

What we will deliver in 2018/19

Key Accountability	Strategic Director	Quarter 3 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 April 2019 and Faith Policy for May 2019. Progress to date includes:</p> <ul style="list-style-type: none"> • 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 supported interfaith week and have begun engagement around the faith policy • Work with the existing faith forum continues. • 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"> • Interfaith Platform provider is developing the faith policy; Community Amplifiers have been recruited and are beginning outreach work; Youth Arts Platform providers being interviewed • First Quarterly Evaluation Meeting a success, IPSOS MORI have chosen the borough as site of evaluation • The first Creative English classes ran in November however referral pathways need to be improved to optimise the resource <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • Three B&D groups have received BSBT funding to deliver projects • Communication continued through Belief in Barking & Dagenham newsletter • Held meetings with key stakeholders and faith leaders • Supported Interfaith week events

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Continue to develop Every One Every Day, monitoring impact and outcomes.	Tom Hook	<p>years 3 -5. It has opened a third shop on Martins Corner which is already starting to receive interest from residents, and are continuing negotiations on a fourth shop which is proposed to open in summer 2019.</p> <p>The Pop Up Micro Factory run throughout November and led to a number of products being created for sale in the pop up shop housed in the Ripple Road shop over the Christmas period.</p> <p>There has also been product development in the pop up warehouse which has led to the establishment of The Pantry a collaborative food co-operative that has begun to design, make, market and sell products at Primrose Hill market.</p> <p>EOED has also moved into a new warehouse space on Thames Road which will be the home for the resident warehouse for the next season.</p> <p>The Autumn programme has now completed with over 160 events taking place across the two shops.</p> <p>Participatory City published their first annual report “Made to measure”. The 300-page report sets out the journey, presents project metrics between the launch festival on 25 November 2017 and 31 July 2018, and discusses some emerging findings and is available to download</p>
Support the development of the community and voluntary sector, including a Local Giving Model.	Tom Hook	<p>The VCSE strategy paper is scheduled for Cabinet in February 2019, which includes the next steps for the local giving model. Public consultation on the strategy is taking place ahead of Cabinet.</p> <p>Practical measures have been implemented to support local groups with the establishment of a local B&D Lottery, match-funded Crowd Funding scheme, and the NCIL fund.</p> <ul style="list-style-type: none"> • Crowdfunding-No new projects in this quarter- workshops planned for Q4. • B and D Lottery – Average sales 813 tickets per week between Oct – Dec 2018. 11 registered groups received £900 each from the B and D fund and a Christmas superdraw was held. • The process for the allocation of NCIL was agreed by Cabinet on the 16th October. The recruitment of the resident panel has started and the application window for groups to apply for funding will open on the 14th of January. The

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		<p>resident panel will convene w/c 11 March to make recommendations on the applications and will funds being awarded in April.</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. A report has been received which is dovetailing with the development of an overarching VCSE Strategy.</p>
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Tom Hook	Following the successful State of the Borough Conference took place on 27 th September at Londoneast UK, work is now underway to strengthen partnership arrangements ensuring the partnership has a clear focus on delivering the Borough Manifesto. The work will ensure the partnership that is able to drive change in the borough and work together collaboratively to achieve the manifesto vision. 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.
Deliver the master plans and commercialisation of Parsloes Park and Central Park.	Tom Hook	<p>Parsloes Park</p> <p>The planning application for the Parsloes Park regional football hub (£7.4 million) will be submitted by the end of January 2019 and planning approval is expected in April 2019. At that time the Football Foundation, which is the principal funder of the scheme, will confirm their grant support (c£5 million) and the contractor will be appointed to implement the scheme.</p> <p>Central Park</p> <p>Public consultation meetings have been held about this project. The planning application for the Central Park masterplan implementation project (£1.1 million) is now being finalised and will be submitted in February 2019 and planning approval is expected in May 2019. The contractor has been appointed for this scheme and it is expected that works will start on site in summer 2019.</p>
Implement the improvement plan funded by Community Interest Levy (CIL).	Tom Hook	<p>Cabinet agreed (19/06/18) to Community Infrastructure Levy funding being allocated to the following strategic projects:</p> <ul style="list-style-type: none"> • Parsloes Park 'Parklife' project - £600,000 • Children's Play Spaces and Facilities - £275,000 over five years

