

Corporate Plan 2016/17





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Foreword - Leader of the Council



Our borough has changed radically over the last decade and continues to change. We have to respond. We have a long and proud record of providing public services for our community, including good quality housing, schools and care for people from the cradle to the grave.

Since 2010 we have sustained deep cuts in government support. We have already shown that we can do more with less, but austerity is set to continue, and by 2020 we will be spending half of what we had in 2010; this means finding another £63 million in savings.

We face a simple choice: we can do nothing and continue to cut services, or we can find new ways of delivering them. That is our challenge.

We also find ourselves in a unique position as London's growth opportunity. This means an additional 35,000 homes over the next 20 years and a population increase of around 75,000. Growth will happen whether we want it or not. However, there is no guarantee this will benefit local residents; that we will have enough schools, or that jobs will be created. We see the Council's role as harnessing this growth and the borough's potential for the benefit of all, to ensure no one is left behind.

We are not where we could and should be. In areas such as employment, skills, educational attainment, and health, outcomes for residents is well below London averages, and we should all have higher expectations.

Our ambition is to make Barking and Dagenham a stronger, more prosperous place to live, with opportunity for all. To achieve our ambition we need to change the way the Council is run. We need to be less traditional, more innovative and flexible and develop a new relationship with our partners and the communities we serve.

We will be working to make sure that our services are efficient, that we deliver what we say we will and that we listen to our residents. We need to increase the opportunities for them to have their say; we need to do more to work in partnership with community and voluntary organisations to provide services; and we need to enable residents to become less reliant on us.

This level of change demands a different kind of leadership and a different kind of Council. This journey will take time and this plan reflects that by ensuring we continue to focus on the delivery of the vision and priorities through this period of change.

The Corporate Plan is a key document to ensure the Council has a coordinated approach to delivering its vision and priorities, and makes best use of the resources available.

We will combine the enduring core values of the public sector, with the community involvement and flexibility of the voluntary sector, and the commercial-mindedness of the private sector.



CIlr Darren Rodwell
Leader of Barking and Dagenham

Vision and Priorities

Our vision and priorities represent a shared understanding of what we're seeking to achieve for the borough. They set out our role in place shaping and enabling community leadership within the context of a significantly reducing budget. They have been developed to reflect the changing relationship between the Council, partners and the community.

Our vision for the borough:

One borough; one community; London's growth opportunity

Our priorities:

Encouraging civic pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

Growing the borough

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough's image to attract investment and business growth

Well run organisation

- A digital Council, with appropriate services delivered online
- Promote equalities in the workforce and community
- Implement a smarter working programme, making best use of accommodation and IT, allowing Members and staff to work flexibly to support the community
- Continue to manage finances efficiently, looking for ways to make savings, generate income, and be innovative in service delivery

For more detail on the vision and priorities please visit the Council's website

www.lbbd.gov.uk/visionandpriorities.



Credit: PicturePlus.co.uk



What we've achieved 2014 to 2016



Investment in new homes and jobs worth over **£1 billion** over the next 20 years



Launch of the **Shared Ownership Scheme** for tenants

£35 million

Vicarage Fields redevelopment agreed

100% of Children's Centres **Good or Outstanding**



Gender Equality Charter launched

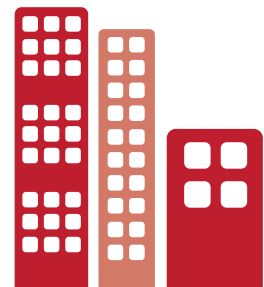


Decent Homes programme has **improved 1,500 homes**



Coventry University to open a campus in Dagenham Civic Centre

Work started on **421** of the 1,575 **new flats** on the Gascoigne Estate



£7.4 million to install low energy street lights



7,800 landlords registered, driving forward improvements in the private rented sector

Dog DNA Pilot scheme has reduced level of mess in three of the borough's parks



Dagenham Library voted **library of the year** nationally

Barking & Dagenham - Our Borough

Over the last 15 years our borough has become one of the fastest-changing communities in Britain.

The population of Barking and Dagenham rose from 164,000 in 2001 to 186,000 in 2011, and an estimated 201,979 in 2015 (ONS mid year estimates 2015). National statistics forecast a population of 220,000 by 2020, and up to 275,000 by 2037.

Change is everywhere, but the Council remains committed to ensuring equality of opportunity for all and establishing a 'one borough' sense of community.

