action	Comment	Progress
Staffing	Recruit to vacant post	Advanced practitioner appointed to panel advisor post Unsuccessful in appointing agency worker	Advert out
ASF	Register agency	Required for applications	Complete
Adopter led support	Liaise with existing peer support networks	All networks visited – most in havering	Complete
	Work with Adoption UK on adopter advisory board	Formal consultation with adopters with representation on board	Chair appointed, small membership, first report and consultation
Develop core offer	80% direct work to be assessed	Develop structure for planned interventions	Some delay in assessments due to staffing challenges

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	Improve early offer to all adopters	Some commissioned services offer direct access Improved working with peer support networks	
Develop core adopted adult/birth family offer	Develop protocol for clarity of role Develop effective commissioned offer	This aspect of work has been delayed due to pressure on the adoption support offer Birth family support undertaken wherever possible	
Improve partnership offer	Develop effective working relationships with key partners Undertake joint delivery/programmes where appropriate	Challenge with health services due to differing CCG's	Termly joint meetings with virtual schools Training for LAC leads with Cornerstone
Review commissioned services	Review and develop effective commissioning strategy	Pan London approach wherever possible commencing with Adopted adult and birth family services	Y1 services re-commissioned as previous year. Review ongoing

Adopter consultation

Adoption UK were commissioned in order to work with us to develop engagement with our adopters.

The model used was to recruit an advisory board chair and a number of advisory board members who would constitute our advisory board and develop adopter activities as part of an engagement programme.

There is not a strong history of adopter engagement in service development in East London and progress has been slow. We are now working with We Are Family (WAF) a London wide peer support group to further develop our partnership and engagement strategy.

Two adopter events were held immediately before service go-live to engage with our adopters and seek their views on service provision.

These events were supported by Matt Simpson, the chair of our developing adopter advisory board. Matt produced a report summarised below:

APPENDIX A



Outside of education, post-adoption support was clearly the most pressing subject for the group of existing adopters. The general consensus was that access to far greater support was required and that adopters felt they were largely left to cope with many challenges of bringing up adopted children largely alone. This applied both to those who've adopted relatively recently but also to those 5+ years in.

One adopter said: "The most vital thing that all adopters want & need is a friendly, nice, kind warm voice at the end of the line. Someone supportive and non-judgmental who will talk them through whatever issues they are having. This is sadly lacking."

The conversation around support predominately focused on attachment, and the needs of adopters who are parenting children with attachment challenges. That support could relate to better training in the pre-adoption phase, access to counselling or other related support post-adoption and better access to a range of information and guidance. There was the view that the post-adoption support plans needed to be much more detailed.

A couple of adopters also spoke of valuing more support and practical guidance around contact: particularly in cases where contact is more complex (e.g. a number of birth siblings). Again, a feeling that adopters were largely left to their own devices in scenarios that are often complex.

There were also some voices of concern around life stories: examples of where adopters had been left for long periods without receiving the documents from the authorities, and even when they did materialise they were not fit for purpose. My personal experience here was exactly that: long delays and then ultimately a life story that had been mostly copy-and-pasted from the CPR and was entirely unsuitable for children.

Lack of formalised peer-to-peer support was also raised as an issue. In a number of cases, adopters had built their own support groups – e.g. coffee mornings for adopters – and expressed how important they were in terms of emotional and practical support. But that wasn't universal and there were adopters who didn't yet have the benefit of such groups. Better information and communication about where these and other organic peer-to-peer groups already exist would be of value, as would any opportunities to broaden the reach and number of peer-to-peer support groups with support from the RAA.

Prospective adopters pointed to the value of engaging with existing adopters so, again, any opportunities to broaden the scope of peer support during the approval and matching process would be valued.'

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Matt also produced a series of recommendations for improvement work. All recommendations have informed our work in partnership



1 Facilitation and support of peer-to-peer support groups

It's clear that the peer-to-peer support groups (e.g. coffee mornings) that spring up organically are of great value to adopters. But not everyone is aware of or has access to such groups. The RAA could address this through a mapping exercise of existing groups and – with permission from the organisers – could then pro-actively promote these to adopters (e.g. through a dedicated page on the RAA website, links in newsletters, communication at training and events.)

Moreover, the groups themselves could be more pro-actively supported by the RAA – e.g. by delivering information about new services, developments in policy etc directly to the group organisers to disseminate through their networks. Could there also be an opportunity for groups to apply for small amounts of funding to put on their own events? Perhaps someone within the RAA could be assigned responsibility for the facilitation and support of peer-to-peer support groups so there is a “go-to” person for group organisers?

2 Life story quality, delivery and guidance

As detailed above there appeared to be frustration around the quality of life stories and the (lack of) speed at which they're delivered to adopters. Should there be an agreed deadline for these post-placement and the targets measured? In terms of the quality, while of course all life stories are different there should be enough similarities in the appropriate format / style / structure to have a consistent template that social workers can adapt as appropriate. I suspect this does already exist, but feedback from adopters suggest it isn't being applied consistently (recognising of course that often the life stories for East London adopters will be coming from other RAAs.)

Similarly, there are enough common themes (e.g. drug dependency, domestic violence, alcoholism, neglect) to create better guidelines for both social workers and adopters as to how to relate these in age-appropriate language. Could, for example, “best-in-class” life stories from adopters be anonymised and shared with new adopters?

3 Pro-active communication

There are some quick wins here. Adopters would value a simple email acknowledgement that documents or information has been received. They would value more pro-active communication, especially in the approval process, rather than feeling they have to chase for information. Could there be a process whereby social workers are encouraged to send an update every, say, fortnight to reassure prospective adopters things are moving forward? (And something similar for adopters in their first six months of placement?) Can there also be further focus on ensuring that all correspondence is logged and filed?

4 Consolidation of information and advice

As detailed above, there's no doubt there is more support, information and advice out there than perhaps most adopters realise. Awareness is an issue. Another quick win – particularly with the formation of the RAA – would be to consolidate all of this information into a central web portal accessible to adopters and heavily and repeatedly promoted. This should become the first port of call for adopters in the region whenever they're searching for information. It can contain links to training, advice, counselling, social networks, resources, support services, events, peer-to-peer groups and – in particular – information regarding the education of adopted children. Could one person in the RAA be made responsible for ensuring this is always kept up to date?



5 Named key social worker

It is of course desirable that adopters keep the same social worker throughout the whole process. Could there be an additional focus on trying to ensure this? We acknowledge that that isn't always possible, but where it isn't could a process be implemented where whenever a social worker moves role or leaves the RAA, the adopters who fall under their remit are pro-actively contacted with the details of the social worker who'll take over responsibility for them? That should even apply when a social worker goes on holiday as that may coincide with a critical time during which an adopter requires support.

6 Attachment training

Could there be an even greater focus on attachment in the training for prospective adopters? In particular, could an experienced adopter lead a module specifically relating to their experiences of attachment issues and how they've dealt with them?

