

What we will deliver in 2019/20

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| Community Leadership and Engagement | | |
| Deliver the Cohesion Strategy and dedicate Faith Policy. | Mark Tyson | <p>Cohesion and Integration strategy “No One Left Behind: We All Belong” was agreed by Cabinet in May 2019 and Faith Policy is scheduled for 15th October 2019. We All Belong will now be operationalised with clear actions to be monitored as part of its delivery, with actions across the council and partners.</p> <p>Faith Policy</p> <ul style="list-style-type: none"> • The Faith Policy has been through the relevant sign off process • If agreed by Cabinet on 15th October, it will be launched as part of interfaith week in November alongside a programme of faith events. • Faith & Belief Forum will continue to help implement the actions from the faith policy as part of their connected communities work • Faith Inclusion Training will be offered to council staff |
| Implement the Connected Communities Fund and the Counter Extremism Programmes. | Mark Tyson | <p>Connected Communities programme:</p> <p>The programme is funded until June 2020, with the majority of the spend before the 31st March 2020. To date:</p> <ul style="list-style-type: none"> • Further funding secured to deliver work with specific communities, outreach now taking place with Black African, Eastern European and Albanian communities in a targeted way • Effective Conversations Training has been approved for roll out to My Place through Train the Trainor • One Campaign Company intervention used to support development of borough narrative • Remaining two interventions by the Campaign Company being designed in partnership with teams to focus on environmental crime and safety • Interventions by Community Amplifiers have begun, with three community projects from the Barking round of co-production in progress and a second round of co-production starting in Dagenham in December • Youth Arts programme has started recruiting commissioners who will be trained this |

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| | | <p>quarter</p> <ul style="list-style-type: none"> • Formal evaluation by IPSOS has now begun and will be completed by the end of the year <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • DfE/OCE conference ran in schools with positive feedback and report scheduled to be returned to Home Office • Places of Worship Fund – Amplification event completed in partnership with Redbridge coordinator, B&D groups to be supported with applications • Communication continued through Belief in Barking & Dagenham newsletter network • Ongoing programme supporting Madrassah’s with Faith Associates continues, with funding secured for 2019/20. Contracts have been completed by Prevent team • Supporting the organisation of Hate Crime awareness week in October |
| Continue to develop Every One Every Day, monitoring impact and outcomes. | Mark Tyson | <p>The funding for years 3-5 of the programme has been identified through external funders. The funders board and project board continue to meet quarterly for oversight. The warehouse space was launched in March with 200 people on the first night and is almost complete now with a new commercial community kitchen, machinery and print design, seminar space and a young makers space.</p> <p>The summer programme was successful with delivery now from 4 sites. The autumn programme launches on October 22nd and the 5th location at Marks Gate will open in November.</p> <p>The cities programme works both locally and internationally is starting to progress with the first training material being developed.</p> |
| Support the development of the community and voluntary sector, including a Local Giving Model. | Mark Tyson | <p>The VCSE strategy paper was adopted by Cabinet on 18 February 2019, which includes the next steps for the local giving model.</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 – 3 new projects live this quarter, 1 project successfully matchfunded. • B and D Lottery – Average sales 650 tickets per week between July - September 2019. <p>The NCIL grant programme is a fund for community groups, charities and social enterprises in the borough to bid for funding of up to £10,000 from a pot raised from</p> |

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| | | <p>the Neighbourhood Community Infrastructure Levy (NCIL).</p> <p>Round two has now opened with 14 applications from a wide range of organisations, totalling just over £115k.</p> <p>The deadline for applications for this round was the September.</p> <ul style="list-style-type: none"> • 14 applications were received and screened initially for eligibility • 12 applications were put forward for the resident’s panel to assess in the first instance • The next stage is the “Dragons Den” stage where groups presented their project to the resident panel in person <p>Following the adoption of the VCSE strategy, a new tender for social infrastructure support was published and interviews were held. The new provider, Barking and Dagenham Collective (hosted by Community Resources) is a collaboration of up to 10 local groups. The contract was in place for 1 July 2019. The Collective co-hosted the State of the Borough conference and has now established an online presence.</p> |
| Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto. | Mark Tyson | <p>In June the BDDP met to discuss how the partnership can be developed to deliver the Borough Manifesto through practical approaches to partnership projects focusing on the most pressing shared challenges in our population. This meeting was supplemented with a series of bilateral conversations between partners over the course of the summer to discuss proposals around partnership ‘prototypes’ that focus on partnership, participatory working practices as a means of preventing poor outcomes within the community before the need for complex statutory services.</p> <p>In September the BDDP met to discuss these proposals within the context of the State of the Borough Conference, held on 9 October 2019. This year’s conference was co-hosted by the BDDP and the newly formed BD_Collective, and will focused on the principles of partnership working as well as tangible opportunities for partnership working over the coming year. The September BDDP meeting also discussed proposals for a partnership alliance-based approach to harnessing social value within the local economy, as well as partners’ preparedness for the UK’s exit from the European Union.</p> |
| Deliver the master plans and | Mark Tyson | Parsloes Park |

