

**London Borough of Barking and Dagenham**

**Council Plan 2011/12**



## **Message from the Leader of the Council, Councillor Liam Smith**

We are all aware that over the next few years we will face some tough challenges as an organisation. With public finances being squeezed by the Government, it's essential that we focus on the real priorities for local people.

That is why we have worked hard to set out a plan that will help deliver a more prosperous life for people in the borough.

Our key aims for the borough can be summarised as:

- raising household incomes
- raising standards in school and post-16 education and
- housing and estate renewal.

As a council we are moving forward with our plans for improvements to housing estates, ensuring that some of our most vulnerable citizens can live in the home that they deserve.

We will – for the third year in a row - freeze Council Tax to help local residents make ends meet. We will lobby the government for more funding to create jobs, ensure we have enough top quality school places, and continue to invest to make our communities better. We're already started work to build a new Skills Centre which will give our young people access to the highest quality training.

And now, as a Host Borough, we are part of the Olympics family, which will bring real jobs and new opportunities in the lead-up to 2012 and beyond. We can only capture some of this work in our Plan.

The reduction in our funding from government comes at a time when our community's needs are becoming ever more complex and our population is growing faster than in other parts of London and the country.

The challenge for the Council is so great that established ways to save money won't be enough. We have to think very differently about how we continue to deliver services on behalf of our community with much less money. We will re-prioritise and look at innovative ways to save funds while still protecting frontline services. That will inevitably mean more hard choices in the next three years.

We will deliver improved customer service, better value for money, and significant savings to council taxpayers. For example, through Elevate, our Joint Venture with Agilysis we will save about £70m over seven years, and our determination to review our services and reduce costs while improving quality will help save much more.

Our staff have not been paid a cost of living increase for the past two years. We have also reviewed interim and consultancy contracts, reduced our senior management costs by £2million and brought in a third staff voluntary severance/early retirement scheme to minimise the need for compulsory redundancies. And we have reduced spending on support services.

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Our People Strategy sets out what we'll do to ensure we have the right organisation to meet all these challenges. The focus is on:

- Workforce planning – having the right people with the right skills
- Performance management and reward – rewarding good performance, addressing poor performance
- Well-being – creating a working environment where people can be productive
- Management development – ensuring our leaders and managers are equipped to fulfil their roles
- Employee engagement – keeping our people informed and making them feel part of the future.

We want to be an organisation which encourages innovation and initiative, where talent is developed and nurtured and people are treated fairly and with respect.

Together, Councillors, the senior management team, and staff from across the Council will work together to deliver our aims for the borough.

Councillor Liam Smith  
Leader



## Our borough

Barking and Dagenham is on the edge of London, one of the most prosperous regions in Europe, but is 21<sup>st</sup> of 354 authorities in the Index of Multiple Deprivation and has 14 of our 17 wards in the bottom 20%, none in the top 50%.

With the lowest household incomes in London, the borough is uniformly deprived and is unusual in the homogeneity of its socio-economic profile. The borough's overall ranking is 289/324 (bottom quartile) on the BBC/Experian Resilience Survey<sup>1</sup> Yet despite this, we are a lively, ambitious borough, dealing with the new strategic challenges we face in a range of innovative ways.

Improving the opportunities available to local residents and businesses to tap into the prosperity on their doorstep is the overriding priority. We have identified a need to ensure that more residents have appropriate skills and qualifications, and access to good quality training and development.

This focus, coupled with measures to support people into employment, is designed to have the maximum impact on the borough's future, especially focusing on those communities which are most excluded, and on those individuals who are finding the transition into work the most difficult.

Housing is a key concern for local residents, and with a community with one of the lowest household incomes in the capital, affordable housing is particularly important.

Our priority themes are:-

- Better together
- Better homes
- Better health and well-being
- Better future

underpinned by the theme, 'a well-run organisation'. Our Policy House sets out the outcomes we aim to achieve under each of these themes.