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		<ul style="list-style-type: none"> • 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>It is expected that the full CIL allocation to the Parsloes Park project will be spent in 2019/20.</p> <p>The CIL funding for Children's Play Spaces and Facilities for 2018/19 and 2019/20 has primarily been allocated as match funding for external funding bids to meet the cost of the new play facilities to be provided at Tantony Green and Valence Park. Both schemes are now being built and will be open by Easter 2019.</p> <p>The delivery plan for the CIL funding to support the Parks and Open Spaces strategy implementation will be finalised in quarter four.</p>
<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 will be submitted to the Heritage Lottery Fund during 2019.</p> <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 spring 2019. It is not</p>

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		<p>feasible to do this any sooner because the HLF is currently reviewing its grants framework, which will be re-launched in January 2019.</p> <p>East End Women’s Museum</p> <p>Work has now started on the internal design plan for the museum, which will be subject to further funding bids in 2019. The Museum has appointed a part-time worker to take forward this work.</p> <p>A celebratory event was held in 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 has now been finalised and was presented to the Corporate Strategy Group in December 2018.</p> <p>It is proposed that the Council’s requirements will now be set out to the housing developer (Peabody) as part of the pre-planning application discussions, which are expected to start in spring 2019.</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>Training with social work staff has been undertaken and artists appointed to deliver the various elements of the programme. The project will be formally launched on 28 February 2019.</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</p>

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		<p>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 was submitted to the GLA to support the delivery of the Creative Enterprise Zone action plan but this was unsuccessful. A feedback meeting is scheduled with the GLA to investigate alternative funding opportunities, such as the Good Growth Fund, that could be utilised to deliver elements of the Creative Enterprise Zone action plan.</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 results from the 2018 residents' survey, which includes questions about the Summer of Festivals programme, will be available shortly and will be reported as part of the Q4 performance report.</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> <p>Alderman Jones's House and 100th anniversary of the Becontree Estate (Festival of Suburbia)</p> <p>The centenary of the Becontree estate is in 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. The house will be brought into use during 2019.</p>

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		<p>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>Successful funding bids have been submitted to Arts Council England (£30,000) and the Heritage Lottery Fund (£400,000) to support the delivery of a wide-ranging 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 • And possibly, the production of a TV documentary about 100 years of Becontree, which will chart the lives of families on the estate. <p>It is also proposed to seek Community Infrastructure Levy funding to enable a programme of public realm improvements to be delivered on the Becontree estate during the centenary year.</p>
Equalities and Diversity		
Implement the Equality and Diversity Strategy action plan.	Tom Hook	The Equalities and Diversity strategy 2017-2021 sets out the Council's 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 presented to the portfolio holder in October 2018. 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

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		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. An annual update will be produced setting out progress made by the council and partners as part of Women's Empowerment Month.
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. The Council supported the community to take the lead in putting on Black History Month events throughout October. The Council continues to support the community with flag raising events recognising the diversity in the borough and the important role different communities play. Moving forward some additional officer capacity and support will be dedicated to enabling more community led equality events ensuring we build on the programme of events.
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.</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 was undertaken in June/July 2018 which tracks our progress against the standard and employee engagement. The temperature check demonstrated that employee engagement levels have increased, and the values of the organisation are seen to continue to be embedded. Another temperature check was carried out in December 18 / January 19 with results currently be analysed. • 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.
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

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		diversity issues affecting the borough. The next meeting is scheduled for the end of January.
Public Realm		
Redesign all services delivered by Public Realm to meet the agreed budget and service standards.	Robert Overall	The Waste service and Street Cleansing are now almost fully recruited with a significant reduction in agency staffing. Both the full implementation of the new street cleansing model and the arrival of the replacement fleet later in 2019 are key deliverables to ensure that this succeeds.
Embed the new street cleansing operating model.	Robert Overall	New cleansing model is operating but full implementation requires the new cleansing vehicles which will be arriving as part of the replacement fleet during second quarter 2019.
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 and the notable success of the CCTV appeal on Youtube has led to other boroughs copying this approach. Communication strategy around waste behaviour change was rolled out with the national recycling week in the second half of Sept 18. A focus is now on residents improving the recycling quality to reduce contamination.
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 June 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	<p>The proposal to introduce a boroughwide private rented property licensing scheme has been set out in a cabinet report which will go to cabinet on the 22nd January 2019.</p> <p>The report seeks approval from Cabinet to make an application to the Secretary of State. It also seeks approval to the proposed fee structure and discount that will be applied to those landlords who are considered a fit and proper person and have held a licence with LBBB for a minimum of two years. It is proposed that the discount of 50% would be applied in this circumstance.</p> <p>The fee structure is made up of 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.</p>

