

**Notice of Meeting**

**OVERVIEW AND SCRUTINY COMMITTEE**

**Wednesday, 2 December 2020 - 7:00 pm**  
**Meeting to be held virtually**

**Members:** Cllr Jane Jones (Chair); Cllr Dorothy Akwaboah (Deputy Chair); Cllr Toni Bankole, Cllr Donna Lumsden, Cllr Olawale Martins, Cllr Simon Perry, Cllr Ingrid Robinson, Cllr Paul Robinson, Cllr Bill Turner and Cllr Phil Waker

**By Invitation:** Cllr Cameron Geddes, Cllr Syed Ghani and Cllr Dominic Twomey

Date of publication: 20 November 2020

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Please note that this meeting will be webcast, which is a transmission of audio and video over the internet. 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 4 November 2020 (Pages 3 - 7)**
- 4. Progress update on Improving Household Waste, Recycling and Street Cleansing Scrutiny Review Recommendations (Pages 9 - 23)**
- 5. The Reviewed Corporate Plan and Single Performance Framework 2020-22 (Pages 25 - 210)**
- 6. Working with residents affected by Capital Works (Pages 211 - 233)**

7. **Work Programme (Pages 235 - 237)**
8. **Any other public items which the Chair decides are urgent**
9. **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 Overview & Scrutiny Committee, 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.***

10. **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 OVERVIEW AND SCRUTINY COMMITTEE**

Wednesday, 4 November 2020  
(7:01 - 9:19 pm)

**Present:** Cllr Jane Jones (Chair), Cllr Dorothy Akwaboah (Deputy Chair), Cllr Toni Bankole, Cllr Donna Lumsden, Cllr Olawale Martins, Cllr Simon Perry, Cllr Ingrid Robinson, Cllr Paul Robinson, Cllr Bill Turner and Cllr Phil Waker

**Also Present:** Cllr Dominic Twomey, Cllr Saima Ashraf, Cllr Maureen Worby and Cllr Sanchia Alasia

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

There were no declarations of interests.

### **22. Minutes - 7 October 2020**

The minutes of the meeting held on 7 October 2020 were agreed, subject to the removal of the letter 'u' at the end of the following sentence, under item 18: 'The Council had a good relationship with the local Job Centre Plus, who frequently liaised with the Council's Job Shop team in regards to employment.'

### **23. Covid-19 Financial Update: Income and Expenditure**

The Council's Finance Director (FD) delivered a report on the Council's budget position for 2020/21, an update on the financial impact of COVID-19 and an update on the Council's Medium-Term Financial Strategy (MTFS) development.

The Chair suggested that the item currently listed in the Committee's Work Programme for 3 March 2020, relating to the scrutiny of budget savings proposals, instead be brought to an extraordinary meeting for a date to be agreed in January 2021, before the proposals were presented to Cabinet in February. The FD and the Cabinet Member for Finance, Performance and Core Services agreed to this recommendation, stating that they would endeavour to send this information to the Committee in December for scrutiny in January, where they would also be able to update the Committee as to suggestions that had arisen from the Budget consultation.

The following matters were discussed in response to Member's questions:

- The Cabinet Member acknowledged the Council's Investment and Acquisition Strategy was ambitious and that with every investment, there was inherently a level of risk involved, and agreed to bring back updates in relation to the strategy;
- The Cabinet Member agreed to bring back a report to the Committee on the broad predictions regarding a potential £5.8 - £18.3 million Covid-19 overspend and future reports into the growth analysis from the Council's investments, as well as into the 'pent-up' service demand as a result of the pandemic;

- The FD stated that as the Council had assumed an £8.5 million loss of income as a result of Council Tax and Business Rates being significantly impacted by Covid-19, the Government had said that the Council would not need to bear this entire cost within one financial year and that it could spread this across its 2022/23 and 2023/24 budgets; and
- The FD stated that the Government was in the process of proposing additional means to spread out these costs to local authorities and that the Council was awaiting further updates. The Council was monitoring the impact of Covid-19 through its own budget monitoring cycle, whilst working with budget managers to actively address any underlying issues or any non-Covid-related historic overspends.

## **24. The Barking and Dagenham Response to Covid-19: Part 2**

The Council's Cabinet Member for Community Leadership and Engagement delivered a presentation on the role and response of the BD CAN network and the Citizens' Alliance Network (CAN) in relation to the Covid-19 pandemic. BD CAN had been established by the Council and the BD Collective (a group of social sector organisations within Barking and Dagenham) well before the onset of Covid-19 and this had enabled the partnership to respond quickly to residents' needs. BD CAN had involved over 60 different organisations from various sectors and the support of over 400 volunteers, delivering support to over 2,000 residents. As such, the Council had learnt that collaboration, trust and relationships were absolutely pivotal to the success of the BD CAN network. The Cabinet Member gave some examples of positive work to have arisen from BD CAN, such as a network of food banks and the 'Connect' platform which had provided telephone befriending support services to residents to reduce social isolation.

The Cabinet Member stated that the CAN platform enabled residents to discuss their interests and the Borough more generally. The first online sessions had launched in October and over 2,000 residents had visited the portal so far. The Council's priorities for CAN included the acceleration of the pace of engagement, the promotion of the network and to continue to ensure that it was as community-focused as possible. The Council aspired to hold physical CAN meetings when it was possible to do so and to tailor the network to accommodate the needs of the different wards within the Borough.

The Committee praised the efforts of BD CAN and the Cabinet Member thanked the private, social and faith sectors, as well as Council staff and Members for their involvement in the network.

The following was discussed in response to Member's questions:

- The Cabinet Member stated that many organisations delivering services within BD CAN had moved online which had encouraged a lot of residents to develop their IT skills. She appreciated that some residents may be uncomfortable in using IT but emphasised the presence of organisations such as Silver Net to help people to get online. The BD CAN network had also highlighted that some people did not have IT access or the financial means to utilise technology. The Cabinet Member for Social Care and Health Integration was looking into this and the Cabinet Member for

Educational Attainment and School Improvement had been lobbying the Government for more IT equipment for deprived school children.

- The Cabinet Member stated that the Council, partner organisations and BD CAN services and hubs were ready to provide support to residents during the second, almost imminent lockdown. BD CAN were also looking into Christmas donations and the creation of gift boxes for vulnerable families within the Borough.
- The Council's Director of Policy and Participation (DPP) noted that whilst BD CAN hubs were available, some of the Council's social sector partners had rearranged their services resulting in a slightly different configuration of hubs. He stated that this information could be sent to the Committee and that Hub information continued to be the first option upon telephoning the Council's Contact Centre.
- The DPP noted that supermarket delivery slots would be much more available during the second lockdown than in the first, so demand for food parcels would not be as high. Previous 'shielders' also now only needed to take some additional care as per government guidance, rather than shielding entirely. Nevertheless, the Council would have access to some supermarket delivery slots for the local community and would continue to work with partners to distribute food parcels. The Council was communicating with residents who had previously sought support.

The DPP delivered a presentation into the inequalities within society that had been exacerbated as a result of Covid-19. Different communities had experienced differing negative impacts of the pandemic, with the Council trying to understand and mitigate these. The Fenton Review, which had been published nationally, was helping the Council to understand the wider impact on the Black, Asian and Minority Ethnic (BAME) communities and the Council was looking to other sources to further develop its understanding.

The Council's Head of Insight and Innovation (HII) provided an extensive analysis in relation to the impact of Covid-19, which had been undertaken by both the Council and its partners. It was noted that 1,751 cases had been recorded in Barking and Dagenham as of 16 October 2020. More women than men had had Covid-19 in the Borough and most cases were amongst the Borough's White British population; however, BAME communities had been disproportionately affected. The HII presented a detailed analysis into Thames ward as an example, which showed that nearly all long-term health conditions were experienced by the BAME community at a much earlier age than the White British population. This was of particular concern as these long-term health conditions were all risk factors for contracting Covid-19.

The following was discussed in response to Member's questions:

- The HII noted that the latest shielding datasets now recorded dates of death, with 55 residents of the Borough's 8,000 residents on the list having sadly passed away since the Council first received this list. Whilst these deaths were not necessarily as a result of Covid-19, it did mean that the Council now had data that they could utilise to begin to match Covid-19

deaths in comparison to housing tenure to draw resulting conclusions;

- The HII explained that the age rates displayed on the Thames ward analysis of long-term conditions and Covid-19 diagnosis were the average age of residents when they first received a formal diagnosis of these conditions by a GP. The Insight Team were also in the fortunate position of having the data-sharing agreement in place with health partners before the pandemic struck, meaning that they had been able to accurately predict 93% of residents who would come onto the shielding list before the Government provided the Council with such data, enabling the Council to better prepare its response;
- The DPP noted that it was essential that continued analysis was focused on informing directions for future services. Whilst more research needed to be undertaken, those communities who were in less contact with BD CAN may have had closer support networks than those who had more contact;
- The HII noted that his team would be sharing the information collated for all wards with the Committee and health partners; and
- The HII had been undertaking an NHS Health Check Uptake project through the employment of a text message patient booking system. This had seen a significant improvement to historically low health check uptake figures over the past 18 months, as well as an earlier identification of long-term health conditions by GPs. Going forward, the HII aimed to begin to challenge the age at which surgeries send out health check letters to patients, noting that BAME communities often experienced long-term conditions at an earlier age than the White British population, and to build an evidence base that presented the foundations for future conversations.

## **25. Work Programme**

The Chair informed the Committee of several changes that had been made to the Committee's Work Programme 2020/21, as well as changes that were yet to be made, subject to the Committee's agreement:

- The rescheduling of the MASH Annual Report and the Early Help update on the Ofsted Improvement Plan, from the 6 January 2021 to the 12 May 2021 meeting, following conversations with the Cabinet Member for Social Care and Health Integration and the Director of People and Resilience;
- Looking at the other 6 January items, the previously entitled 'Disabilities – specialisms' item was now called the 'Disabilities Improvement Programme Report' and the previously entitled 'Update on the key issues in looked after children's services' was now called the 'Corporate Parenting OSC Report' to better clarify what these reports would focus on;
- As discussed at Item 23, the Work Programme would need to be updated to reflect the addition of an extraordinary meeting in January to enable the Committee to consider financial savings proposals before they were presented to Cabinet in February 2021;
- The addition of an item regarding the use, data governance, ethics and



transparency of the Council's OneView software had been made to the 3 February meeting agenda; and

- The update on the Action Plan arising from the Committee's scrutiny review into Ambition 2020 and its Early Impact had been removed from the May meeting agenda, as the Committee would be receiving updates on this in January and March.

The changes to the Work Programme were agreed.

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## OVERVIEW AND SCRUTINY COMMITTEE

2 December 2020

<b>Title:</b> Progress update on Improving Household Waste, Recycling and Street Cleansing Scrutiny Review Recommendations	
<b>Report of the Director of My Place</b>	
<b>Open report</b>	<b>For information</b>
<b>Wards affected:</b> All	<b>Key decision:</b> No
<b>Report author:</b> Lisa Keating, Director My Place, Abdul Jallow, Head of Compliance, Projects and Admin, Andy Opie, Head of Enforcement	<b>Contact Details:</b> Tel: 020 8227 3369 E-mail: <a href="mailto:lisa.keating@lbbd.gov.uk">lisa.keating@lbbd.gov.uk</a>
<b>Accountable Strategic Leadership Director:</b> Lisa Keating – Director My Place	
<p><b>Summary</b></p> <p>In 2018/19, Councillor Jane Jones, Chair of the Overview and Scrutiny Committee (OSC), oversaw an in-depth review in “<i>improving household waste, recycling and street cleansing</i>”; with the aim of improving the environment for the residents, workers and visitors of the Borough. The report, which contained 10 recommendations, was submitted to the Cabinet Members for Public Realm and, Enforcement and Community Safety.</p> <p>The review made 10 recommendations overall and commented that there were:</p> <ul style="list-style-type: none"> <li>• Policies and procedures in place to deal with waste and recycling in the Borough, but residents and visitors were often not aware of how to present their waste and recycling.</li> <li>• Gaps in collaborative working between teams at the Council, which if filled could educate residents on their waste and recycling responsibilities.</li> </ul> <p>The Directors of My Place and, Enforcement &amp; Community Safety have reviewed the OSC report and attached herewith, is management response to the 10 recommendations. The management response is due to be presented to the Overview and Scrutiny Committee on 2 December 2020. Therefore, we would welcome Corporate Strategy Group comments/amendments to the management response before submitting to OSC.</p>	
<b>Recommendation(s)</b>	
The Overview and Scrutiny Committee is recommended to note this report.	

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

**List of appendices:**

Appendix 1 Improving Household Waste, Recycling, and Street Cleansing

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# Appendix 1

**Barking &  
Dagenham**

## Overview & Scrutiny Review 2018/19

Page 11

*Improving Household Waste, Recycling and Street Cleansing*

*Date of Meeting: 2 December 2020*

one borough; one community; no one left behind

# Background

**2018/19**

Councillor Jane Jones, Chair of the Overview and Scrutiny Committee, oversaw an in-depth review in “improving household waste, recycling and street cleansing”. With the aim of improving the environment for the residents, workers and visitors of the Borough.

It was felt the high levels of waste and low levels of recycling in the borough needed to be addressed, alongside the cleanliness and ultimately the appearance of the Borough. The Committee attended the East London Waste Authority (ELWA) Frog Island Waste Management Facility to see first hand how much waste and recycling comes in from the Borough and how residual waste undergoes Mechanical Biological Treatment (MBT) to separate materials for recycling and produces both Solid Recovered Fuel (SRF) and Refuse Derived Fuel (RDF) that can be used to replace fossil fuels in the generation of energy.