7 Post-adoption training

While we appreciate that this requires additional resource, there was a strong feeling that while the training in the approval process is valuable, the time when you perhaps most need guidance is in the early months after placement. Could a programme be put in place for post-adoption training for adopters in their first six months of placement?

Complaints and compliments

In the 6 months following operational go-live, the service has had one complaint regarding a late payment of an invoice for provision of a training course. The training course was delivered prior to go-live and the invoice initially sent to the lead LA in the ELPAC consortia in error. This was resolved at stage 2 through payment of this invoice and an apology.

The service has received numerous informal compliments and has logged numerous compliments from adopters, birth families and professionals.

Compliments include:

Adopters: thank you for all your support and help in creating our family

Parent: it was a relief to be able to discuss everything and not worry about judgement

Adult: I enjoyed meeting you today and was very happy with your sensitivity

Social Worker: I thank you for your support and continued good practice

APPENDIX A



LA Legal: Thank you v helpful, I have not received a service as good as this in 5 years.

Adopt London East Partnership Board Financial Outturn 2019/20

This provides the outturn expenditure and income for the financial year 2019/20.

Actual expenditure incurred in 2019/20 amounted to £897k of which the LBH contribution of £190,240 has been used to set budgets for the items of expenditure to be incurred for the ALE items below (excluding recharges). After offsetting DfE income carried-forward for 18/19 and partner contributions totalling £671k, this has resulting in an overspend position on the ALE budget of £8.4k for 2019/20.

Expenditure

Category of Expenditure	Budget 2019/20	Actual Expenditure 2019/20	Variance 2019/20
ALE Costs funded via LA contributions	652,950	0	-652,950
Staffing Costs	129,540	370,187	+240,647
Agency Staffing	0	159,499	+159,499
Interim HOS	0	103,125	+103,125
Other Staff Costs	22,090	22,958	+868
Travel/Transport	0	3,955	+3,955
Office Expenses	4,770	7,363	+2,593
Premises Related Costs	0	5,818	+5,818
Commissioned Services	26,060	190,200	+164,140
Communication/Publicity/Market Engagement	7,780	3,949	-3,831
Internal Recharges	27,157	29,861	+2,704
Total Expenditure	870,347	896,915	+26,568

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Income

Category of Income	Budget 2019/20	Actual Income 2019/20	Variance 2019/20
DFE Income carried-forward from 18/19	0	-18,125	-18,125
LA Contributions:			
LB Barking & Dagenham		-235,597	
LB Newham	-652,950	-243,795	-1
LB Tower Hamlets		-173,557	
Total Income	-652,950	-671,074	-18,126

** Note LB Havering contribution £190,240 has been included as a budget in kind contribution in the expenditure figures*

Net Expenditure 2019/20

	Budget 2019/20	Actual Income 2019/20	Variance 2019/20
Net Expenditure	217,397	225,841	+8,442

Appendix B: London Borough of Barking and Dagenham adoption performance analysis

- 1.1 The attached performance analysis has been prepared by Adopt London East following a review of information provided to the Adoption and Special Guardianship Leadership Board (ASGLB)

Numbers of children adopted

- 1.2 Adopt London East became operational on 1st October 2020. Q 1 and 2 are therefore preoperational go-live and Q 3 and 4 post go-live. Most Regional Adoption Agencies experienced a dip in performance both pre and post go live, Child placements in LBBB declined on the previous year in terms of numbers of placements.

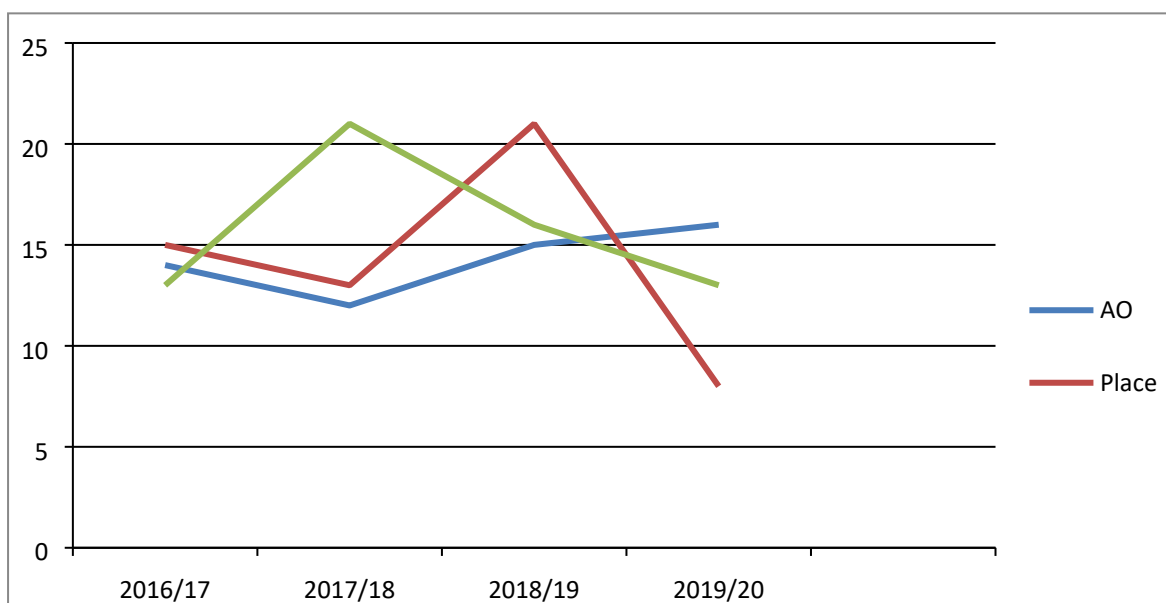
		2019/20 Q1	2019/20 Q2	2019/20 Q3	2019/20 Q4	Total 2019/20
Number of...	AOs	6	3	1	6	16
	Placements	2	2	0	4	8
	Matches	2	2	1	3	8
	POs	1	3	4	5	13
	Best interest decisions	10	3	2	6	21
	Foster for adoption Placements	0	0	0	0	0
	Changes of Plan	1	0	0	0	1

- 1.3 Adoption orders were granted on 17 children and a further 8 children were placed for adoption. The higher number of adoption orders reflects the higher number of placements made in 2018/19. The number of children placed was subject to a sharp decline due to several factors associated with change over to a regional arrangement including staffing issues and hand over of information. Forecasts indicate a rapid increase in the number of placements in Q 1 of 2020/21
- 1.4 The chart below shows trend information in respect of numbers of adoption orders, placements, and decisions that adoption is in the best interests of the child (BID).
- 1.5 In common with most Local Authorities the numbers of children in the adoption system are small and subject to a high level of fluctuation. The numbers of children about whom a best interest decision was made peaked in 2017/18 followed by a sharp increase in numbers placed in 2018/19 this would have been expected as a higher number of children had been identified as needing a placement. The numbers

with a BID decreased thereafter. The numbers placed decreased sharply in 2019/20 following the peak in 2018/19. A decrease in numbers would have been expected as the numbers with a BID and therefore requiring an adoptive placement decreased. The decrease in numbers placed was further exacerbated by a slow-down in adoption work, primarily because of staff leaving the service prior to regionalisation of adoption.

