

# No-one left behind

## Corporate Plan

2018-2022



# Vision and Priorities



# Foreword by the Leader



Our vision is simple. No-one left behind. It is at the heart of our new kind of council and everything we do. It means a relentless focus on creating the conditions, partnerships and services that support improvements in the lives of our residents, ensuring they have opportunities to succeed and thrive.

No-one left behind also means harnessing the borough's potential as London's growth opportunity to deliver growth that is inclusive and benefits all our residents. It is what has driven our approach and allowed us to be ambitious and aspirational to meet the challenges we face.

Government austerity has cut local government budgets to the bone. Since 2010 we have made savings of £122m; a further £48m must be saved by 2021 for the Council to stay afloat. This is a daunting challenge made harder by rising demand for public services, especially social care, and a fast changing and growing population. Our approach however, is unashamedly to look at our assets, our people, our Borough and see their potential and build on their strengths.

The vision of no-one left behind has informed the three principles on which our transformation has been based:

- 1. To fulfil our growth potential by driving and shaping inclusive regeneration**
- 2. To deliver a new kind of council focused on enabling independence and empowering people**
- 3. To foster a new relationship with residents based on a citizenship rooted in civic pride, active participation and social responsibility.**

Everyone has a part to play in the future of the borough.

This understanding fuelled the creation of the Borough Manifesto, our aspirational, community-led and community-owned vision for the future of the borough over the next twenty years. The Manifesto will be delivered by strengthened local partnerships and new relationships to collaborate and take a place-based approach to overcome our biggest challenges.

Our Borough Manifesto is the Borough's twenty-year vision. If we want to realise this vision by 2037, we must first build the foundations and make certain progress by 2022. This Corporate Plan, the first one of my new administration, sets out how we intend to start that journey. We have created the foundations in the redesign of the Council. We now have to change our culture, how we think and how we approach service delivery, commissioning and partnership working.

I am proud to say this Council is fundamentally different to the one I became Leader of in 2014. The last four years have been about designing a radically new kind of council, fit for purpose in the twenty-first century. The next four years are about consolidating the progress we have already made, delivering our new kind of council and achieving real change for our residents.

Everything we do and everything we change is based on one simple belief – that no-one will be left behind.

Councillor Darren Rodwell  
Leader of the Council

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# About the Borough

Did you know  
LBBD has...

**210,711**  
residents

7th smallest population in London



**57,535**  
under 16s



Highest proportion  
in London and the UK

**133,380**  
16s to 64s



4th lowest proportion  
in London

**19,796**  
over 65s



8th lowest proportion  
in London

**33**  
average age



Lower than London  
average (36.2)

**58.2**  
male healthy  
life expectancy



Below London average (63.5)

**60.7**  
female healthy  
life expectancy



Below London average (64.4)

**46.7**  
average attainment  
8 score per pupil (GCSE)



Below London average (48.9)

**12.4%**  
have no  
qualifications



2nd highest in London

**86.5**



births per 1,000  
women of childbearing age  
Highest in London

**89.2**  
crimes per  
1,000 people



Below London average (93.8)

**£301,518**  
average house  
price (all types)



Lowest in London

**18.7%**  
English not  
first language



Below London average (22.1%)  
for aged 3+

**7.7%**  
unemployment



2nd highest in London

**68.1%**  
employment



Below London average (74%)

**2.6%**  
out-of-work  
benefit claimants



Higher than London  
average (2.2%)

**50.5%**  
BME population



Below London  
average (55.1%)

**30.9%**  
born abroad



Below London average (36.7%)

**4.7%**



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

# Progress so far...

Winner of Local Government Chronicle's **Council of the Year Award 2018**



## Every One Every Day

– will work with 25,000 residents and deliver 250 neighbourhood-led projects in the next five years



Achieved the **Investors in People Silver Award**

Over **100,000** hours of care and support to vulnerable adults on a 24/7 basis



Announced the preferred provider for the

## Dagenham Film Studios'



Work is ongoing to build **London's first Youth Zone**, set to open in Dagenham in 2019



## 'Progress 8'

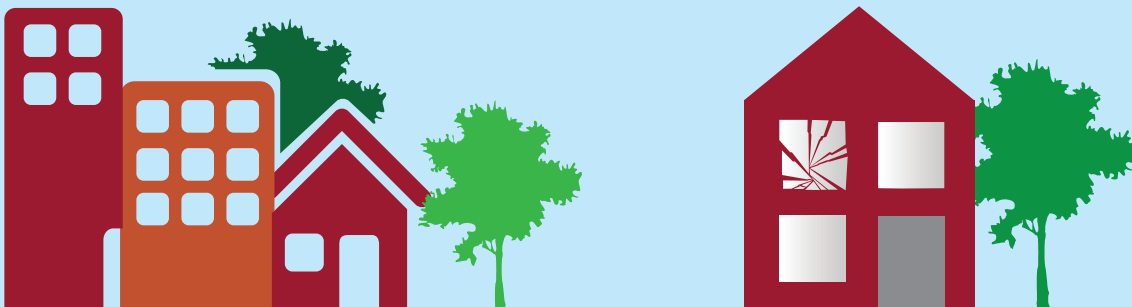
measure **20th** best in the country out of 151 local authorities