The review made 10 recommendations overall and commented that there were;

- policies and procedures in place to deal with waste and recycling in the Borough, but residents and visitors were often not aware of how to present their waste and recycling; and
- gaps in collaborative working between teams at the Council, which if filled could educate residents on their waste and recycling responsibilities.

# Recommendations

- 1. The Council should be working closely with residents and re-engage with the third sector to encourage re-use of materials, such as furniture and white goods, and encourage residents to hold on to such items when moving property.**

## Response

- TCL Reuse Ltd local business is located in Barking and works closely with residents for reuse of furniture
  - (38,714kg collected for reuse in 2019/20).
- AO Recycling collect white goods for reuse. Free collection service started 19 October 2019
  - (1,444kg collected Oct-19 to Mar-20).
- Redcorn Ltd – Vehicle scrappage
  - (21,995kg collected in 2019/20 for parts reuse and metal recycling).
- Pink Elephant for textile collection (part of ELWA) – promoted via social media campaign
  - (135,050kg collected in 2019/20)
- Reuse craft workshop for schools conducted in 2019.
- Sew London Project for clothes upcycling works with local residents.

# Recommendations

MORNING SHIFT										
	REGISTRATION	ROUND	START TIME	TIP START TIME	TIP FINISH TIME	TOTAL TIP TIME	IN WEIGHT(KG)	OUT WEIGHT (KG)	NET WEIGHT	
<b>DOMESTIC SUMMARY</b>	LN69VZD	Domestic 1	06:00:00	08:05:00	08:12:00	00:07:00	25240	14920	10320	
				12:38:00	12:47:00	00:09:00	25460	14940	10520	
	LN69VZF	Domestic 2	06:00:00	09:31:00	09:35:00	00:04:00	18560	12580	5980	
				12:26:00	12:33:00	00:07:00	17760	12700	5060	
	LN69VZO	Domestic 3	06:00:00	08:39:00	08:44:00	00:05:00	24600	15180	9420	
				11:00:00	11:05:00	00:05:00	21540	15180	6360	
	LN69VZK	Domestic 4	06:00:00	09:31:00	09:40:00	00:09:00	24760	14740	10020	
				12:19:00	12:27:00	00:08:00	20500	14740	5760	
	LN69VZL	Domestic 5	06:00:00	09:08:00	09:13:00	00:05:00	25600	15220	10380	
				11:55:00	12:02:00	00:07:00	22620	14980	7640	
	LN69VZB	Domestic 6	06:00:00	09:28:00	09:34:00	00:06:00	25100	15140	9960	
				11:39:00	11:51:00	00:12:00	18200	14960	3240	
	LN69VZC	Domestic 7	06:00:00	09:41:00	09:45:00	00:04:00	25560	14860	10700	
				12:20:00	12:29:00	00:09:00	21060	14860	6200	
	LN69VZP	Domestic 8	06:00:00	09:36:00	09:42:00	00:06:00	24960	15100	9860	
				13:01:00	13:08:00	00:07:00	21420	15080	6340	
<b>RECYCLING SUMMARY</b>	LN69 VZJ	Recycling 1	06:00:00	09:22:00	09:29:00	00:07:00	20080	14740	5340	
				12:07:00	12:13:00	00:06:00	17540	14700	2840	
	LN69VZE	Recycling 2	06:00:00	10:39:00	10:47:00	00:08:00	20740	14440	6300	
						00:00:00				
	LN69VZA	Recycling 3	06:00:00	08:44:00	08:50:00	00:06:00	19060	14800	4260	
				12:41:00	12:47:00	00:06:00	18080	14740	3340	
	LN69VZH	Recycling 4	06:00:00	09:43:00	09:49:00	00:06:00	19860	14580	5280	
				13:08:00	13:18:00	00:10:00	18460	14640	3820	
<b>TRADE SUMMARY</b>	LN69 VZR	Trade	06:00:00	11:12:00	11:17:00	00:05:00	23500	14960	8540	
<b>BULK SUMMARY</b>	EJ62TXY	Bulk	06:00:00	12:56:00	13:02:00	00:06:00	18100	14900	3200	
				07:35:00	07:40:00	00:05:00	6480	5740	740	
	WU67XGP	Binlift 2	06:00:00	10:01:00	10:17:00	00:16:00	6560	5620	940	
				11:41:00	11:54:00	00:13:00	6340	5720	620	
	LN69VZM	Binlift 3	06:00:00	09:41:00	09:50:00	00:09:00	24080	15140	8940	
				12:10:00	12:19:00	00:09:00	21240	14940	6300	
	WU67XGN	Binift 4	06:00:00	08:24:00	08:31:00	00:07:00	25000	14900	10100	
				11:08:00	11:13:00	00:05:00	19120	14960	4160	
				08:48:00	08:54:00	00:06:00	24840	15020	9820	
				11:26:00	11:32:00	00:06:00	20820	14740	6080	
<b>MISSED COLLECTIONS</b>										
<b>GREEN GARDEN WASTE</b>	VX69 YHK	GGW1	06:00:00	06:00:00	11:28:00	11:33:00	00:05:00	15060	12980	2080
	VX20 ZDV	GGW2	06:00:00	10:18:00	10:22:00	00:04:00	16880	12780	3740	



# Recommendations

**2. Residents should be educated and signposted towards websites and other information that can help them to reduce waste. A change in the behaviour of residents should be encouraged e.g. take litter home with you if there is no bin available**

## Response

- Social media campaigns signposting residents to LBBD, Keep Britain Tidy, WRAP, Recyclenow, Recoup websites. These are posted using the hashtag #cleanerBD. Campaigns delivered in 2020:
  - Know Your Plastics Campaign (13 - 31 Jul-20)
  - LWARB plastics campaign (13- 31 Jul-20).
  - Great British September Clean (11-27 Sep-20).
  - Recycle Week (21-27 Sep-20).
  - London Repair Week (12-17 Oct-20).
  - Recycling quiz competition (21 Sep-20 to 31 Oct-20)
- Waste and Recycling workshops and roadshows:13 events with 655 in attendance delivered in 2019/20.
  - Example of Virtual Waste and Recycling workshop with Manor Junior School, Barking (Sept. 2020).  
<https://lbbd.sharepoint.com/:v:/r/teams/T0352-INT-FNC-Waste-minimisation/Shared%20Documents/General/Talks%20and%20Workshops/Online%20workshops/Recycle%20week%202020%20recording.mp4?csf=1&web=1&e=GqV1gk>
- Community clean up events were organised in 2019/20 (30 events)

# Recommendations

## **2. (continued) Residents should be educated and signposted towards websites and other information that can help them to reduce waste. A change in the behaviour of residents should be encouraged e.g. take litter home with you if there is no bin available**

- Reviewed Planning Application Notes (PAN3) to provide and clarify information for developers and architects.
- Web page provides information for managing agents and residents in flats on waste and recycling service.
- Updated website information regarding disposal of restricted household waste. Since Apr-19 we have granted 90 requests out of 242 through greater engagement and advice on alternative disposal options saving on disposal cost for the council.
- Updated information on LBBD waste and recycling services provision including what can be recycled and 'bring sites' locations on 'WRAP Local Authority Recycling scheme updater' and on 'Recyclenow.com' <https://www.recyclenow.com/local-recycling>
- Newsletter distributed through Headteachers, highlighting Waste Minimisation activities such as waste and recycling workshops, food waste minimisation and home composting.

# Recommendations

**2. (continued) Residents should be educated and signposted towards websites and other information that can help them to reduce waste. A change in the behaviour of residents should be encouraged e.g. take litter home with you if there is no bin available**

- Litter and Our Environment workshops conducted, workshop material produced;  
[https://lbbd.sharepoint.com/:v:/r/teams/T0352-INT-FNC-Waste-minimisation/Shared%20Documents/General/Talks%20and%20Workshops/Online%20workshops/Litter%20and%20Our%20Environment%20workshop%20\(webinar\).mp4?csf=1&web=1&e=2IO6Hf](https://lbbd.sharepoint.com/:v:/r/teams/T0352-INT-FNC-Waste-minimisation/Shared%20Documents/General/Talks%20and%20Workshops/Online%20workshops/Litter%20and%20Our%20Environment%20workshop%20(webinar).mp4?csf=1&web=1&e=2IO6Hf)
  - in 2019/20 – 7 events with 255 participants.
- Street cleansing and communications working together to support national anti-littering and fly-tipping campaigns developed by KBT and HM Government, particularly in the wake of coronavirus which has seen the widespread littering of PPE (namely masks and gloves, PPE litter was recorded on 13% of transects surveyed by KBT in Tranche 1) as well as a national increase in fly tipping.
- Three KBT surveys have taken place in 2020
- As part of the communications plan being developed to support the street cleansing service/cleaner-greener agenda, we are working on developing a pack for schools to encourage young people not to litter and to recycle more. The pack will offer to loan schools litter picking equipment and maybe public realm staff to go in to do assemblies. We are exploring the possibility of having branded envelopes, a letter to the head teacher, A5 flyers for kids, stickers and or certificates for kids that take part in litter picking sessions, window stickers for schools that join us.

# Recommendations

**3. With the modernisation of the private rented property licensing service, the new system should be used to input relevant information such as waste and recycling collection dates, which item goes into the different bins provided and which items cannot be recycled**

- Waste Minimisation Team will gain access to this database to engage with residents and managing agents, especially the Private Sector Licensing Forum there has been limited progress due to Covid-19.

**4. A licensing condition in the Private Rented Property Licensing Scheme 2019 to 2024 be included stating that Landlords are to pass on the relevant information regarding waste and recycling to each new tenant that moves into the property**

- The Waste Minimisation Team will request this tenant information from the Private Licencing Team to engage with new tenants and influence landlords and will monitor how the Landlords pass this on

**5. The Private Rented Property Licensing Scheme Team should look into charges for additional bins at properties, if required**

- Waste Minimisation Team aim to assist the Private Rented Property Licensing Team to carry out assessment for waste and recycling provisions.
- Chargeable additional bins are an option for over producers but this does not encourage waste reduction. The waste minimisation team have updated (increased) charge information but continue to encourage waste minimisation per household.

# Recommendations

## **6. Hold a focus group with the BAD Youth Forum to discuss the best way to educate children of secondary school age on waste and recycling, and identify any problem areas**

- Last year the Waste Minimisation Team carried out Roadshows, Waste and Recycling workshops for schools and community groups to target hard to reach groups. We support National Citizens Service (NCS) every year on waste and recycling projects.
- A focus group with BAD Youth Forum has been proposed but put on hold due to the pandemic.

## **7. In consultation with the Cabinet Member for Educational Attainment and School Improvement, Renewi would be asked to visit Secondary Schools in the Borough to provide waste and recycling education**

- Due to Covid-19 pandemic this recommendation is currently on hold, however;
- The Waste Minimisation Team do provide services to secondary schools.
- The Waste Minimisation Team plan to work with Renewi to conduct school visits and re-activate recycling 'bring banks'
- Boroughwide waste and recycling door knocking has been considered but would require significant additional resource.

# Recommendations

## 8. 'Correx' corrugated plastic signs to be placed around lampposts in high traffic areas such as shopping parades to encourage residents not to litter and/or fly-tip

- In Jul-20, a new anti fly-tipping campaign, developed collaboratively by street cleansing, street enforcement and communications was launched. The 'we are watching you/don't be a tosser' campaign is a multi-channel campaign and includes the placement of A3 'correx' signs at known fly-tipping hotspots across the borough, as well as vinyl banners placed at high profile locations such as shopping parades and busy junctions.
- The Waste Minimisation Team provides litter and environment workshops for schools and could support street cleansings and enforcement teams
- Street cleansing and communications colleagues support national anti-littering and fly tipping campaigns. This have been done largely via social media under the hashtag #cleanerBD. The availability of refuse and recycling centres, particularly Frizlands Road, and the council's bulky waste collection service have also been promoted on a regular basis this year to encourage residents to make the right choices when disposing of household items.
- Signage for street cleansing fly-tipping/bulky waste collection vehicles is being developed Monitoring is taking place at the hotspot locations and to help evaluate the campaign's success. This campaign compliments the already successful innovative online 'Wall of Shame' work that uses footage from the boroughs CCTV network and strategically located cameras in known fly tipping hotspots to capture the perpetrators of illegal fly-tipping and appeal to the wider public for details of the individuals.

# Recommendations

**9. Officers to investigate whether it would be viable to collect waste tonnage by route, which will provide officers with an insight to identify areas of concern.**

- This is viable and data is already available within the Waste Operation Team and is recorded daily for the 8 domestic rounds/routes (Mon -Fri).
- This provides data that can be used for targeted waste minimisation engagement.

