

What we will deliver in 2018/19

Key Accountability	Strategic Director	Quarter 2 2018/19 Update
Community Leadership and Engagement		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Tom Hook	<p>The cohesion and integration strategy is scheduled for Cabinet in January 2019 and Faith Policy for March 2019. Progress to date includes:</p> <ul style="list-style-type: none"> • Submission to MHCLG Green paper consultation on integration • Engagement with internal stakeholders, Barking and Dagenham Delivery Partnership VCS and residents • An Interfaith Platform has been commissioned and the contract awarded to Faith and Belief Forum (FBF). FBF are starting engagement for policy delivery. • Work with the existing faith forum, where the officer roles changed at the last AGM • Ongoing programme supporting Madrassah's with Faith Associates
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Tom Hook	<p>Funding of £1.4 has been allocated to Barking and Dagenham for the Connected communities programme. To date:</p> <ul style="list-style-type: none"> • The officer to run the programme is in post • two of the commissions now have providers in place to deliver (for Interfaith Platform and Community Amplifiers) and the third is out to tender shortly (for Youth Arts Platform). • The PRS strand of work is up and running with the first Creative English classes in November and referral pathways established, with ongoing support from Barking and Dagenham CAB for vulnerable people. <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • New member of staff in Home Office funded post • Meetings scheduled with key stakeholders and faith leaders • Borough narratives workshop took place • Ongoing communication with faith groups through the Belief in Barking and Dagenham newsletter • BSBT funding applications supported from local organisations, funding decisions expected imminently

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Continue to develop Every One Every Day, monitoring impact and outcomes.	Tom Hook	<p>Every One Every Day has entered its second year, with plans for opening a third shop on Porter Avenue and a Pop Up Micro Factory in November 2018.</p> <p>The summer programme of Every One Every Day ended in August with over 160 events held and 1200 residents engaged. The Autumn programme will run from 15 October to 9 December 2018. EOED took part in Dag Fest and One Borough Day. The Funders Board met in September 2018 and agreed the next funding release. The Developmental Evaluation of year 1 will be published in October 2018 by Participatory City Foundation.</p>
Support the development of the community and voluntary sector, including a Local Giving Model.	Tom Hook	<p>A Civil Society strategy paper is scheduled for Cabinet in January 2018, which includes the local giving model. The development of a local giving model is moving forward. Practical measures have been implemented to support local groups with the establishment of a local B&D Lottery and match-funded Crowd Funding scheme. Four crowdfunding awards were made in the last quarter and over £20,000 has been raised through the B and D lottery. A process for the allocation of NCIL has been consulted on and will be presented to Cabinet on the 16th October. If agreed the fund will launch early 2019.</p> <p>Core funding to BDCVS has been reduced but has for 2018/19 been replaced to a significant extent with project funding for the development of a vision for the sector and requirements for infrastructure support going forward. The report will be ready in Winter 2018/19 and will dovetail with the development of an overarching Civil Society Strategy.</p>
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Tom Hook	<p>The State of the Borough Conference took place on 27th September at Londoneast UK. The conference was well attended and has received lots of positive feedback from attendees. An accompanying State of the Borough report providing an annual update on the progress made towards delivering the Borough Manifesto targets in year 1 was launched at the conference. The new Borough Data Explorer was also launched at the conference providing an interactive platform to present the Borough Manifesto and Social Progress Indicators. The Explorer provides will allow the partnership to use data to inform policy development. Work is also ongoing with Barking and Dagenham Delivery Partnership to develop it into a partnership that is able to drive change in the borough and work together collaboratively to achieve the manifesto vision.</p>

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<p>Deliver the master plans and commercialisation of Parsloes Park and Central Park.</p>	<p>Tom Hook</p>	<p>Parsloes Park</p> <p>Plans are progressing well to develop new sporting and community facilities in Parsloes Park. In brief the proposed facility mix will comprise:</p> <ul style="list-style-type: none"> • New changing facilities incorporating 8 team changing rooms (suitable for use by children and adult teams) and changing rooms for officials; • 55 station gym, dance studio and gym change; • Bar and café and social space • Public toilets and disabled toilets (to changing places standard) • 3 artificial grass pitches with floodlighting that can be used for 11-a-side football matches and compartmentalised to accommodate multiple mini, junior and five-a-side games being played simultaneously. <p>The total construction cost of the new facilities is estimated to be c£7 million. £1 million of this total is being funded by the Council (£400,000 capital funding and £600,000 CIL funding) and the balance has been or is expected to be secured from the Football Foundation, Sport England, London Marathon Charitable Trust, GLA, and s106 developer contributions.</p> <p>Of these sources, funds are now confirmed from Sport England, GLA, London Marathon Charitable Trust and a s106 developer contribution from the Beam Park housing development. Funds from the Football Foundation (£5 million) has been applied for but an award will not be confirmed until planning approval for the scheme is secured.</p> <p>As Parsloes Park is classed as Metropolitan Open Land it is necessary to get planning approval from the GLA as well as LBB. Unfortunately as was the case with the Youth Zone scheme, this requirement is causing a delay to the implementation of the Park Life project.</p> <p>It is now expected that the planning decision will be in February 2019 – a month later than previously reported - and so work will start on site in May 2019 with the new facilities operational in time to be used during the 2019/20 football season.</p> <p>Central Park</p> <p>A feasibility study has been undertaken to investigate how it might be possible to implement some elements of the Central Park masterplan proposals at no cost to the Council.</p>