**£350 million**

committed to modernise council housing

Introduced a **licensing scheme**

to tackle rogue landlords in the borough – so far **over 13,000** properties have been inspected and 25 rogue landlords have been successfully prosecuted

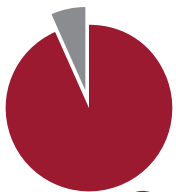




Attracted **over £1 billion** of investment to the borough – **Barking & Dagenham is London's growth opportunity**



The first local authority to adopt a **Gender Equality Charter**, with over **150** businesses, organisations and individuals signed up already.



Nearly **90 per cent** of our schools are now rated 'Good' or 'Outstanding' by Ofsted

More than **2,800** new business start-ups in the borough



Driving **health and social care integration**

through accountable care system



100 per cent of our **Children's Centres** are now rated 'Good' or 'Outstanding' by Ofsted



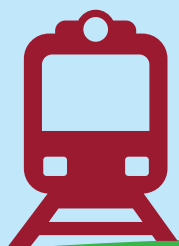
**New cultural quarter** at the Roding Riverside with the new Boathouse

Dagenham Library scoops **Library of the Year award**

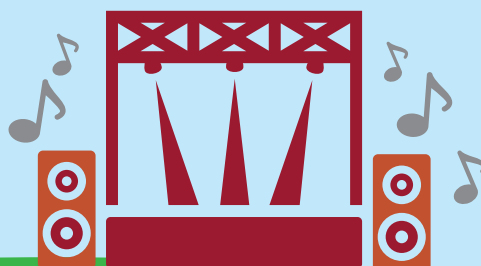


**£250 million**

deal clinched for new railway line to Barking Riverside



The popular **Summer of Festivals** programme was attended by **100,000** people in 2017



Building has begun on a 4 lane, 50m **Olympic size swimming pool** at Becontree Heath Leisure Centre - opening in 2018



# Progress so far

We have already made a great deal of progress towards delivering our **new kind of council**.

We have embraced **municipal entrepreneurialism**, working with the flexibility of the private sector and the ethos of the public sector. To put this into practice we have pioneered a new form of council-owned company, rejecting out-of-date ideas of the public private split, generating vital revenues, protecting jobs and intervening in private markets that are failing both local workers and the wider community.

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.

We have established council-owned companies in the areas of sustainable energy, housing and regeneration, school improvement, home and traded services. These companies are wholly owned by the council (or, in the case of the Barking and Dagenham School Improvement Partnership, by the Council and schools), they pursue the priorities of the community but, by operating in the private sector, they have independence and the ability to innovate, take risks and do things differently.

We have also transformed our in-house services, breaking down the traditional siloes of the twentieth century and rebuilding the organisation to act as an enabling and collaborative council, delivering better outcomes for residents rather than focusing on the processes of the past.







## The council's structure

We have focused on **empowering people**, fostering independence by preventing crises.

Our new integrated front-door service, **Community Solutions**, brings sixteen services into one – including parts of care and support, homelessness, housing and community safety. This service works with residents to identify the root cause of their problem, rather than bureaucratically treating the symptoms. This approach will enable independence in our community and prevent people tipping into crisis in the first place.

Our **Care and Support** services have been developed to meet rising demand in a sustainable way. Care and Support brings

together children's and adult social care and the new all-age disability service to provide seamless and continuing support to those who need it, to maximise the choice and control residents have over the services they use, and to safeguard vulnerable children, young people and adults from neglect, abuse and harm. Our new kind of council will only ever be successful if it can enable independence, reduce demand and allow us to continue to afford the services our community needs.

Our approach to **inclusive growth** is enabling us to speed up our regeneration while delivering affordable housing and shaping inclusive, sustainable and healthy communities for the future.



To put this into practice we have launched **Be First**, our council-owned regeneration company, to work with the flexibility of the private sector and the ethos of the public sector to accelerate the pace and scale of our regeneration while ensuring it remains inclusive. Be First are measured not only in number of homes built but in the social value it generates.

**Reside** is our council-owned municipal housing company, providing genuinely affordable homes to local working people, catering for those on a range of different incomes. It already lets and manages over 800 affordable, flexible tenure properties, which will rise to around 3,000 by 2023.

We want to be the green capital of the capital and **B&D Energy**, our council-owned green energy company, has been established to offer sustainable heat and power to new housing developments within the borough and surrounding areas.

