

# 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

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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

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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

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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

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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

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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

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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

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### 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>	Proportions (%) of participants who respond positively to the statements:  'I am keen to be more involved in local decision making and feel confident that I am able to do so'  'I feel confident that I have a good understanding of the Borough and the community groups within it '  'I want to get more involved with local community work and feel confident that I am able to do so.'  'I feel confident speaking to people of a different age, background or culture to myself'  'If I want to make a change in my community I feel confident I am able to do so'  If I want to make a change to my life I feel confident I am able to do so'  'I have friends, family and neighbours who will support me if I need support'	The Council's approach to participation is based on the belief that the act of participating increases individual agency and builds social networks. These simple questions will be used as a benchmark for participants across various forms of participation to gauge whether participants are reporting increases in the feelings of agency or their social networks.	Increase	Bi-annually	Cllr Ashraf

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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

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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

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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



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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

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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> 29	As part of the Ways of Working Now Board's ongoing workplan, identify the tools and opportunities that will empower the workforce to collaborate and autonomously address the biggest challenges facing the Council and community.		Ongoing	Cllrs Ashraf and Twomey
<b>Communication</b>	Develop and adopt the first annual Campaign Plan	Plan and implement Lost	Q4 20-21	Cllr Ashraf

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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

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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.

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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	

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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.

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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

## Appendix 3

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

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	Children's Improvement Programme

## Outcome Measures

Measure	What this will tell us	Baseline	DoT	Target	Collection Frequency
The proportion of children with a good level of development by the age of 5.	That our early years approach is improving the progress of children between the ages of 0-5.	72.4%	↑	72.5%	Annually
Reduction in the Early Years Foundation Stage inequality gap by the age of 5 <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

## Appendix 3

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>

### 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	

### 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

## Appendix 3

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

## Appendix 3

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	

### 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>

### 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

**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	

## Appendix 3

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

## Appendix 3

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	

## Appendix 3

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

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

## Appendix 3

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.

<b>Issue</b>	<b>Metric</b>	<b>What does it tell us?</b>	<b>Target (where applicable)</b>	<b>Frequency</b>
	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 – SWEPP 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

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<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

## Appendix 3

<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> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Facilitating the development of key housing schemes being led by third party developers in and around the town centre: Weston Homes, EcoWorld, Countryside.</li> <li>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.</li> <li>Accelerating delivery of the regeneration of the Gascoigne estate, including an overall place-making and public realm strategy for the new neighbourhood.</li> <li>Assessing the need for additional school places in the town centre, as new homes are planned and delivered, and responding as necessary.</li> </ul>	<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>	Cllr Geddes	Graeme Cooke	<p>Produce a 15-year regeneration framework and design guide for improving the built environment and living experience for residents of the Becontree estate; to guide Be First/LBBD interventions, external development and the contributions of local people and organisations.</p> <p>Develop and start to deliver a co-ordinated programme of improvements across the Becontree Estate, covering housing, transport, community infrastructure, public realm, shopping parades, parks and open spaces etc (working with a range of local partners and seeking to draw in substantial external funding).</p> <p>Orchestrate a programme of cultural events to celebrate the centenary of the first home on the Becontree Estate being completed in 1921 and leave a last cultural legacy – with a nationally significant festival as the centrepiece.</p>	<p>Built environment framework and design guide agreed by December 2020</p> <p>Activities and interventions delivered in 2021 on wards</p>

Deliverable	Lead Cabinet Member	Lead Officer	Aims of the activity	Milestones
<p><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>	Cllr Geddes	Graeme Cooke / Pay Hayes	<p>Undertake a comprehensive study into the future of the A13 with the aim of developing credible short, medium and long term strategy for the road itself and other nearby transport infrastructure that would deal with congestion, air quality and severance (while also unlocking new homes and employment land at Castle Green).</p> <p>Develop a public affairs campaign to secure high-level support for our A13/Castle Green strategy, based on a compelling economic case for public investment to unlock homes, jobs and improve both transport connectivity and the local environment.</p> <p>Ensure that key, agreed infrastructure is delivered on Barking Riverside, in particular the new rail station and the new health and leisure hub in the district centre.</p> <p>Work with BRL and other agencies to accelerate the build out rate and enhance the provision of key physical and social infrastructure to ensure the success of this 'healthy new town'.</p> <p>Adopt a masterplan for Thames Road area to enable mixed use development which delivers new affordable housing and supports good quality businesses and jobs.</p> <p>Bring forward Council owned sites on Thames Road to kick start and exemplify mixed use development (while acquiring further sites where there is a strong financial and regeneration case).</p>	<p>A13 study complete by December 2020</p> <p>New train station open by December 2021</p> <p>New health hub in 2022</p> <p>Thames Road Masterplan approved by December 2021</p>

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

Actions and deliverables

<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

## Appendix 3

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

**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 LBBD, using this opportunity to strategically align and redesign the service so that it can both improve collection rates and maximise the potential for prevention, in partnership with the wider Community Solutions offer.	All staff transferred from Elevate to Community Solutions by September 2020 New blueprint 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

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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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## Appendix 3

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



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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.				

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### 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 and 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

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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

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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>

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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



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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

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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.

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<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.

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- 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.

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<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

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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. .