The population is much more diverse than 15 years ago – since 2001 the proportion of the population from minority ethnic backgrounds has increased from 15% to 50%. That proportion is projected to increase to 62% over the next 25 years. We are proud to be a diverse and inclusive borough.

Like other London boroughs, there is also rapid movement of people: between 2012 and 2014 approximately 50,000 new residents came to the borough, and roughly the same number left, meaning that the 'turnover' was almost a quarter of the total population.

The age profile of the population is also changing. The borough has the fourth highest proportion of people aged 10 to 19 in the country and has seen an increase in the 20 to 29 age group of just under a quarter.

We are a young, rapidly growing and increasingly diverse borough. Our aspirations need to reflect that.

List of sources for infographic on page 9:

- Office of National Statistics 2015 Mid-Year Estimates (Number of residents; Age range of residents; Average age of residents)
- Office of National Statistics 2011 Census (BME population; Born abroad; Most common birthplace; English not first language)
- Office of National Statistics Annual Population Survey October 2014 to September 2015 (Have no qualifications)
- Department of Work and Pensions September 2015 (Unemployment, Employment, Benefits Claimants)
- Land Registry 2016 (Median house price)
- Metropolitan Police Service March 2015 to February 2016 (Crimes)
- Department for Education 2014 (GCSE results)
- Office of National Statistics 2012 to 2014 (Births)
- Office of National Statistics 2014 (Life expectancy)

201,979
Residents
7th smallest population in London

54,912
under 16s

Highest proportion in London and the UK

126,143
16s to 64s

4th lowest proportion in London

20,924
over 65s

10th lowest proportion in London

33
average age

Lower than London average (35.9)

59.5
male healthy life expectancy

Below London average (64)

54.6
female healthy life expectancy

Below London average (64.1)

58.1%
achieving 5 A* to C GCSEs

Below London average (61.5%)

15.4%
have no qualifications

Above London average (7.8%)

79.4
births per 1000 women of childbearing age

Above London average (63.3)

80.1
crimes per 1000 people

Around London average (79.3)

£326,461
median house price

Below London average (£530,368)

18.5%
English not first language

Below London average (22.1%) for aged 3+

10.5%
unemployment

Above London average (6.4%)

64.9%
employment

Below London average (72.3%)

14.9%
DWP benefits claimants

Above London average (10.7%)

49.3%
BME population

Below London average (55.1%)

30%
born abroad

Below London average (36.7%)

4.7%
Nigeria most common birthplace outside the UK, followed by India and Pakistan

Our Budget

By 2020 the cuts in funding mean that the Council will have roughly half the amount of money that we had to spend in 2010. At the same time, the pressures caused by the growing population and more complex needs mean that we will need an additional £50 million to meet rising demands. Overall we estimate that, if we did nothing, there would be a shortfall in our budget of £63 million by 2020/21.

Figure 1. Shows the budget pressures through to 2020/21.

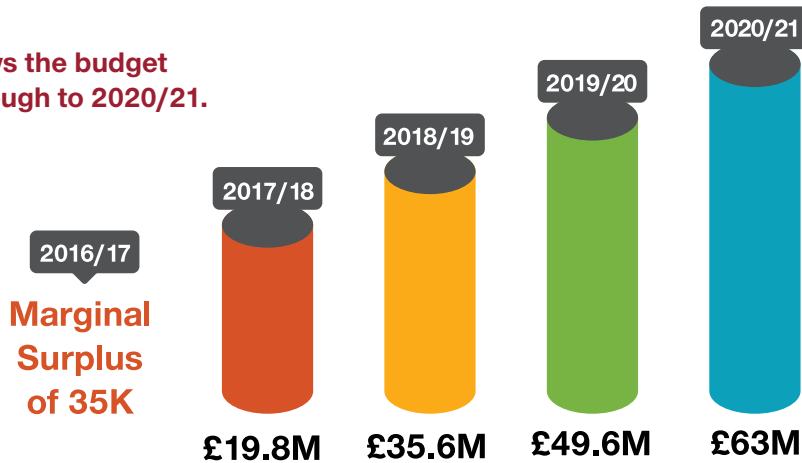


Figure 2. Where our money comes from

As you can see below, your Council Tax is only a part of the money we receive and use to fund the many services that we provide to you.