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| commercialisation of Parsloes Park and Central Park. | | <p>The planning application for the Parsloes Park regional football hub (£7.4 million) has been approved. This has now been submitted to the GLA for Stage 2 approval. 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 The submission of the planning application was delayed until September due to ongoing discussions with Sport England regarding the reduction of playing pitches and the GLA regarding flood protection. The contractor has been appointed for this scheme and it is now expected that works will start on site towards the end of 2019.</p> |
| Implement the improvement plan funded by Community Interest Levy (CIL). | Mark Tyson | <p>Strategic Community Infrastructure Levy sponsored bids Cultural Commissioning (Tamara Horbacka, Cultural Policy and Commissioning Manager) has been the project sponsor for four SCIL bids submitted in July 2019:</p> <ul style="list-style-type: none"> • East End Women’s Museum: £490,000 (£250,000 for capital works and £240,000 for revenue). To develop a robust new museum and sustainable community asset for Barking and Dagenham and the East End of London. Capital funding has been marked for approval. • Create London: £950,000 for public realm improvements on the Becontree Estate as part of the centenary celebrations in 2021. Capital funding of £774,789 has been marked for approval. • Company Drinks: £135,800 for Green Community infrastructure development, the ecology and biodiversity of green spaces and offer sustainable programmes for the community. Capital funding of £117,800 has been marked for approval. • Kingsley Hall: £300,000 to support the upgrade of the community infrastructure and public realm improvements to the site including a community roof garden, refurbishment of the sports hall and improved heritage and culture provision for the community on the Becontree Estate. Strategic partnership development as Kingsley Hall are funded by the GLA’s Good Growth Fund and other key national agencies. Capital funding of £300,000 has been marked for approval. |
| Renew focus on community heritage assets and develop a new offer including the East | Mark Tyson | <p>East End Women’s Museum</p> <ul style="list-style-type: none"> • Cabinet agreed the lease for the East End Women’s Museum in 2017. |

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| End Women's Museum and Industrial Heritage Museum feasibility. | | <ul style="list-style-type: none"> • The Museum secured a grant of over £90,000 to deliver a 'pop up' programme of events, talks, and exhibitions as part of the HerStory programme to celebrate women's suffrage in 2018. 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. • The council committed 75K of funding to support the development of the EEWM. The last payment of 20K was made on 31 March 2019 and supported the following: • Continue to pay salaries for the Museum Director and Volunteer and Outreach Manager, supporting capacity to develop the relationships, ideas, fundraising strategy and business model to create a sustainable museum • Consultations have been taking place throughout 2019 with the local community on their needs and interests, enabling staff to create a relevant, inspiring and inclusive museum and establish relationships with key stakeholders, including local schools, community groups, women's groups, history societies, universities, cultural organisations. Cultural Commissioning has made introductions to key organisations in the borough, including CU London and local community and voluntary sector groups such as Excel Women's Centre and Shpresa Programme • Establishment of a Steering Group of local residents and representatives from organisations and community groups to help make key decisions and advocate to their networks. The Steering Group has appointed an artist to design a participatory workshop, as part of the consultation, which will be delivered to schools and community groups over the summer period of 2019. • Regular participation in local events throughout 2019 and meetings with partners, peers and stakeholders to promote the project and explore working together. These include, White House Dagenham, Creative B&D, Birkbeck University, Hackney Museum, V&A East, Company Drinks and a number of community centres, promoting the project and exploring how we might work together. We have taken part in several events around London for International Women's Day, and attended DAGFEST, One Borough Festival, Eastbury Summer Fete and more. • The Museum has established a Trustee team of seven, with a range of experience such as capital projects, risk, compliance and fundraising. This additional capacity and expertise enabling the Museum to establish robust policies and procedures, |