- 1.6 Although not contained within this review of 2019/20 adoption activity, the number of placements is predicted to rise considerably in 2020/21

Adoption Orders, Placements and Best Interest Decisions



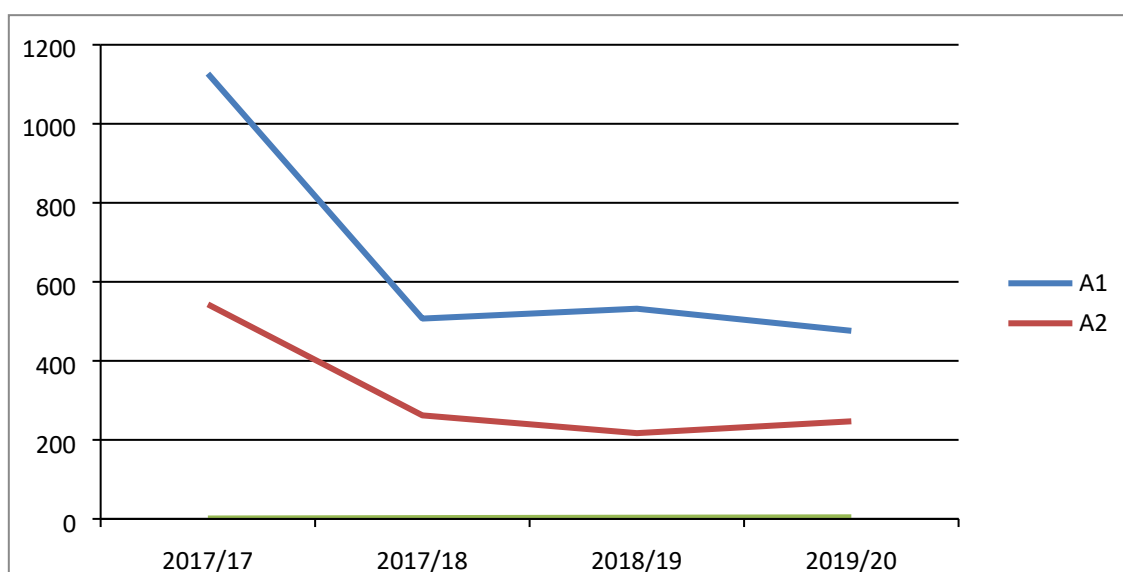
Timeliness of adoption

- 1.7 The average time between a child entering care and moving in with their adoptive family for children adopted decreased in the last 12 months from a three-year average of 504 days to 476 days. This remains above the nationally set target of 426 days but reflects improving practice.
- 1.8 Conversely the average time between the LA receiving court authority to place a child and deciding on a match to an adoptive family remained relatively stable with a three-year average of 241 days and 247 days over the last 12 months. This is also above the nationally set target of 121 days and does reflect to a certain extent the complex nature of some of the children placed in LBBB.
- 1.9 The percentage of children who wait less than 14 months between entering care and moving with their adoptive family has also decreased from a 40% three-year average to 20% in the last 12 months. This reflects the interim slow down.

Indicator	2017 – 2020	Last 12 months
A1: Average time between a child entering care and moving in with its adoptive family	504 days	476 days
A2: Average time between an LA receiving court authority to place a child and the LA deciding on a match to an adoptive family	241 days	247 days
A3: Children who wait less than 14 months between entering care and moving in with their adoptive family (number and %)	40 (51%)	20 (36%)

Breakdown of A1 and A2 indicators by year.

- 1.10 The scorecard indicator is calculated on a three-year rolling average. The annual breakdown below shows the volatility of timeliness in adoptive placements. One placement which takes a long time will have a considerable impact on the overall figure due to the small numbers of children placed.
- 1.11 Social work system efficiencies are shown most clearly in the A1 indicator: average time between a child entering care and moving in with its adoptive family. This shows considerable improvement between 2017/198 and 2018/19 which has been sustained since. Adoption system efficiencies are shown most clearly in the A2 indicator which plots the average time from receiving permission to place from the court and matching to an adoptive family, although placement times may also be affected disproportionately by a lengthy search for a harder to place child. There is some evidence for improved and sustained efficiencies in the A2 indicator.



Characteristics of children

- 1.12 16 children were adopted in the last 12 months. 17 have a placement order and are waiting to be adopted and of these 9 have been waiting for 18 months or over since becoming looked after.

- 1.13 The majority of children adopted (11 of 16) were aged under 5. This proportion is reasonably consistent with those waiting (13 of 17) and of those waiting the longest (9 of 11 children)
- 1.14 11 of 16 children adopted are female with the proportions reversed for those waiting (4 of 13) and those waiting the longest (3 of 8). Male children especially older male children are harder to place than female.
- 1.15 The proportion of children who are classed as BME shows some variance. A quarter of children adopted and of children waiting are classed as BME but a third of children who wait the longest are BME. Children from BME backgrounds typically wait longer, although LBBB has more BME children waiting for longer overall performance is good in this respect. Only one adopted child is categorised as disabled. 2 disabled children await a placement, and both have been waiting over 18 months. 5 children have been adopted as part of a sibling group, 8 are waiting in 4 sibling groups of 2, of these 4 children in 2 sibling groups have been waiting for over 18 months. All sibling groups are white British and have no child identified with a disability.
- 1.16 Harder to place children include children over 5, of BME heritage, disabled and requiring adoption in a sibling group. The vast majority of LBBB's children are defined as harder to place. As 10 of the 16 children placed were in a harder to place category there is no substantial difference between those placed and those yet to place, though it is of note that all 9 who have been waiting at least 18 months are in harder to place categories. As harder to place children wait longer LBBB's performance in terms of timeliness is ameliorated by the LA commitment to place all children who would benefit from adoption.

	Under 5	5 and over	female	male	BME	Disabled	Sibling group	Harder to place
Adopted last 12 months	11	5	11	5	4	1	5	10
Waiting with PO	13	4	4	13	4	2	8	14
Waiting at least 18 months since BLA	9	2	3	8	3	2	4	9

London Borough of Barking and Dagenham

Corporate Parenting Annual Report 2019/20

Councillor Worby

Chair of CPG; Lead Member for Social Care and Health Integration

Elaine Allegretti

Director of People and Resilience (Director of Children's Services)



September 2020

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Foreword

As Lead Member for Social Care and Health Integration and Chair of the Corporate Parenting Group, I am delighted to introduce the 2019/20 Annual Report of Barking and Dagenham's Members Corporate Parenting Group (MCPG).

2019/20 has been another busy year with many key achievements and improved outcomes for our children in care and care leavers. The MCPG has focused its attention on the Ofsted Inspection carried out in February 2019 and kept a close eye on the subsequent LBBDD Ofsted improvement plan to ensure changes have been made with performance and outcomes improving.