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		<p>It outlines an innovative proposal to generate income from the importation of inert material from building sites across London and the South East, which will be utilised to create a new landscape in the park.</p> <p>Following guidance received from the Environment Agency, who must grant a licence for the scheme if it is to go ahead, the volume of material to be imported to the site has been reduced by about a third and with it the level of income that will be generated. It is now estimated that this will be c£1.1 million rather than the previously reported c£1.7 million.</p> <p>Income and cost certainty will only be confirmed when planning approval has been given and the necessary licence from the Environment Agency has been granted.</p> <p>It is proposed that a sum comparable to the income generated from the scheme will be committed in the capital programme to realise a wide range of park improvements including:</p> <ul style="list-style-type: none"> • New adventure play area • Pump track (for BMX bikes) • Toddler BMX facility • Mountain bike loop • New pathways • New trees • Wild flower meadows <p>Consultation about the proposal started in September 2018 and a report about the scheme will be presented to Cabinet (16/10/18) to seek approval to implement if the necessary funding, licences and planning approval is secured.</p> <p>On this basis, it is expected that the planning application for the scheme will be submitted by December 2018, which would enable a licence from the Environment Agency to be awarded by July 2019, and for works to start on site in August 2019 and to be completed in 2021.</p>
Implement the improvement plan funded by Community Interest Levy (CIL).	Tom Hook	Cabinet agreed (19/06/18) to Community Infrastructure Levy funding being allocated to the following strategic projects:

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		<ul style="list-style-type: none"> • Parsloes Park 'Parklife' project - £600,000 • Children's Play Spaces and Facilities - £275,000 over five years • Parks and Open Spaces Strategy implementation - £500,000 over five years <p>This funding will be used as Council match funding to support external funding bids for park capital schemes as well as to enable the delivery of a 'quick wins' programme of park improvements. The proposed programme of investment will be finalised during quarter three 2018/19 and implementation will start in quarter four.</p> <p>Collaborative working with community groups and residents has enabled funding to be secured to build two new state of the art play facilities to replace poor quality and life expired facilities at Tantony Green and Valence Park.</p> <p>Both new facilities will be installed during 2018/19 and c£440,000 external funding has been secured to enable the schemes to be delivered.</p> <p>Council capital funding has been committed to re-instate the BMX track at Old Dagenham Park and these works have now been tendered and will be implemented during 2018/19.</p> <p>The Council has committed capital funding of £200,000 (£50,000 a year for four years, 2017-2020) for Fixed Play Facility Enhancements. Schemes already or near to completion include:</p> <ul style="list-style-type: none"> • St. Chads - £20,000 • Mayesbrook Park - £40,000
<p>Renew focus on community heritage assets and develop a new offer including the East End Women's Museum and Industrial Heritage Museum feasibility.</p>	<p>Tom Hook</p>	<p>Eastbury Manor House</p> <p>Work is underway with the National Trust (owners of Eastbury Manor House) to agree a new vision for the house, which will inform the development of a design and cost plan for the final phase of capital investment at the site.</p> <p>This is intended to provide new toilets, catering, and social/education space to improve income generation, footfall and volunteering opportunities as well as enhance the visitor experience by 'dressing' the house in a way that better tells its story and those of its former-inhabitants. It is proposed that a funding bid to meet the cost of the majority of the proposed works f will be submitted to the Heritage Lottery Fund in spring 2019.</p>