We have formed new partnerships and brought vital **anchor institutions** to the borough in order to diversify our economy and new options for

participation and routes into secure employment. In 2017 Coventry University opened a London campus in Dagenham, we will soon have the first Youth Zone in the south of England and, in 2021, London's largest film studios will be opening in the borough. We cannot achieve all we want to on our own, and anchor institutions like these are critical for the continued success of the borough.

As a Council we are now building more municipal housing at a social rent than we are losing through right to buy, for the first time ever. We are turning the tide, utilising the energy of growth for social good while minimising its negative consequences.

Over the past four years we have made real progress towards a new relationship with residents based on **citizenship and participation**.

In 2015 we re-introduced our **Summer of Festivals**, offering an annual programme of free cultural events across the borough to encourage cohesion by bringing residents from different backgrounds together to celebrate our shared and diverse culture and history. After all, we are one borough, one community.

In 2017 we launched **Every One Every Day** in partnership with Participatory City Foundation. As the country's largest ever community participation programme with £7.2m of grant funding, it aims to grow strong social networks through co-produced, community-led participation.

We also understand that citizenship is grounded in a sense of **civic pride and social responsibility**. Everyone is welcome in our community, as long as they are respectful and actively participate in shaping its future. As such, over 3,000 residents helped develop the vision of the Borough Manifesto, while the Good Neighbour Guide was co-produced with residents as a declaration of the rights and responsibilities that come with being a member of the community of Barking and Dagenham.

We have already achieved a lot. We have put in place the building blocks required to achieve real change. However the job is not finished. In fact, the journey has only just begun. If the past four years were about designing our new kind of council, the next four will be about consolidating what we have already achieved and continuing to deliver real change for the borough and its residents.





# Consolidation, thinking differently and delivery: The next four years...

# Our Priorities

Between 2018 and 2022 we will focus our efforts on four key themes.

## Theme 1: A New Kind of Council

Priorities:

1. **Build a well-run organisation**
2. **Ensure relentlessly reliable services**
3. **Develop place-based partnerships**

## Theme 2: Empowering People

Priorities:

1. **Enable greater independence whilst protecting the most vulnerable**
2. **Strengthen our services for all**
3. **Intervene earlier**

## Theme 3: Inclusive Growth

Priorities:

1. **Develop our aspirational and affordable housing offer**
2. **Shape great places and strong communities through regeneration**
3. **Encourage enterprise and enable employment**

## Theme 4: Citizenship and Participation

Priorities:

1. **Harness culture and increase opportunity**
2. **Encourage civic pride and social responsibility**
3. **Strengthen partnerships, participation and a place-based approach**

We understand that there is overlap between these themes and priorities. What is important is that we understand the dependencies and interdependencies between the priorities and use the flexibility to strengthen our new kind of council.



# Theme 1

## – A New Kind of Council



We have implemented the major structural changes of our new kind of council, but the job is far from finished. We still have to deliver £48m of savings by 2021, and to do this we need the New Kind of Council to deliver; improving the life chances and independence of residents, accelerating our growth and becoming financially sustainable.

We must continue to **build a well-run organisation**. First and foremost, this means financial sustainability. 2018-19 is a crunch year for all of local government, and Barking and Dagenham is no different. We must deliver approximately £20m savings in 2018-19 to stay afloat and continue offering the services residents deserve, and we have one shot to land our transformation in order to achieve this.

While we continue to build a relentlessly reliable, well-run organisation, we must also ensure the Council is a creative space in which social innovators of all kinds can come together and collaborate to come up with new ideas and solutions to the challenges we face and put them into practice across the borough.

To do this we must also complete our transformation by redesigning the core of the Council, breaking down any remaining siloes

This includes continuing to better utilise our data, look at increased use of behavioural insight and innovative approaches to service design. We need to be more transparent and open to the ideas and experiences of others. This includes embedding coproduction across all of our services, something that has been sporadic to date.

We need to use our transformation to make ourselves a fairer, more representative and, as a result, more effective organisation. The proportion of employees identifying as coming from BAME backgrounds needs to increase and we must reduce gender segregation across our services, narrowing the gender pay gap and increasing the proportion of women in management positions.

Vital to our success is the performance of our new council-owned companies. By 2022 each of these organisations must be independently delivering the outcomes we expect by working with the flexibility of the private sector and, critically, the ethos of the public sector, accountable to our elected Councillors. As a Council, but also as a Borough, we need to drive hard the ecosystem of organisations that have been created to lead a step-change in delivering opportunity to our residents.



Our transformation will not be successful if we cannot get the basics right, not just delivering what is legally required of us, but also what is important to residents on a day-to-day basis. We know we have made mistakes in the past, but over the next four years we will **ensure relentlessly reliable services** are delivered each and every day.

By 2022 we will have radically improved our customer service, so that residents truly experience the level of service they deserve. We will also reform the way we monitor our performance and scrutinise ourselves, to better hold services to account for their work. Our aim is to improve confidence and trust in the Council, and ensure residents always receive the highest standards of service.