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<sup>1</sup> This recent research ranks local authorities according to their economic resilience i.e. ability to withstand and respond to shocks in the external environment. The research themes are Business (strength of local business base), People (skills levels and contribution to the economy), Community (deprivation) and Place (house prices, crime, green spaces etc)

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**Building a better life for all**

Raising household incomes

School and post-16 education

Housing & Estate renewal

		<b>BETTER TOGETHER</b>	<b>BETTER HOME</b>	<b>BETTER HEALTH &amp; WELL-BEING</b>	<b>BETTER FUTURE</b>
<b>THEMES</b>		We all want our borough to be a place we can be proud of. Pride too in being good neighbours and in the respect we show to others. A real community, where local people have the confidence to be involved in the decisions that affect their lives, their street, their neighbourhood, their Borough. For that, people need to feel safe and to have confidence that the authorities are on their side. Building pride can't be done by the Council alone – we need to work with all our partners and with the voluntary sector and community groups to create a community everyone can take pride in.	More people want to live in our borough. That means we need a range of housing options, including both quality affordable/social housing and aspirational housing, for now and the future. But home is about more than just a house, and we want our streets, parks and estates to reflect people's pride in where they live. We have a vision for housing, for estates and better parks, that we want local people to share. With local residents' help we will make Barking & Dagenham somewhere where people can raise their family – knowing that their Council is working hard to make the Borough somewhere they can call home.	With the Olympics on the horizon we want our Borough to be a healthier, fitter place. Where people can get help to stop smoking, get the advice they need to lose weight and can exercise in pleasant surroundings. For the most vulnerable, and those less able, we believe in giving independence and choice – and we will continue to deliver quality social care to those who need it.	We want a borough that believes in opportunity – one that recognises and champions success, where people can look to the future with confidence, secured that their council will do what it can to provide the educational, academic and vocational opportunities they need. A borough of rising, not falling incomes. A working borough – where business and entrepreneurship is given the help it needs. A place where hard work is rewarded and where effort and determination are encouraged.
	<b>OUTCOMES</b>	<p>A borough in which people are proud and satisfied to live and work.</p> <p>A borough with low levels of antisocial behaviour, and where authorities support residents in getting problems solved.</p> <p>A borough where people feel safe in their neighbourhoods and town centres.</p> <p>A borough where people get involved – and feel included – in the decisions that affect them.</p> <p>A borough with a range of positive activities for young people.</p> <p>A borough with a thriving voluntary sector.</p> <p>A borough that safeguards children, young people and vulnerable adults.</p> <p>A borough where local people come together to make it a better place.</p>	<p>A borough with more affordable housing for local residents, with a particular focus on family-sized houses.</p> <p>A borough with improved estates and homes that people choose to live in, whether owned by the Council, other social landlords, privately rented or owned.</p> <p>A clean borough, with low levels of litter and graffiti and where residents look after their own homes and gardens.</p> <p>A borough with good quality transport, including public transport, roads and footpaths.</p> <p>A borough with excellent parks, play and cultural facilities.</p> <p>A borough with a safe home for every child.</p>	<p>A borough where people's health and fitness are improving, with fewer smokers, with more people taking exercise and where people take better care of their diet.</p> <p>A borough with excellent leisure and health facilities, in which people can exercise, play and relax.</p> <p>A borough with high quality social care services for those that need them.