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		<p>Abbey Ruins, Abbey Green and St Margaret's church</p> <p>In December 2017 a Stage 1 application was made to the Heritage Lottery Fund (HLF), with the Council as the lead partner, for a £4.462 million improvement project with a £3,592,200 grant request from the HLF. The HLF rejected the application in March 2018 due to insufficient funds.</p> <p>A feedback meeting has been held with the HLF and as a result the improvement programme is now being re-worked into a series of distinct projects that can be delivered in a phased approach. The first such bid will be made in early 2019. It is not feasible to do this any sooner because the HLF is currently reviewing its grants framework, which will be re-launched in 2019.</p> <p>East End Women's Museum</p> <p>A Heritage Lottery Fund grant (£81,000) has been secured by the East End Women's Museum to meet the costs of a 'pop up' programme of exhibitions, talks, workshops and events during 2018, and which are a cornerstone of the borough-wide HerStory programme that commemorates the centenary of women securing the right to vote and to honour women past and present who help drive change for equality.</p> <p>Cabinet has approved the terms of lease and other support for the Museum, which has now been established as a community interest company (CIC).</p> <p>The Museum was officially launched in January 2018. It is anticipated that the Museum itself will open in the early part of 2020 but this is wholly dependent on the completion of the housing development in which it will be sited.</p> <p>Work has now started on the internal design plan for the museum, which will be subject to further funding bids during 2018 and 2019.</p> <p>A celebratory event is planned for November 2018 to recognise the work undertaken by the museum in 2018 and to set out the next steps for the Museum and programme for 2019.</p> <p>Industrial heritage museum</p> <p>Following a review of the different options that have so far been produced, the feasibility study for a new heritage and culture centre on the site of the former-Ford Stamping Plant is now being finalised. This will enable Members to make a decision about whether there is a robust and sustainable business case for the proposal and how it could be funded.</p>

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		<p>The feasibility study will be presented to Corporate Strategy Group and Leader's Advisory Board in November 2018 and December 2018 respectively.</p>
<p>Ensure culture is a driver of change through the Borough of Culture Schemes, Creative Enterprise Zone, Summer of Festivals & Alderman Jones's House. Planning for the Centenary Celebration of Becontree Estate (Festival of Suburbia).</p>	<p>Tom Hook</p>	<p>London Borough of Culture</p> <p>The Council has secured funding of £233,000 from the London Borough of Culture funding pot and an additional £30,000 in business sponsorship to deliver a three year creative programme with looked after children, care leavers and older people. The programme will be delivered in partnership with the Serpentine Gallery, the Foundling Museum and several local arts organisations.</p> <p>Project delivery will start in September 2018.</p> <p>Creative Enterprise Zone</p> <p>A grant of £50,000 has been secured from the GLA to enable detailed research to be undertaken that has informed the development of an evidence base and action plan for the establishment of Roding Made - the Barking Creative Enterprise Zone, which will bring together artists, local businesses and landowners to create and develop new jobs, establish and secure new spaces for creative production and open up opportunities for talented young people who are considering careers in the creative industries.</p> <p>A further funding bid has been submitted to the GLA to support the delivery of the Creative Enterprise Zone action plan.</p> <p>It is understood that the GLA will announce the Creative Enterprise Zones for London during November 2018 and their funding to support them in February 2019.</p> <p>A report will be presented to Cabinet seeking the adoption of the Creative Enterprise Zone action plan once the GLA has made a decision on funding.</p> <p>Summer of Festivals</p> <p>The delivery of the Summer of Festivals programme for 2018 ended with the Youth Parade on 16 September. The programme was been well attended and well received by residents. The Events team has also provided guidance and assistance to enable more events by the community to be presented in the Borough's parks.</p> <p>The Residents' Survey for 2017 tells us that attendance at Summer of Festival events by Borough residents has gone up for the third year running. The same is true for the level of awareness amongst residents about the Summer of Festivals programme and the demand from residents for similar events to be presented in future years.</p>

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		<p>Alderman Jones’s House and 100th anniversary of the Becontree Estate (Festival of Suburbia)</p> <p>The centenary of the Becontree estate is 2021 and plans are now being developed to enable this milestone of national significance to be celebrated in the way it deserves to be.</p> <p>The former-home of Alderman Fred Jones is located in the heart of the Becontree estate and has been renovated so that it can be used as live/work space for artists until the end of 2021. Alongside the Valence House Museum and Local Studies Centre, Valence Library and the White House, Alderman Jones’s House will be a key venue in the delivery of the centenary programme.</p> <p>The Council is working in partnership with Create London to develop and deliver the centenary programme which it is anticipated will include a commissioned programme by local artists and arts organisations as well as projects with national heritage and architecture agencies.</p> <p>Funding bids have been submitted to Arts Council England and the Heritage Lottery Fund and decisions on these are expected in early 2019. It is also proposed to seek Community Infrastructure Levy funding to support the centenary programme, which will include:</p> <ul style="list-style-type: none"> • The collection of a new archive which will chart the lived experience of the residents of Becontree • A major exhibition complemented by a series of tours, talks, walks and community activities across Becontree during 2021 • A schools and education programme in collaboration with the Barbican to mark the centenary • A programme of public realm improvements on the estate developed with local people <p>And possibly, the production of a TV documentary about 100 years of Becontree, which will chart the lives of families on the estate over the past centenary.</p>
Equalities and Diversity		
Implement the Equality and Diversity Strategy action plan.	Tom Hook	The Equalities and Diversity strategy 2017-2021 sets out the Councils vision to tackle equality and diversity issues across the borough and within the Council. It sets out an action plan which will be monitored and reported annually. The first annual update was