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| | | <p>apply for full charitable status (currently it is a CIC) and will help to create a strong fundraising strategy for both for capital and revenue campaigns.</p> <ul style="list-style-type: none"> • Cultural Commissioning met with developers Eco-World International, who are building the housing development in which the museum will be located, earlier this year to discuss lease, Heads of Terms, handover schedule, timeline of get-in and installation of the museum. • A recent SCIL bid (490K), project sponsored by Cultural Commissioning, was granted capital funding (250K) to cover the development, fit out of the commercial unit, exhibition material and delivery of the museum. Revenue funding (£240K over four years: 17% average of total revenue; the % reducing year-on-year, to 4% in year 4) to cover museum staffing costs was not funded. • The EEWM is in discussion with the National Heritage Lottery Fund (NHLF) to submit an application for a mid-level general fund of up to 200K in Spring/Summer 2020 (application will include staffing costs). The museum has made a number of approaches to trusts, foundations, individuals and charitable bodies to build a resilient consortium of funders to support long term ambitions. To date no other revenue sources have been confirmed which puts the museum at risk of delay in terms of delivery and opening by September 2021. Cultural Commissioning is in dialogue with the EEWM to assess options and opportunities to secure the necessary funding to ensure the timely delivery of the museum and will be appointing Barbara O'Brien to write funding bids on behalf of the EEWM. <p>East End 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 was finalised and presented to the Corporate Strategy Group in December 2018. The feasibility study, developed by Ralph Appelbaum Associates, was reviewed by Peabody Estates earlier this year (2019). Peabody are currently at the early stages of the pre-application stage. Currently this project sits with Be First. There is no further update on this project.</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</p> | <p>Mark Tyson</p> | <p>New Town Culture, Cultural Impact Award, London Borough of Culture</p> <p>The Council 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:</p> |

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| <p>Centenary Celebration of Becontree Estate (Festival of Suburbia).</p> | | <ul style="list-style-type: none"> • New Town Culture is a programme of artistic and cultural activity taking place in adult and children’s social care across the entire borough. • Funded by a Cultural Impact Award, part of London Borough of Culture, a Mayor of London initiative. <p>New Town Culture responds to the stories, knowledge and skills of the residents of Barking and Dagenham to deliver a programme of workshops, exhibitions, radio broadcasts, live performances and courses targeted to people using social care services in our borough. Delivered in partnership with the Foundling Museum, Serpentine Gallery and several local arts organisations:</p> <ul style="list-style-type: none"> • In Your Time in partnership with the Foundling Museum creates new artistic and cultural activity with young people and artists across social care services • Radio Ballads in partnership with The Serpentine Gallery will enable local residents to come together with artists from around the globe to reflect on the many stories of labour and employment today. • The New Town Culture programme is working with the Social, Therapeutic and Community Studies Team at Goldsmiths University of London to understand how these projects could support social care professionals to build communication, notions of belonging and life skills with the people they support. <p>Creative Enterprise Zone</p> <p>A grant of £50,000 was 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 - 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 was scheduled with the GLA to investigate alternative funding opportunities, such as the Good Growth Fund, that could be utilised to deliver key elements of the proposed Roding-Made Creative Enterprise Zone. Further discussions have been taking place with the GLA’s Cultural Infrastructure and Public Realm Culture and the Creative Industries team and Regeneration and Economic Development.</p> <p>In September 2019, Be First allocated a commercial unit on Abbey Road for use as a pop up Architecture Gallery (until December 2019) hosting the partnership work</p> |

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| | | <p>between Cultural Commissioning and Cass School of Architecture. Students from Unit 14, developed a large scale model and architectural drawings of the River Roding, new housing development and cultural infrastructure within the context of the research and action plan as set out in the Creative Enterprise Zone bid. Students produced a large handmade book entitled 'Barking Miniatures' that can be viewed at the gallery.</p> <p>There is no further update on the Creative Enterprise Zone.</p> <p>Alderman Jones's House and the Becontree Estate Centenary 2021</p> <p>The borough will be celebrating the national significance of the Becontree estate in 2021 through a major public programme, developed in partnership with arts and cultural organisations, artists, residents, schools, community and voluntary sector groups living and working on the Becontree Estate.</p> <ul style="list-style-type: none"> • The former home of Alderman Fred Jones located in the heart of the Becontree estate has been renovated so that it can be used as live/work space for artists until the end of 2021. In April this year, the artist Verity Jane Keefe launched a series of participatory workshops and engagement sessions with residents and communities. • Cultural cluster of arts, cultural and heritage venues will be utilised for the public programme including; Valence House Museum and Local Studies Centre, Valence Library, the White House, Alderman Jones's House and potentially Kingsley Hall. The use of parks and green spaces will also be used to host festivals, activities and workshops. • LBBD (Cultural Commissioning, Heritage and Parks) is working in partnership with Create London to develop and deliver the centenary programme which include a commissioned programme by local artists and arts organisations as well as projects with national heritage and architecture agencies. • Successful funding from the Arts Council England (£30,000) and the Heritage Lottery Fund (£400,000) to support the delivery of a wide-ranging programme, which will include: <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 |