</p> <p>A borough where people with care needs are helped to live the life they want, with real choices about their lives and care.</p> <p>A borough which meets the needs of disabled children, young people and adults.</p>	<p>A borough with excellent schools, constantly improving and which are growing to meet the demands for pupil places.</p> <p>A borough with excellent – and improving – attainment through education and training.</p> <p>A borough of rising incomes.</p> <p>A borough that is great for doing business in, and where businesses are supported to thrive.</p> <p>A borough that reduces its waste and CO<sub>2</sub> emissions.</p>
		ECM: Stay Safe	ECM: Make a Positive Contribution	ECM: Be Healthy	ECM: Enjoy & Achieve
		ECM: Achieve Economic Wellbeing			
The Seven Principles of the Department of Health's Vision for Adult Social Care: Prevention, Personalisation, Partnership, Plurality, Protection, Productivity and People.					
<b>MEMBERS' PRIORITIES 2010</b>		<ul style="list-style-type: none"> <li>Encourage schools to allow people who live nearby use of their facilities during evenings and at weekends</li> <li>Use all our powers to crack down on antisocial council tenants</li> <li>Keep youths off the streets by providing more positive things for young people to do</li> <li>Continue to hold one of England's largest St George's Day celebrations and celebrate other community events every year</li> <li>Bring zero tolerance on antisocial behaviour like spitting, littering, dog fouling and louts</li> <li>Install more CCTV cameras</li> <li>Make sure local people have a full say on all new developments</li> </ul>	<ul style="list-style-type: none"> <li>Smarten up local shopping parades</li> <li>Continue to build new Council houses for local people</li> <li>Buy empty properties and put them back into Council house stock</li> <li>Extend the Eyesore Gardens campaign to whole borough, include shop fronts</li> <li>Continue to protect weekly waste collections</li> <li>Introduce a Landlords charter to force landlords to act responsibly</li> <li>Provide lots of things for young people during summer holidays</li> <li>Continue our road and footpaths investment programme</li> <li>Build a play area in all of the Borough's parks</li> <li>Push for the kind of developments at Dagenham Dock and Riverside that local people want and need</li> <li>Fight for access to Thames waterfront so local people can make the most of it</li> </ul>	<ul style="list-style-type: none"> <li>Ensure every child can swim</li> <li>Champion older people's local facilities and their use by local older people</li> <li>Help our most vulnerable pensioners to keep their independence by looking after them in their own homes</li> <li>Continue to campaign for a community hospital in Dagenham</li> </ul>	<ul style="list-style-type: none"> <li>Invest £270 million in local secondary schools</li> <li>Create more Council apprenticeships</li> <li>Keep Council tax levels down so they are lower than Havering and Redbridge</li> <li>Support local businesses by encouraging people to buy locally</li> <li>Champion and reward achievement by local school pupils</li> <li>Set up a small business task force to help people start their own business</li> <li>Fight for access to the Thames waterfront in the borough</li> </ul>
<b>ORGANISATION</b>	A WELL RUN ORGANISATION THAT IS ...				
	understanding and responds to its customers and citizens, and supports people to help themselves and their community; innovative, leaner, and more efficient with lower support costs and lower costs of assets; using technology to modernise working practices and open up new opportunities for sharing information and communicating better; taking opportunities for sharing costs, minimising waste, and maximising external funding; well managed with a well developed and motivated workforce; respected with a good reputation for "doing business"; delivering its statutory duties in the most practical and cost-effective way				
	Improve Value for Money across all services	Improve the customer experience	Make better use of our resources and assets	Maintain appropriate standards of Governance	Develop a highly effective, motivated workforce
	PUTTING OUR CUSTOMERS FIRST	TAKING RESPONSIBILITY	TREATING EACH OTHER FAIRLY AND RESPECTFULLY	WORKING TOGETHER	ACHIEVING EXCELLENCE