**10. Any money saved from enforcement or management savings should be reinvested for at least two years to kick start new initiatives in the service areas of the review.**

- Collaborative work with other services such as Waste Operations, Enforcement, Housing and complaints teams can be found in the following link: Enforcement are recruiting and we have crossed trained our teams. Finance are stretched due to the impact of Covid

<https://lbbd.sharepoint.com/teams/T0352-INT-FNC-Waste-minimisation/Shared%20Documents/General/Benchmarking/Site%20visits%20conducted%20in%20collaboration%20with%20other%20departments.xlsx?web=1>

# Future plans to continue to respond to recommendations

## **SMART Street Proposal - What is SMART Street?**

SMART Street is a cross council initiative set up to make visible, measurable improvements to the high levels of waste, low levels of recycling as well as improve the cleanliness and appearance of the borough

### **What will the SMART Street initiative concentrate on?**

scheduled monitoring and inspections of roads. Issues will initially focus on those impacting local environmental quality (LEQ) including:

- Litter, detritus, fly posting and graffiti
- Fly tipping
- Eyesore gardens and poor presentation of waste
- Low level anti-social behaviour
- Highway, street lighting and street furniture defects
- Parking violations impacting service delivery

### **What services will work together to deliver SMART Street?**

SMART Street will require a high level of coordination between council service areas

- street cleansing,
- waste services,
- street enforcement
- Landlord Services
- Highways, parking and parks and environment will also need to be involved.

Contacts in resident and community groups will be needed as leads in organisations such as Transport for London and Network Rail.



**Any Questions?**

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**OVERVIEW AND SCRUTINY COMMITTEE****2 December 2020**

<b>Title:</b> The Reviewed Corporate Plan and Single Performance Framework 2020-22	
<b>Report of the Director of Policy and Partnerships</b>	
<b>Open report</b>	<b>For information</b>
<b>Wards affected:</b> All	<b>Key decision:</b> No
<b>Report author:</b> Will Donovan – Policy & Partnerships Officer	<b>Contact Details:</b> E-mail: Will.donovan@lbbd.gov.uk
<b>Accountable Strategic Leadership Director:</b> Mark Tyson – Director of Strategy and Participation	
<p><b>Summary</b></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 to take account for the impact of the pandemic, and of the lessons learned in implementing the new Performance Framework since May 2020.</p> <p>The attached revised Single Performance Framework was approved at Cabinet on 17 November 2020. The attached revised Corporate Plan is scheduled for agreement at Assembly on 25 November 2020.</p> <p>Both documents are now presented to the Overview and Scrutiny Committee for context, information and discussion. The intention is to enable the Committee to ensure its work and scrutiny is fully aligned with the best opportunities to scrutinise the Council’s priorities and ongoing work.</p> <p>The Cabinet covering report is also attached which sets out many actions which have already been delivered and outlines in more detail the process and logic which drove the revisions to both documents.</p>	
<p><b>Recommendation(s)</b></p> <p>The Overview and Scrutiny Committee is asked to note and discuss Appendices 1-3 of this report, and consider how the content of the Corporate Plan can support the Committee’s work planning for the next two years. The Committee may also wish to consider this in the context of the Ambition 2020 Action Plan, previously discussed at OSC.</p>	

**Reason(s)**

Section 6 of the Ministry of Housing, Communities and Local Government's 'Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities' states that "the executive should not direct scrutiny's work... but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work". The Corporate Plan is presented to OSC with that intention, of supporting the committee to ensure its work is aligned with the most impactful opportunities to scrutinise the Council's wider work.

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

**List of appendices:**

Appendix 1 Cabinet Report

Appendix 2 Reviewed Corporate Plan

Appendix 3 Single Performance Framework

A further appendix, the Equality Impact Assessment, is included with the papers for Cabinet and can be accessed at: <https://modgovapp.barking-dagenham.gov.uk/documents/s141950/Corporate%20Plan%20Report%20-%20App%203.pdf>

## CABINET

17 November 2020

<b>Title:</b> Reviewed Corporate Plan 2020-22	
<b>Report of the Cabinet Member for Finance, Performance and Core Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Rhys Clyne – Workstream Lead, Participation and Engagement	<b>Contact Details</b> <a href="mailto:Rhys.clyne@lbbd.gov.uk">Rhys.clyne@lbbd.gov.uk</a>
<b>Accountable Strategic Leadership Director:</b> Mark Tyson – Director of Policy and Participation	
<p><b>Summary</b></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 to take account for the impact of the pandemic, and of the lessons learned in implementing the new Performance Framework since May 2020.</p> <p>As a result, this report introduces and appends for agreement:</p> <ul style="list-style-type: none"> <li>• A reviewed Corporate Plan, 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.</li> <li>• A reviewed Single Performance Framework, including proposed changes to the content to take account for the impact of Covid-19 and to enact lessons learned when implementing the Framework over the Summer 2020.</li> </ul>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"> <li>Recommend the Assembly to agree the reviewed Corporate Plan as set out at Appendix 1 to the report;</li> <li>Agree the reviewed Single Performance Framework as set out at Appendix 2 to the report.</li> </ol>	

## 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.

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 Listed below are the principal documents appended to this report, their purpose and the direction of the changes that have been proposed through the review process:

1. **The Corporate Plan** – 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;
- a shared approach to service design and delivery; and
- a shared approach to tackling cross-cutting issues and outcomes.

The Corporate plan also sets out our medium-term priorities for delivering this approach and progressing towards the vision of the Borough Manifesto.

2. **The Single Performance Framework** – The Single Performance Framework translates the approach of the Council, described in the Corporate Plan, into tangible work to be undertaken between now and the local elections in May 2022; targets to be achieved and deadlines to be met. This is the mechanism by which we understand the progress we are making and the performance of the Council. The contents of the Framework have been reviewed to take account of Covid-19 as well as the lessons we have learned in implementing the Framework over the past few months. Any proposed changes are highlighted in the notes of the appended Framework. We also recognise that the impact of the pandemic is not static. It will continue to emerge and change. Therefore, we will maintain a change control mechanism, overseen by Cabinet, through which we can amend the Framework as required throughout its lifespan, to ensure that it remains as realistic and up-to-date as possible. We will also engage the leads for the Framework across the Council every six months, to reflect on whether the pandemic or any other issues have necessitated any further changes. It is important to note that the clear priority of creating a Community Hub model, whilst set out in the text of the Corporate Plan, is not currently explicitly described in the Performance Framework. This is because details are still in the process of being developed. Over the coming months, as the more specific activities are clarified and agreed, the Performance Framework will be adapted to include the relevant deliverables.

### 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.

#### **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 Council's 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 and Single Performance Framework sit 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 6 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
- **Appendix 2:** The Single Performance Framework
- **Appendix 3:** 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 Coronavirus<sup>1</sup>. 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

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<sup>1</sup> ONS, deaths registered up to 24 October 2020.

## Appendix 2

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

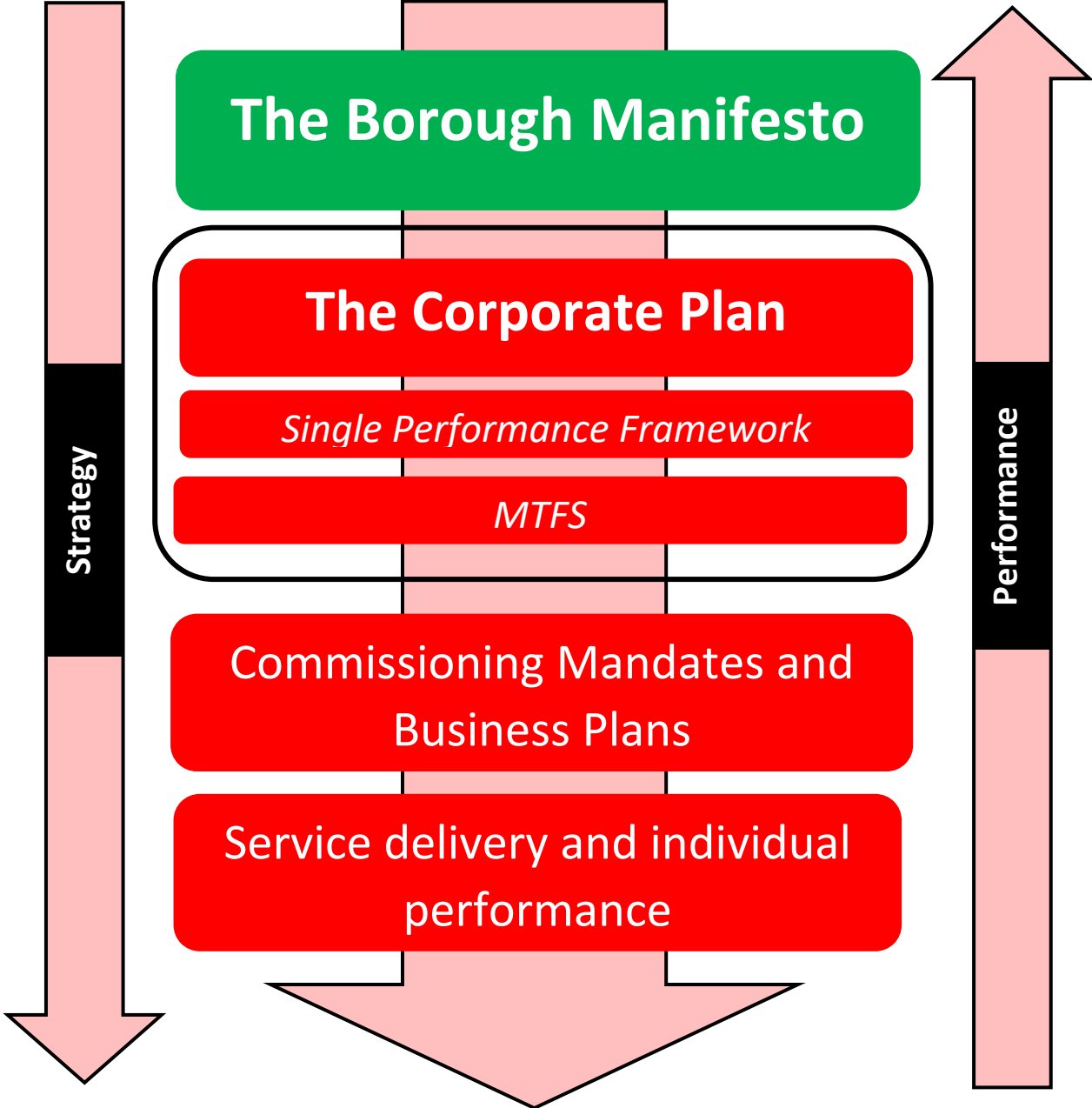


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# The Strategic Framework

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.



## Appendix 2

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.	<b>A place people are proud of and want to live, work, study and stay.</b>	A place where businesses and communities grow and thrive.
A friendly and welcoming Borough with strong community spirit.		A place with great arts and culture for everyone, leading change in the Borough.
A place where everyone feels safe and is safe.	A place where everyone is valued and has the opportunity to succeed.	A clean, green and sustainable Borough.

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

### This Corporate Plan 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’<sup>2</sup>. 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

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<sup>2</sup> 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.

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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.

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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***

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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)<sup>3</sup>. 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

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<sup>3</sup> Beveridge, William. *Social Insurance and Allied Services*, 1942

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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***

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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<sup>4</sup>. 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<sup>5</sup>. 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<sup>6</sup>. 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

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<sup>4</sup> *The facts on loneliness. The Campaign to End Loneliness.*

<sup>5</sup> *Annual Social Care Service User Survey, 2017. LBBD.*

<sup>6</sup> *London Poverty Profile, Trust for London. 2020.*



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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 London<sup>7</sup>. At the same time, more than fifty per cent of residents do not feel safe in their local neighbourhood after dark<sup>8</sup>. 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

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<sup>7</sup> Met Crime Dashboard, 2019.

<sup>8</sup> 2019 Residents Survey, **LBBB**.

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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.

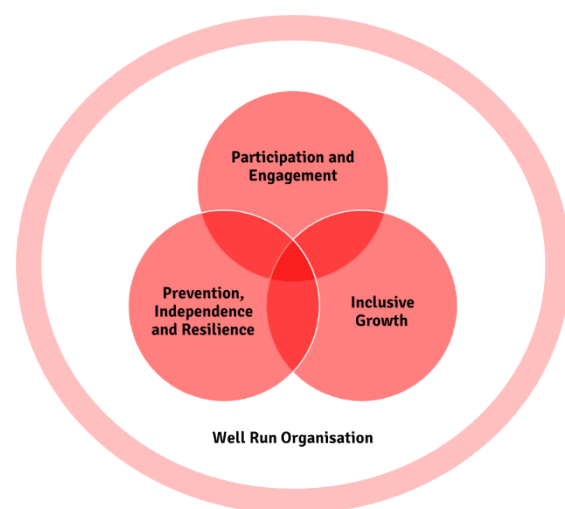
As well as these five giants, we must also adopt the same approach to supporting the five substantial **improvement programmes** that are being implemented across the Council: My Place, Adults, Children's, Disability, Core Transformation. We must also enact this approach, critically, in our work to develop 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.



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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

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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

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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



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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.

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- **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:

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*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.

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**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*

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*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

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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.



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#### Councillor Saima Ashraf

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

Councillor Ashraf is Deputy Leader of the Council and is responsible for delivery of all actions and deliverables related to 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

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- 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.

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### 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.

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### 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

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(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.

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### Councillor Cameron Geddes

*Cabinet Member for Regeneration and Social Housing*

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



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

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

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### Councillor Evelyn Carpenter

*Cabinet Member for Educational Attainment and School Improvement*

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



- Publishing an Annual School Place Sufficiency Plan to ensure there are enough childcare, nursery and school places in the Borough to meet the needs of our population;

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- Delivering our plans alongside Barking & Dagenham School Improvement Partnership (BDSIP) to ensure that quality of education and pupil’s attainment continues to improve; and
- Developing the new Special Educational Needs and Inclusion Strategy.