Our community is based on a deal between residents and the Council to keep the local environment safe, clean and pleasant to live in. To improve trust in the Council we need to show that we can hold up our end of the deal. We must ensure that bins are consistently collected on-time without complication, that our streets are safe and clean, and that our parks and green spaces are welcoming and beautiful places to visit.

Finally, to secure the success of the new kind of council, we must acknowledge that we cannot do this alone, and act accordingly. Eight long years of austerity means that no public body has the funding needed to achieve their goals by acting independently, nor is this the best way to work. In the years to come we will build on the progress already made by the Barking and Dagenham Delivery Partnership to **develop place-based partnerships**, enabling us to collaborate across organisations and sectors.

Our future rests on the success of our new kind of council. We do not claim to hold all of the answers today, but over the next few years, as we continue our journey, we will listen to and work with residents and, in response, we will further reform our services to meet the challenges of our times.

# A New Kind of Council

## – Accountability and Performance



### Priority 1: Build a well-run organisation

#### Key Accountabilities

Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.

Review and monitor the Investment and Acquisition Strategy.

Maintain excellent Treasury Management.

Embed a performance challenge process for the corporate performance framework.

Re-design the core of the Council.

Agree a new Corporate Asset Management Strategy (CAMS), shaping a long-term investment plan, based on the stock condition survey.

Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.

Implement the Equality and Diversity Strategy action plan.



### Priority 2: Ensure relentlessly reliable services

#### Key Accountabilities

Deliver excellent customer services.

Redesign all services delivered by Public Realm to meet the agreed budget and service standards.

Embed the new street cleansing operating model.

Develop the procurement strategy for the replacement of our vehicle fleet.





### **Priority 3: Develop place-based partnerships**

#### **Key Accountabilities**

Continue to strengthen the Barking and Dagenham Delivery Partnership and other partnership bodies to work towards the vision of the Borough Manifesto.

Create a series of partnership plans based on key manifesto priorities.

Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group

Continue to promote the Gender Equality Charter.



#### **Key Performance Indicators**

The current revenue budget account (over and under spend).

Employee Engagement Index Score.

The average number of days lost due to sickness absence.

The percentage of council employees from BME communities.

The percentage of staff who have completed mandatory training (Equalities, Health and Safety, Information Governance).

LBBB Gender pay gap.

The percentage of customers satisfied with the service they have received.

The satisfaction with member enquiry responses.

The average number of days taken to process Housing Benefit / Council Tax Benefit change events.

Standard of street cleaning.

# Theme 2

## – Empowering People



Demand for services and support is increasing while the resources available to us are rapidly diminishing. In order to meet this challenge while improving the health and wellbeing of the community, we must **enable greater independence** among individuals and families. This will require public services to better empower individuals and families to exercise greater choice and control, not only over how they use services, but over their own health and wellbeing.

We must follow up on the transformation of our services by changing the culture of our workforce in the way we engage with residents. In order to reduce dependency on services we must adopt a holistic, individual and family-centred approach that helps us to take better-informed, targeted action, together with partners, that can make the most difference to residents' lives. Our empowering approach must be capable of making the most of assets and services that already exist in the community and further build on our successes so far in integrating health and social care across the borough. Ultimately, our approach needs to raise aspirations among residents, breaking intergenerational cycles and showing that everyone can expect a little more from themselves and their community.

To build the foundations of our empowering approach, we must **strengthen our services** for all. Firstly, so residents are supported to harness the growth we expect in the borough over the next 20 years. We have the potential for over 50,000 new homes and 20,000 new skilled jobs between now and 2037. Therefore, the local network of public services must ensure residents are well-placed to make the most of this huge potential. Secondly, people and families who live in a safe community with access to good quality housing and healthcare, excellent education and secure employment are less likely to require intensive, on-going support and are able to maintain their independence for longer.

Everyone deserves the best start in life, and this means ensuring mothers enjoy healthy pregnancies and support for children under five and wider families is strong. Everyone deserves to reach their full potential, and this means continuing to drive educational standards and attainment at all levels. And everyone should feel safe and be safe within their home and community, which means working together to challenge and intervene in unacceptable behaviour such as environmental crime, anti-social behaviour, discrimination of any form, exploitation, childhood neglect and domestic abuse.



We will have the greatest success in empowering individuals and families where we can **intervene earlier**, preventing a problem from escalating into crisis. This sounds simple, but is far from it. 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. This new relationship with residents, along with an evidenced based understanding of our changing population, will make it easier for us to spot problems and target solutions much earlier.

In practice, this means improving our ability to help residents increase their financial and housing stability, reducing debt before they are made homeless or go hungry. For example, helping residents to make and maintain benefit claims when they first need to, not after a long month of waiting, and to find their way back to secure employment. Or pointing residents towards community services and activities nearby, before social isolation takes hold and more intrusive services are required.