## The Medium Term Financial Strategy (MTFS)

The Government announced its National “Spending Review” in October 2010 and then issued detailed allocations of grant for 2 years (2011 – 13) in December 2010. Our financial analysis now shows the Council is actually facing reduced resources of £20.2m (13.7%) over 2 year period, including reductions on Formula Grant, Specific Grant and Area Based Grant.

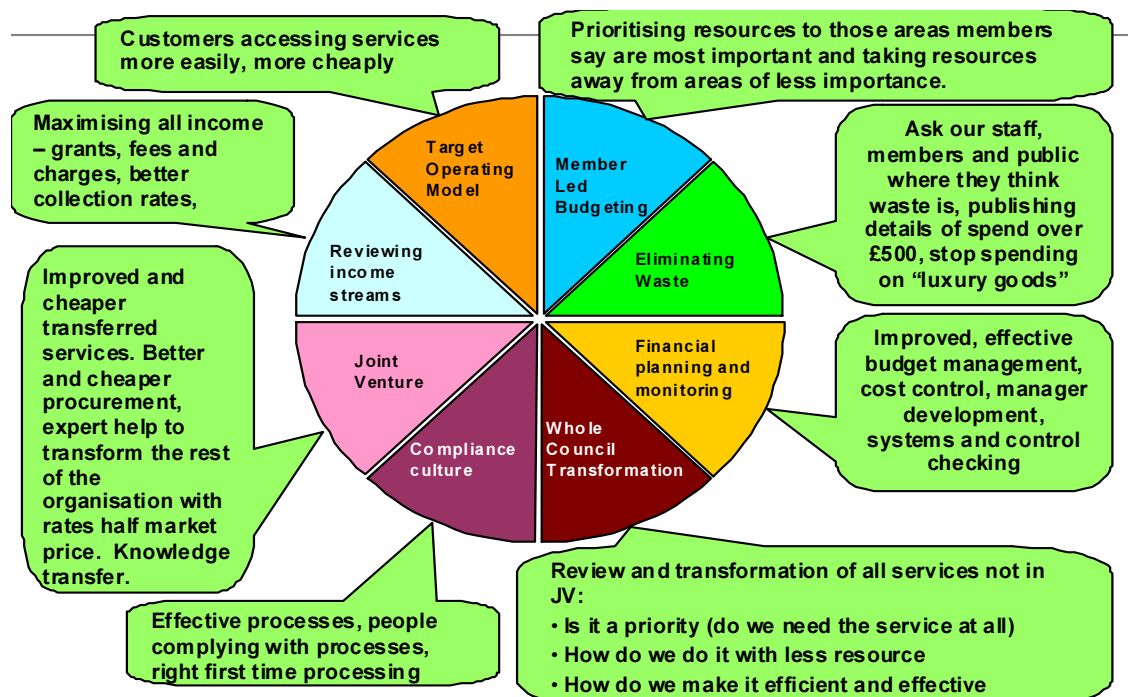
The Council has no choice about how much money it is given to manage its services. It does however have the ability to choose how it spends its money – and has chosen, again, to freeze Council Tax. The MTFS lays down the principles by which this Council will manage its resources through these very tough times, and also how the Council will aim to ensure that every penny it spends will help deliver services that our community believes are valuable to them.

### Financial Objectives

The financial objectives for the Council are:

- A balanced budget;
- Budget decisions based on Council priorities (policy led budgeting);
- An organisational culture that asks all employees, partners and contractors to “treat every pound spent as though it is the last pound in your purse”;
- Managers who are responsible and accountable for their budgets;
- Robust levels of reserves and contingencies;
- Strong financial systems and processes;
- Investments to improve services and maintain assets;
- Income maximisation;
- Continued efficiency and value for money

Our approach is summarised as:



## Our Plan

1. **Better Together** - *We all want our borough to be a place we can be proud of. Pride too in being good neighbours and in the respect we show to others. A real community, where local people have the confidence to be involved in the decisions that affect their lives, their street, their neighbourhood, their borough. For that, people need to feel safe and to have confidence that the authorities are on their side. Building pride can't be done by the Council alone – we need to work with all our partners and with the voluntary sector and community groups to create a community everyone can take pride in.*