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

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### Councillor Syed Ghani

*Cabinet Member for Public Realm*

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



- Developing an annual plan identifying the hotspots for “grime crime” and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (joint priority with Councillor Mullane);
- Developing and adopting a new East London Joint Waste & Resources Strategy forecasting and modelling the waste arising for the next 25 years, with options for waste minimisation, reuse, recycling, reformed collection services and treatments for residual waste; and
- Banning single use plastics and drawing up an action plan to phase out the material among its commissioned services, contractors, suppliers and Local Authority-run schools.

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

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### Councillor Margaret Mullane

*Cabinet Member for Enforcement and Community Safety*

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



- Developing an annual plan identifying the hotspots for “grime crime” and other environmental issues (waste, planning enforcement, eyesore gardens, parking, landlord licensing, fly tipping etc) that will be tackled by the joint public realm and enforcement taskforce; using data and intelligence to assess each location for the appropriate robust action (joint priority with Councillor Ghani);

## Appendix 2

- Maintaining focus on violent crime through delivery of the Serious Violence and Knife Crime Action Plan; and
- Delivering the Parking Action Plan which aims to improve safety, congestion and air quality across the Borough, as well as providing a safer, fairer, consistent and a more transparent parking service.

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

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### Councillor 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.

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*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;

## Appendix 2

- 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.

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## 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
<b>BD_Collective</b>	Work with the BD_Collective to develop a single platform for volunteering and participatory opportunities. <sup>1</sup>	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. <sup>2</sup>	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
<b>Barking and Dagenham Giving</b> <sup>3</sup>	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

## Appendix 3

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
<b>Community Assets</b> <sup>4</sup>	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

## Appendix 3

Topic	Task	Milestone	Deadline	Lead Cabinet Member
Faith <sup>5</sup>	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

## Appendix 3

Topic	Task	Milestone	Deadline	Lead Cabinet Member
<b>LGBT Community Development</b>	Undertake the Community Development Programme, in partnership with Studio 3 Arts, with the Borough's LGBT community.	-	Q1 21-22	Cllr Rice

### Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
<b>Volunteering</b> <sup>6</sup>	Number of Social Sector organisations advertising volunteering opportunities through the single platform for volunteering. <sup>7</sup>	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

## Appendix 3

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
	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
<b>B&amp;D Giving</b>	Value (£) of ticket sales for Local Lottery. <sup>8</sup>	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. <sup>9</sup>	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. <sup>10</sup>	n/a	Q3 21-22	Cllr Ashraf
	Develop the collaborative business programme. <sup>11</sup>	n/a	n/a	Cllr Ashraf

## Appendix 3

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. <sup>12</sup>	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. <sup>13</sup>	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

## Appendix 3

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. <sup>14</sup>		Ongoing.	Cllr Ashraf
	Forge new pathways for local organisations and people to participate in decisions around cultural initiatives and policy. <sup>15</sup>		Ongoing.	Cllr Ashraf

## Indicators

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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
<b>Perceptions of the local area</b>	Proportion (%) of residents who respond positively to the question: 'how satisfied or dissatisfied are you with your local area as a place to live?'	The Council believes that opportunities to participate in the community improve the perception of the local community as a place to live. This is a high-level indicator to gauge this sentiment, 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
<b>Every One Every Day</b> 17	Number of registered participants. <sup>18</sup>	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. <sup>19</sup>		600 by Q4 21/22.	Quarterly	Cllr Ashraf

## Appendix 3

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	Lead Cabinet Member
<b>Culture and Heritage</b>	Proportion (%) of residents who have heard of the Summer of Festivals and the Council's other free events.	It is important that the Council is effectively advertising the Summer of Festivals programme to ensure that as many residents as possible are able to attend. This will tell us how effective its advertising and spread has been.	60% in 2022	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents attending the Summer of Festivals events who live in the Borough.	Effective advertisement and the participation of residents in the curation of events should lead to a greater proportion of residents attending the events.	Increase	Annual	Cllr Ashraf
	Number of visitors to Eastbury Manor House.	Can illustrate success at achieving aim of increasing use of and engaged with heritage assets and activities.	50,000 in 20-21. 60,000 in 21-22 (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
<b>Citizens Alliance Network</b>	Co-create a Development Plan for CAN with residents and social sector partners.	CAN Programme Manager appointed.	Q1 20-21	Cllr Ashraf
		CAN Working Group established. <sup>20</sup>	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. <sup>21</sup>	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
<b>Deliberative Democracy</b>	Undertake deliberative processes to strengthen the way the Council makes decisions and develops policy. <sup>22</sup>	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

## Appendix 3

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. <sup>23</sup>	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. <sup>24</sup>	Report taken to Cabinet.	Q3 20-21	Cllr Ashraf



## Appendix 3

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. <sup>25</sup>	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. <sup>26</sup>	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 <sup>27</sup>	Number of people signed up to CAN.	A key aim for CAN is to expand its reach as a platform for democratic	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

## Appendix 3

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
<b>Deliberative Democracy</b>	Proportion (%) of residents who respond positively to the statement that the Council 'listens to the concerns of local residents'.	The belief is that deliberative democratic methods can improve trust in democracy. This is a high-level indicator for this sentiment, though is subject to a range of other factors.	No reduction.	Annual (Residents' Survey)	Cllr Ashraf
	Proportion (%) of residents who respond positively to the statement that the Council 'acts on the concerns of local residents'.		No reduction.	Annual (Residents' Survey)	Cllr Ashraf
	The total number of participant engagements on One Borough Voice	One Borough Voice is the principal means by which LBBDD enables democratic participation online.	4,000 in 20-21 5,000 in 21-22	Monthly	Cllr Ashraf
	The total number of visitors to One Borough Voice.		20,000 by Q4 21-22	Monthly	Cllr Ashraf
		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
<b>Relational Council</b>	Enhance the relational and cultural practices of statutory services through the expansion and implementation of the New Town Culture Programme, with a specific focus on the role of culture in addressing knife crime and serious youth violence. <sup>28</sup>	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
<b>Empowering the workforce</b> <sup>29</sup>	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
<b>Communication</b>	Develop and adopt the first annual Campaign Plan	Plan and implement Lost	Q4 20-21	Cllr Ashraf

## Appendix 3

Topic	Task	Milestone	Deadline	Lead Cabinet Member
<b>and Transparency</b> 30	for 2020-21. Describe in the plan how the campaigns will be identified, constructed and undertaken. Undertake the first Plan for the 2020-21 financial year, on topics including: crime and safety, housing and growth, cleanliness and the local environment, domestic abuse and – as an annual staple – the Summer of Festivals programme.	Hours Campaign.		Cllr Ashraf
		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

Topic	Task	Milestone	Deadline	Lead Cabinet Member
<b>Inclusive Growth - Homes*</b>	Determine the shape and size of the Be First/Reside new build programme for delivery from 2023/24 onwards, including approving a future estate renewal programme and a dedicated HRA new build programme for specialist housing underpinned and guided by the highest standards of participation and consultation.	Approval of first schemes of next phase of estate renewal programme at Cabinet.	Q2 20-21	Cllr Geddes
	Launch a housing innovation programme to generate practical, resident-led housing solutions for small Council-owned sites (such as self-build, custom-build and community-led housing).	Update report with plans to Cabinet.	Q2 20-21	Cllr Geddes
	Ensure Reside delivers on agreed priorities in relation to its approach to the community, including re-vamping its website, social media presence, its communication and engagement with its tenants.	Reside Business Plan to Cabinet.	Q4 20-21	Cllr Geddes
	Through engagement with tenants and leaseholders, articulate what these residents should be able to expect from an excellent housing management service and commission an external review of the Council's offer and performance against these expectations.	Co-creation of new tenancy conditions.	Q2 20-21	Cllr Geddes
		Development of a new tenants and leaseholders engagement policy.	Q3 20-21	Cllr Geddes
<b>Inclusive Growth - Places</b>	Co-produce a 15-year regeneration framework and design guide for improving the built environment and lived experience for residents of the Becontree Estate; to guide Be First/ LBBB interventions, external development and the contributions of local people and organisations.	-	21-22	Cllr Geddes

\* 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.

## Appendix 3

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	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
	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	

## Appendix 3

Topic	Task	Milestone	Deadline	Lead Cabinet Member
	Agree local improvement plans for each ward, setting out the priority public realm and local neighbourhood-level improvements for that area, through a process led by ward Councillors with participation of local residents, with delivery against the plans led by My Place (drawing on funding from the annual Ward Member budgets and connected to opportunities including the Citizens Alliance Network).	-		Cllr Geddes
<b>Prevention, Independence and Resilience*</b>	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
	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

\*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.

## Appendix 3

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

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



## 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.<sup>31</sup>
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.<sup>32</sup>
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.<sup>33</sup>
10. Tackling inequality in all aspects of our service delivery and within our communities jointly with partners and Public Health.<sup>34</sup>

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.<sup>35</sup>

## 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.<sup>36</sup>

### Deliverables

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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	<b>Children's Improvement Programme</b>
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 <sup>37</sup> 'Review of School Places and Capital Investment'.	Cllr Carpenter, Cllr Worby (tbc)	Oct 2020	<b>Education and Participation Strategy</b>
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	<b>Disabilities Improvement Programme</b>

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	<b>Children's Improvement Programme</b>

## 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 <sup>38</sup> .	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,	31.03	↑	32.5	Annually

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
	including: Higher Education, vocational qualifications and employment.				
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 <sup>39</sup>

### Deliverables

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

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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 homes<sup>41</sup>

### Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Review and deliver improved early permanence pathway for looked after children.	Cllr Worby	Jun 2020	<b>Children's Improvement Programme</b>
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 needs<sup>42</sup>

### 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	<b>Children's Improvement Programme</b>
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	

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### 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.<sup>43</sup>

#### Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Establish the new Children's Multi-Agency Safeguarding Partnership.	Cllr Worby	May 2020	<b>Children's Improvement Programme and Multi Agency Safeguarding Partnership Plan</b>
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	<b>YOS Improvement Plan and Knife Crime Action Plan</b>

## 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
<b>Measure</b>	<b>What this will tell us</b>	<b>Baseline</b>	<b>DoT</b>	<b>Target</b>	<b>Collection Frequency</b>
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

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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of people who use services who say that those services have made them feel safe and secure.	That an increasing proportion of service users of care services feel that their care and support has contributed to making them feel safe and secure.	82.3%	↑	Increase	Annually
Proportion of 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 survivors<sup>44</sup>

### 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	<b>Violence Against Women and Girls (VAWG) Strategy</b>
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	

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### 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
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**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 <sup>45</sup>.**

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	<b>Disabilities Improvement Programme</b>

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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 communities<sup>46</sup>

### 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	<b>Mental Health Improvement Programme</b>
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

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**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.<sup>47</sup>**

Deliverables

Task	Lead Cabinet Member	Deadline	Topic
Develop and deliver our care technology strategy.	Cllr Worby	March 2022	<b>Adults Improvement Programme</b>
Review our older people's accommodation offer and assets.	Cllr Worby Cllr Geddes	December 2021	

Task	Lead Cabinet Member	Deadline	Topic
Make capital improvements to Kallar Lodge, our care home for older people with dementia.	Cllr Worby	March 2021	
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

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
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 social care.	167.1	↓	234.2	Monthly
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.<sup>48</sup>

### 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	<b>Health and Wellbeing Strategy</b>
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	

Task	Lead Cabinet Member	Deadline	Topic
Ensure the BHR system strategy being developed draws together our Health and Wellbeing Strategy outcomes and plans.	Cllr Worby	April 2021	
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

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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

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

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

Indicators

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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	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
	Housing approvals by number of bedrooms. <sup>49</sup>	Whether developers are building the homes we need in Barking and Dagenham.		Quarterly
	Number of new affordable homes completed (by Be First versus third party developers).	Whether we are on track to deliver the 2018 manifesto commitment of 2,000 new affordable homes over five years.	2,000 between 2018 and 2023	Quarterly
<b>Be First new housing pipeline</b>	Number of units in Be First programme with planning permission.	Whether Be First new build delivery is on track.		Quarterly
	Number of units in Be First programme started on site.	Whether Be First new build delivery is on track.		Quarterly
	Number of units in Be First programme completed.	Whether the housing delivered meets the needs of B+D residents.		Quarterly
	Total new homes delivered by Be First in Business Plan period.	Whether Be First are providing the expected number of new homes.	Business plan target (approx. 3,000 homes by 2024/25)	Quarterly and cumulative
	Tenure type and bedroom size of new homes delivered.	Whether the Be First programme is providing a mix of housing which addresses known housing need.	At least 75% of homes should be affordable	Quarterly and cumulative
<b>New homes going to local people</b>	% of Reside lets which are made to local residents (people whose previous home was in the Borough).	Whether newly built Reside homes are benefiting local people.		Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
	% 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
	% 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
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Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<b>Develop Reside business and brand</b>	Cllr Geddes	Kristian Melgaard	<p>Ensure Reside delivers on key agreed areas of development for the company, as set out in its business plan, principally:</p> <ul style="list-style-type: none"> <li>• Setting out the housing management offer and customer service standards it's tenants can expect to its tenants. 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.<sup>50</sup></li> <li>• Re-vamping its website, social media presence and all aspects of communications and engagement with its tenants</li> <li>• Putting in place robust marketing, sales and lettings plan for future new build handovers to ensure rapid occupancy and a high proportion of homes going to local people</li> <li>• Establishing its Registered Provider vehicle</li> </ul>	Complete by end of March 2021
<b>Deliver and embed the gains from the My Place Improvement Programme</b>	Cllr Geddes	Lisa Keating	<p>Deliver the My Place Improvement Plan, leading to demonstrable improvements in the core housing service offered to tenants and leaseholders (illustrated through the following proxies):</p> <ul style="list-style-type: none"> <li>• Tenant and leaseholder satisfaction levels</li> <li>• Cleanliness of blocks and estates (including caretaking and grounds maintenance)</li> <li>• Rent collection levels</li> <li>• Void turnaround times</li> <li>• Quality, speed and responsiveness of repairs and maintenance</li> <li>• Assurance on safety and compliance</li> </ul>	December 2020
<b>A new deal for Council tenants and leaseholders</b>	Cllr Geddes	Lisa Keating	<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.<sup>51</sup></p>	December 2020