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		<p>We are on track to submit our application the Secretary of State at the end of January 2019 if Cabinet agree to that application being made and the recommendations put to them. It is anticipated that the application in conjunction with Counsel approval would be made to MHCLG no later than the 31st January 19.</p> <p>During a recent meeting with MHCLG in January 19, they indicated that whilst guidance suggests a decision would be made within 8 weeks, it would be prudent for us to expect a decision within 12 weeks of submission.</p> <p>To allow for three months implementation of a new scheme, the council should have received approval from MHCLG no later than 31st May 19.</p> <p>The implementation of the online application and back office system is also on track and will be functional prior to September 19.</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. New unattended CCTV cameras have been ordered for 5 schools as part of the CPZ programme</p> <p>New CCTV operating and Reviewing Control Centre goes live end January 2019.</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 were 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, knife bins, 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>

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		<p>Agreement has been reached with the East BCU to establish an Integrated Gangs Unit (IGU). The IGU aims to be established and in place by Monday 11 February, and will be based in Barking but service Barking and Dagenham, Havering and Redbridge. In addition to the MPS and YOS, the National Probation Service, CRC, Spark2Life, and the DWP have committed officers to the team and additional mentoring capacity has been established through MPS funding for 12 months. External funding grants will continue this provision when MPS contact ends. Daily briefings will be conducted to share information and intelligence and update on current progress of the IGU and it's work. 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> <p>The IGU staff will be required to undertake trauma training that will be delivered as part of the trauma informed model funded by external grants outlined below. Trauma informed training will be completed by March 2019.</p>
<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 2019-22 has been finalised and due to be published imminently, the plan has “keeping children and young people safe” and “tackling serious violence” as two of its six priorities. A final LBBB knife crime action plan has been developed and submitted to MOPAC, MOPAC have agreed the plan. The Community Safety Partnership have developed a long term, trauma informed model to address serious violence which was presented at the Community safety Partnership Board in September 2018 and to cabinet at the end of 2018. External funding has been and will continue to be sought to support in the delivery and sustainability of this model. The current funding streams through the Early Intervention Youth Fund and London Crime Prevention fund will enable the partnership to start implementation from November 2018. Trauma Training packages are being devised and sessions will be delivered and completed by March 2019. Commissioning of providers is underway to ensure community interventions are available for children and young people within the borough.</p> <p>A serious violence summit is being held on Wednesday 16 January 2019 and a Serious Violence Strategy will be developed as part of the outcomes from this event. The summit on 16 January will be the first of a series of events to understanding and addressing the impacts, challenges and drivers of serious violence across the East</p>

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		BCU. The next summits will be hosted by Havering and Redbridge with dates and focus to be agreed.
Social Care and Health Integration		
Publish a new Health and Wellbeing Strategy 2018-2023.	Elaine Allegretti	<p>The Joint Health and Wellbeing Strategy was agreed by Health and Wellbeing Board for consultation on 7th November following an 8 week consultation.</p> <p>The Joint Health and Wellbeing Strategy is also going to the Assembly on 30th January. It focuses on three themes, which were decided by Health and Wellbeing Board in March 2018 when presented with the 2018 Joint Strategic Needs Assessment. The three themes:</p> <ul style="list-style-type: none"> • Best Start in Life • Early Diagnosis and Intervention • Building Resilience. <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.</p> <p>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 three workshops.</p> <p>Following the consultation, we have amended Best Start in Life from preconception up until the age of 5, to preconception up until the age of 7 to consider of how important the transition time between home and school is.</p> <p>Following Health and Wellbeing Board's comments on 7th November, we have also added in a 7th Outcome within the document on Domestic Abuse.</p>
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 for feeding back, including positive news and complaints regarding the delivery of care and support to adults..</p>