The work of the MCPG has also concentrated on delivering the promises we have made to our children in care and care leavers. We are ambitious for children and young people and want them to lead happy, safe and successful lives.

Our children in care council is pivotal to the work of the MCPG and we have strengthened their voice and participation in 2019/20. We highly value listening to our children and young people and want them to be at the heart of service improvement.

This Annual Report provides an overview of what we are doing well, our key achievements in the last year, what are our key challenges and our plans to address those challenges in 2020/21 and beyond. The report presents activity and performance data from 2019/20 and identifies the Board's plans and priorities for the year ahead.

We know we still have a lot to do to improve the lives of our children and young people in care and care leavers, but with our stronger invigorated MCPG and as committed Corporate Parents, we are relentless in our ambition to achieve this.

Councillor Maureen Worby
Chair of the Corporate Parenting Group

Introduction and background

The concept of Corporate Parenting was first introduced in the Children Act 1989 and describes the responsibilities of the Council to provide the best possible care for our children in care and care leavers, as any good parent would do for their children.

Elected Members have a lead role in ensuring that the Council acts as an effective Corporate Parent and have high aspirations for our children and young people to improve their life chances.

Corporate Parenting has been reinvigorated with strengthened arrangements in the last 18 months and are working well with our Lead Member as Chair.

Group membership for our Corporate Parenting Board has been reviewed and all new members have been fully inducted, each committing to uphold and deliver the key promises made to our children and young people in care and Care Leavers. The Board is now well attended, offers challenge and holds all members to account in their role in delivering a quality service. The Board has played a key role in delivering the Enhanced Local Offer.

Our MCPG meets on a bi-monthly basis and in addition to Members, includes representatives from Children's Social Care, Health, Virtual School, representatives from the Children in Care Council (Skittlz), Director of Community Solutions and a Foster Carer representative. The Forward Plan and agendas are set by the MCPG led by young people ensuring our young people in care and Care Leavers are instrumental in the priorities going forward. Young people are represented on the Board and all Board members are expected to attend the training session led by Care Leavers.

The Promises made to our children in care and Care Leavers were refreshed two years ago and remain the focus of the MCPG to shape the Council being the best parent we can be to those we are responsible for. Progress on the Promises is outlined later in this report.

About the Borough

Barking and Dagenham is a young and increasingly diverse borough. The population was estimated to be 212,906 in 2019: an increase of 28% over the last 15 years and 9% over the last five years. National statistics project the population to increase to 237,000 by 2025 and 250,000 by 2030 (ONS subnational population projections migration assumptions 2018).

Alongside population increases, Barking and Dagenham has become a more diverse borough with 66% of the resident population now estimated to be from Black and minority ethnic (BME) ethnic minorities compared with 19% in 2001.

The borough has a higher health and social care need compared to other boroughs, with higher rates of referrals and a higher social care utilisation than London and England averages. Life expectancy is lower than the London average for both males and females in the borough.

We are among the most deprived local authorities in England: 17th highest in England and the highest in London (IMD 2019). Unemployment remains high at 6.1% - highest in London and the borough has 8.3% of residents with no qualifications - higher than London average (6.7%).

30% of households are rented from the local authority or a housing association, and 27% of dependent children in the borough live in a lone-parent household.

Our child population. We are a young borough, with around 63,400 children

and young people under the age of 18 - 30% of the total population, the highest proportion in the UK. The borough also has the largest proportion of children aged under 16 in London (27%).

74% of the 0–17 population are from ethnic minorities compared and the proportion of children and young people who speak English as an additional language is more than 2.5 times than the national average.

26% of children under 16 in the borough are living in low income families, an increasing proportion, and way above England average of 18%. The proportion of children entitled to free school meals in nursery and primary schools is on par with the national average, but the proportion in secondary schools is higher at 17% compared to 14% across England.

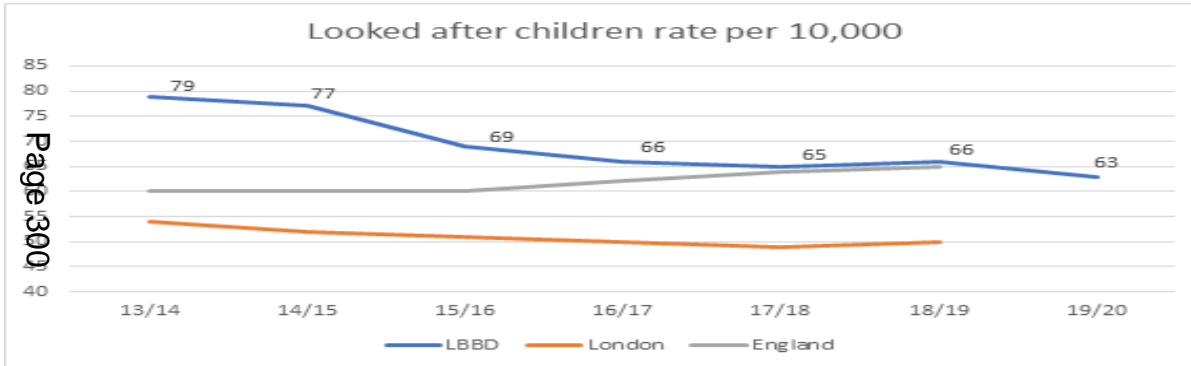
Domestic abuse is a significant issue in Barking and Dagenham and impacts on all service areas - 14.8 domestic abuse offences per 1,000 people - highest in London. It accounts for 37% of violence with injury offences in the borough and is a presenting factor for around 22% of children's social care contacts annually and rising.

This sits in a context of a stretched and challenged health and social care economy, which has struggled to keep pace with changing community needs including the fast-growing child population with increasing diversity, complexity and needs.

Since March 2020, COVID-19 has, and will continue to pose significant challenges for our community, children, young people and families and partner agencies across the board. Continuing to manage the impact of the pandemic will be a top priority for the Council and partner agencies throughout 2020/21.

Our Children in Care and Care Leavers

At the end of 2019/20, the number of children in care decreased to 402 compared to 417 in the previous year. This end-of-year position corresponds to a rate of 63 per 10,000 children, which, has been declining in recent years, but remains higher than the London rates but lower than national and statistical rates. During 2019/20, the number of new children coming into care decreased by 17 from 208 to 191, a decrease of 8% and 204 children left care.



Overall, this is positive when set against the growth in population and demand. The age profile of looked-after children is older than the national average with over two thirds of our children in care aged 10-17 and we have a higher proportion of 16-17-year olds in care compared to the national average.

White children are over-represented in Barking and Dagenham's children in care, comprising 51% of looked-after children at the end of 2019/20, (36% in the local under 18 population). Conversely, Black African and Asian children are under-represented, making up 21% and 11% of children in care, but 25%

and 22% of the under 18 population (2018). Male children are also over-represented, with 232 (58%) males and 170 (42%) females at the end of 2019/20. Of the 402 children in care at the end of 2019/20:

- 275 (68%) lived with foster and kinship carers
- 34 (9%) were in residential care
- 17 (4%) were placed with their parents
- 62 (15%) were in semi-independent placements
- 14 (3%) were placed for adoption

Of these 402 children, 38% were placed in the borough and 62% outside the borough comparable with the previous year.