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<b>Long term investment/ Improvement plan for HRA</b>	Cllr Geddes	Graeme Cooke	<p>Develop and agree long-term investment and improvement plans for the homes and estates in the HRA.</p> <p>This needs to take into account known and emerging issues around the HRA stock, including:</p> <ul style="list-style-type: none"> <li>• The need to bring all homes up to the Decent Homes standard</li> <li>• The stock investment standard after Decent Homes, taking a more holistic view of assets and estates</li> <li>• The imperative to fully decarbonise the housing stock by 2050</li> <li>• The agreement of a future estate renewal programme</li> <li>• The emerging requirements from the review of building safety, including the Building Safety Bill expected in this Parliament</li> <li>• Concluding the piece of work which has been initiated to review the safety of the remaining Large Panel System (LPS) buildings within the Council’s housing portfolio and produce a set of recommendations and a plan for addressing issues identified.</li> </ul> <p>This will result in an initial stock investment plan of at least five years, so that in 2021 a medium-term HRA Business Plan and stock investment plan can be approved by Cabinet.</p>	HRA Business Plan to Cabinet February 2021
<b>Deliver the HRA business plan</b>	Cllr Geddes	Graeme Cooke	Develop a 30-year HRA business plan that sets the future financial strategy for managing and improving HRA housing.	February 2021
<b>Landlord licensing scheme implementation</b>	Cllr Mullane	Andy Opie	Maximise the potential of the Borough wide landlord licencing scheme to promote good housing management and property standards in the PRS (e.g. in relation to energy efficiency, safety and compliance, and minimising empty homes), with robust enforcement action against landlords flouting the rules.	Ongoing

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<b>External review of Samuel Garside House fire</b>	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
<b>Satisfaction of our tenants and leaseholders with our housing service</b>	Overall tenant satisfaction with housing management service.	These indicators will tell us how satisfied residents who live in Council owned, managed or developed properties feel about the services provided, and allow us to see the impact of improvement plans and the reinvigoration of Reside.		Annual, measured through the STAR survey
	Overall leaseholder satisfaction with housing management service.			Annual, measured through the STAR survey
	Overall Reside satisfaction with services 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

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



Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Maintaining our housing stock</b>	% of responsive repairs 'satisfied with repair' (total including General Needs, Sheltered, and temporary accommodation) <sup>53</sup>	Whether we are providing a high-quality repairs service that is convenient for residents and efficient.		Quarterly
	% 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
<b>Maximising income and ensuring effective use of our housing stock</b>	Number of general needs properties allocated to residents on the housing waiting list.	Whether processes to minimise the time a property remains void after a tenant vacates are operating effectively.		Quarterly
	General needs - voids turnaround time in days and by stages. <ul style="list-style-type: none"> <li>• Major voids</li> <li>• Minor voids</li> </ul>			Quarterly
	Sheltered housing - voids turnaround time in days and by stages.			Quarterly
	Temporary accommodation - voids turnaround time in days and by stages.			Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency	
	General needs - % of rent collected of total amount due (current tenants including current arrears).	Whether rent is being collected effectively so that it can be reinvested in improving housing management services and delivering the HRA capital programme.		Quarterly and cumulative	
	Sheltered housing - % of rent collected of total amount due (current tenants including current arrears).			Quarterly and cumulative	
	Temporary accommodation - % of rent collected of total amount due (current tenants including current arrears).			Quarterly and cumulative	
	Reside properties - % of rent collected of total amount due (current tenants including current arrears).			Quarterly	
	Percentage of Reside properties let.		Whether we are effectively utilising Reside stock and quickly letting new homes that are handed over.		Quarterly
	Number of properties sold under Right To Buy		Allows us to track how much affordable housing stock has been lost.		Quarterly
<b>Ensuring our properties are safe and well maintained</b>	% of residential properties with a valid gas safety certificate.	Whether we are providing safe homes to our residents.	100%	Quarterly	
	% of blocks and communal spaces with a current fire risk assessment.*		100%	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
	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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Private rented sector</b>	Number of private sector housing enforcement activities.	How many landlords we are enforcing against.		Quarterly
<b>Empty homes</b>	Number of Long Term Empties in the borough. <sup>54</sup>	Whether long-term empty homes are being identified and action taken.		Quarterly
<b>Building control</b>	% of reports of dangerous structures responded to within 24 hours.	Maintaining safety in the Borough.		

**Sub-theme 3: Tackling Homelessness**

Actions and deliverables

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

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

Indicators

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

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
<b>Managing households in temporary accommodation</b> 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
<b>New supply of temporary accommodation</b>	Total number of new units of temporary accommodation provided through the Be First programme from following schemes: <ul style="list-style-type: none"> <li>• Grays Court</li> <li>• Wivenhoe</li> <li>• Weighbridge</li> <li>• Margaret Bondfield</li> </ul>	Whether the new temporary accommodation under development is delivered to programme.	184 by November 2020	Quarterly

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Allocations and lettings</b>	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"> <li>• Choice based lettings</li> <li>• Decants</li> <li>• Direct Offers<sup>56</sup></li> </ul>	Whether we are allocating the social homes that become available as anticipated in the annual lettings plan.	N/A	Quarterly
<b>Rough sleeping</b>	Number of rough sleepers identified in rough sleeping count.	Indicator will show that we are providing effective support to a vulnerable group of people.		Currently an annual count – will move to quarterly from April if additional resources secured under a bid we have made to government
	Number of rough sleepers brought in under the severe weather emergency protocol.	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

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



Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Supply of housing for vulnerable groups</b>	Number of specialist accommodation units provided on Barking Riverside.	Whether the specialist units secured on Barking Riverside through planning are being delivered.	35 units for care leavers  35 units for learning disability  60 units for older people	Quarterly
	Number of 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

<b>Deliverable</b>	<b>Lead Cabinet Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestone</b>
<b>Approve and implement a Social Value Policy</b>	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
<b>Improving social outcomes in construction</b>	Cllr Bright	Pat Hayes	Embed and test newly agreed arrangements to secure jobs, training and supply chain opportunities for local residents and businesses from construction activity in the Borough (both through Be First and other developers, via s106 agreements), while ensuring compliance with the Unite Construction Charter on Be First schemes.	The Be First approach to Social Value was approved in Oct 2019 and implementation is ongoing (tracked by metrics)
	Cllr Bright	Pat Hayes	Build a strategy to support residents and suppliers to understand and access opportunities in the local construction sector – including through the creation of a non-profit training agency to improve the quality and clarity of apprenticeships in partnership with contractors and local educational institutions; and a programme of events and wider support to build the capacity of the local supply chain and ensure the investment in housing benefits the local economy.	Strategy agreed in principle with Be First in Oct 2019. Approach to training planned to be launched in summer 2020

<b>Deliverable</b>	<b>Lead Cabinet Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestone</b>
<b>Develop a care sector strategy</b>	Cllr Worby	Graeme Cooke and Elaine Allegretti	Develop an action plan with local care providers to improve pay, retention, productivity and quality standards in the care sector.	March 2021
<b>Develop the Business Forum</b>	Cllr Bright	Graeme Cooke	Embed the Barking and Dagenham Business Forum, with regular communications, events and engagement with the local business community – including work with partners (such as the Barking Enterprise Centre, Barking and Dagenham Chamber of Commerce, Barking and Dagenham College, CU London and others) to improve access to space, finance, new markets and support for businesses in the Borough.	Quarterly events held and numbers attending
<b>Develop LBBD’s business support offer</b>	Cllr Bright	Graeme Cooke	Work with the Barking Enterprise Centre to deliver – and evaluate – a Business Growth and Improvement pilot aimed at improving job quality and performance in the local care and construction sectors (before deciding whether and how to extend the approach).	Evaluation of pilot and plan next steps by December 2020
<b>Create training/ work pathways into food and film sectors</b>	Cllr Bright	Pat Hayes and Graeme Cooke	Commissioning studies to enable us to understand how to create strong training and work pathways into our key growth sectors, such as food and film (with specific actions dependent on how our sector strategies in these areas develop).	Ongoing and linked to wider development plans

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestone
<b>Industrial land</b>	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. <sup>57</sup>	March 21
<b>The Council as an exemplar</b>	Cllr Twomey	Fiona Taylor	Increase the number of Council apprentices to 2.3% of our workforce – hitting the government target for public sector organisations – by working with Council teams to consider how they can use apprentices to meet skills gaps and promote leadership development and progression.	Reports to Workforce Board bi-monthly, with annual reporting to London Councils (March) and central government (Sept)

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Average median income</b>	Gross median annual income in LBBD.	LBBD’s overall progress on Borough Manifesto goals relating to low pay/incomes.	Incomes improving faster than the London median (by 2037).	Annual
<b>Job density</b>	Job density rate and total number of workforce jobs.	LBBD’s overall progress on Borough Manifesto goals relating to business growth and success.		Annual

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Business growth</b>	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). <sup>58</sup>			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
<b>Maximising impact of the Council’s and other construction activity in the Borough</b>	Number and % of people working on major construction developments who are Borough residents - Be First and LBBB (contractors or sub-contractors).	That the Council is maximising the power of its investment programme and revenue spending to deliver economic and social benefits to residents.	25% of FTE workforce	Quarterly
	Number and % of FTE people working on major developments that are apprentices – Be First and LBBB.		5% of FTE workforce	Quarterly

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
<b>Business engagement</b>	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)
<b>Apprenticeships</b>	Number of 'apprenticeship' starts as a proportion of total workforce. <sup>59</sup>	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. <sup>60</sup>		-	
	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

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



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

Indicators

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

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Employment support provided by the Council for residents</b>	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. <sup>61</sup>		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
<b>Young people</b>	The percentage of resident young people in academic years 12-13 (aged 16-18) who are NEET or Unknown.	That the Council is maintaining the progress it has made in reducing the number of NEETs and Unknowns in recent years.	3.1%	Annual (collected Dec-Feb each year)
	Total number of care leavers in all apprenticeships. <sup>62</sup>	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

<b>Deliverable</b>	<b>Lead Cabinet Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestones</b>
<b>Reducing 'grime crime'</b>	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
<b>Public awareness campaigns on waste and street cleansing</b>	Cllr Ghani	Lisa Keating	Deliver future phases of the Council’s Cleaner Borough campaign with the goals of changing resident perceptions and behaviour around waste and contributing to the performance of the Council’s public realm services.	On-going
<b>New waste strategy</b>	Cllr Ghani	Lisa Keating	Development and adoption of new East London Joint Waste & Resources Strategy forecasting and modelling the waste arisings for the new 25 years, with options for waste minimisation, reuse, recycling, reformed collection services and treatments for residual waste.	On-going

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

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Delivering our core waste and recycling service</b>	% Domestic Collection Made.	Demonstrate that we are effectively delivering this core service, which contributes to creating a sense of the Borough as a good place to live.		Monthly
	% recycling collection made.			Monthly
	% green waste collection made.			Monthly
	% of commercial waste collections made.			Monthly
	% of garden waste collections made on time.			Monthly
	% of bulk waste collections made on time.			Monthly
	Reduce the percentage of residents who feel that rubbish / litter is a very / fairly big problem.			Monthly
<b>Keeping the streets clean</b>	Total number of fly tipping cases and 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
<b>Keeping the Borough safe</b> <small>63</small>	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. <small>64</small>	How well we are protecting public health.		Quarterly
	Number of enforcement activities to improve non-compliant food businesses. <small>65</small>			Quarterly



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

Actions and deliverables

<b>Deliverable</b>	<b>Lead Cabinet Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestones</b>
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Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p><b>Deliver the Covid transport interventions<sup>66</sup></b></p>	<p>Cllr Geddes</p>	<p>Pat Hayes</p>	<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"> <li>• 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</li> <li>• Work with the community to explore options to reduce traffic around schools to improve safety for people walking and cycling to schools.</li> <li>• 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.</li> </ul> <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"> <li>• Improve accessibility and passenger safety, while relieving overcrowding at Barking station;</li> <li>• Address road safety concerns and increase the level of walking and cycling around Dagenham Heathway;</li> <li>• Develop options to improve walking and cycling links between the Becontree Estate and Chadwell Heath station, along Valance Avenue;</li> <li>• Reduce the dominance of the car and improve air quality around Becontree Heath;</li> <li>• Improve the public realm around Eastbury Manor House;</li> <li>• Provide high quality, attractive approaches to key transport interchanges at Upney and Dagenham East stations;</li> </ul>	<p>Ongoing</p>