But enabling greater independence is not just about preventing demand, it is also about how we **protect the most vulnerable** and support

them on their journey back to independence, however long that might take. We will be good corporate parents, listening to and ensuring that our children in care and care leavers are given the same chance to succeed as their peers.

A priority will always be ensuring children, young people and vulnerable adults in most need are safeguarded and have reduced risk of harm, violence and exploitation. The prevalence of domestic abuse in Barking and Dagenham remains utterly unacceptable, and we will use our new kind of council, together with partners, to approach this most critical of challenges with fresh approaches. Our ambitious approach for those with special educational needs and disabilities aims to seamlessly integrate services for people with disabilities moving from childhood to adulthood. And we will continue to innovate the ways in which we care for the most vulnerable, to maximise the control they have over their own lives and the length of time they can stay in their own homes.

# Empowering People

## – Accountability and Performance



### **Priority 1:** **Enable greater independence whilst protecting the most vulnerable**

#### **Key Accountabilities**

Promote and foster employment opportunities for local residents.

Develop the Job Shop and Adult College new work and skills offer.

Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.

Complete the transformation of the Disability Service.

Campaign to raise awareness of safeguarding issues within our local community.

Change our approach and systems through contextual safeguarding for keeping children and young people safe from exploitation.

Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.

Strengthen the understanding corporate of parenting responsibility with every Member playing their part.



### **Priority 2:** **Strengthen services for all**

#### **Key Accountabilities**

Continue to deliver continuous improvement in services and improve quality.

Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.

Increase engagement with young people to incorporate their voices into Council policy.

Develop the BCU to deliver Local solutions for policing in the borough.

Develop a new Education and Participation Strategy.



### Priority 3: Intervene earlier

#### Key Accountabilities

Develop strategy and proactive campaign of work to end loneliness.

Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer between care and support and partners.

Finalise the Homelessness Strategy, focusing on homelessness prevention and reducing numbers in temporary accommodation.

Monitor the impact of the Universal Credit roll out and address any emerging issues.

Maintain focus on serious youth violence through the work of the Community Safety Partnership and Safeguarding Boards.



#### Key Performance Indicators

The percentage of healthy lifestyle programmes started and completed.

The number of permanent admissions to residential and nursing care homes (per 100,000).

The total Delay Transfer of Care (DTC) Days in month (per 100,000) attributable to social care.

The percentage of Care Leavers in employment, education and training.

Long term stability of placements for children in care.

Total number of households prevented from being homeless.

The average number of households in Temporary Accommodation over the year.

The total number of households moved out of temporary accommodation.

The number and rate per 10,000 First Time Entrants. Early Years Foundation Stage (EYFS) Inequality gap.

The percentage of borough schools rated 'good' or 'outstanding'.

The percentage of pupils achieving 9-5 in English and Maths.

Average point score per entry - Best 3 A Levels.

The number of children who received a 12-month review by 15 months.

The percentage of 16 to 18 year olds who are not in education, employment or training (NEET) or who have unknown destinations.

The percentage of four weekly Child Protection visits carried within timescale.

The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time.

The percentage of assessments completed within 45 working days.

The number of ASB incidents reported in the borough.

The number of non-domestic abuse violence with injury offences recorded.

Repeat incidents of domestic violence (MARAC).

The number of serious youth violence offences recorded.

# Theme 3

## – Inclusive Growth



London is moving east. Growth has arrived in Barking and Dagenham. We have already taken giant leaps towards shaping this growth so that no-one is left behind, following the recommendation of the Independent Growth Commission in 2016 to focus on pursuing faster, more inclusive regeneration. By 2022, we must have accelerated the pace and scale of our regeneration as well as making it more inclusive, proving that we have the capacity to deliver growth that leaves no-one behind. In short, by 2022 we must be making real progress towards the targets of the Borough Manifesto.

We have the potential to deliver 50,000 new homes by 2037, but these homes must cater for local people on a range of incomes to ensure we support genuinely mixed communities. To do this, over the coming years we will further **develop our aspirational and affordable housing offer**, across a range of tenures, for working people and those on low-incomes. As Be First pioneer new developments, Reside will expand the number of homes it lets and manages for local people to around 3,000 by 2023. It will offer private rental properties at rates dependent upon income, starting from Council Comparative Rents and those affordable to residents on the London Living Wage.

Regeneration is about so much more than bricks and mortar. It is social, it is about people. So we will **use our regeneration plans to shape great places and strong the communities**, making Barking and Dagenham a great place to live, work and visit; renewing the borough for the 21st century. This means that in addition to new affordable homes, Be First will be focused on place-shaping – improving local transport, securing the necessary infrastructure, promoting green and healthy development, and ensuring that local residents have a strong voice and say in how our borough is changing.