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| | | <ul style="list-style-type: none"> • A programme of public realm improvements on the estate developed with local people • Becontree Festival Roundtable event with Wayne Hemingway 22 October at Valence House museum and local studies archive • Becontree Centenary Steering Group – first meeting took place with internal LBBD colleagues from Culture team and Inclusive Growth in September. Currently developing the Steering Group cohort to develop a comprehensive working group to ensure a transparent governance structure and oversight of the curatorial direction of a wide range of initiatives and projects. The SG will include key council officers across Culture, Events, Heritage, IG and P&P, Be First, external partners, local organisations and community groups to promote collaboration, shared resources, funding opportunities and partnership working. <p>Summer of Festivals</p> <p>The Summer of Festivals programme for 2019 has been a huge success will conclude with the Youth Parade on 22 September. The programme was well attended and well received by residents especially the One Borough Festival this year with a 'Back to the 80s' theme headlined by the Fizz (formally Bucksfizz) attended by 10,000 residents and visitors (approx.). The Events team has also provided guidance and assistance to enable more events by the community to be presented in the Borough's parks, we have a new event coming to the borough this year Defected London Festival, which will see a large scale dance music event coming to Central Park.</p> |
| Equalities and Diversity | | |
| Implement the Equality and Diversity Strategy action plan. | Mark Tyson | 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, with each director responsible for actions presenting at a portfolio meeting throughout the year. The next annual update will be presented to the portfolio holder in September 2019. |
| Continue to promote the Gender Equality Charter. | Mark Tyson | Since the launch of the Gender Equality Charter, over 150 organisations have signed up to the pledge showing their commitment to gender equality. In March the Council held another successful Women's Empowerment Month with a month-long programme |

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| | | of events aimed and celebrating, raising awareness of and tackling issues relating to gender equality. Plans are in place for the Women's Empowerment Awards, which is due to take place in 2020. |
| Celebrate equality and diversity events, and where possible, enable community groups to take the lead. | Mark Tyson | <p>The Community Development Officer (Equalities) continues to work with the community to deliver high-quality equality and diversity events, enabling them to take the lead wherever possible.</p> <p>The Council took part in Pride London, with a float and 70 members of the community, Flipside, Council staff and Councillors. The Council has also marked Saint George's Day, Stephen Lawrence Day, International Day Against Homophobia, Biphobia and Transphobia and Remembering Srebrenica to name a few and has more equality and diversity events planned throughout the year. Community events and activities are being run throughout Black History Month in October; a large-scale Black History Month launch event was delivered by the Council for the community. The Council continues to support the community with flag raising events recognising the diversity in the borough and the important role different communities play.</p> <p>The Equality and Diversity Community Fund launched in June, with funding available to charities and community groups to run events and projects to celebrate and promote equality and diversity within the borough. There are four application windows throughout the year. Four grants of £500 each were awarded to community groups for the Summer window; the Autumn window is about to commence.</p> |
| Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard. | Mark Tyson | <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. 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"> • Quarterly all staff temperature checks are being undertaken which tracks our progress against the standard and employee engagement. • 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 | Mark Tyson | 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 |