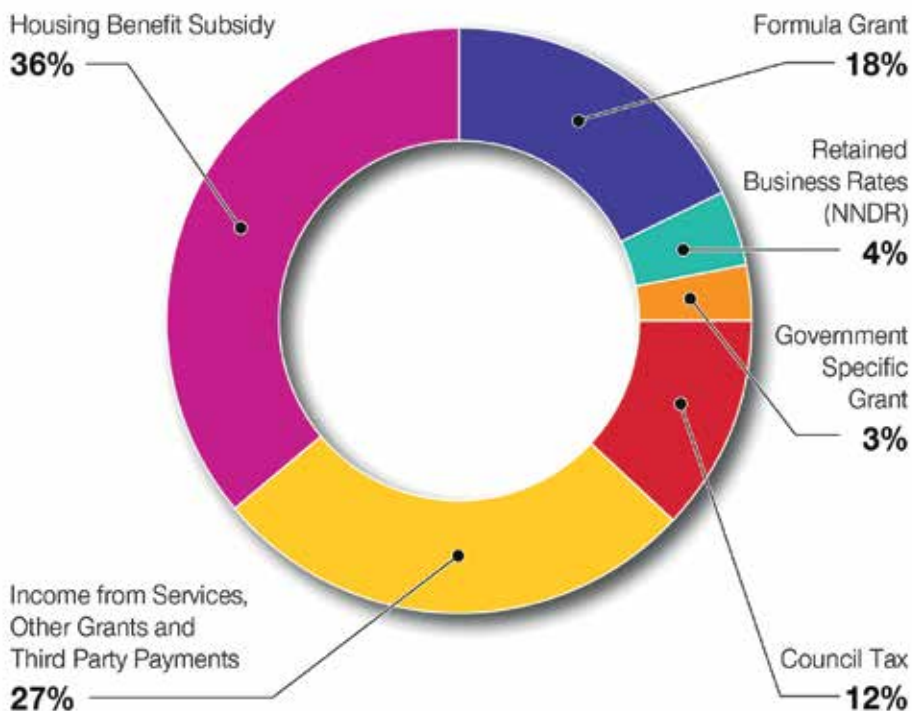
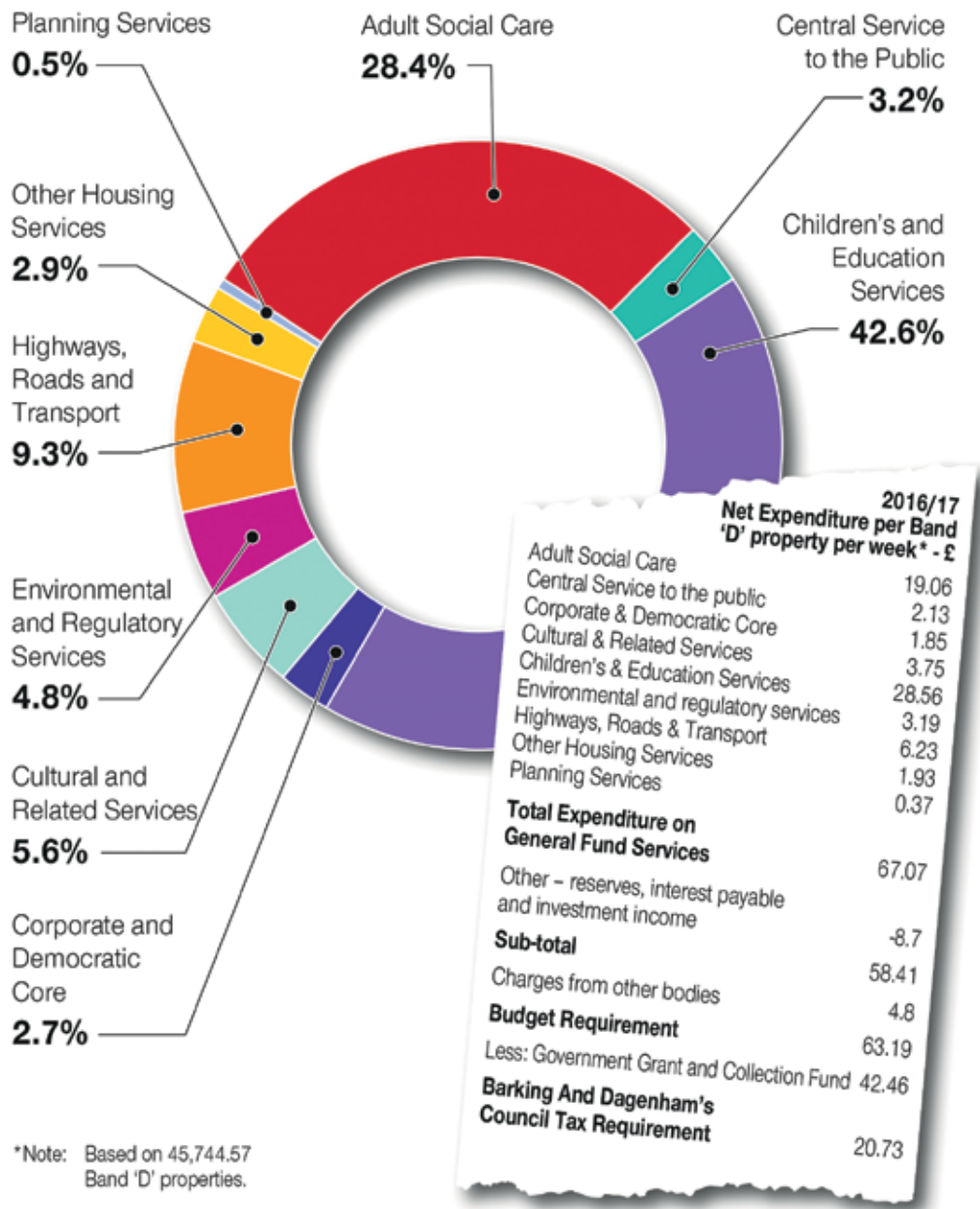