A key part of regeneration will also be ensuring our growth is sustainable so that Barking and Dagenham becomes the green capital of the capital. Our council-owned green energy company, B&D Energy, will grow to offer more and more of our new developments and the surrounding areas heat and power from sustainable sources. And Beam Energy will offer local residents with a cheaper, greener alternative to the big energy suppliers.

We know we cannot achieve inclusive growth in Barking and Dagenham on our own. To shape and diversify our local economy and culture we need to welcome new anchor institutions into



the borough and work with them to help them positively impact the community as it grows and changes. In 2017 Coventry University welcomed its first students to their new London campus in Dagenham. In 2019 we will be opening the first Youth Zone in London, and we will soon be home to the largest film studios in London.

It is vital that all residents of Barking and Dagenham are well-placed to make the most of the growth coming to the borough. For this to happen the local economy needs to work for them. We need to **encourage enterprise and enable employment**, expanding jobs in key growth sectors and connecting local people to those opportunities. In particular, this means supporting residents who have found it harder to gain employment to benefit from the new jobs that will be created in the borough over the coming years. This is what Community Solutions was created to achieve.

Over the coming years our capacity to create routes into secure, long-term employment will improve because of the regeneration and growth taking place in Barking and Dagenham – as well as the devolution of powers and funding related to skills and adult education. Working with partners from across East London, we will

utilise these resources and newfound powers to match our skills and adult education provision to the industries with the fastest growing demand for a skilled workforce, working with Barking and Dagenham College and Coventry University.

More locally, the Council is in a strong position to connect education providers with key and future employers, such as the film studios, in order to ensure that the skills offer to residents will equip them to obtain the secure employment available tomorrow, not just today. We must also use our new kind of council, and particularly Community Solutions, to support those out of work along the road back to employment. Every resident deserves the chance to find work that pays well, allowing them the independence they need and the sense of purpose that comes with fulfilling employment, including those leaving care or education and those with a disability.

We have the potential to deliver over 50,000 new homes and 20,000 new skilled jobs over the next twenty years, but Rome was not built in a day and we will not deliver all of this by 2022. What we must do instead is prove that we are capable of starting down the road towards this potential, delivering inclusive growth without gentrification. By 2022 we need to see real, measurable progress being made.

# Inclusive Growth

## – Accountability and Performance



### **Priority 1: Develop our aspirational and affordable housing offer**

#### **Key Accountabilities**

Transition Reside to the next phase: ready to let, manage and maintain a significantly expanded number of homes over the next five years.

Update the allocations policy for HRA and Reside properties.

Agree a new homelessness strategy – focusing on preventing homelessness and reducing the number of households in temporary accommodation.

Agree consistent property standards to apply across new Reside and, over time, existing HRA homes.

Identify the need and demand for future housing supply, through a Strategic Housing Market Assessment, to inform the Local Plan and future Be First housing delivery.



### **Priority 2: Shape great places and strong communities through regeneration**

#### **Key Accountabilities**

Deliver the Be First regeneration and housing pipeline, and associated financial and socio-economic benefits to the council and residents.

Work with Be First to identify further, future regeneration and development opportunities.

Spread district energy systems through new developments, via B&D Energy, as part of our ambition to be the Green Capital of the Capital.

Launch Beam Energy and promote take up across local households, especially across homes let by the council or Reside.

Consult on the Local Plan, setting out our plans for the future physical and industrial development of the borough, and to consult widely with local residents.

Deliver on-going Tower Blocks safety improvement works.





### **Priority 3: Encourage enterprise and enable employment**

#### **Key Accountabilities**

Work collaboratively with partners to develop a Barking and Dagenham Employment Framework; an enterprise and employment strategy to boost jobs and skills across the borough.

Continue development of clear progression pathways and post-18 opportunities for young people.

Develop a new work and skills offer through Community Solutions, to tackle worklessness.

Assess the impact of the Universal Credit roll-out and address any emerging issues.



#### **Key Performance Indicators**

The percentage of council homes compliant with Decent Homes.

The number of new homes completed.

The percentage of new homes completed by the council that are affordable

The number of homes with unimplemented full planning permission.

The percentage of residents satisfied with capital works.

Capital spend within year being within 5% of planned budget.

The percentage of borough residents with Level 3 Skills Qualifications and above.

# Theme 4

## – Citizenship and Participation



Central to our transformation is an understanding of citizenship rooted in civic pride, social responsibility and active participation. Therefore, we have started to forge a new relationship with residents that is empowering rather than paternalistic. Over the next four years we must build on the progress already made in developing this new relationship with residents, making clearer what it means to be a member of our community and making it easier to participate in the community and shape its future.

To do this, we will **harness culture and participation** to empower the community. We are united by our rich, diverse culture and history, which we will continue to celebrate as a means of bringing together residents from different backgrounds. We will also find new ways of making our community more cohesive and welcoming through co-production with residents and the intelligent use of data.