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

<b>Infrastructure delivery plan</b>	Cllr Geddes	Pat Hayes	Publish and maintain an Infrastructure Delivery Plan setting out the future physical and social infrastructure needed to support planned housing growth.	December 2020
<b>Ensure delivery of CIL funded projects</b>	Cllr Geddes	Graeme Cooke	Deliver the CIL funded projects approved by Cabinet to date and bring forward further proposals on an annual basis which deliver against key identified infrastructure needs to support housing growth (as set out in the Infrastructure Delivery Plan).	On-going
<b>Improve impact of developer contributions (e.g. s106)</b>	Cllr Geddes	Graeme Cooke	Update our policy and approach to securing and enforcing developer contributions to support inclusive growth outcomes, arising in particular from s106, Community Infrastructure Levy and the carbon offset fund.	In place by December 2020
<b>Commercial asset review</b>	Cllr Geddes	Lisa Keating	Produce a business plan for the Council's commercial asset portfolio, based on a comprehensive asset review, including proposing changes of use where there is a strong financial or service case.	By April 2021

**Sub-theme 3: Shaping aspirational places**

Actions and deliverables

<b>Deliverable</b>	<b>Lead Cabinet Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestones</b>
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Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p><b>Barking, The Roding &amp; More</b></p> <p><i>Our vision. 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>	<p>Cllr Geddes</p>	<p>Graeme Cooke / Pat Hayes</p>	<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><b>Chadwell Heath</b></p> <p><b>Our vision.</b> <i>A destination in its own right; full of character, personality and charm. Two neighbourhoods brought together around a vibrant and energetic high street, unlike anywhere else. Modern jobs, industry and transport links. More and better homes. Something for everyone, day and night.</i></p>	<p>Cllr Geddes</p>	<p>Graeme Cooke / Pay Hayes</p>	<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><b>Becontree</b></p> <p><b>Our vision.</b> <i>The Becontree estate. 100 years old in 2021 and still going strong. A moment to celebrate, but also to plan for the future. Our wonderful parks and open spaces and the brand-new youth zone point the way – holding on to the best of the Becontree's pioneering past while looking forward to the 21st century. Always the residential heart of the Borough.</i></p>	<p>Cllr Geddes</p>	<p>Graeme Cooke</p>	<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><b>Becontree Heath/ Rush Green</b></p> <p><b>Our vision.</b> <i>A place where young people will go to prepare for their futures, and where anyone can learn a new skill or follow their passion. A place for high class education, and a place to call home, right next to a country park AND London's newest film studios. Fantastic new facilities for everyone in the Borough to enjoy.</i></p>	Cllr Geddes	<p>Graeme Cooke / Pat Hayes</p> <p>Mark Tyson (for park improvements)</p>	<p>Develop a plan for revitalising Eastbrookend Country Park as a place of outdoor activity and leisure.</p> <p>Deliver planned improvements to Central Park, consistent with approved masterplan.</p> <p>Deliver programme of air quality and local transport improvements around Merry Fiddlers.</p>	<p>Planning application to be approved for central park by June 2020 with work starting on site in September 2020</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p><b>Dagenham East</b></p> <p><b>Our vision.</b> <i>A centre for media, science and technology. The jobs of tomorrow, right next to the historic heart of the Borough. From village life to fibre optics. A place in which stories about the Borough's past inspire the storytellers of tomorrow. Films, not Fords!</i></p>	<p>Cllr Geddes</p>	<p>Graeme Cooke / Pat Hayes</p>	<p>Produce a vision and strategy for the future of Dagenham East over the next 15 years, to guide third party development and drive Be First/LBBD interventions (approved by Cabinet).</p> <p>This will include: Ensuring that construction of the film studios gets underway, either led by the Council or by facilitating an external investor / developer / operator (while supporting filming on the site during the construction of the permanent studios through the LBBD Film Office).</p> <p>Facilitating the development of new industries and employment opportunities across the ex-May &amp; Baker site (adding to UCL Pearl, the data centre, Travelodge, Costa Coffee etc).</p> <p>Investigating the feasibility and viability of a new strategic heat network across Dagenham East, as part of a low/zero energy future for the Borough (via B&amp;D Energy).</p> <p>Bringing forward new build schemes in the area to improve the quality and quantity of affordable housing available for local people.</p> <p>Lobbying for the C2C service to stop at Dagenham East.</p> <p>Seeking investors and developers to regenerate the Sterling and Wantz industrial estates, to support the new industrial and employment clusters at Dagenham East.</p> <p>Producing a vision/ strategy for Dagenham Village.</p> <p>Develop a plan to rejuvenate the shopping parade at Dagenham Heathway, to enhance the retail and residential offering, linked to</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
			improvements in the local public realm.	

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p><b>Dagenham Dock, Beam Park, Stamping plant</b></p> <p><b>Our vision.</b> <i>Moving beyond the legacy of Ford, Dagenham Dock will become home to the next generation of sustainable industry. First up, London's three wholesale markets bringing huge investment and new jobs to the Borough. Next door, Beam Park and the Stamping Plan. New neighbourhoods for thousands of working Londoners.</i></p>	<p>Cllr Geddes</p>	<p>Graeme Cooke / Pat Hayes</p>	<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&amp;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><b>Thames and Riverside</b></p> <p><i><b>Our vision:</b> Barking Riverside, Thames View and Scrattons, connected to each other and properly linked with the Borough at large. Old and new neighbourhoods brought together in a healthy new town on the Thames. Castle green completely transformed: a new train station, modern industry and good new jobs for local people.</i></p>	<p>Cllr Geddes</p>	<p>Graeme Cooke / Pay Hayes</p>	<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

<b>Deliverable</b>	<b>Lead Cabinet Member</b>	<b>Lead Officer</b>	<b>Aims of the activity</b>	<b>Milestones</b>
<b>Approve new local plan</b>	Cllr Geddes	Pat Hayes	Submit the updated Local Plan to the planning inspectorate for approval (and approve further Supplementary Planning Documents as needed).	Reg 19 – Sept 2020  Approved – by December 2021
<b>Conversation with residents about inclusive growth</b>	Cllr Geddes	Graeme Cooke	Use 'Barking & Dagenham: The story of our Borough, past, present and future' to create an on-going dialogue with local residents about our vision and plans for regeneration across B&D, making use of both online and face to face engagement activity, linked to a wider approach to strategic communications and engagement, and building on the Borough & Me project.	Summer 2020 and ongoing

## Environment: Becoming the green capital of the capital

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

### Sub-theme 1. A decarbonised, local energy system<sup>67</sup>

#### Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<b>Clean energy action plan</b>	Cllr Geddes	Graeme Cooke	Produce a Zero Carbon Roadmap setting out a pathway and activities to get the Council, its housing and its wider assets to carbon neutral by 2030 and the wider Borough by 2050; based on assessing current levels of carbon and greenhouse gas emissions and a trajectory for reductions. Produce a set of metrics which will help us monitor performance in the future.	Plan produced by December 2020
<b>B+D energy network development</b>	Cllr Geddes	Gideon Botha	Ensure that B&D Energy delivers the Barking Town Centre heat network, ready to supply c.8,000 new homes in the area over the next few years and transitions to low-carbon energy sources.	Heat network infrastructure in place by Jan 2022 and new centre by August 2022
<b>Development of B+D energy network</b>	Cllr Geddes	Gideon Botha	B&D Energy to undertake feasibility studies and develop business cases for future strategically significant heat networks in other key regeneration areas across the Borough (starting with Dagenham Dock and Dagenham East).	Business cases delivered by September 2021



Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<b>Solar panel feasibility study – Council buildings</b>	Cllr Geddes	Graeme Cooke	Determine the strength of the investment and climate case for the installation of solar panels across Council owned buildings, drawing on available subsidies and incentives.	By December 2020
<b>Solar panel feasibility study – other buildings</b>	Cllr Geddes	Graeme Cooke	Determine the feasibility and viability of a commercial route to market for solar PV deployment among owner-occupiers and businesses across the Borough, based on the mapping of rooftop potential in the Borough; with the aim of bringing forward a competitive offer for installation.	By December 2020
<b>Develop business case for ground source heating</b>	Cllr Geddes	Graeme Cooke	Produce a business case for the deployment of a communal ground heat pump loop system, utilising the free heat found in our local surroundings to cut tenants and leaseholder fuel bills and provide renewable, low carbon heating (and, subject to that work, trial this model on one block of flats).	By December 2020
<b>Energy Innovation and Housing<sup>68</sup></b>	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 <sup>69</sup>

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Reducing carbon and greenhouse gases across the Borough</b>	Annual tonnes of carbon produced across the Borough.	That the Council is working towards reducing the carbon footprint annually.	Baseline to be established through production of clean energy action plan	Annual

<p><b>Reducing carbon and greenhouse gases - our own activity</b></p>	<p>Annual tonnes of carbon saved by homes and other buildings/corporate assets which have been retrofitted or installed low-carbon technologies.</p>	<p>That the Council is working towards reducing the carbon footprint annually.</p>	<p>Baseline to be established through production of clean energy action plan</p>	<p>Annual</p>
<p><b>Providing sustainable energy through B+D energy district heat network</b></p>	<p>Number of active residential customers on the B&amp;D Energy network.</p>	<p>That the Council owned company is operating effectively and providing sustainable energy.</p>		<p>Quarterly</p>
	<p>Number of active commercial customers.</p>			<p>Quarterly</p>

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

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<b>Energy Efficient homes/ building</b>	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
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Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Greener, cleaner energy efficient homes and assets</b>	Number of homes, buildings and corporate assets which have been retrofitted or installed low-carbon technologies.	That the Council is accelerating the take-up of low carbon heat and power measures.	250 buildings by 2022	Quarterly
<b>Tackling the coldest homes in the Borough</b>	Number of Council properties lifted from E, F and G ratings.	Progress towards eliminating all cold homes in the Borough.	Zero	Quarterly
	Number of private homes no longer E, F and G.		10%	Quarterly
<b>Deep retrofitting for the homes of the future</b>	Number of properties receiving the deep retrofit makeover.	Test the business case for roll-out of deep retrofit and provide A+ energy-rated homes of the future.	>10 Council properties	Quarterly

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

Actions and deliverables

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<b>A green local environment</b>	Cllr Mullane	Fiona Taylor	Produce an air quality action plan that sets out the Council’s policy, approach and commitments to key issues affecting air quality in the Borough, including clean transport, parking enforcement, green spaces and tree planting.	Approve by December 2020
	Cllr Ghani	Lisa Keating	Fully electrified 25% of the Council’s own vehicle fleet by 2022	Monitored as part of the My Place Mandate

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

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Improving air quality</b> <sup>70</sup>	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	
<b>Shifting to vehicle electrification</b>	Number of public EV charging points installed.	Progress towards LBBB leading by example in electrification.	25 additional charging pillars installed	Bi-annually
	Number of Borough fleet vehicles moved to electric.	Progress towards LBBB leading by example in electrification and providing infrastructure to increase public EV take-up.	25% of fleet by 2022	Bi-annually
<b>Greener public spaces and shading</b>	Increased tree canopy.	Growth in natural foliage providing shade and 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 deliverables<sup>71</sup>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<b>Strengthen preventative offer</b>	Cllr Bright	Mark Fowler	Making full use of our data and our insight to identify residents who either are, or might be at risk of, experiencing money and debt issues, and developing our core preventative offer in order to manage these risks, including through benefits maximisation, debt management and consolidation, and wider financial advice and guidance.	Scoping study with recommendations for action complete by March 2021
<b>Expand community food clubs</b>	Cllr Bright	Mark Fowler	Expanding the reach of our community food clubs from three to seven locations across the Borough, ensuring that these continue to provide the residents that need it most with access to affordable, healthy food, alongside personalised debt and money management support.	4 x new community food clubs open by September 2021
<b>Return and Transformation of revenues and benefits</b>	Cllr Twomey	Claire Symonds	Ensuring the successful transition of the Council’s revenues and benefits service from Elevate into LBBB, using this opportunity to strategically align and redesign the service so that it can both improve collection rates and maximise the potential for prevention, in partnership with the wider Community Solutions offer.	All staff transferred from Elevate to Community Solutions by September 2020 New blueprint implemented

<b>Implementation of ethical Collector service</b>	Cllr Twomey	Claire Symonds	Developing a new in-house ethical collector service for all in-Borough debts that is able to work closely alongside revenues and benefits as well as community solutions in order to improve collection rates and maximise the potential for prevention.	Ethical Collector service design to CSG June 2020.  External Bailiff contracts realigned and re- let by December 2020.  In-house Ethical Collector service live by March 2021.
	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. <sup>72</sup>	

Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Supporting financial stability through debt reduction and income maximisation<sup>73</sup></b>	Total number of people supported through Homes & Money Hubs (HAM Hub).	Whether we are effectively supporting residents to reduce debt, increase and maximise income and build financial resilience.		Quarterly
	% of people supported by the HAM Hub with a financial assessment.			Quarterly
	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 <sup>74</sup>	Quarterly
	Total hardship fund spent.		-	Quarterly
<b>Improving collection rates</b>	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 % <sup>75</sup>				

# 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 <sup>76</sup>

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

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

### Indicators

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

## Appendix 3

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

## Appendix 3

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

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Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
<b>Wellbeing</b>	Cllr Twomey	Gail Clark	Apply for the Good Work Standard.	Apply: May 2020 Self-assessment: June 2020 Achievement level: July 2020
<b>Compliance</b>	Cllr Twomey	Gail Clark	Full implementation of Manager Matrix.	November 2020
	Cllr Twomey	Gail Clark	Temperature checks.	2-3 times a year
<b>Employee Experience</b>	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)
<b>Equalities</b>	Cllr Twomey	Gail Clark	Publish Gender Pay Gap information	30 March 2020