Figure 3. Where your money goes



National Policy Context

The Government is also implementing reforms in national policy and legislation that will have a major impact on Council services, residents and local businesses. They include:

- Reform of the housing and planning systems.
- Welfare reform, including a reduction in the cap on household benefits, and a freeze on working age benefits.
- Reform of adult social care, and health and social care integration.
- Promoting 'devolution deals' at regional or sub-regional levels.
- Proposals for all schools to become academies.

Those changes will have a major impact on many of the traditional approaches of the Council and the services people are accustomed to receiving.

The combined impacts of austerity, population change and government policy mean that we can no longer afford to meet the needs of our residents by spending more money on the kinds of services we currently provide.

Instead we need to re-focus what we do so that we identify the root cause of need and tackle it, so that people have a better chance of living more independently. Our job must be to build resilience so that people are better able to help themselves.

The European Union (EU) Referendum

The EU referendum on 23rd June 2016 marked a significant point in Britain's history with the Country voting to leave the EU. The immediate impact of this decision was visible through the effect on the stock market and the value of the pound. But the decision may have far reaching consequences in a number of areas, the exact impact of which is still uncertain. The Council will continue to monitor the ramifications of 'Brexit' and any resulting implications for local government. The Council is clear that we will continue to ensure our residents are supported and 'No one is left behind'.

Expectations and Outcomes

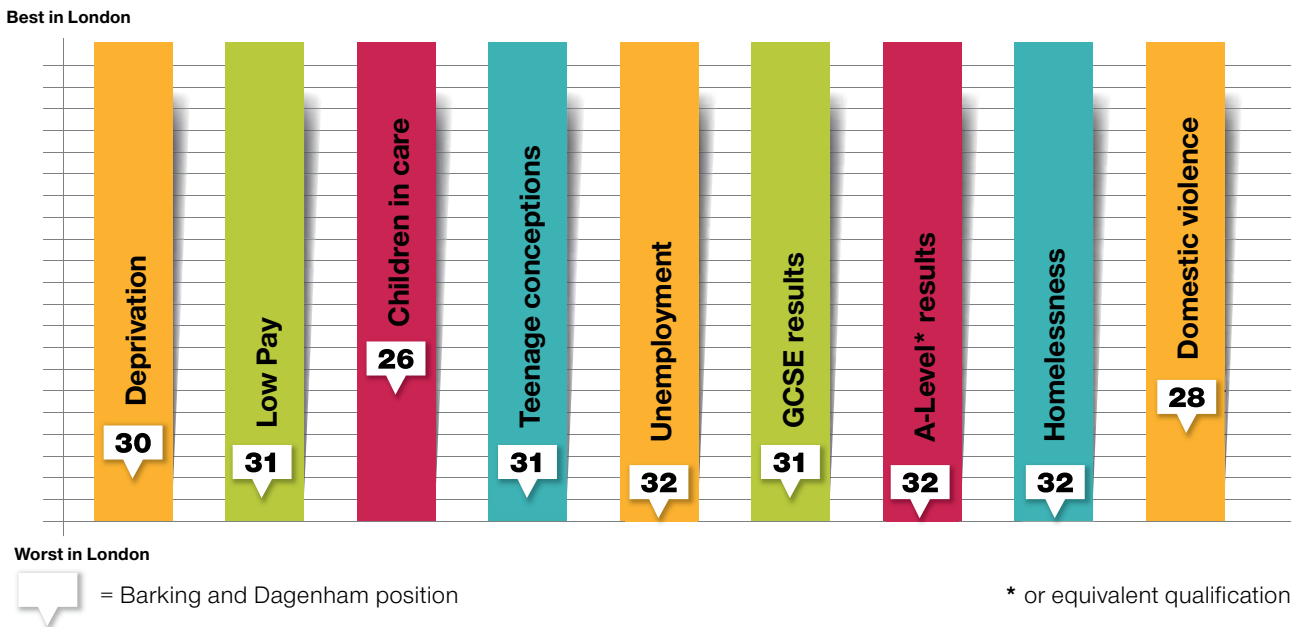
We also need to change because what we have done in the past is not good enough in meeting what our residents need and expect.