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		presented to the portfolio holder in October. The portfolio holder is keen to ensure equalities receives the attention it deserves and therefore will continue to monitor progress against the E&D strategy regularly.
Continue to promote the Gender Equality Charter.	Tom Hook	Since the launch of the Gender Equality Charter, over 150 organisations have signed up to the pledge showing their commitment to gender equality. The new portfolio holder is currently reviewing the action plan ensuring it builds on the success of previous years. The action plan will aim to address issues related to all genders and be broader than just issues affecting women.
Celebrate equality and diversity events, and where possible, enable community groups to take the lead.	Tom Hook	The Her Story events throughout the year have been a success and will continue until the end of the year. For the first time ever, Barking and Dagenham had a float at Pride London and we proudly showed our support for the LGBT+ community. October is Black History Month with events running throughout the month, with the Council supporting the community to take the lead to put on events. The Council continues to support the community with flag raising events recognising the diversity in the borough and the important role different communities play.
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Tom Hook	<p>The Council achieved silver level when assessed against the tougher Investors in People standard. We will retain this until our next assessment in October 2020. A 12-month review with our Investors in People assessor will be undertaken in late 2018 and 24-month review in late 2019.</p> <p>Progress against the standard to reach gold level were set out in the Assessor's report. The following actions have been put in place.</p> <ul style="list-style-type: none"> • An all staff temperature check has been undertaken in June/July 2018 which tracks our progress against the standard and employee engagement. The temperature check demonstrates that employee engagement levels have increased, and the values of the organisation are seen to continue to be embedded. This specifically meets the requirement to continue to assess the views of staff and has been analysed by service. • Early scoping of behaviours and culture change has begun to help develop a new organisational development strategy. • The Leadership and Management development programme for cohorts 2 and 3 has been delivered. The programme for other managers is under development.

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Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group.	Tom Hook	Tackling equality and diversity issues is not something the Council can do alone. It requires the support of everyone. The Barking and Dagenham Delivery Partnership therefore agreed to set up a Fairness and Equalities sub-group tasked with bringing a partnership approach to tackling inequality. The group has met on two occasions to date with lots of positive steps identified to try work together in addressing equality and diversity issues affecting the borough.
Public Realm		
Redesign all services delivered by Public Realm to meet the agreed budget and service standards.	Robert Overall	New staff currently being inducted into the service, with additional recruitment underway to fill remaining gaps in the structure. Both the full implementation of the new street cleansing model and the arrival of the replacement fleet are key deliverables to ensure that this succeeds.
Embed the new street cleansing operating model.	Robert Overall	New cleansing model launched on 8 th October with additional resources planned to be added from November 1 st and fully embedded by Dec 18.
Work with Enforcement to help drive behavioural change with regard to waste and flytipping	Robert Overall	Joint initiatives with Enforcement over fly tipping have been launched with the pilot implementation of new materials alerting the public that the Council are investigating a specific fly tip. Communication strategy around waste behaviour change was rolled out with the national recycling week in the second half of Sept 18.
Develop the procurement strategy for the replacement of our vehicle fleet.	Robert Overall	Cabinet have approved the business case for replacement. Procurement process has now started with vehicles expected to be progressively delivered from November 18 until April 19 depending on lead times for order and delivery.
Enforcement and Community Safety		
Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.	Fiona Taylor	Consultation on a new, boroughwide selective licensing scheme went live on the 21 st September 2018. The proposal sets out a fee structure which is split into two parts: Part A relates to the administration of processing the application and is set at £470. Part B relates to compliance and enforcement and is set at £430. There have been recent cases where Local Authorities have been Judicially Reviewed because the fee structure did not split the administration and compliance element. This fee structure will allow the council to charge compliant landlords a lower amount (a reduction in the Part B element of the fee which will be determined after the consultation feedback is considered) and placing additional burden and regulation on non-compliant landlords and letting agents.