Key Deliverable	Performance measures/milestones	Timescales	Lead Officer
Bring zero tolerance on anti social behaviour; Use all our powers to crack down on anti-social council tenants	<ul style="list-style-type: none"> <li>• Evict anti-social tenants and ensure residents can enjoy their homes</li> <li>• Work with police &amp; community to solve local problems</li> <li>• Enforce the borough wide drinking ban to reduce street drinking</li> <li>• Tackle irresponsible dog ownership</li> <li>• Continue to make our parks safer</li> </ul>	Ongoing	Divisional Director Community Safety
Keep youths off the streets by providing more positive things for young people to do; provide lots of things for young people during summer holidays	<ul style="list-style-type: none"> <li>• Offer an adventurous play programme and activities in the summer holidays</li> <li>• Deliver the BMX community project with NIKE at Dagenham Pool, &amp; hold regional/national BMX events at Old Dagenham Park</li> <li>• Co-ordinate participation in the London Youth Games</li> <li>• Take our new mobile youth bus regularly to all parts of the borough and provide activities in every ward</li> </ul>	<ul style="list-style-type: none"> <li>• Aug 11</li> <li>• May 11/ Mar 12</li> <li>• Aug 11</li> <li>• Aug 11</li> </ul>	Divisional Director Culture and Sport/ Targeted Services
Continue to hold one of England's largest St George's Day celebrations and celebrate other community events every year	<ul style="list-style-type: none"> <li>• Hold St George's Day events</li> </ul>	<ul style="list-style-type: none"> <li>• Apr 11</li> </ul>	Divisional Director Culture & Sport
Increase the range of community facilities available for local people to enjoy	<ul style="list-style-type: none"> <li>• Encourage schools to allow people who live nearby to use their facilities at evenings and weekends</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>	Divisional Director Education Services
Help communities to help children and adults succeed and be safe	<ul style="list-style-type: none"> <li>• Introduce new courses to train &amp; support parents &amp; carers to be confident in their roles</li> <li>• Continue to support all Council staff to play a role in keeping children and adults safe</li> </ul>	<ul style="list-style-type: none"> <li>• Sep 11</li> <li>• ongoing</li> </ul>	Divisional Directors Complex Needs/ Targeted Services

**2. Better Home** - *More people want to live in our borough. That means we need a range of housing options, including both quality affordable/social housing and aspirational housing, for now and the future. But home is about more than just a house, and we want our streets, parks and estates to reflect people's pride in where they live. We have a vision for housing, for estates and better parks, that we want local people to share. With local residents' help we will make Barking & Dagenham somewhere where people can raise their family – knowing that their Council is working hard to make the borough somewhere they can call home.*

Key Deliverable	Performance measures/milestones	Timescales	Lead Officer
Continue to build new council houses for local people; Buy empty properties and put them back into council house stock; Introduce a Landlords' charter to force landlords to act responsibly	<ul style="list-style-type: none"> <li>Develop and implement a new Housing Strategy for 2011-15 &amp; Strategic Business Plan</li> <li>Deliver 147 new Council homes</li> <li>Start on site: 520 mixed rent homes: King William Street quarter &amp; Eastern End of Thames View</li> <li>Progress estate renewal works at Goresbrook Village, Leys and Gascoigne Estate</li> </ul>	<ul style="list-style-type: none"> <li>Apr 12</li> <li>Feb 12</li> <li>Feb 12</li> <li>ongoing</li> </ul>	Divisional Directors Housing Strategy/ Regeneration
Extend the Eyesore Gardens campaign to the whole borough, include shop fronts	<ul style="list-style-type: none"> <li>Relaunch campaign</li> <li>Deliver further works to enhance the look of the borough</li> </ul>	<ul style="list-style-type: none"> <li>Jul 11</li> <li>ongoing</li> </ul>	Divisional Director Environment & Enforcement
Continue our road and footpaths investment programme	<ul style="list-style-type: none"> <li>Secure £200k exceptional weather grant</li> <li>Complete a programmed repair schedule and claim funding from Government</li> </ul>	<ul style="list-style-type: none"> <li>Mar 12</li> <li>Mar 12</li> </ul>	Divisional Director Environment & Enforcement
Push for the kind of developments at Barking Riverside and Dagenham Dock that local people want and need	<ul style="list-style-type: none"> <li>Complete 250 new homes at Rivergate Centre phase 1 (including primary school)</li> <li>Achieve commitment to build 500 more homes</li> <li>Complete further development of Dagenham Dock</li> <li>Achieve commitment to build secondary school</li> </ul>	<ul style="list-style-type: none"> <li>Jun 13</li> <li>Sep 11</li> <li>2015</li> <li>Oct 11</li> </ul>	Divisional Directors Regeneration / Education Services
Create opportunities for active play in the borough's parks and open spaces	<ul style="list-style-type: none"> <li>Celebrate National Play Day at Mayesbrook Park</li> <li>Employ 3 new rangers to provide activities at Barking and Mayesbrook Parks &amp; Beam Parklands</li> <li>Install new play areas at Abbey Green, Barking, Central, Mayesbrook, Pondfield, &amp; St Chads parks, Beam Parklands &amp; Curzon Garages</li> </ul>	<ul style="list-style-type: none"> <li>Aug 11</li> <li>Aug 11</li> <li>Nov 11</li> </ul>	Divisional Director Culture & Sport