In the recent residents survey 70% of our residents said that they were satisfied with the area, compared to 86% for London residents generally. Only 53% said that the Council listens to, or acts on, the concerns of local residents. Lack of confidence in Council services undermines the trust of local people.

Our residents are at the bottom of too many London league tables. People in our borough die earlier, have poorer health, and lower levels of education and skills than in most other London boroughs. Too many are insufficiently skilled, too many are in low paid work, too many struggle to find suitable accommodation to live in.

On many measures of health and well-being, our residents have significantly worse health outcomes than national averages – including lower life expectancy, and higher rates of obesity, diabetes, and smoking prevalence.

Figure 4. How did Barking and Dagenham compare to other London boroughs in 2015?



Our Response

In summer 2015, the leadership of the Council launched two major pieces of work:

- A panel of independent experts – the Growth Commission - to review the Council's ambition to be London's growth opportunity, and to recommend how to maximise the contribution of the Borough and our people to the London economy. Their report was published in February and can be viewed online: www.lbbd.gov.uk/growthcommission
- We set up our 'Ambition 2020' programme within the Council to re-examine every aspect of what the Council does and how we are organised visit www.lbbd.gov.uk/transformation

Our Principles

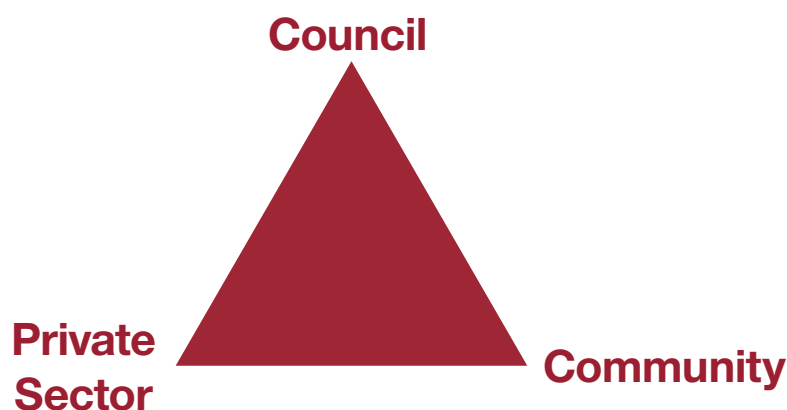
The findings of the independent Growth Commission will help us to establish a blueprint for transforming the borough over the next 20 years and beyond. Building on what the Commission proposed, we have committed ourselves to a set of principles.

We will:

- Develop with partners a 20-year vision for the borough, backed by a series of measurable goals.
- Support the renewal of civic culture through much more active involvement of local people and communities, organised and empowered to support and challenge the public and private sectors.
- Develop the housing offer in the borough to reflect London's diversity-including social housing for rent, affordable sub-market stock, a well-regulated private rented sector and a substantially increased stock of owner-occupied housing.
- Increase a vibrant local business community providing a home for local entrepreneurs and businesses, large and small from around the world.
- Leave no-one behind, ensuring that everyone has the opportunity to fulfil their potential and benefit from the borough's growth.
- Ensure that the local community and businesses, as well as the Council and other public sector organisations, each play an appropriate leading role.
- Benchmark everything the Council does against the excellence that is part of the best of the Borough's history in housing and manufacturing.
- Take decisions based on the very best available evidence.

Our approach

Our Council will combine the enduring core values of the public sector, with the community involvement and flexibility of the voluntary sector, and the commercial-mindedness of the private sector.



Our fundamental values of public service, integrity, and social justice will continue to underpin everything the Council does. But we need the full involvement of local people to build relationships of trust, and the flexibility to respond in ways which help to break the cycle of dependence. We have to be more commercially-minded and entrepreneurial so that our services can be financially self-sufficient wherever possible.