During 2019/20, 15 children were adopted, the same as 2018/19, representing 7.4% of all children leaving care - above London, but below the national and similar areas averages. 33 children (16%) had become subject to special guardianship orders (SGOs) same as 2018/19, and higher than all comparators.

At the end of 2019/20, 245 young people 18 plus were care leavers, of which 82 were former UASC. This is an increase on the previous year from 207 care leavers (63 former UASC). The number of UASC aged under 18 decreased to 39 (0.06) at the end of 2019/20 compared to 44 (0.07) in 2018/19 and numbers remained below threshold set at 0.08.

Key achievements in 2019-20

Our key achievements led by the MCPG throughout 2019/20 are set out in this section followed by an evaluation of progress and impact against the children in care and care leavers promises.

Strong and effective senior leadership with an unrelenting focus on improving outcomes for vulnerable children, young people and their families. In the past two years, the DCS and the senior leadership team has led a reinvigoration of children's services across social care and beyond to drive a strong and strategic approach with an unrelenting focus on improving outcomes for children, and especially our most vulnerable. Much work has been completed to refocus strategic and operational governance and practice around the outcomes and experiences of children and families. Raising the bar on putting children and families first has resulted in getting greater corporate visibility and commitment to children's services, especially children's social care. This sits within the context of the DCS and our Lead Member and Chair of the MCPG taking a system leadership role to vigorously champion children both at the corporate and partnership boards, including Corporate Parenting.

The Council has also demonstrated commitment and ambition by significantly financially investing in Children's Care and Support by funding our 'Children's Improvement Programme'. This includes the Target Operating Model (TOM) for Children's Social Care including a Cabinet and Lead Member championed endorsement of a commitment to caseloads of 1:15. Good progress has been made in delivering the first phase of the Children's Improvement Programme in the last year, with all service restructures completed including a new Corporate Parenting and Permanence Service and Specialist Intervention Service. Our MCPG is fully supportive of the Improvement Programme and sighted on progress throughout the year.

Strengthened Council-commitment to Care Leavers being in suitable accommodation, improved housing offer and an increasing proportion are in education, training or employment. In July 2019, Cabinet agreed the enhanced Local Offer and Assembly agreed that Care Leavers resident in the borough will be exempted from Council Tax up to the age of 25, effective from April 2020. Our enhanced Local Offer and the exemption scheme were launched by the Chief Executive at the Care Leavers' annual awards ceremony held in

October 2019. The enhanced offers, alongside the Vulnerable Housing Panel (VHP) set up in 2019 and the multi agency NEET Panel are impacting on improving care leavers outcomes to above national, London and statistical neighbours.

Strong Virtual School achieving good outcomes. Our Virtual School is strong and demonstrating good outcomes in attainment, attendance, compliance and quality of PEPs. Children in care attainment at KS1, KS2 and GCSE is above the children in care national average, and overall absence from school and fixed-term exclusions for children in care remains below the national children in care averages. The majority of our children in care are in good or outstanding schools.

Strengthened strategic oversight and leadership to improve health outcomes for children in care and care leavers. There have been improvements both strategically and operationally in this priority area but with much still to do. Whilst a high proportion of children have up to date health assessments, initial health assessments has been a cause for concern. In 2019, we co-located the NELFT LAC Team with our social care team and a new IHA dashboard tracks timeliness and performance. We also set up a multi agency LAC Health sub-group chaired by the CCG tasked to improve health arrangements for LAC and Care Leavers. This sub-group reports to the Corporate Parenting Group. The CCG has also established a monthly LAC Quality Improvement Group. Performance on health assessments is improving

We recognise that health arrangements for care leavers still require improvement and are working on addressing health passports. The Health sub-group has been tasked to drive forward improvements in this area.

Most children are placed within family settings and placement stability is good and an improving picture. Placement stability - both short term and long term - has improved further in 2019/20. Short term placement stability improved with only 7% experiencing three plus placements during the year, compared to 10% in 2018/19. We are particularly pleased with the improved performance on long term placement stability improving from 66% to 73% over the last year, above target and higher than national, London and similar areas. This improvement is testament to the well regarded in-house fostering service utilising the successful Mockingbird Programme to help keep children in their placement.

Key achievements in 2019-20

The Fostering Service has increased the number of constellations from one to five during 2019/20, including one specialist Parent and Child constellation, which supports young parents who may or may not be children in care themselves, but their children are. The feedback from the Fostering Network is extremely positive and Barking and Dagenham's model is considered a national leader. There are no plans to increase the number of constellations in 2020/21 due to the impact on COVID-19, but in the latter part of 2021 a further two constellations are planned.

Larger, active and visible Children in Care Council. 'Skittlz' - our Children in Care Council - continues to help shape practice and influence decision-making, through our Member Corporate Parenting Group (MCPG) guided by the Council's 'Children in Care and Care Leaver Promises'.

A New Corporate Parenting and Permanence Service. The Fostering, Adoption and Permanence, Children in Care and Learn2Live Teams were formally restructured in 2019 into this new service which went live in April 2020. There are now four Corporate Parenting Teams responsible for children up until the age of 18 and two Leaving Care Teams responsible for Care Leavers aged 18 through to 25. This new service structure enables flexibility to transfer young people to a Leaving Care Advisor when the time is right for that young person, rather than being dictated by their age, will reduce transition points for children in care and deliver a more seamless and improved service to all of our children in care and care leavers. The service will have a clear focus on early permanence for children and improving outcomes for children in care and care leavers.

Adoption – successful and timely transfer to RAA. The assessment of adopters, family finding and post adoption support roles transferred to the Regional Adoption Agency (Adopt London East) in October 2019, but the Council still has responsibilities for approving adoption care plans and are responsible for the children up until their adoption orders are granted. These children are held within the Adoption and Permanence Team to ensure expertise is maintained for progressing adoption plans alongside ALE. (See separate ALE Annual Report).

Improved planning for children placed with parents. We have improved planning for children placed with parents, an Ofsted recommendation, through the oversight of the Permanence Taskforce set up in the summer of 2019. All children placed with parents were reviewed in 2019 and the placement with parent's assessment form has been redesigned and improved. Children placed with their parents are also reviewed at the monthly LAC Permanence Panel and we are reporting an increase in revocations. An audit of the quality of our arrangements reported that overall children were monitored well and planning had improved.

Priority focus on UASC. LBBB have not yet reached the amended target set by the Government for the amount of UASC that we should be responsible for which is now 0.08% of the population (increased from 0.07%). It is recognised that many of these young people live in 16+ semi-independent accommodation, whereas a fostering arrangement might be more suitable for some. Due to the pressure on availability of foster placements for this age group, a focus next year will be a specific recruitment campaign to recruit carers who may be specifically interested in supporting young people who are UASC. This initiative has gained further impetus after a presentation at MGPG from a foster carer and 2 care leavers who were USAC and remain in Staying Put arrangements with the carer.