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		<p>Details of the proposed scheme have been sent to every Landlord on the council's database, Letting Agents in the borough and neighbouring boroughs. Other boroughs have also been contacted. Officers have been involved in a series of engagement events at Libraries, Barking Market, John Smith House. In addition, a wide range of agencies are being contacted from voluntary organisations to representative groups. Consultation will run for a 12-week period.</p> <p>Submission to MHCLG will be made in January 2019 following approval at cabinet. Recent talks with MHCLG indicate that a decision will take 3-4 months, allowing us time to implement a new scheme for September 2019, when the current scheme expires.</p>
Implement the Parking Strategy and agreed subsequent parking schemes.	Fiona Taylor	<p>The parking fees and charges report was adopted in July 2018 and set out a range of changes to the charging structure for pay and display, permits and the introduction of a diesel surcharge. It also introduces proposals for increasing the range of CPZ schemes in the borough, consolidating existing schemes and expanding CPZ's around schools.</p> <p>A new CPZ policy was approved by cabinet in September 2018.</p> <p>Overall parking is performing on target and it is anticipated that it will achieve the net budget contribution that was set as part of the MTFS.</p> <p>Improvements to London Road Car Park have commenced and will be completed in early November 2018.</p>
Develop the BCU to deliver Local solutions for policing in the borough.	Fiona Taylor	<p>Lobbying of MOPAC to address the crime and safety challenges for the borough now and in the next decade are ongoing. This also includes discussions on more visible policing, reporting hubs, and a new police station. A meeting was held with the Leader, Cabinet member, Fiona Taylor, DAC Mark Simmons and the Deputy Mayor for MOPAC to agree a way forward.</p> <p>Agreement has been reached with the East BCU to establish an Integrated Gangs Unit to be based in Barking. Probation Services and the DWP have committed officers to the team and additional mentoring capacity will be established through MPS funding. There are still significant challenges in fully utilising the combined enforcement capability across the police, council and other key services. There are weekly tasking meetings in place which are having some positive results but more formalised information of resource availability and intelligence needs far more development.</p>

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<p>Maintain focus on serious youth violence through the work of the Community Safety Partnership.</p>	<p>Fiona Taylor</p>	<p>Serious youth violence remains a core feature of the community safety partnership. The Community Safety Plan 2018-21 is being finalised and has “keeping children and young people safe” and “tackling serious violence” as two of its six priorities. A draft knife crime action plan has been developed and submitted to MOPAC. The Community Safety Partnership have developed a long term, trauma informed model to address serious violence which is being presented at the Community safety Partnership Board in September 2018 and to cabinet at the end of 2018. External funding is being sought to support in the delivery of this model.</p> <p>A serious violence summit is being planned for January 2019 and a Serious Violence Strategy will be developed as part of the outcomes from this event.</p>
<p>Social Care and Health Integration</p>		
<p>Publish a new Health and Wellbeing Strategy 2018-2023.</p>	<p>Elaine Allegretti Matthew Cole</p>	<p>The 2019-2023 Joint Health and Wellbeing Strategy is currently being finalised and is due to be approved by Health and Wellbeing Board for consultation on 7th November.</p> <p>It focuses on 3 themes, which were decided by Health and Wellbeing Board in March 2018 when presented with the 2018 Joint Strategic Needs Assessment. The three themes are Best Start in Life, Early Diagnosis and Intervention and Building Resilience.</p> <p>12 resident focus groups with 128 residents have been held within community groups in the borough to formulate the ‘I’ statements featured within each theme of the strategy to outline what good health looks to residents. In July, three stakeholder workshops, one on each theme, were held partners to discuss the outcomes and measures to be used within the strategy - a total of 88 attendees attended all 3 workshops.</p> <p>The draft document to be approved for consultation will go to Health and Wellbeing Board on November 7th, which will be followed by an 8-week consultation period and the approval of the final document for publication at January Health and Wellbeing Board.</p>
<p>Complete the transformation of the Disability Service.</p>	<p>Elaine Allegretti</p>	<p>Internal review work has considered the next steps for the transformation of the Disability Service, as well as the reasons for the difficulty in containing spend within the service.</p> <p>External support from the Social Care Institute for Excellence has been contracted and is working to complete an external review of the model for the service to identify next steps.</p>

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		The commissioning support to the Disability Service has been enhanced and several pieces of work are underway to improve availability of high-quality supported living.
Deliver campaigns to raise awareness of safeguarding issues.	Elaine Allegretti	<p>For adults, work is planned to repeat or build on the previously successful Christmas safeguarding campaign to encourage people to 'look out for' older neighbours.</p> <p>Materials are in development for an Autumn launch to raise the profile of the need and ability to report problems in the delivery of care and support to adults. For Children this has become a core campaign on the Comms Team Forward Plan for this year, and an outline is being drafted for future consideration.</p> <p>Two key areas will be domestic abuse, as we move toward a zero-tolerance borough and comms directed at parents / carers reminding them to know where their children are between 4 and 7 pm, the hours where most incidents of youth violence take place</p>
Change our approach and systems for keeping children and young people safe from exploitation.	Elaine Allegretti	<p>The development of the Target Operating Model v2.0 (TOM2) is well underway, supported by colleagues from Mutual Ventures (an external agency specialising in Children's Social Care improvement).</p> <p>TOM2 places at its' heart a shift towards the embedding of Contextual Safeguarding in how children are safeguarded (not just from the Local Authority perspective) but across the wider partnership.</p> <p>A bid has been submitted to the University of Bedfordshire to be a Phase 2 pilot-area for the implementation of Contextual Safeguarding.</p> <p>A core plank of the work in this area is to respond more holistically to those children at risk of exploitation, whatever form that may take. As part of the early implementation of TOM2 a specialist Exploitation Team has been established in Children's Social Care.</p> <p>Work is underway with partners – through the Safeguarding Board – to develop a multi-agency response to exploitation, underpinned by a coherent strategy and set of systems.</p> <p>Considerable work has been done on further developing assurance systems and processes, including the High-Risk Notifications systems to improve line-of-sight and ensure significant risk to children is identified quickly and at the correct level to ensure an appropriately swift response.</p>
Continue to deliver continuous improvement in services and improve quality.	Elaine Allegretti	Continuous improvement of services and outcomes is a key component of business as usual for the Care and Support and partners. Ofsted provides an opportunity to