It is obvious that the Council cannot singlehandedly create a new relationship with residents. If our community is to be empowered, residents must take the lead. This also means that we require a vibrant, robust and flourishing voluntary sector with which we can partner.

The Council will continue to support the voluntary sector to grow and enable every part of our community to participate.

Every One Every Day is already making it easier for residents to actively participate in the community however they like, and over the next four years this project will expand to touch the lives of at least 25,000 people, facilitating 250 projects and helping to establish 100 community businesses. This participation will help to strengthen social networks throughout the community, empowering residents with greater independence and control over their own lives.

Being a member of our community comes with a balance of rights and responsibilities. On the one hand, everyone is welcome in Barking and Dagenham and everyone is given the chance to succeed. No-one is left behind. On the other hand, everyone must practice a sense of civic duty. Therefore, we will continue to find ways to **encourage civic pride and social responsibility** across the borough.

We have made real progress in improving our communications over the past few years, and continuing this journey is vital to building our new



relationship with residents. Our communications must be built on two-way conversations, honestly and transparently keeping residents up to date with our work and listening to their concerns. We have a responsibility to use the platform we have been given by the community to promote how to lead healthy, happy and independent lives.

We also understand that residents are deeply concerned about anti-social behaviour and environmental crime. We will enforce against anyone who commits these crimes and behaves irresponsibly and without respect or consideration.

By 2022, we will begin to see the benefits of our new relationship with residents, as the community becomes more independent and powerful in pursuing its own priorities. This will be achieved by increasingly active and diverse community participation, by a welcoming and cohesive appreciation of culture, and by a shared understanding of what it means to be a member of our community.

# Citizenship and Participation

## – Accountability and Performance



### **Priority 1:** **Harness culture and increase opportunities**

#### **Key Accountabilities**

Deliver the master plans and commercialisation of Parsloes Park and Central Park.

Implement the improvement plan funded by Community Interest Levy (CIL).

Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.

Ensure culture is a driver of change through the Borough of Culture Schemes, Creative Enterprise Zone, Summer of Festivals & Alderman Jones's House.

Celebrate equality and diversity events, and where possible, enable community groups to take the lead.

### **Priority 2:** **Encourage civic pride and social responsibility**

#### **Key Accountabilities**

Work with Enforcement to help drive behavioural change with regard to waste and flytipping.

Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.

Implement the Parking Strategy and agreed subsequent parking schemes.



**Priority 3:  
Strengthen partnerships, participation  
and a place-based approach**

**Key Accountabilities**

Deliver the Cohesion Strategy and dedicated Faith Policy.

Implement the Connected Communities Fund and the Counter Extremism Programmes.

Support the development of the community and voluntary sector, including a Local Giving Model.

Continue to develop Every One Every Day, monitoring impact and outcomes.

Develop a robust Social Value Policy.



**Key Performance Indicators**

The number of active volunteers.

The number of engagements with social media.

Average number of opens per One Borough Newsletter issues.

Impact / Success of events evaluation.

The percentage of parks and green spaces meeting Green Flag criteria.

The percentage of respondents who believe the council listens to concerns of local residents.

The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together.

The weight of fly-tipped material collected.

The weight of waste recycled per household.

The weight of waste arising per household.

The number of properties brought to compliance by private rented sector licensing.

The number of fixed penalty notices issued.

The percentage of fixed penalty notices paid/collected.

# Delivering the Corporate Plan



This Corporate Plan is approved by the Council Assembly. Performance against the Plan's accountabilities and indicators are reported on a quarterly basis to the Council Cabinet.

## The Borough Manifesto

The Borough Manifesto is our aspirational vision for how the Borough will change over the next twenty years. Over 3,000 residents came together to shape this vision and define the future of Barking and Dagenham and how it will change as a place to live, work, study and visit.

As an enabler and facilitator, the Council's and partners' job is to make the community's vision a reality. The Corporate Plan sets out the Council's contribution over the next four years to deliver the Borough Manifesto. The priorities and performance measures we are using to drive progress and improvement link directly to the aspirations, themes and targets of the Manifesto; ensuring that we have a co-ordinated and focused effort. This alignment creates a golden thread that runs from policy-making through to frontline service delivery.

Our progress towards delivering the Borough Manifesto can be viewed in the Borough Data Explorer, along with a wide range of socioeconomic data about the borough and the community, which can be viewed in this link: [www.lbbd.gov.uk/boroughdataexplorer](http://www.lbbd.gov.uk/boroughdataexplorer)

To view the Borough Manifesto, visit this link: [www.lbbd.gov.uk/borough-manifesto](http://www.lbbd.gov.uk/borough-manifesto)

## The Health and Wellbeing Strategy

The Joint Health and Wellbeing Strategy 2019-2023 is a partnership strategy, owned by the Health and Wellbeing Board, which sets out our approach to improving the health and wellbeing of the community at every stage of the life course by combating long-standing health inequalities.