Promises to Children in Care and Care Leavers – evaluation of progress and outcomes in 2019/20

Promise 1: To make sure you get the best care

Good progress is being made and the MCPG is committed to making sure children in care and care leavers get the best care. We have improved representation at MCPG from Members and wider Council Departments to ensure a whole council approach to meeting our children and young people's needs, for example, Housing and Community Solutions.

In 2019/20, we have successfully relaunched and expanded our Children in Care Council - Skittlz - into two groups to comprise a wider age range - a 6 -13 and 14 - 21-year-old group. The Leaving Care team also have a cohort of young people with whom they regularly consult. The younger group has 16 members, and the older group 14, the largest representation we have had in over five years.

As a result of increased participation, children and young people have achieved a number of positive outcomes - examples include; communication skills, participating in consultations, planning activities (including the Takeover Day) and building their confidence. Key achievements over the past year included contributing to the development of the Council's neglect strategy, working with Public Health to address poor health outcomes, MCPG takeover day, and involvement in the London Children in Care Council for the first time. The Virtual School has secured participation in the Jack Petchey Awards Scheme, with Skittlz leading on allocating the awards.

We held a successful 'takeover' of MCPG in July 2019 by Skittlz members and Care Leavers. The 'Takeover' involved 13 children and young people and 10 professionals. Successful discussions in smaller groups enabled participants to work collaboratively to decide the focus of MCPG meetings for the following year. Topics such as support for care leavers, social workers, contact and health were chosen. Issues raised during this event are now agreed priorities. Young people feed into MCPG and attend every meeting to provide specific input around the themes identified in the takeover day.

We also hold annual Children in Care and Care Leavers Awards Ceremonies to celebrate the achievements and successes of our children. An annual Skittlz Summer and Christmas party also serves to celebrate success and in 2019 both events were attended by over 40 children in care and over 20 foster carers and professionals. In October 2019, the 6th Leaving Care Awards ceremony was also held. The event was very well attended and awards covered achievements in formal qualifications, apprenticeships, employment, volunteering, participation in groups and giving back to the community.

We formally consult with our children in care and care leavers through an Annual Survey, and although response rates continue to rise, our priority is to engage and consult with a larger number of children in care and care leavers in 2020/21. Survey findings in 2020 were overall positive with 90% of children in care aged 8-17 feeling listened to (comparable with 2019 and up from 85% in 2018); 92% telling us that they are able to contact their social worker (up from 65% in 2019); and 89% said they know how to make a complaint (up from 85% in 2018 but down on 2019 at 100%). One of the most significant improvements is a reduction in the number of social workers children (aged 8-17) had – only 8% had four or more social workers compared to 26% last year.

Frequent changes of social worker is one of the most significant issues that children in care regularly raise so this improvement is positive.

A MCPG meeting in November focused on hearing from our children and young people on what they want from their social worker. The output was a post-it list which included: kind, smart, helpful, friendly, be very calm and supportive. This feedback is incorporated into senior leadership priorities and work on our practice standards.

In 2019/20, a face to face consultation was undertaken with UASC focusing on education, health and housing. Results have been presented to MCPG and shared with the Technical Skills Academy to improve the ESOL offer and support.

In 2019/20, the IRO service has continued to strive to deliver a high quality service to our children in care despite having caseloads of around 73 children, above the recommendation of 50-70 children. The IRO service has been stable in 2019/20 enabling consistency for children and young people. A high percentage of children participate before and during their care planning review meetings and IROs are using a strength based conversational approach with children to build confidence in attending and chairing their reviews. Children in Care reviews are also timely and in 2019/20 performance improved for another year running increasing to 96% being held in statutory timescales.

In 2019/20, IROs have successfully continued to drive a child friendly review process working with our partners to ensure that the review meetings are focused on and celebrate the progress and success of our children. IROs encourage the participation of children in their Reviews and in some cases, children are supported to chair their Reviews. IROs continue to increase the monitoring and tracking activities between Reviews and ensure that the recording of their monitoring is visible on children's files.

IRO contribution to permanence planning for children has improved. The IRO Manager is part of the strategic Permanence Taskforce, enabling their views to be incorporated in the progress of permanence plans for our children directly with service leads who chair tracking meetings for children in need and child protection. In addition to dispute resolutions, this is an early opportunity to highlight where any drift or delay has been identified.

During 2019/20, there was a significant fall in the number of practice alerts being raised by IROs, demonstrating improved practice - 29 informal practice alerts and 43 formal alerts were raised compared to 102 informal disputes and 207 formal disputes in the previous year. Our senior IRO presented those findings and the IRO annual report to MCPG.

The Principal Social Worker after re-establishing the voice of the child practitioner group into a 'Lived experience of the Child' consultation forum is currently leading, together with the digital team, a project to increase child participation across the child's journey into service design, using a potential web-based platform. The initial budget for a discovery phase has recently been agreed, with the team due to report soon post consultation.

The PSW also facilitates a child practitioner forum, CSW forum and other settings where the reframing of corporate parenting, use of language and experiences of children in our care and leaving our care are discussed and built upon. One such innovation was to bring Lifelong Links into the borough for young people leaving our care to reconnect with their primary attachments. This service now sits within the Specialist Intervention Service in Care and Support.

Promise 2: To look after you and treat you well

Good progress is being made against this promise. The numbers of children coming into care via police protection reduced further in 2019/20 to 9% from 20%, but this is in the context of falling numbers nationally (London has fallen from 16% to 12%, National from 11% to 10% and similar areas from 21% to 16%).

Around 70% of children in care are placed within family settings and we are increasingly creative in our approach to maintain stability and on the cusp of care. The number of children placed in residential care has decreased slightly to 9% (36 children) at end of year 2019/20 compared to 9.4% (39 children) at the end of 2018/19. We have a lower proportion of children placed in residential care than national, London and similar areas. The number and proportion of children placed more than 20 miles from home increased slightly to 22% compared to 20% in the previous year. However, 78% of children live in the borough or in surrounding boroughs enabling them to maintain connections with school, family, and friends – a positive outcome.

During 2019/20, the local authority has prioritised permanence and has introduced a

monthly Permanence Strategic Taskforce that oversees the 'journey' of the child through Child in Need and Child Protection, Family Proceedings and Adoption. The majority of children in care have achieved permanence through 'matching' and long-term foster care, family finding and adoption, a return home to live with parents or relatives, and through court orders such as Special Guardianship Orders and Child Arrangement Orders being granted.

In 2019/20, 15 children achieved permanence through adoption (the same as 2018/19), representing 7% of all children leaving care - above London, but below the national and similar areas averages. 33 children (16%) had become subject to special guardianship orders (SGOs) same as 2018/19, and higher than all comparators. These are permanent care arrangements with reduced likelihood of breakdown compared to children who remain in long term care of the local authority.