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		<p>support and challenge current ways of working and their impact on improving the lives of vulnerable children and their families.</p> <p>New strengthened arrangements have been put in place for improvement work areas including those to improving local contextual approach to those at risk of exploitation and missing, supporting consistency in quality of management oversight, ensuring transparent and effective systems and processes, increasing those children that are adopted and ensuring the child's voice is consistently evidenced in assessment, planning and support.</p> <p>We continue to build on practice improvements since last inspection such as work to support children to remain at home with their families rather than enter care, improving stability for looked after children including good foster care support and the innovative Mockingbird programme, and embedding and reviewing new arrangements to MASH and Early Help.</p>
<p>Reboot the health integration agenda, including delivering a vision for health and wellbeing at Barking Riverside.</p>	<p>Elaine Allegretti</p>	<p>The Integrated Care Partnership Board has undertaken considerable work to embed a new strategy, focusing on four transformation workstreams around older people, planned care, long-term conditions and mental health.</p> <p>Priority projects are underway around frailty, intermediate care, atrial fibrillation, and diabetes. Barking Riverside is also established as a flagship project of the three-borough partnership, and there have been five workshops undertaken to develop a model of care and approach to community wellbeing for the new town, as well as informing the specification for the new Health & Wellbeing Hub.</p>
<p>Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.</p>	<p>Elaine Allegretti</p>	<p>Publication of the social care green paper is awaited.</p>
<p>Strengthen the understanding of corporate parenting responsibility with every Member playing their part.</p>	<p>Elaine Allegretti</p>	<p>Group membership has been reviewed and all new members have been fully inducted.</p> <p>Each key promise is being led by a member.</p> <p>Annual Reports have been completed and performance reports have been refreshed.</p> <p>The agenda for the year has been set and was led by the Child Take Over Day and strategies reviewed.</p>

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		A pre-assessment training session has been arranged.
Develop strategy and proactive campaign of work to end loneliness.	Elaine Allegretti	This work remains in development and is due to be launched in the New Year.
Educational Attainment and School Improvement		
Develop a new Education and Participation Strategy.	Elaine Allegretti	<p>Development of the new draft Education & Participation Strategy for 2018-22 is well underway. The draft strategy was agreed at the Corporate Strategy Group and discussed at the Leadership Advisory Group in September. It is scheduled for approval by Cabinet in November. There is good partnership support from schools, Barking and Dagenham College and CU London.</p> <p>The strategy's priorities focus on the following outcomes:</p> <ol style="list-style-type: none"> 1) All children and young people have a place in a school or early years' setting judged 'Good' or 'Outstanding' by Ofsted. 2) Exceeding national and then London standards where we have not already achieved this. 3) Improving opportunities for young people post-16 and post-18 and reducing numbers of young people not in education, employment or training. 4) Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them. <p>Maximising the Council's levers and influences to raise aspirations and increase opportunities for all children and young people.</p>
Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.	Elaine Allegretti	<p>A review of the current Special Education Needs and/or Disabilities (SEND) and Inclusion Strategy has been discussed and agreed at Portfolio meetings. Initial consultation has been undertaken with the main Parents Forum.</p> <p>A briefing on the priorities is included in the Autumn Term Chair of Governors briefing. Governors are also being asked to respond to the priorities at meetings planned throughout this term.</p> <p>Emerging themes include:</p> <ul style="list-style-type: none"> • Developing the right provision-and managing within a tight financial envelope. • Promoting independence.