**3. Better Health & Well-Being** - *With the Olympics on the horizon we want our borough to be a healthier, fitter place. Where people can get help to stop smoking, get the advice they need to lose weight and can exercise in pleasant surroundings. For the most vulnerable, and those less able, we believe in giving independence and choice – and we will continue to deliver quality social care to those who need it.*

Key Deliverable	Performance measures/milestones	Timescales	Lead Officer
Champion older people's local facilities and their use by local older people	<ul style="list-style-type: none"> <li>Confirm funding and implement Older People's Strategy</li> <li>Increase older people's active leisure memberships to 5,000 per year</li> <li>Increase older people's visits to leisure centres to 40,000 per year</li> </ul>	<ul style="list-style-type: none"> <li>Sep 11</li> <li>Mar 12</li> <li>Mar 12</li> </ul>	Divisional Directors Adult Commissioning/ Culture & Sport
Help our most vulnerable pensioners to keep their independence by looking after them in their own homes	<ul style="list-style-type: none"> <li>Negotiate with NHS to target new resources on preventing falls</li> </ul>	<ul style="list-style-type: none"> <li>Mar 12</li> </ul>	Divisional Director Adult Social Care
Ensure everyone in the borough can swim	<ul style="list-style-type: none"> <li>Teach 944 people to swim this year</li> <li>Launch Barking &amp; Dagenham swimming club</li> </ul>	<ul style="list-style-type: none"> <li>Mar 12</li> <li>Sep 11</li> </ul>	Divisional Director Culture and Sport
Defend health services for local people	<ul style="list-style-type: none"> <li>Oppose plans to close King George's Hospital and work in partnership with the NHS for the health services local people want and need</li> <li>Campaign for a community hospital in the borough</li> </ul>	Ongoing	Corporate Director Adult and Community Services
Maximise the number of children and young people benefiting from the Olympics and Paralympics	<ul style="list-style-type: none"> <li>100% of local schools joined up to the 'Get Set' programme</li> </ul>	<ul style="list-style-type: none"> <li>Jul 11</li> </ul>	Divisional Director Education Services
Provide easy access to health services for children and families & increase uptake of immunisation	<ul style="list-style-type: none"> <li>Provide health visiting and maternity services at Children's Centres</li> </ul>	<ul style="list-style-type: none"> <li>Jul 11</li> </ul>	Divisional Director Targeted Services
Improve services for disabled children and young people	<ul style="list-style-type: none"> <li>Set up additional respite provision at Trinity School</li> <li>Train more disabled young people to use public transport independently</li> </ul>	<ul style="list-style-type: none"> <li>Jan 12</li> <li>Ongoing</li> </ul>	Divisional Directors Complex Needs/ Commissioning
Continue to support carers' health and wellbeing	<ul style="list-style-type: none"> <li>Introduce and promote a new package of leisure services for carers</li> <li>Develop and promote a range of respite options</li> </ul>	<ul style="list-style-type: none"> <li>Sep 11</li> <li>Jan 12</li> </ul>	Divisional Directors Culture & Sport/ Adult Commissioning

**4. Better Future** - We want a borough that believes in opportunity – one that recognises and champions success, where people can look to the future with confidence, assured that their council will do what it can to provide the educational, academic and vocational opportunities they need. A borough of rising, not falling incomes. A working borough – where business and entrepreneurship is given the help it needs. A place where hard work is rewarded and where effort and determination are encouraged.