In short, we must transform our organisation to work in a very different way. Our Council of the future will need to excel at five things:

- **Providing consistently outstanding customer service** – We need to improve how customers get access to information and services and find innovative ways to enhance the customer experience and build trust whilst reducing demand and therefore cost.
- **Shaping a place that people choose to live in** – That means creating and maintaining areas that are attractive and affordable. That includes excellent schools, a safe and clean environment, culture and leisure facilities, and heritage.
- **Being commercially minded and financially self-sufficient** – Making our Council commercially astute, with the capability to innovate and to maximise income, and a constant drive to improve our efficiency and productivity.
- **Building public engagement, greater responsibility and civic pride** – This includes a focus on clean streets and enforcement, holding private sector landlords to account for the condition of property they own, and running a wide and varied Council events programme promoting a sense of community and attracting people to the borough.
- **Reducing service demand** – A coordinated approach to reducing demand through early and effective intervention including key services such as social care, housing and integrated health.

We have proposed a new operating model for the Council, moving away from an organisation which is designed around professional service silos, to one that is designed around what we need to achieve for our residents. Consultation with residents and stakeholders will be ongoing through 2016/17.

Transforming the Council

Our transformation programme began in summer 2015, designed to create a sustainable organisation that can live within its means; tackle the challenges the borough faces, respond to the Growth Commission findings and deliver our Council's vision.

The starting point was the challenge of finding £63 million in savings over the next 4 years, on top of the £90 million savings which we have had to find since 2010.

Traditionally, local authorities reduce spending by department. We managed to do that between 2010 and 2014. But we cannot continue to do that. Other local authorities also outsource or privatise services and dramatically reduce the size of the workforce. We have no desire to take those paths.

We will no longer have separate functional departments or directorates. We will shape our organisation around the needs of people, the place, and our goals.

The delivery of services will be undertaken by a range of 'Service Delivery Blocks'. Some of them we propose should be in-house, and some should be at arm's length, so that they are able to generate the income to become self-funding and to re-invest.

Figure 5. Arm's length service delivery blocks



Figure 6. In-house service delivery blocks





Our Values

The Council has developed values which will be embedded across the organisation and will underpin all Council activity. These values have been developed by staff and represent how the Council aims to conduct its business.

DRIVE

Deliver our best every day – and do what we have promised

Respond in a prompt, positive way to our community's needs

Inspire others with our attitudes and actions

Value people for who they are and what they can do

Engage with others to improve our resilience and flexibility

Our Performance

Reorganising Member portfolios to reflect future provision

We propose to establish a new operating model for the Council, moving away from an organisation which is designed around professional service silos, to one that is designed around what we need to achieve for our residents. In order to deliver this approach we have redesigned Member portfolios around functions rather than the traditional service based approach. This will allow Members to champion the transformation and continue to provide residents with the support they require. The new Member portfolios are:

- Community Leadership and Engagement
- Equalities and Cohesion
- Environment and Street Scene
- Enforcement and Community Safety
- Social Care and Health Integration
- Educational Attainment and School Improvement
- Finance, Growth and Investment
- Economic and Social Development

Monitoring and reporting

The key tasks and KPIs identified for 2016/17 will be monitored at a number of different meetings ensuring underperformance is tackled and that the process leads to service improvement. The portfolio holder Corporate Performance and Delivery will be responsible for performance management of the corporate plan objectives and organisational health measures. The key tasks and KPIs will be reported quarterly to:

- Corporate Performance Group
- Portfolio holder meeting
- Cabinet
- Public Accounts and Audit Committee

Developing a 'Borough Manifesto'

Over the next 12 months, we will lead the development of the 'Barking and Dagenham Borough Manifesto'. The manifesto will be developed in conjunction with partners and the community and will set out a 20-year vision for the borough. The vision for the borough needs to be shared and have collective agreement with everyone committing to play their part.

We will ensure that our progress in delivering the 'Borough Manifesto', and the other recommendations, is reviewed and reported publicly on an annual basis. Once agreed, the key targets in the 'Borough Manifesto' will provide the framework for managing our performance and the accountability of others for achieving them.

Resident survey

We are committed to having an evidence led approach to decision making, one which takes into account the views of residents. That is why we commissioned a resident survey in late 2015 to understand the views of residents and gauge resident satisfaction with Council services. The survey is a useful tool for the Council to identify areas for improvement and where to focus resources. This evidence based approach will ensure that the limited resources the Council has at its disposal are spent in areas that really matter and will make the greatest difference to residents. We will commit to running the survey annually to ensure the views of residents help shape services and lead to improvement.