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		<ul style="list-style-type: none"> • Ensuring progress for all children and young people with SEND from their starting points. • Preparing for adulthood with a specific focus on employment and training. • Development of therapies, particularly speech and language therapy. • Mental health support. • Involvement of children, young people and their families in the planning and designing of their own provision. <p>Once agreed the priorities will form the basis of the joint commissioning plan.</p>
<p>Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.</p>	<p>Elaine Allegretti</p>	<p>The Review of School Places and Capital Investment was approved by Cabinet on 17th July setting out how the Council intends to use capital grants to fund new pupil places over the next 5 years. This can be viewed at:</p> <p>https://modgov.lbbd.gov.uk/Internet/documents/s124967/Review%20of%20School%20Places%20Report.pdf</p> <p>The Council's annual School Capacity Survey (SCAP 2018) return follow-up meeting took place with the ESFA and the DfE. After further discussion, they agreed final figures prior to submission to the DCS for approval in late October.</p> <p>This submission is linked to future Basic Need Capital grant allocations and new Free Schools.</p> <p>The ESFA have advised that they will deliver the Ford View Primary School on the Beam Park development site and the proposed SEMH school on the former Ford Polar site through their own frameworks, rather than through the Council's self-delivery model where Be First are commissioned to undertake the work.</p> <p>During August 2018, the DfE gave approval for the ESFA to purchase the former Ford Polar site from the GLA for the SEMH school.</p> <p>Major secondary school expansions at Barking Abbey and Robert Clack Schools remain on programme and new facilities became available in September.</p> <p>In addition, Lymington Fields All through site (forming part of the Robert Clack expansion) commenced construction on site with a completion date of July 2020.</p>
<p>Improve engagement with young people to incorporate their voices into Council policy.</p>	<p>Elaine Allegretti</p>	<p>The BAD Youth Forum has been very active. A meeting between Forum members, Local Members and the Police resulted in a series of key actions to support safety in schools. The Young Mayor and his sub-group have already exceeded their fundraising</p>

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		<p>target through a programme of social action. Around 90 inspections have been conducted by the borough's young inspectors this year to date, helping to shape and improve sexual health services for young people.</p> <p>The issue of contextual safeguarding is to be explored through a young people's safety summit to take place in November 2018.</p> <p>A SEND stakeholder forum is in development to strategically engage with young people with SEND drawing on a range of organisations in the borough.</p> <p>The borough has launched its Youth Information Advice and Guidance group, based on a Redbridge model of good practice in engaging young people with the Police in an ongoing dialogue.</p> <p><i>VotesforSchools</i> is to have its launch in October, providing over 90% of schools with access to resources that encourage debate and a weekly ballot. The Council has access to voting patterns and results, providing key data on local young people's views on a wide range of themes.</p>
Employment, Skills and Aspiration		
Develop the Job Shop and Adult College new work and skills offer.	Mark Fowler	The restructure of the job shop and adult college has commenced with phase, the management tier on track to be completed at the end of October 2018. The redesign has been devised in conjunction with the ongoing work on the industrial skills strategy and response to welfare reform and the impacts of the homelessness reduction act.
Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.	Mark Fowler	The initial phase of work has been completed, considering all of the relevant socio demographic indicators and assets by ward. The next phase will include matching our assets and services against need, to help set out the first phase of the program and principles are due to go to Corporate strategy group in October 2018.
Work collaboratively with partners to develop a Barking and Dagenham Employment Framework.	Mark Fowler	Detailed analysis and mapping undertaken to set out a clear picture in relation to the local economy, key sectors, business base, workforce skills and labour market participation among the local population. This will now be used to develop the Employment Framework – initially through the stock take of progress since the publication of the Independent Growth Commission.
Agree a strategic and practical level approach to business and employer engagement.	Mark Fowler	Our approach will sit and be developed as part of the industrial, jobs and skills strategy whilst also linked to the restructure of our job offer and adult education.