The 2019/20 Adoption annual report sets out our adoption scorecard performance, which is now improving year on year, although we know children are still waiting too long to be placed for adoption and experience delay against national targets. Our adoption improvement has been recognised by the DfE and we are no longer on the adoption task force improvement radar. This is very positive. The Permanence Taskforce continues to keep oversight of adoption and the adoption scorecard indicators. Improving adoption timelessness remains a priority area.

Placement stability has continued to improve in the last year. Short term placement stability has improved with only 7% (29 children) experiencing three plus placements during the year, compared to 40 (10%) in 2018/19. Performance is good and better than all comparators.

We are pleased with the improved performance on long term placement stability improving from 66% to 73% over the last year, above target and higher than national, London and similar areas. This improvement is testament to the Mockingbird programme playing a significant role in maintaining placement stability, which has been presented at MCPG.

The feedback from carers and children and the Fostering Network are extremely positive and our model is considered a national leader. We continue to be creative and robust in our approach to ensuring placement stability, engaging with internal and external partners to support fragile placements early to prevent placement breakdown.

In 2019/20, we have also moved the sourcing of placements into a brokerage function to ensure we have the right placements for children and young people – with a focus on maximising and improving commissioning to be more strategic.

Our new Specialist Intervention Service is also designed to support placement stability through the offer of restorative and therapeutic interventions and lasting links work.

Good improvement is also evident in social workers staying in touch and visiting children in care regularly – 97% of children in care were visited every six weeks – up by 14% on last year and 99% were seen every three months (plus 1% on last year).

Compliance with Pathway Plans remains an area for improvement falling to 87% at the end 2019/20 compared to 94% in the previous year. Learning audits in 2019/20 demonstrates improvement in the quality of pathway plans, and evidence of care leaver's contribution and voice are stronger in Pathway Planning. Improving compliance, consistency and the quality of pathway plans remain priority areas for the new Corporate Parenting Service.

Promise 3: To keep you healthy

Improving health outcomes has been a top priority throughout 2019/20, an Ofsted recommendation. 87% of children in care had up to date health assessments at end of year compared to 92% in 2018/19. Performance was impacted upon due to COVID-19 with a high proportion of RHAs due in March 2020 not being completed by end of the reporting year. However, 87% remains in line with all other comparators.

The timeliness of initial health assessments (IHA) remains high priority for the DCS and senior leaders in the Council, CCG and NELFT. A range of actions have taken place in 2019/20 to address performance including the strategic decision to co-locate the NELFT children in care team with our social care team. To support this collaborative working, a new IHA performance dashboard has been produced on the Council's Liquid Logic system and data and activity is now live to ensure compliance and timescales being met.

The multi-agency LAC health sub-group chaired by the CCG has been tasked to drive improvement in health assessments and health arrangements for LAC and Care Leavers and the Zoning Meeting which tracks performance on IHAs and RHAs. This sub-group reports quarterly to the Corporate Parenting Group.

The CCG has also established a monthly LAC Quality Improvement Group covering all aspects of health assessments, including commissioned capacity and resolution of workforce risks.

The timeliness of initial health assessments improved to 26% at the end of 2019/20, and whilst an improvement is not good enough for our children and young people. We are pleased to report that the impact of actions taken are bearing fruit in 2020/21 with IHA timeliness significantly improving to 72% (end of August 2020).

As part of the health assessments, emotional issues are identified, and emotional wellbeing is monitored as part of the annual health check process. A good proportion of children in care return a Strengths and Difficulties Questionnaire (SDQ), and the results of those SDQ scores show good performance. SDQ scores reduced from 12.8 to 12.5 and remain slightly below comparators. Work is underway to set up SDQ scoring on Liquid Logic and that all children who require SDQs have them completed in advance of IHAs and RHAs so that emotional wellbeing will be considered holistically alongside physical health. This means that changes in emotional health over time will also be more clearly tracked and appropriate provisions to support emotional wellbeing will be identified as part of the health assessment process.

We have significantly strengthened the relationship between the CAMHS Service and Children's Care and Support in 2019/20 through our monthly IJOC practice sessions led by the Operations Director and PSW.

Teaching sessions have been delivered and a CAMHS Hot Clinic is in place fortnightly where social workers can drop in and access CAMHS advice and support. This has resulted in an increase of referrals to CAMHS being progressed and dealt with in a timely way.

In addition, the CAMHS Transitions Group has been set up to look at pathways for young people transitioning from children to adults' mental health provisions. This group looks at the strategic changes that are required to ensure seamless transition, but also has individual cases discussions to tackle blockages and unpick 'what went wrong' in some situations.

A dedicated CAMHS worker has been appointed to work directly with a small number of children to ensure their needs are addressed within local CAMHS services liaising with services out of borough when necessary. This worker also offers support to foster carers and is developing alternative ways to engage children and young people with support for their emotional wellbeing.

The DCS is Chair of the 3-borough child health transformation meeting providing greater opportunity for local oversight of CAMHS transformation work.

We recognise that health arrangements for care leavers requires improvement and the MCPG are working on addressing health passports. The multi-agency Children in Care and Care Leavers Health sub-group reporting into the Corporate Parenting Group has been tasked to drive forward improvements in this area. LAC nurses are providing virtual meetings with Care Leavers to provide them with their health passports. Work is being undertaken to ensure that all future passports can be provided in an electronic version and that meetings are offered to go through the information if the young people want this to take place.

Promise 4: To get the best education

Our Virtual School is strong and demonstrating good outcomes in attainment, attendance, compliance, and quality of PEPs. Over 80% of school aged children in care have an up to date Personal Education Plan (PEP) and the quality of PEPs is improving.

The majority of our children in care are in good or outstanding schools. Absence from school remains below the borough average and fixed-term exclusions are below the national average.

At KS1, our students performed better than their national LAC peers in three out of the four subjects and by a huge 10%+ in maths and science. KS2 results are strong with our children in care outperforming their national looked after peers. 60% of our students achieved the expected standard in Reading and Maths compared to 37% nationally - placing us second in the country. Performance remains above the national average at Key Stage 4, which is a pleasing result considering that 22.5% of students have an Education, Health & Care Plan compared to 2.5% of all pupils in the borough.

Following the Ofsted inspection in February 2019, an external Peer Review of our Virtual School with a focus on young care leavers with more complex needs accessing EET was undertaken. The Peer Review reported that the quality of the virtual school tracking data at all key stages is good and that the virtual school has developed some effective partnerships. This has broadened the offer and motivated and inspired young people aged 16-18 years and care leavers. This supports services such as the apprenticeship network, university taster days, residential learning experiences and UCAS support meetings. The review reported that the

virtual school team place significant focus on the social and emotional well-being of children. This promotes attachment aware practice for designated teachers and interventions with schools. Pupil premium plus (PP+) is used flexibly to allow focus on children experiencing difficulties or to fund whole school training. Schools understand the impact of trauma and how to strengthen children's resilience and feelings of safety in school.

The following areas were raised as growth opportunities – improve the governance arrangements for the virtual school. The Virtual School in response to this has set out the terms of reference for a Management Committee. This has been presented to the Corporate Parenting Board and was approved this term. In the coming term, members of this Management Committee would be recruited in line with the recommendations.