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		<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>
<p>Change our approach and systems for keeping children and young people safe from exploitation.</p>	<p>Elaine Allegretti</p>	<p>The development of the Target Operating Model v2.0 (TOM2) is well underway, led by the Care and support Leadership team. Changes are being informed by data analysis, worker feedback and key lessons from recent external audit activity and best practice elsewhere.</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.</p> <p>As part of the early implementation of TOM2 a specialist Exploitation Team was established in Children's Social Care, in January 2019 this team will become an Adolescence Service sitting alongside the Youth Offending, Service which is a well-established team, skilled at working with adolescents with a multi-agency approach.</p> <p>Joining the team is the Child Exploitation and Missing manager and two dedicated Missing co-ordinators. This will ensure improved quality and single oversight of children at risk of exploitation from the start of their journey in social care , and improved understanding of the needs of those that go missing .</p> <p>Considerable work has been done on further developing assurance systems and processes. The Multi agency Sexual Exploitation meeting (MASE) has revised its terms of reference and now has a more robust oversight of all children at risk of sexual exploitation, with improved focus on trends, offenders and unsafe location.</p> <p>The MASE will become a MACE which will include other forms of child exploitation eg criminal exploitation and radicalisation. In January 2019 a Missing panel will be introduced driving improved oversight and quality of return home interviews .</p> <p>Under the Safeguarding Board sits a Contextual Safeguarding and Exploitation working group which is a multi-agency group tasked with delivering an Exploitation strategy – providing coherence and clarity on thresholds, referral pathways, risk assessment tools, and intervention offer from universal need though to statutory high-risk cases.</p> <p>The aim is for the Strategy to be informed by the voice of the young people whose voices have been captured at recent Young people summits.</p>

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		<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>Following a successful bid to the University of Bedfordshire, LBBB has won bid to be a Phase 2 pilot-area for the implementation of Contextual Safeguarding.</p>
<p>Continue to deliver continuous improvement in services and improve quality.</p>	<p>Elaine Allegretti</p>	<p>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 support and challenge current ways of working and their impact on improving the lives of vulnerable children and their families.</p> <p>Our Youth Offending Service (YOS) was subject to a full joint inspection by Her Majesty's Inspectorate of Probation (HMIP) in September 2018. The inspection report was published on 20 December 2018. Barking and Dagenham's YOS was rated overall as Requires Improvement but for Governance and Leadership, Information and Facilities and Joint Working the YOS was rated as Good. The inspection findings will inform the Youth Justice work plan.</p> <p>New strengthened arrangements have been put in place for driving improvements in practice and outcomes, including CSE and Missing and Pre-Birth. A new QA framework is now up and running and includes ongoing focus on key practice areas such as thresholds, quality of assessments and plans, voice of child, management oversight including quality of supervision and a focus on high risk looked after children.</p> <p>The Ofsted Annual Engagement meeting is due and an updated Children's Care and Support self-evaluation has been produced on the quality and impact of social work practice for this meeting as prescribed in the ILACS framework.</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.</p>

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		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.
Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.	Elaine Allegretti	Publication of the social care green paper is awaited.
Strengthen the understanding of corporate parenting responsibility with every Member playing their part.	Elaine Allegretti	<p>Group membership has been reviewed and all new members have been fully inducted, and 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, also a pre-assessment training session has been arranged.</p> <p>New Corporate parenting and Performance strategies are being updated and will be shared with Members in February 2019. Initial health assessments to timescale remains a significant concern of the CP board.</p>
Develop strategy and proactive campaign of work to end loneliness.	Elaine Allegretti	This work remains in development and forms part of discussions with ComSol.
Educational Attainment and School Improvement		
Develop a new Education and Participation Strategy.	Elaine Allegretti	<p>The Education & Participation Strategy for 2018-22 was approved by Cabinet on 13 November 2018 and is planned to be published in January 2019.</p> <p>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.