### Indicators

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
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Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Recruitment</b>	Metric will be developed in parallel with the implementation of Talentlink (see deliverable above) and via the work of the Core Transformation Programme.	That the organisation is recruiting high calibre public servants.	TBC after implementation of Talentlink (see deliverable above)	TBC after implementation of Talentlink (see deliverable above)
<b>Learning and development</b>	Leadership and Management Development Programme is delivered.	That the organisation is investing in middle managers so that they can lead and manage consistently	6 cohorts a year	Annually
<b>Absence</b>	Average days lost to sickness absence.	That the organisation is sufficiently protecting staff wellbeing and promoting efficient working practices.	Equal to or less than 6 days per member of staff	December 2020 (annual review of target)
<b>Compliance</b>	Compliance with Absence Policy (managers).	That the organisation is professionally competent and compliant with policy, procedure and the law.	90% compliance	Bi-monthly
	Compliance with Mandatory Training.	That the organisation is professionally competent and compliant with policy, procedure and the law.	90% compliance	Annually or after specific training initiative
<b>Apprentices and graduates</b>	Apprenticeship Target.	That we meet the public sector target for apprentices.	2.3%	4-year target set in April 2017



## Appendix 3

Topic	Metric	What does it tell us?	Target (where applicable)	Frequency
	Apprenticeship Levy.	That the levy pot is spent (controllable budget).	Equal to value of levy pot	Quarterly
<b>Wellbeing</b>	Number of new stress related absences.	That the organisation is sufficiently protecting staff wellbeing and promoting efficient working practices.	Below London average	Quarterly
	Number of RIDDOR accidents/incidents.		Below London average	Quarterly
<b>Employee Experience</b>	Employee Engagement Index.	That the staff experience within the organisation is excellent.	80%	Bi-annually
	Number of new Grievances received.		Below London average	Bi-monthly
	Number of appraisals completed.		95%	Annually
<b>Equalities / Representation</b>	Gender Pay Gap.	Remuneration is fair between men and women at all levels across the organisation.	Below London average	Annually
	BAME representation.	The workforce is representative of the local population.	At London Average	Quarterly

### The Well Run Organisation enables democratic participation, works relationally and is transparent<sup>77</sup>

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

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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
<b>Democratic Participation</b>	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
	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

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Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
	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
<b>Transparency</b>	Cllr Twomey	Pye Nyunt	Establish a Data Ethics Committee.	Q3 2020/21
	Cllr Twomey	Sarah Myers	Develop and agree Transparency Plan.	Q3 2021/22

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Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
<b>Participation in policymaking, commissioning, and service-design</b>	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. <sup>78</sup>	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. <sup>79</sup>	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

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Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
<b>Communications</b>	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

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### Indicators

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Democratic processes</b>	Key decisions of executive committees are published in advance of the meeting on the Statutory Forward Plan.	That the organisation facilitates residents to actively participate in local democracy.	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
<b>Policy-making and commissioning</b>	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

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Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Transparency</b>	Percentage of FOI requests responded to within 20 days.	That we are compliant, open and transparent when required to share or give publicly held information.	95%	Monthly, one month in arrears
	Percentage of Subject Access Requests responded to within 30 days.	That we are compliant with GDPR.	90%	Monthly, one month in arrears
<b>External Communications</b>	Percentage of people who have seen or heard information about campaigns (individual campaign awareness scores).	That the organisation communicates effectively with residents.	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	Frequency to be set following development of Communications Blueprint		

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



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### The Well Run Organisation puts the customer at the heart of what it does<sup>80</sup>

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

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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

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	Percentage of complaints upheld.		No target	Monthly
	Number of complaints to Local Government Ombudsman.		No target	Monthly
	Percentage of Member enquiries (casework) responded to within SLA.		90%	Monthly, one month in arrears
<b>Method of Customer Contact</b>	LBBB website accessibility score.	That the organisation enables customers to serve themselves, if they choose to, making self-service an easy and efficient option.	Top quartile when benchmarked with peers	Quarterly
	Call volumes.		No target	Monthly
	Form usage.		No target	Monthly
	Requests by channel.		No target	Monthly
	Customer satisfaction.		Target to be set once benchmark established	Monthly
	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.				

## Appendix 3

## Appendix 3

### 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

## Appendix 3

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

## Appendix 3

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

## Appendix 3

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>
<b>Data and information governance</b>	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



## Appendix 3

Topic	Lead Cabinet Member	Lead Officer	Task	Milestone
<b>Commissioning and Policy</b> <sup>81</sup>	Cllr Rodwell	Sarah Myers	Production of the new Strategic Framework.	April 2020
	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
<b>Data-led and uses insight and intelligence to drive the business</b>	Feedback from State of the Borough conference on the Social Progress Index and Borough Data Explorer.	That the organisation is data-led and uses insight and intelligence to drive the business.	A majority positive feedback	Annually
	Use of the Residents Matrix in at least two B&D challenges per year.		No target	Annually

## Appendix 3

Issue	Metric	What does it tell us?	Target (where applicable)	Frequency
<b>Tools and Technology</b>	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.			
<b>Data Security</b>	Percentage of staff that have completed mandatory GDPR training	That staff understand practices and processes for keeping data secure	100%	Annually
	Number of incidences of data breaches	That we are compliant with GDPR and securely store data	No target	Monthly

## 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**

<sup>1</sup> The following deliverable has been amended: Work with the BD\_Collective to develop a single platform for volunteering and participatory opportunities

<sup>2</sup> The following deliverable has been amended: Connect into and actively engage with the BD\_Collective's network of networks.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> 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

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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.
- 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.

<sup>6</sup> 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.

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

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

### **Theme 2 Developing opportunities to meaningfully participate**

<sup>9</sup> 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.

<sup>10</sup> 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

<sup>11</sup> The following deliverable has been added: Develop the collaborative business programme.

<sup>12</sup> 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.

<sup>13</sup> 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.

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

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

<sup>16</sup> 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.'
- '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'

<sup>17</sup> 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)

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

### **Theme 3 Facilitating democratic participation**

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

<sup>21</sup> 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.

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

<sup>23</sup> 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.

<sup>24</sup> 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.

<sup>25</sup> 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.

<sup>26</sup> The following deliverable has been amended: Establish a Data Ethics Committee in addition to direct consultation of residents and social sector partners. Have the

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Committee create a community-facing explanation of the Council's use of data and insight.

<sup>27</sup> 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**

<sup>28</sup> 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.

<sup>29</sup> 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.

<sup>30</sup> 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**

<sup>31</sup> 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

<sup>32</sup> 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.

<sup>33</sup> 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.

<sup>34</sup> 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

<sup>35</sup> 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

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- 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

<sup>36</sup> 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.

<sup>37</sup> 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'.

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

<sup>39</sup> 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.

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- 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)

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

<sup>41</sup> 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.

<sup>42</sup> 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.

<sup>43</sup> 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.

<sup>44</sup> 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

<sup>45</sup> 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:



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- 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 17<sup>th</sup> birthday.
  - Number of adults with a learning disability accessing long term community support per 100,000 people.

<sup>46</sup> 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.

<sup>47</sup> 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:

- 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.

<sup>48</sup> 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**

<sup>49</sup> The following indicator has been amended: Housing approvals by number of bedrooms

<sup>50</sup> 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.

<sup>51</sup> 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.

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

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

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

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

<sup>56</sup> 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

<sup>57</sup> The following deliverable has been added: Industrial Land

<sup>58</sup> The following metric has been amended: Number of opportunities created for residents in the Council's supply chain (excluding jobs)

<sup>59</sup> The following metric has been amended: Number of 'apprenticeship' starts as a proportion of total workforce.

<sup>60</sup> 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.

<sup>61</sup> 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.

<sup>62</sup> 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.

<sup>63</sup> 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”.

<sup>64</sup> The following metric has been added Number of food businesses assessed as ‘satisfactory’ or better.

<sup>65</sup> The following metric has been added: Number of enforcement activities to improve non-compliant food businesses.

<sup>66</sup> The following deliverable has been amended: Deliver the Covid transport interventions.

<sup>67</sup> The following deliverable has been removed: Develop the Beam energy offer.

<sup>68</sup> The following deliverable has been added: Energy Innovation and Housing.

<sup>69</sup> The following indicator has been removed: Take-up level of Beam Energy – broken down by tariff.

<sup>70</sup> The following metric has been removed: Noxious and particulate levels in key hotspots.

<sup>71</sup> The following deliverable has been removed: Expanding and improving Beam Energy.

<sup>72</sup> 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.

<sup>73</sup> 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)”.

<sup>74</sup> The following metric and target was amended: % DHP spend utilised

<sup>75</sup> The following indicators have been added:

- General Income collection in year %
- Council Tax arrears £
- Housing Benefit overpayment %
- NNDR in year collection %

### **Well Run Organisation**

<sup>76</sup> 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.

<sup>77</sup> 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.

<sup>78</sup> 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.

<sup>79</sup> The following deliverable has been amended: Following the report to Cabinet in September 2020 regarding the strategic framework, undertake a review of

## Appendix 3

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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.

<sup>80</sup> 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.

<sup>81</sup> The deliverables pertaining to Commissioning and Policy were amended. .

**OVERVIEW AND SCRUTINY COMMITTEE****2 December 2020**

<b>Title:</b> Working with residents affected by Capital Works	
<b>Report of the Director of My Place</b>	
<b>Open report</b>	<b>For information</b>
<b>Wards affected:</b> All	<b>Key decision:</b> No
<b>Report author:</b> Tony Wiggins, Head of Property Management and Capital Delivery (My Place) and Andy Bere, Asset Manager (My Place); Michael Westbrook, Head of Housing and Asset Strategy	<b>Contact Details:</b> Email: <a href="mailto:anthony.wiggins@lbbd.gov.uk">anthony.wiggins@lbbd.gov.uk</a>
<b>Accountable Strategic Leadership Director:</b> Graeme Cooke, Director of Inclusive Growth	
<p><b>Summary</b></p> <p>This report covers how the Council works with residents affected by capital works as part of the stock investment programme. Appendix 1 to this report contains a presentation that will be delivered by officers at the meeting. This presentation covers:</p> <ul style="list-style-type: none"> <li>• The background to the HRA stock investment programme</li> <li>• How the programme is delivered between My Place and the delivery agents Be First and BDMS</li> <li>• Information from Be First and BDMS on how they work with residents affected by capital works throughout the life of a stock investment programme being delivered</li> </ul>	
<p><b>Recommendation(s)</b></p> <p>The Overview and Scrutiny Committee is recommended to note this report.</p>	

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

**List of appendices:**

Appendix 1 Working with residents affected by Capital Works

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# Appendix 1

## Overview and Scrutiny Committee

**Barking & Dagenham**

How we work with residents affected by Capital Works

one borough; one community; no one left behind

# Background to the Capital Works Programme

- LBBD has a significant annual capital programme that is invested in planned replacement of major components to existing Council properties held in the Housing Revenue Account (HRA). Often referred to as the 'stock investment programme'
- In 2020/21, the approved stock investment budget is £38.5m, though the delivery of these works has been impacted by Covid-19 (more on this in later slides)

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The stock investment programme is largely funded from the rent income paid by tenants. Some of the rental income paid by tenants each year is set aside to fund future stock investment

- In recent years, the Council has made good progress in increasing the amount of properties that meet the Decent Homes Standard. As of 31 March 2020, 91% of council properties met the Decent Homes Standard. This is forecast to increase to around 97% once current planned works are completed. This would have been achieved sooner without the pandemic



# The stock investment programme

The stock investment programme is focused on the following five groups of types of works:

1. Internals (kitchens, bathrooms, boilers and rewire etc)
2. Externals (roofs, windows, doors, rainwater goods etc)
3. Communal/Compliance (fire doors, lifts, communal boilers, lateral mains, water tank replacement, asbestos removal, door entry systems etc)
4. Landlord Works (disabled adaptations, capital voids, energy efficiency)
5. Estate Environmental Works (road surfaces, footpaths, garages etc)

# How stock investment works are delivered

- **My Place** are responsible for specifying the stock investment programme, based on stock condition data and the budget available. The data is derived from a combination of the stock condition surveys last carried out in 2018/29 and the lifecycle of certain components.
- My Place then instruct the two main delivery agents – **BDMS** and **Be First** to deliver the majority of the works, whilst delivering some specialist projects directly.
- In 2020/21 the Be First Programme largely comprises external works to Council blocks (c£14.5m in total), these works often involve leaseholders who can be recharged through a legally defined consultation process (Section 20 of the Landlord & Tenant Act 1985). This process usually extends the overall programme timetable for external works.
- In 2020/21 the BDMS programme comprises internal works (kitchens, bathrooms etc), several compliance related projects (fire doors, fire stopping & sprinklers), major voids, and disabled adaptations (c£20.1m)
- My Place delivers a c£2.2m programme of lift replacements and a communal boiler replacement programme
- My Place oversee the delivery of the works, ensuring that they are carried out to the correct quality, are delivered within the budget and are carried out within the timeframe set