The relationship between social workers and schools needs to be improved and joint training for social workers and designated teachers organised by the virtual school would be useful. This has now been actioned and every month a joint training is organised for Social Workers and Designated Teachers which is focused on supporting children in education using the ePEP.

There is no regular risk register meeting in the virtual school by which the team comes together to review high risk cases or alert each other to escalating concerns: This recommendation has been adopted by the Virtual School and a termly risk register meeting is now part of the Virtual Schools calendar and it is a forum to discuss high risk cases.

How we act to celebrate young people at the virtual school? The Virtual School has opted to use the current Children in Care Annual Awards ceremony to sponsor education awards and jointly celebrate children alongside the Social Work team to ensure that progress in education has a more prominent focus in the annual celebration event.

Promise 5: To be successful in life

In July 2019, Cabinet agreed the enhanced Local Offer and our Assembly agreed that Care Leavers resident in the borough will be exempted from Council Tax up to the age of 25, effective from April 2020. Our enhanced Local Offer and the exemption scheme were launched by the Chief Executive at the Care Leavers' annual awards ceremony held in October 2019.

The offer is on the LBBD website, which has been revamped to ensure easy navigation of information.

The proportion of care leavers living in suitable accommodation has continued to improve to 87% in 2019/20 compared to 81% in 2018/19 and is above all comparators. We have established a Vulnerable Housing Panel (VHP) to improve housing options for our care leavers. Care Leavers ready for independent move-on accommodation are presented to the VHP to consider appropriate housing options that will meet their needs. Children's Care and Support work in conjunction with the Housing Department to identify and facilitate planned moves, including the care leavers in discussions about the options available to them.

Care leavers are supported in a range of external semi-independent provision which is subject to a Commissioned Framework, and includes shared houses rented from the private sector with bespoke support packages if required. This framework ensures an appropriate, best-value service that delivers excellent outcomes for young people and ensures consistency in the quality of accommodation provided to young people. In 2019/20, a restructure of Adults and Children's Commissioning has resulted in additional resources to quality assure both providers in both Adult's and Children's Care and Support. Young people will also be visiting provisions with commissioning colleagues as part of the drive to improving the quality assurance process. This will be rolled out in 2020/21.

We are very proud of our care leavers in further and higher education and outcomes improved during 2019/20 and our keep in touch figures are over 90%. The multi-agency EET panel, comprising of representatives from the Virtual School, Job Shop, Apprenticeships and Careers Advisors, is having a positive impact - 63% of care leavers were in education, employment or training at the end of 2019/20 compared to 54% in 2018/19 and our best performance ever - above all comparators.

Our Virtual School supports care leavers in preparation for University through group activities, mentoring opportunities, and adventure weeks in different countries. This academic year, we have 20 care leavers who are at University and 4 care leavers graduated.

We have high aspirations for our care leavers and are committed to celebrating their achievements and ambitions. In October 2019, the 6th Leaving Care Awards ceremony was held. The event was very well attended and awards covered achievements in formal

qualifications, apprenticeships, employment, volunteering, participation in groups and giving back to the community.

New Town Culture is an ongoing collaboration between arts and social care agencies, funded between 2018 and 2020 by a London Borough of Culture award from the Mayor of London. A variety of activities were run during the year for 22 foster families and 48 foster children, 18 UASC and 33 Care Leavers which centred around feelings of identity and included making a film. The activities have been well received and further events were planned for 2020-21, but COVID-19 has had a significant impact on delivery and a delay in planning events that are COVID-19 safe.

A further four young people attended the trip to Ghana in summer 2019 and a further six attended a multi-national trip in Austria, offering them a unique experience of another country.

Our plans for the next 12 months – 2020/21

- **Leading and managing the recovery and legacy and new ways of working as a result of COVID-19.** Since March 2020, virtual visiting has effectively enabled social workers and Leaving Care Advisors to regularly contact children and young people. But feedback has been that face to face visits are still the preference of many children and young people. It is essential that all statutory visits revert back to face to face, but virtual means of communication can be used in addition to increase the frequency of contact with our young people in a more relaxed and informal way. This will hopefully improve the quality of relationships as set out in the relationship based-practice approach within the Local Authority. New ways of working will also be considered for other meetings such as health assessments where it is difficult to engage young people, as a way of improving representation at LAC reviews, PEP meetings for example.
- **All Elected Members to continue to be ambitious and passionate corporate parents.**
- **Embed the new Corporate Parenting and Permanence Service**, further strengthening Corporate Parenting, permanence and outcomes for LAC and Care Leavers.
- **Refresh the Corporate Parenting Strategy** by the end of the year.
- **Consult with a larger cohort of children in care and care leavers, including those placed further away.** Virtual ways of working during COVID-19 has enabled creative options for engagement and consultation with a larger number of children and young people, including those placed a considerable distance away from the borough. This is a top priority for 2020-21.
- **Strengthening participation in Reviews.** IRO's will engage children and young people more creatively to participate and/or chair their own reviews. This includes ensuring children and young people feel they are being listened to and feeding back children's views, wishes and feelings.
- **Implement Virtual School Peer Review opportunities** and continue to ensure education outcomes improve for children in care .
- **Maintain or further improve performance on placement stability.**
- **Ongoing focus on edge of care work and rehabilitation home** in order to ensure the right children are in care. This will be strengthened through the Specialist Intervention Service.

- **A focus on unregulated 16+ placements; maintain fostering post 16 when placements can become fragile and increase foster care options for UASC.** A new fostering recruitment campaign is planned to recruit more foster carers who are willing to consider adolescents and UASC placements, so the reliance on 16+ provisions can reduce
- **Continue improvements in Care Leavers in Employment, Education and Training**, with a focus on older care leavers using cross-Council support and opportunities in challenging COVID-19 times.
- **Sign up to the Care Leavers Covenant** - engaging local businesses and ensuring a 'universal family' approach for our care leavers.
- **Continue to improve the housing offer to care leavers and ensure good performance in suitable accommodation.**
- **Improve and sustain performance on health assessments.** The foundations of improvement have already been laid for sustained improvement in performance, which has been due to a high level of collaboration between Health and the Local Authority. There are already significant signs of improvement in 2020-21.
- **Continue to improve the offer to support children and young people's emotional wellbeing.** Integrate the use of SDQs more holistically into the health assessments so emotional wellbeing is considered alongside physical health.
- **Continue to strive to improve health arrangements for care leavers.**
- **Deliver Lasting Links** with a Lifelong Links project worker working with care leavers supporting them in securing lifelong positive links to support their transitions beyond 25.
- **Listen to our Black and Asian children to understand their experiences of care** in the context of our ambition to drive forward the Black Lives Matter agenda.
- **Undertake inequalities data analysis** to help identify any inequalities including access to services and gaps in service provision; including LAC and Care Leavers.
- **Participate in the DfE Care Leavers Improvement two day visit** scheduled for November 2020.