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		<p>3) Improving opportunities for young people post-16 and post-18 and reducing numbers of young people not in education, employment or training.</p> <p>4) Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them.</p> <p>5) Maximising the council's levers and influences to raise aspirations and increase opportunities for all children and young people.</p> <p>Headline actions for key partners are set out in the strategy and underpin each priority.</p>
	Elaine Allegretti	<p>The Special Educational Needs and/or Disabilities (SEND) online consultation for the new SEND and inclusion strategy closed on December 3rd.</p> <p>116 responses were received from a range of key partners including schools, social care, education and health. Respondents overwhelmingly agreed that the seven priorities developed by the parents' forums and from the results of the SEND Local Area Inspection were the correct ones for the new strategy. Many respondents added comments about the importance of supporting children and young people's mental health and wellbeing.</p> <p>The next stage is to wait for the outcome of the review of the All Age Disability Service which will help inform the next steps for the overall direction of the council's approach to SEND and Disability.</p> <p>The seven draft priorities for the strategy focus on the following areas:</p> <ul style="list-style-type: none"> • Developing more local specialist provision in Barking and Dagenham to meet the needs of our children and young people. • Promoting independence for children, young people and their families. • Preparing young people with SEND for Adulthood which includes appropriate training, employment and leisure opportunities. • Developing the capacity of therapies (especially Speech and Language) to meet demand. • Providing better support for children and young people with health issues. • Ensuring good progress and outcomes for children and young people with SEND in their educational setting from their relevant starting points.

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		<ul style="list-style-type: none"> Keeping children, young people and their families involved in the planning and designing of provision. <p>Development of the strategy is informed by a review of the current Special Education Needs and/or Disabilities (SEND) and Inclusion Strategy which took place in 2018.</p> <p>The strategy will be considered alongside outcomes of the internally commissioned review by Social Care Institute of Excellence due for conclusion by end of financial year.</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>A review of school places and capital investment was completed during the Autumn in preparation for presentation at Cabinet on 22 January 2019. This sets out how the council intends to use capital grants to fund new pupil places over the next 5 years.</p> <p>A review of SEND future forecasting and the council's school capacity requirements is underway. This is in response to high numbers of pupils with SEND entering Barking and Dagenham schools during the year and who require specialist facilities or support. The high level of demand is consistent in what is being seen across London. However, we wish to develop a pupil forecasting model which will better indicate the types of SEND likely to be received over the next 5 years so that high quality provision can be planned for.</p> <p>The Education and Skills Funding Agency (ESFA) have successfully re-brokered Thames Bridge school for Social Emotional and Mental Health (SEMH) needs which was to be operated by the Partnership Learning Trust. The new School operator is the Eko Trust, based in Newham, where arrangements are underway to take over the running of the school from September 2019.</p> <p>The interim provision is being operated by Trinity School working in partnership with the council to ensure that the pupils receive a high-quality provision during this transition period.</p> <p>The permanent school is to be constructed on the former Ford Polar site by the ESFA and, although no progress has yet been made, the council will be pushing for a programme to ensure that the purpose-built facilities are made available as soon as possible.</p> <p>Agreement has been reached with the ESFA and Thames View Infants Learning Trust which currently operates Thames View Infants school to operate a new 3FE primary</p>

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		<p>school on the proposed Beam Park development site. The School will operate from 2023 in a new facility which will be constructed by the ESFA.</p> <p>Major school expansions at Barking Abbey and Robert Clack schools remain on programme. The all-through school site (forming part of the Robert Clack expansion) is well underway with a completion target 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 and ongoing actions to support safety in schools.</p> <p>The Young Mayor and his sub-group have already exceeded their fundraising target through a programme of social action and have raised 25% more than last year's Young Mayor.</p> <p>115 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, with teenage pregnancy figures continuing to fall.</p> <p>The issue of contextual safeguarding was explored by 9 schools at a Young People's Safety Summit, with intelligence around safe and unsafe spaces in schools shared with schools and key partners.</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> launched 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>
<p>Employment, Skills and Aspiration</p>		
<p>Develop the Job Shop and Adult College new work and skills offer.</p>	<p>Mark Fowler</p>	<p>The restructure of the job shop and adult college was completed in December. This will enable us to know build on the joint employment and skills offer that will support the ongoing development the industrial skills strategy.</p>