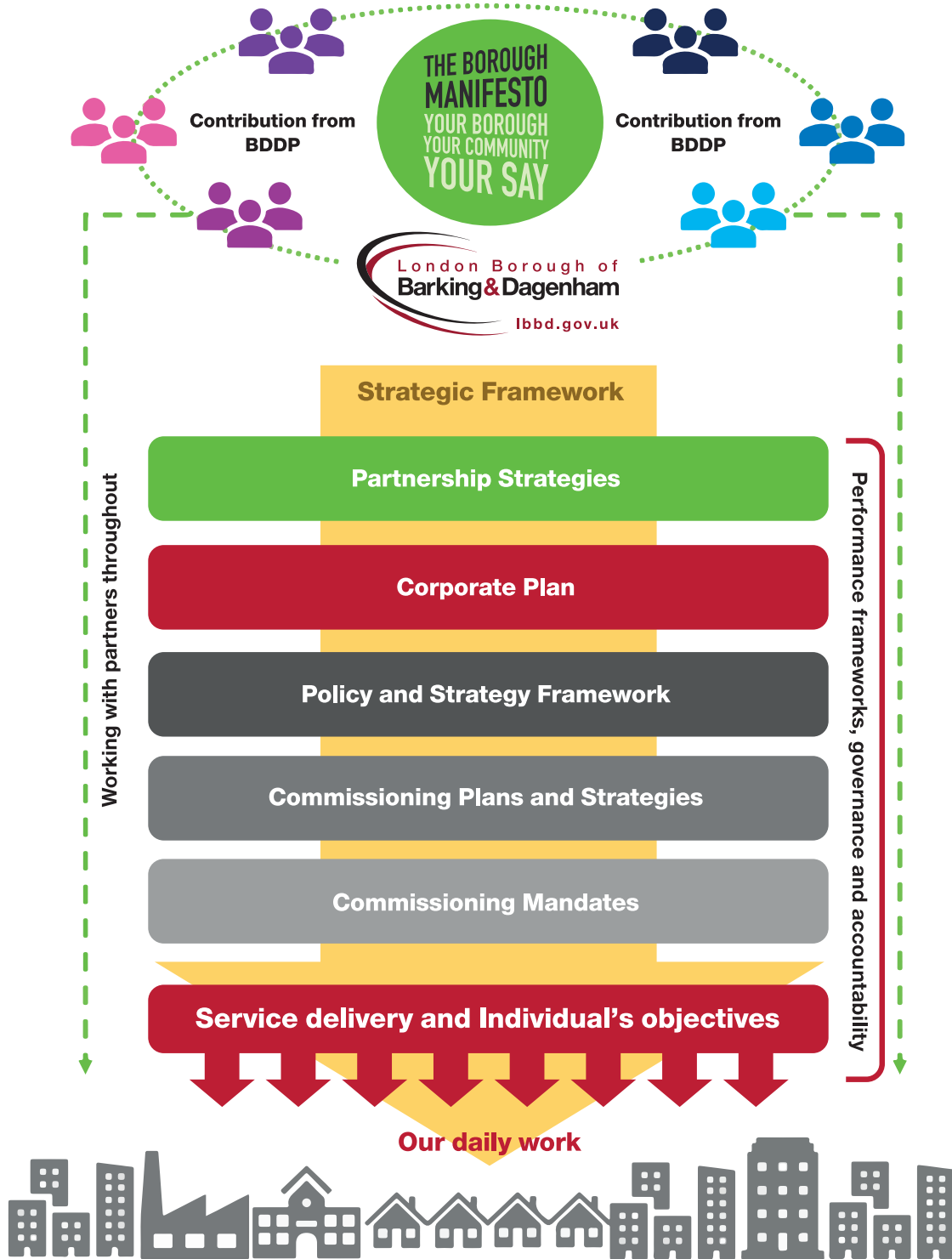
The strategy defines our approach across three priority themes decided by the Health and Wellbeing Board and informed by the 2017 Joint Strategic Needs Assessment: giving every resident the best start in life; early diagnosis and intervention; and enabling independence. It has been created in parallel to and has informed the creation of this Corporate Plan.

## The Strategic Framework

The Corporate Plan fits into the wider strategic framework across Barking and Dagenham. It is informed, firstly, by the Borough Manifesto and, secondly, by all other partnership strategies, including the Health and Wellbeing Strategy.

In turn, the Corporate Plan forms the top layer of the Council's organisational business planning. It therefore informs all subsequent layers of the strategic framework, including other strategies, commissioning mandates and business plans. In doing so, the Corporate Plan informs all planning throughout Council and, as a result, influences the day-to-day work across our frontline services.

# Working together to deliver shared outcomes for Barking and Dagenham





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