Equalities

During the course of the year we will develop an Equality Strategy for the borough. This will set out our strategic objectives ensuring that we support and celebrate our diverse and changing population and that all people who live, work, study and visit our borough are treated equally and enjoy equal opportunities.

We will work to eliminate discrimination in Barking & Dagenham based on age, gender, sexuality, disability, religion & belief, ethnicity, gender reassignment, marriage & civil partnership, and pregnancy & maternity.

The Council's approach to equalities is embedded in the decisions we make as an organisation and is fully integrated into our decision-making processes and business planning.

Changes to policies and services are analysed in order to assess the potential equalities impacts and risks before final decisions are taken.

We will use the information we hold about residents to break down by protected characteristics wherever such analysis helps to improve our services and intervene in a more intelligent manner.





What we will deliver in 2016/17

Encouraging civic pride

Build pride, respect and cohesion across our borough

1. Through extensive consultation develop a Borough Manifesto setting out a vision for Barking and Dagenham in 2035
2. Publish an Equality Strategy for the borough that seeks to support and celebrate our diverse borough
3. Promote and embed the Gender Equality Charter and Women's Empowerment Month
4. Ensure Members and staff are appropriately trained in equalities issues
5. Celebrate our diverse heritage by promoting the donate a flag initiative
6. Develop a programme to make the Council an exemplar equalities employer

Promote a welcoming, safe, and resilient community

7. Create a single programme of events for the Council and community showcasing the best of the borough
8. Revitalise the Council's approach to engagement and consultation
9. Develop new partnership arrangements for the borough

Build civic responsibility and help residents shape their quality of life

10. Consult on and publish a borough-wide parking strategy
11. Create a new self-funding Enforcement Service using data and insight to target interventions and maximise impact (subject to public consultation)
12. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords
13. Progress the Civic Pride agenda through a series of behavioural change campaigns
14. Publish a new Waste Strategy and review the refuse service to meet strategic aims including a waste reduction campaign that seeks to increase Reduce, Reuse, Recycling awareness

Promote and protect our green and public open spaces

15. Develop a street and open space cleanliness and community pride campaign that improves civic pride and resident's perceptions of the borough
16. Develop a needs based targeted approach to street and open space cleanliness
17. Establish a Highways Improvement Strategy and funded programme with the intention of improving conditions and perceptions of the quality of roads and pavements
18. Implement a programme of work to reduce street clutter

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

19. Seek to ensure all young people are in education, employment or training
20. Work with partners (particularly schools) to get more young people to go on to study at 18 and ensure all young people achieve good GCSE and 'A' level results

What we will deliver in 2016/17

Enabling social responsibility

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

21. Bring forward and consult on proposals to establish a Community Solutions service solving the root cause of demand, not servicing the symptom (subject to public consultation)
22. Develop plans for a reinvigorated community and voluntary sector

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

23. Develop joined up initiatives to deliver additional support to vulnerable residents during periods of severe weather
24. Bring forward transformation proposals for children and adults social care, disability services (subject to public consultation)
25. In redesigning children's social care ensure new arrangements deliver improved outcomes for children and young people whilst delivering a balanced budget through initiatives such as improving the recruitment and retention of social workers
26. Ensure that a range of accommodation options are available to support the delivery of day care
27. Ensure that there is an organisational focus on safeguarding vulnerable adults and children and young people through appropriate governance, an updated Domestic and Sexual Violence Strategy and a focus on child sexual exploitation

Ensure everyone can access good quality healthcare when they need it

28. Ensure the public health grant is effectively targeted to improve health outcomes and implement a range of behavioural change campaigns to help tackle issues such as obesity, smoking, substance misuse, teen pregnancy and low take up of vaccinations
29. Explore the development of an Accountable Care Organisation with health partners

Ensure children and young people are well-educated and realise their potential

30. Ensure every child attends a 'good' or 'outstanding' school, focusing on the schools that are currently 'requires improvement'
31. Create 500 new school places for September 2016 and 300 for September 2017
32. Work with schools to improve teacher recruitment and retention
33. Ensure a focus on the needs of vulnerable children in all areas of education including those with Special Educational Needs (SEN) and those looked after