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Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.	Mark Fowler	We have reviewed borough wide data, key indicators and the assets available – physical and material. A first draft of our plans has been presented to CSG with further refinement required through the remainder of the financial year enabling us to move to implementation from April 2019.
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.
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 December, with 2 more 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. A wider local business forum is also planned for February 2019, which we hope is the first of many sessions.
Finalise the Homelessness Strategy, focusing on homelessness prevention and reducing numbers in temporary accommodation.	Mark Fowler	A strategy is now completed highlighting 3 areas of focus - reduce the incidence of homelessness, bring down the number of households in temporary accommodation, eliminate rough sleeping through increased partnership working. This is on track for cabinet February 2019.
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 UC council tenants now in arrears at an average of £831 per account, compared to £118 of those in receipt of housing benefit
Regeneration and Social Housing		

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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. Be First will present a refresh of its five-year business plan to Cabinet in March 2019.
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 opportunities for additional development activity. It is now forecasting it will build around 2,700 new homes over the next five years, over three-quarters of which will be sub-market (via a combination of Council Comparative Rent, intermediate rent, shared ownership, temporary accommodation and share ownership products).
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 has been finalised, informing the development of the draft Local Plan (which will go to Cabinet in May).
Transition Reside to the next phase of delivery, ready to let, manage and increase the number of affordable homes.	Graeme Cooke	The council has recently appointed a new independent chair and three independent non-executive directors to the Board of Reside (and a process for recruiting a new Managing Director is also underway). In addition, a report is going to Cabinet in January providing an update on governance changes to Reside, including the adoption of a Shareholder Agreement between the Council and the company and permission to explore the creation of a Registered Provider entity within Reside.
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	Proposals to update the housing allocations policy are set to be approved by Cabinet in January and then go out for a 12 week consultation. These proposals cover both HRA and Reside properties (including shared ownership homes).
Deliver the Sustainable Housing Project and shape the future of the Street Purchasing Programme.	Graeme Cooke	A decision has been taken not to proceed with the implementation of the Sustainable Housing project. Work is underway to finalise the purchase of all the identified street properties and to determine their future use (with as many as possible set to be used for care leavers and other vulnerable groups of residents).

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Agree property standards across new and existing HRA and Reside properties.	Graeme Cooke	The council has agreed a consolidated set of Employers Requirements for all future HRA/Reside developments (with agreed protocols for any variations). Work has also taken place to test how these new build principles could be applied to the council's existing housing stock, as a more ambitious set of housing standards beyond Decent Homes (including to assess the financial implications of these standards).
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 is now being analysed. The insights from this work are informing 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	The council remains on target to achieve the Decent Homes standard on all internal elements of its housing stock by April 2019 and then all external elements by April 2020. Plans for the stock investment programme will be presented to Cabinet in February alongside the updated 30 year HRA business plan.
Deliver on-going Tower Blocks safety improvement works.	Graeme Cooke	A programme has been developed that covers requirements identified through regular Fire Risk assessments. A gas safety replacement programme has been developed and 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	Beam Energy has now officially launched, offering gas and electricity to local people at cheaper prices than the Big Six energy firms. The focus over the next quarter will be to roll out local marketing to secure a strong local take up. Work is underway to refresh the business plan of B&D Energy (the council's energy services company), which will come to Cabinet in the first half of the year.
Finance, Performance and Core Services		
Embed a performance challenge process for the corporate performance framework.	Claire Symonds	2 nd round of performance challenge sessions being held and will now be undertaken quarterly, lead by the Cabinet Member of Finance, Performance & Core Services
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Claire Symonds	Budget Consultation exercise has been undertaken for the 2019/20 budget and this will inform the Medium Term Financial Plan will be reported to the February Cabinet meeting.
Review and monitor the Investment and Acquisition Strategy.	Claire Symonds	Work on new classes of investment being undertaken.

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Deliver excellent customer services.	Claire Symonds	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.	Claire Symonds	Progress and monitoring reports presented to Cabinet.
Re-design the Commissioning Centre of the Council.	Claire Symonds	Report to January Cabinet sets out the way forward in relation to the end of the Elevate Contract and development of the new Core.