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Continue development of clear progression pathways and post-18 opportunities for young people.	Mark Fowler	A key part of our industrial, jobs and skills and education & participation strategies is to consider the relevant pathways for various customer cohorts across the borough, a key area of which is our approach to opportunities post 18.
Hold a series of events to promote employment opportunities to local residents.	Mark Fowler	We held 5 job fairs up to the end of September, with 2 more than the year before, with further 3 planned this year. Work taster sessions are being developed along with consideration in how we can develop take your child to work days later in the year.
Finalise the Homelessness Strategy, focusing on homelessness prevention and reducing numbers in temporary accommodation.	Mark Fowler	Analytical and scoping work being completed to inform the development of a draft strategy, due to go to Cabinet by the end of the year (linking closely with work on an updated Allocations policy). Work also being undertaken on how we can better meet the housing needs of vulnerable residents in need of specialist accommodation.
Monitor the impact of the Universal Credit roll out and address any emerging issues.	Mark Fowler	Monthly monitoring continues, although owing to limited information sharing from the department of works and pensions (DWP) precise impacts are difficult to track. What we have found is that the number of residents applying for council tax support (CTS) is reducing due to needing to apply for UC and CTS. In relation to tracking housing rents of those in receipt/applying for UC we have seen an impact in collection levels, with 637 UC council tenants now in arrears at an average of £1,950 per account.
Regeneration and Social Housing		
Deliver the Be First regeneration and housing pipeline.	Graeme Cooke	Be First is making strong progress in accelerating the pace and scale of regeneration in the borough, including through the original 44 investment schemes. It is also focusing on securing key socio-economic benefits for residents, such as through strong local labour clauses in its forthcoming framework contracts for construction activity.
Work with Be First to identify further, future regeneration and development opportunities.	Graeme Cooke	Over the past 12 months, Be First has reviewed the existing regeneration schemes and identified new ones with the result that it has expanded the five-year pipeline for new housing to 3,840 from the 2,200 it inherited from the council (including a significant expansion in the number of affordable homes).
Identify the need and demand for future housing supply, to inform the Local Plan and commissioning intentions for Be First.	Graeme Cooke	Work on the Strategic Housing Market Assessment is being finalised, alongside wider housing supply and demand analysis. This will be used to inform key policy decisions around the desired tenure mix from Be First developments and the affordable housing policy in the Local Plan (which is due for public consultation in March 2019).

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Transition Reside to the next phase of delivery, ready to let, manage and increase the number of affordable homes.	Graeme Cooke	The council is in the process of confirming the appointment of a new independent chair of Reside, who will then appoint two further non-executive directors to the board and a new Managing Director to lead the operations of the company. In addition, the articles of the company are being refreshed and a shareholder agreement between the council and Reside is being drafted, for adoption in the coming months.
Agree key policies and strategies for Reside.	Graeme Cooke	A comprehensive review of Reside's policies – and the legal framework underpinning them – is underway. These will result in an updated policy framework (or commissioning mandate) from the council to Reside, which will clarify the objectives of the company and the parameters in which it operates.
Update allocations policy for HRA and Reside properties.	Graeme Cooke	A review of the current allocations policy for HRA and Reside homes is underway. Proposals for changes will come to Cabinet in the new year (linked closely to work on our homelessness strategy and approach to Temporary Accommodation).
Deliver the Sustainable Housing Project and shape the future of the Street Purchasing Programme.	Graeme Cooke	The consultation on the Sustainable Housing Project is now closed and the council is in the process of considering its response to the feedback it received.
Agree property standards across new and existing HRA and Reside properties.	Graeme Cooke	Work has recently finished to agree a consolidated set of Employers Requirements for all future Be First/Reside developments (with agreed protocols for any variations). Plans are also underway to test these ERs – and the housing standards they embody – in the council's existing stock of social homes.
Agree a new Corporate Asset Management Strategy (CAMS), shaping a long-term investment plan, based on the stock condition survey.	Graeme Cooke	The stock condition survey has been completed and now being analysed. The insights from this work will inform the annual update to the 30 year HRA business plan and decisions about the 2018/19 capital programme (both of which will come to Cabinet in February 2019).
Ensure all existing council housing meet the Decent Homes standard.	Graeme Cooke	On target to achieve the Decent Homes standard on all internal elements of the council's housing stock by April 2019 and then all external elements by April 2020.
Deliver on-going Tower Blocks safety improvement works.	Graeme Cooke	Ongoing programme developed that covers requirements identified through regular Fire Risk assessments. Gas safety replacement programme has been developed and currently the identified blocks are being assessed for enough electrical capacity.
Lead the development of a 'Green Capital of the Capital' Strategy, incorporating the future direction of B&D Energy and rollout of Beam Energy.	Graeme Cooke	Preparations for the launch of Beam Energy continue, working to a target launch date of the end of the year. A review of the future direction of B&D Energy (the council's energy services company) is being carried out.

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Finance, Performance and Core Services		
Embed a performance challenge process for the corporate performance framework.	Chief Operating Officer	Performance challenge sessions now in place, lead by the Cabinet Member of Finance, Performance & Core Services
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Chief Operating Officer	Monthly budget reporting to Cabinet and Overview & Scrutiny Committee is now in place. MTFS will be reported to the November Cabinet meeting.
Review and monitor the Investment and Acquisition Strategy.	Chief Operating Officer	A refreshed strategy is to be presented to the November Cabinet with a new class of investment being added.
Deliver excellent customer services.	Chief Operating Officer	New look website is being embedded with positive feedback being received. New e-forms being added with take being monitored. Call reduction to the contact centre is also being demonstrated.
Maintain excellent Treasury Management.	Chief Operating Officer	Progress and monitoring reports presented to Cabinet.
Re-design the Commissioning Centre of the Council.	Chief Operating Officer	Work on individual business cases being undertaken with a report to Cabinet in December setting out the way forward.