Fully integrate services for vulnerable children, young people and families

34. Ensure that the troubled families approach is successfully embedded to provide holistic and preventative solutions
35. Implement the recommendations of the Youth Justice Board (YJB) and Her Majesty Inspector of Prisons (HMIP) inspection with regard to the Youth Offending Service
36. Ensure corporate parenting responsibilities are being successfully undertaken

What we will deliver in 2016/17

Growing the borough

Build high quality homes and a sustainable community

37. Ensure the agreement and publication of a new Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments

Develop a local, skilled workforce and improve employment opportunities

38. Develop and implement an Employment and Skills Strategy

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

39. Publish and implement a new Heritage Strategy
40. Take forward proposals for the reinvigoration of Abbey Green and the development of an East London Heritage Museum
41. Develop a new HRA business plan and capital investment programme
42. Deliver the Youth Zone for Parsloes Park

Work with London partners to deliver homes and jobs across our growth hubs

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

Enhance the borough's image to attract investment and business growth

44. Develop and take forward transport and infrastructure developments to support and drive growth including:
 - the A13 Tunnel
 - Crossrail
 - Barking Station upgrade
 - Barking Riverside links
 - C2C stopping at Dagenham East
 - Lower Roding crossing
 - Thames crossing
45. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy

Cross-cutting deliverables underpinning wider delivery

46. Ensure that the 2016/17 budget is delivered and a MTFs (Medium Term Financial Strategy) agreed
47. Set a balanced budget for 2017/18
48. Ensure the delivery of the Council's transformation programmes (subject to public consultation)
49. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services
50. Develop and implement a new Customer Access Strategy

Cabinet Member Portfolio	Key Performance Indicators 2016/17
Community Leadership and Engagement	1 The number of active volunteers 2 The percentage of respondents who believe the Council listens to concerns of local residents * * with additional responsibility for all Resident's Survey indicators 3 Impact/Success of events evaluation
Equalities and Cohesion	4 The percentage of Council employees from BME communities 5 The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together
Environment and Street Scene	6 The weight of fly tipped material collected 7 The weight of waste recycled per household 8 The weight of waste arising per household
Enforcement and Community Safety	9 ASB incidents reported to the Council 10 MOPAC 7 - Burglary, robbery, criminal damage, theft from person, theft of motor vehicle, theft from motor vehicle, violence with injury 11 The number of properties brought to compliance by private rented sector licensing 12 The percentage of fixed penalty notices paid/collected
Social Care and Health Integration	13 The number of leisure centre visits 14 The total Delayed Transfer of Care (DTOC) Days in month (per 100,000) 15 Admissions into permanent care 16 91 days at home after discharge 17 Number of smoking quitters aged 16 and over through cessation service 18 Percentage uptake of MMR (measles, mumps and rubella) vaccination (2 doses) at 5 years old 19 The number of children and adult referrals to healthy lifestyle programmes 20 Those aged 45-60 who receive Health Check including cardio and lung function test 21 Number of children subject to child protection plans 22 Care Leavers in employment, education or training 23 Number of turned around troubled families

Cabinet Member Portfolio	Key Performance Indicators 2016/17
<p>Educational Attainment and School Improvement</p>	<p>24 The percentage of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>25 The percentage of pupils achieving 5 GCSE grades A*-C (including Maths and English)</p> <p>26 The percentage of schools rated as 'good' or 'outstanding'</p>
<p>Finance, Growth and Investment</p>	<p>27 The number of new homes completed</p> <p>28 Of the number of new homes completed, how many will be sub-market?</p> <p>29 The number of new homes that have received planning consent</p> <p>30 The time taken to process Housing Benefit/Council Tax Benefit change events</p> <p>31 The percentage of Member enquiries responded to within deadline</p> <p>32 The average number of days lost due to sickness absence</p> <p>33 The percentage of staff who are satisfied working for the Council</p> <p>34 The current revenue budget account position (over or under spend)</p>
<p>Economic and Social Development</p>	<p>35 Repeat incidents of domestic violence (MARAC)</p> <p>36 The percentage of economically active people in employment</p> <p>37 Average number of households in Bed and Breakfast accommodation over the year</p> <p>38 The number of households in Temporary Accommodation over the year</p> <p>39 Percentage satisfaction of customers who have received a service provided by the Council</p> <p>40 Mitigation of welfare reform changes on specific number of residents</p>

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Cover images:

London bus at Heathway, Dagenham

An aerial photo of Dagenham

Seth Lakeman at the Barking Folk Festival 2016

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A view of Barking Town Hall clock tower



**INVESTORS
IN PEOPLE** | Bronze