# Impact of Covid-19 on the 2020/21 stock investment programme

- Covid-19 and the rules around lockdown has had a significant impact on the delivery of the stock investment programme this year.
- This has been due to contractors ceasing work during lockdown, supply chains being disrupted and residents isolating. Once lockdown was lifted, risk assessments need to be updated, supply chains remobilised & residents contacted to rearrange works, which extended the delay in recommencing work. These delays impact on levels of spend within the defined financial year.
- An update on the forecast for the end of this financial year will be taken to Cabinet in December
- Where it is not possible to deliver works within this financial year due to the impact Covid-19, the works will be rolled over and delivered next financial year

# How we work with residents

- The next sets of slides set out how both BDMS and Be First work with residents affected by capital works



# Working with our residents

BD Services

# Resident engagement

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Before a project commences, BD Services engages with residents through:

## **Main forms of communication**

- Letters
- Emails
- Phone calls
- Text messages
- Meetings

## **Introductory letters sent to each resident**

- Introduce BD Services
- Introduce the sub-contractor
- Explain process of work
- Provide contact details of Resident Liaison Officer (RLO)

## **Coffee meetings**

- Hold meetings with residents
- Provide refreshments
- Explain scope of project and programme of works

## **Pre-commencement visits**

- Arrange introductory visit
- Complete survey and other forms with residents
- Explain process of works
- Answer any queries

# Resident consultation and preferences

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BD Services and the contractor follow a process regarding which options are decided by the client and which by the residents, and how available options are discussed with residents:

1. BD Services clarifies with the client about the range of options that will be offered to residents and colour preferences
2. BD Services liaises with the contractor regarding available options and requests samples
3. BD Services consults with the client and agrees on what choices are to put forward to the residents
4. Letters are sent to residents with the start date, the extent of works and explanation of pre-commencement surveys, at which they will be asked to decide on colour choices, and how these surveys are booked
5. RLO will contact residents to book appointments at a convenient time
6. RLO will attend property with samples of colour choices and complete forms with residents' choices
7. RLO will explain process of works in further detail, i.e. type of works, duration of the works, etc
8. Residents will be given contact details of RLO and of BD Services teams

# Resident communication and liaison



While the works are ongoing, BD Services and the contractor keep the residents regularly informed and are available to answer any queries



Residents will receive regular letters prior to works commencing and then throughout the contract, updating them on progress of each stage



RLO will make regular phone calls to residents



Updates will be placed on noticeboards in blocks of flats



RLO will visit residents on the first day of works and regularly throughout the contract



If residents have any queries or concerns, the RLO will liaise with them to resolve any issues. For example, if the resident calls regarding a complaint, RLO will contact them to complete a report and agree ways to resolve it with the site/project manager



RLO will be on site from time to time to answer any queries and hold coffee mornings at different stages of project



# Customer satisfaction monitoring

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To ensure customer satisfaction is monitored, all residents are issued with feedback surveys upon completion of the contract. Feedback gathered is used to work towards continuous improvement.

- Customer satisfaction is measured by collecting feedback from residents through paper surveys
- To ensure that we received accurate and unbiased feedback, residents are sent satisfaction surveys through the post for them to complete in private
- The satisfaction survey has a set number of questions. The residents answer each question by selecting a response from 1 to 5
- After we have received all the completed forms, we add up the score for each question to analyse the overall satisfaction of the residents. This will enable us to evaluate how we performed in each variable. This process highlights the areas with high levels of customer satisfaction and any areas that we need to improve upon

# Customer satisfaction targets

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Customer satisfaction targets are set for contractors and included in their contracts. These are monitored and reported by:

- The contractor is given a target of achieving a score of 95% in the customer satisfaction survey
- The contractors need to demonstrate flexibility and understanding in accommodating the needs and requests of residents. For example, offering morning or afternoon appointment slots

# Working with Residents Affected by Capital Works

## Resident Engagement / Consultation at Pre-Commencement

Most of the works delivered by Be First are carried out with residents in occupation. It is therefore critical that affected residents are kept informed during the life of the project.

Upon being appointed to deliver a project, Be First will develop a communication strategy for the scheme. Resident engagement / consultation during the pre-commencement phase of a project would typically follow the process below:

- Initial letter issued to residents introducing Be First and advising them of the impending project, with indicative timescales.
- If surveys are required to determine the scope of works to a property or block; a further letter will be issued by Be First advising of our appointed Surveying Consultant and timescales for survey works.
- If applicable, Leaseholders are contacted about the works during this period by LBBD's Leasehold team, as part of their statutory obligation to consult under Section 20 of the Landlord and Tenant Act.
- Once the Section 20 consultation process (if applicable) has been completed, Be First will send a letter to residents advising them of our appointed Contractor.
- The appointed Contractor will issue a follow-up letter introducing their company and advise that their Resident Liaison Officer (RLO) will make contact to discuss the project and establish any specific needs that the resident may have.
- A 'Meet the Contractor' event is usually held for our projects at a venue local to the works. Residents have an opportunity to discuss the works to their property / block and raise any concerns that they may have. However, due to the current Covid-19 situation, events of this nature have been put on hold.

## Resident Choice, Extent / Duration of Works, Key Contact Details etc

Following receipt of the Be First and Contractor introductory letters, the Contractor's RLO will contact each resident and make an appointment to meet them in person. This initial meeting will cover the following:

- Resident Information Handbook (RIH) - Contractors put together a bespoke RIH for each project. The RLO will run through and issue the handbook to each resident, which includes:
  - Extent and sequence of works to each property / block
  - Sample Contractor staff ID badges to prevent security issues
  - Photographs of key site personnel (i.e. Site Manager, RLO)
  - Telephone number for RLO
  - Emergency telephone number for out of hours contact
  - Details of where the site accommodation / office is located

## Resident Choice, Extent / Duration of Works, Key Contact Details etc

- Resident Choice - Depending upon the project (i.e. internal works, external works, etc), the resident will be given a degree of choice as to what colour / range of materials is installed in their home, as follows:
  - Internal refurbishment – Kitchen units, worktops, wall paint / tile colour and vinyl floor colour. Bathroom wall paint / tile colour and vinyl floor colour.
  - External refurbishment – Front door colour and decoration colour/s in communal areas.

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Colour choice sheets / swatches will be presented to the resident at the meeting with the RLO for them to select. Typically, there is also a 'cooling off period' should the resident discuss with their family and require a change.

- Resident Specific Needs - any resident specific needs (e.g. disabilities, language issues, night work, holidays, pets, etc) are discussed at this meeting and mitigation measures (if applicable) are put in place.
- Covid-19 – residents are advised that the Contractor has amended their working practises in line with the Government's guidelines for working with Covid-19.

## Keeping Residents Informed During the Works

The residents are predominantly kept informed during the works by the appointed RLO for the project, who will liaise as follows:

- Regular RLO visits, telephone calls, text messages, WhatsApp, or email (whichever is the resident's preference).
- Newsletter – these are typically issued on a bi-monthly basis and will include a report on progress of works, upcoming works, contact details, site information and more.
- Further letters are issued during the project advising of the next work. Letters are distributed with, on average, 7 to 14 days' notice. All letters include the RLO name, contact details along with the site location address and a detailed non-technical explanation of the upcoming works.
- All queries are dealt with by the RLO on the spot if possible. If not, the RLO will liaise with the site team to gain the correct response and liaise back to the resident promptly
- All communication with the resident is recorded on a Phone / Enquiry Log.
- Complaints are logged and monitored by the Be First and Contractor teams.

## Keeping Residents Informed During the Works

The Be First site team will also be visiting properties / blocks to check the quality of works and ensure that Health and Safety working practises are being complied with.

During these visits, the team will communicate with residents to discuss any issues that they may have and raise them with the Contractors site team accordingly.

In addition, Be First also monitor the Contractors own performance on site ensure health and safety practices are being followed on site and that all works are being undertaken in a safe professional manner.

Be First also arrange regular spot checks from their own HSEQ Manager who compiles his own site report that is shared with the contractor, with any issues highlighted and rectified accordingly.



## Customer Satisfaction Process

The London Borough of Barking and Dagenham's Resident Satisfaction questionnaire is issued to residents by the RLO once works have been completed to their individual property or block.

They are not pressured to complete the questionnaire there and then, but are encouraged to provide feedback, whether it is good, bad, or indifferent, to assist with continuous improvement.

The issuing / return of the Resident Satisfaction questionnaire varies depending on the contract. The various methods we use are:

- RLO hand delivers the questionnaire and arranges a suitable time to collect
- RLO hand delivers the questionnaire and resident advised of a drop box location
- Questionnaire posted to resident with a prepaid envelope for return

Returned questionnaires are issued to the My Place Asset Management team, who update a Key Performance Indicator (KPI) tracker for each project with the information on the form. This information generates a resident satisfaction KPI score for each property and the project.

Resident feedback is analysed; where it is negative or the KPI score is particularly low, further investigations will be carried out to determine the reason for the poor feedback, so that lessons can be learnt going forward.

The Be First project team discuss KPI's as part of their monthly progress meetings with Contractors.

## Customer Satisfaction Targets and KPI's

Contractors are issued with the London Borough of Barking and Dagenham's KPI Handbook at tender stage, of which the Customer Satisfaction KPI is one. The Handbook explains how the KPI data is to be captured and how the score for each KPI is calculated.

A customer satisfaction target score of 85% or above is typical for the housing refurbishment works that we undertake.

Page 232 As described previously, the customer satisfaction KPI results are fed into a tracker document by the My Place Asset Management team and the results are analysed / reported monthly.

Any trends or areas of concern are raised at the monthly progress meetings for actioning.

# Next steps

My Place are continuing to look at ways to improve working with and engage with residents as part of carrying out stock investment.

This includes:

- Working with Delivery Agents to refine and improve the customer satisfaction reporting process
- Use the data produced to continually improve level of customer satisfaction
- Further use of resident feedback to shape how we deliver future programme delivery
- Have consistent process for satisfaction surveys for all delivery agents so the customer experience is assessed in the same way
- developing new ways of engaging with residents using electronic and social, media (text messages, emails etc) in order to improve response levels

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## Overview and Scrutiny Committee: Work Programme 2020/21

Officers must ensure reports are cleared by the relevant internal board and include legal and financial implications at least

Meeting	Agenda Items	Officer(s)	Cabinet Member/ Presenter	CSG Deadline	Governance Service's Deadline
<b>6 January</b>	General progress update regarding A2020 Scrutiny Recommendations – KLOE 1, 2 and 3	Hilary Morris Elaine Allegretti	Cllr Twomey	10 December	10am, Friday 18 December
	Report arising from recommendation 3 of A2020 Scrutiny Review on Best Value.	Hilary Morris	Cllr Twomey		
	Children's Care and Support: <ul style="list-style-type: none"> <li>i. Corporate Parenting OSC Report</li> <li>ii. Disabilities Improvement Programme OSC Report</li> <li>iii. Report requested by recommendation 7 of A2020 Scrutiny Review</li> </ul>	Elaine Allegretti	Cllr Worby		
	Work Programme	Masuma Ahmed			
<b>26 January (Extraordinary Meeting)</b>	Covid-19 Financial update: Savings	Philip Gregory	Cllr Twomey and other relevant Cabinet Members	17 December	10am, Thursday 14 January

<b>3 February</b>	Response Times and Clear Up Rates with the Borough Commander	Andy Opie	Cllr Mullane	14 January	10am, Friday 22 January
	OneView: Use, Governance, Ethics & Transparency	Pye Nyunt and Mark Fowler	Cllr Ashraf		
	Work Programme	Masuma Ahmed			
<b>3 March</b>	General progress update regarding A2020 Scrutiny Recommendations – KLOE 4	Graeme Cook Mark Tyson	Cllr Geddes	(TBC) 11 February	(TBC) 10am, Friday 19 February
	Report requested by recommendation 13 of A2020 Scrutiny Review – Impact of change to Reside’s eligibility threshold	Kristian Melgaard, Reside	Cllr Geddes		
	Work Programme	Masuma Ahmed			
<b>31 March</b>	Supporting elderly residents – 1) reducing isolation 2) support when discharged from hospital	Elaine Allegretti	Cllr Worby	(TBC) 11 March	(TBC) 10am, Friday 19 March
	Recovering from the impact on education outcomes of Covid-19	Jane Hargreaves	Cllr Carpenter		
	Work Programme	Masuma Ahmed			
<b>12 May</b>	Probation Services (to include reoffending)	Andy Opie	Cllr Mullane	(TBC) 8 April	(TBC) 10am, Monday 26 April

	<p>Children's Care and Support:</p> <ul style="list-style-type: none"> <li>i. MASH Annual Report and update</li> <li>ii. Early Help update on Ofsted Improvement Plan</li> </ul> <p>Progress update on recommendations 3,4 and 5 of the Improving Household Waste, Recycling and Street Cleansing Scrutiny Review</p> <p>Work Programme</p>	<p>Elaine Allegretti</p> <p>Lisa Keating and Andy Opie</p> <p>Masuma Ahmed</p>	<p>Cllr Worby</p> <p>Cllr Ghani and Cllr Mullane</p>		
<p><i>First meeting of 2021/22 - 9 June 2021</i></p>	<p>Air Quality:</p> <ul style="list-style-type: none"> <li>i. Update on implementation of the Air Quality Action Plan including recommendation made at 9 Sept 2020 meeting – <b>TBC</b></li> <li>ii. Report requested by recommendation 22 of A2020 Scrutiny Review – <b>TBC</b></li> </ul>	<p>Chris Banks/ Neil Pearce</p> <p>Graeme Cooke</p>	<p>Cllr Mullane Cllr Geddes</p>	(TBC)	(TBC) 10am, Monday 24 May

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