Key Deliverable	Performance measures/milestones	Timescales	Lead Officer
Invest £270million in the borough's secondary schools; invest £18million into the borough's primary schools	<ul style="list-style-type: none"> <li>Open George Carey school</li> <li>Complete building works at Manor Infants/ Longbridge site and refurbishment at Valence Primary/ St George's, Ripple Primary/Westbury, Thames View Junior &amp; develop plans for 8 further primary school sites</li> </ul>	<ul style="list-style-type: none"> <li>Sep 11</li> <li>Mar 12</li> </ul>	Divisional Directors Education Services/ Assets & Commercial Services
Champion and reward learning and achievement across the borough	Continued improvement on 5A*-C including English and Maths at GCSE to match national levels	<ul style="list-style-type: none"> <li>Aug 12</li> </ul>	Divisional Director Education Services
Help people move successfully into further or higher education or work	<ul style="list-style-type: none"> <li>Create at least 75 apprenticeships in the Council's workforce</li> <li>Create 110 new jobs in the borough through Elevate</li> <li>Stimulate the creation of 10,000 new jobs through regeneration schemes</li> <li>Create an intern programme and an undergraduate bursary scheme</li> </ul>	<ul style="list-style-type: none"> <li>Mar 12</li> <li>Mar 13</li> <li>2026</li> <li>Mar 12</li> </ul>	Divisional Director Education Services
Support local businesses by encouraging people to buy locally; Smarten up local shopping parades; Set up a small business task force to help people start their business	<ul style="list-style-type: none"> <li>Implement Barking Town Centre strategy:</li> <li>4,000 net new homes</li> <li>Improvements in public realm</li> <li>15,000sqm new retail floorspace</li> <li>8,000sqm new commercial space</li> <li>Deliver improvements to 8 local shopping parades &amp; establish retail forums</li> <li>Open Enterprise Centres in Barking and Dagenham</li> </ul>	<ul style="list-style-type: none"> <li>2025</li> <li>2011- 20</li> <li>Mar 12</li> <li>2015</li> <li>Oct 11</li> <li>Oct 11</li> </ul>	Divisional Director Regeneration
Build a Skills Centre, delivering education and training in skills that help local people get jobs	Open Barking Skills Centre, a centre of excellence for education and skills training	<ul style="list-style-type: none"> <li>Sep 12</li> </ul>	Divisional Directors Ed Services/ Assets & Cap Delivery

**5. A Well-Run Organisation** - *Understanding and responds to its customers and citizens, and supports people to help themselves and their community; Innovative, leaner, and more efficient with lower support costs and lower costs of assets; Using technology to modernise working practices and open up new opportunities for sharing information and communicating better; Taking opportunities for sharing costs, minimising waste, and maximising external funding; Well managed with a well developed and motivated workforce; Respected with a good reputation for “doing business”; Delivering its statutory duties in the most practical and cost-effective way*

Key Deliverable	Performance measures/milestones	Timescales	Lead Officer
Deliver services more efficiently and effectively to residents and businesses	<ul style="list-style-type: none"> <li>• More information about Council services online</li> <li>• Queries responded to quicker, and better information provided to help track progress</li> <li>• Easier ways to access and pay Council Tax and rent bills</li> <li>• Easier ways to access Housing Benefits statements and make applications</li> <li>• Improved access to expert support</li> <li>• Easier ways for local people to apply for the benefits they are entitled to</li> </ul>	Feb 12	Divisional Director Customer Strategy/ ICT/ Transformation
Keep council tax levels down so they are lower than Havering and Redbridge	<ul style="list-style-type: none"> <li>• Deliver £8million savings</li> <li>• Use modern buying techniques to save on price while achieving an appropriate quality</li> <li>• Reduce the number of office buildings used by the Council</li> </ul>	<ul style="list-style-type: none"> <li>• Mar 12</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	Divisional Director Finance  Divisional Director Assets & Commercial Services