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| development of the Fairness and Equalities sub-group. | | 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 four occasions to date with lots of positive steps identified to try work together in addressing equality and diversity issues affecting the borough, including monitoring progress of the LGBT+ Action Plan. The next meeting will be scheduled for October 2019. |
| 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 new fleet has started to arrive following a substantial investment by the Council. Waste performance is already reaping the benefits of this investment with performance achieving a consistently higher standard. The launch of a new Public Realm campaign to support this investment in October 2019 will help inform residents how they can play their part in support of the service improvements. |
| Embed the new street cleansing operating model. | Robert Overall | New cleansing model is operating but difficulties have been identified with service standards following full implementation. A further review is now underway on how these difficulties in service standards can be addressed. This will be completed by the end of the 3 rd quarter. |
| Work with Enforcement to help drive behavioural change with regard to waste and flytipping | Robert Overall | Joint initiatives with Enforcement over fly tipping continue and targeted joint action between teams on known hotspots has started to deliver results. The new Public Realm campaign which will continue into 2020 has a key Enforcement element that will support the continued success of the CCTV appeal on Youtube which has helped raise the profile of environmental crime. |
| Develop the procurement strategy for the replacement of our vehicle fleet. | Robert Overall | Following Cabinet approval of the business case for replacement, new vehicles are currently being progressively delivered. Some Refuse freighters and new street cleansing vehicles have started to arrive. |
| Enforcement and Community Safety | | |
| Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG. | Fiona Taylor | The Councils boroughwide selective licensing scheme started 1 st September 2019. This is a fantastic achievement and means that LBBB are the first council in the country to have a whole borough scheme approved by the Secretary of State. Discussions have taken place with MHCLG who praised LBBB on the quality of their submission and we will continue to work with them as the scheme develops. Some restructuring and shifts in staff capacity are currently underway to ensure that LBBB is |

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| | | <p>ready for implementing the new scheme and that the move to focus more on enforcement of non-compliant landlords is managed effectively</p> <p>In addition, the implementation of the online application and back office system (Metastreet) has been successfully rolled out. The system allows for start to end integration for landlords allowing them to make an application, payment and check the status of their application. There have been over 7000 applications received for the new scheme and the system is working well. The system will also integrate back office and front-line functions and enables officers to work remotely and update inspection reports whilst they are out in the field. The new process will be paperless and will create significant efficiencies within the team.</p> |
| <p>Implement the Parking Strategy and agreed subsequent parking schemes.</p> | <p>Fiona Taylor</p> | <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 and the first 4 zones were implemented on 1st July 2019 having completed a full consultation process. Consultation on a further 5 zones has recently concluded and decisions are currently being made regarding final implementation proposals.</p> <p>New unattended CCTV cameras have been installed for 5 schools as part of the CPZ programme.</p> <p>New Parking CCTV operating and Reviewing Control Centre is now live and fully operational.</p> <p>The parking team have been restructured to ensure that there is sufficient leadership and capacity to deliver the parking strategy. New posts are now being recruited.</p> |
| <p>Develop the BCU to deliver Local solutions for policing in the borough.</p> | <p>Fiona Taylor</p> | <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 new police bases.</p> <p>There are 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 intel capacity and a longer term</p> |

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| | | <p>problem solving approach to issues is needed. Plans are in place for this at both a tri-borough BCU level and a LBBB level and were launched in May/June 2019. A new intelligence officer started in June.</p> <p>Negotiations have successfully concluded on the future of the council funded police officers as the contract was up for renewal. The new crime and enforcement taskforce is now in place and focussing on tackling council priorities in relation to crime and ASB. The ambition is to have a joint police/council enforcement team that is operating and being tasked out of a single base in Barking Town Centre. The aim is to have this up and running in the Autumn 2019 subject to the satisfactory conclusion of negotiations with the police.</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 continues to remain a core priority for the LBBB Community Safety Partnership. The recent Community Safety Partnership Plan 2019/2022 has been produced and published onto the council website which highlights the six key priorities and areas of focus including “tackling serious violence” and “keeping children and young people safe”.</p> <p>The LBBB Serious Violence and Knife Crime action plan has recently been refreshed, which has a range of interventions including enforcement in key hotspot locations, targeting of perpetrators/gang nominals, taking weapons off the street, engagement with the community, rollout of the long term trauma informed model and early interventions and diversionary support for people at risk. LBBB were recently awarded additional grant funding to tackle violence and have had a plan agreed to rollout the Ben Kinsella Trust, expand the Youth At Risk Matrix work and support Step Up Stay Safe.</p> <p>The Community Safety Partnership continue to implement a long term trauma informed approach to addressing serious violence and exploitation at a local level. Successful funding from the Early Intervention Youth Fund and London Crime Prevention Fund has supported implementation and delivery. Trauma informed programmes have been designed with local community voluntary organisations in partnership with young people and are now running and delivering positive activities to children and young people. Trauma informed training has been delivered to professionals across Barking and Dagenham. Staff across the council, voluntary and community organisations have been trained to deliver trauma informed training, so this can be rolled out on a wider scale when funding comes to an end. In addition, 12</p> |

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| | | <p>additional spaces have been purchased so we can create a pool of trainers across the borough.</p> <p>LBBB hosted the first EAST BCU Serious Violence Summit 16 January 2019 which started challenges conversations around serious violence and the impacts of serious violence across the tri-borough. Redbridge held the second summit on 16 May and Havering has booked their event for Nov 2019. LBBB have provisionally booked another event for Feb 2020. The continuation of these events will review the impacts, challenges and drivers of serious violence across the East BCU.</p> |
| Social Care and Health Integration | | |
| Publish a new Health and Wellbeing Strategy 2018-2023. | Elaine Allegretti | HWBB strategy is now published. |
| Deliver campaigns to raise awareness of safeguarding issues. | Elaine Allegretti | <p>Plans to produce a social media campaign around various safeguarding themes will be discussed and agreed in the Adults Improvement Board.</p> <p>The aim will be to raise awareness within the community and encourage people to report issues or concerns. This will run across October, November and December 2019, covering Safeguarding month in November.</p> |
| Change our approach and systems for keeping children and young people safe from exploitation. | Elaine Allegretti | <p>Since the set-up of the Adolescent service sitting alongside the Youth Offending service work is now well underway to define the remit of the team, referral pathways and partnerships.</p> <p>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. There is now an expectation that partners contribute to the profiling of our CSE cohort.</p> <p>A Criminal Exploitation Group has now been set up, a strategic and tactical meeting ensuring single oversight of children at risk of criminal exploitation and modern slavery. This group is adopting the same model as MASE.</p> <p>Work is underway with the University of Bedfordshire to embed a contextual safeguarding approach to exploitation; the first phase involves undertaking a self-evaluation against the CS Tools developed in the Hackney pilot. We have appointed a project manager to support this work and a Contextual Safeguarding multi agency</p> |

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| | | <p>working group is in place to drive forward the work required. Dr Firmin (lead) has confirmed that MOPAC has awarded extra funding, resulting in a dedicated team from the University to support us in delivering this project. This is welcomed as we have struggled to take this forward at pace due to capacity.</p> <p>We await the outcome of a bid we made to Young Londoners Fund to boost interventions for this vulnerable cohort.</p> <p>Care and Support's new specialist intervention hub will provide additional interventions to working with vulnerable adolescents and their parents; this includes developing the voluntary offer. We will be appointing two extra YARM (Youth at risk matrix workers) which offer early intervention to prevent adolescent risk. This is welcomed by our schools.</p> <p>DCS has commissioned work to learn from the recent Croydon Serious Case Review of adolescents led by Independent Charlie Spencer; a pilot with three primary schools is underway giving focus to an improved approach to exclusions and transitions.</p> <p>The monthly multi agency Missing Panel chaired by the Exploitation and Missing manager ensures oversight and tracking of those missing during the month, ensuring procedural compliance and the right plans are in place to reduce risk. The DCS and Director receives daily reports on children missing as well as detailed information on those considered at high risk.</p> <p>Work is beginning with early help colleagues to align the targeted Youth Service work with the work being undertaken by our statutory services to ensure they are working with the correct cohort of young people, reducing demand and providing a robust step-down offer.</p> <p>Step up, Stay Safe work is well underway to providing schools with a clear understanding and offer of interventions to tackle serious youth violence and knife carrying. This work is integral to the wider B&D approach to exploitation (strategy) which is in draft.</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. In response to the ILACS inspection back in spring 2019, an Improvement Plan has been published and approved by OFSTED. To deliver the required improvements, including the OFSTED Improvement Plan – the Children's Transformation Programme has also been developed. This was approved by Cabinet in July 2019 and has now commenced as a programme through |

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| | | <p>which improvements will be delivered over the next two years.</p> <p>The monthly DCS chaired improvement board continues and has overseen progress against the OFSTED improvement plan in relation to recommendations. Good progress is being made with evidence of improvements in PLO and permanency; an in-depth analysis of strengths and challenges of practice within early help. There continues to be ongoing focus on improving quality and effectiveness of management oversight and provision with focus on some key services such as MASH and assessment with focus on improving quality of direct work and consistent application of thresholds in key areas. Permanency and adoption have begun to show signs of improvement over the last 6 months, the latter being recognised by the recent letter from the children's minister which acknowledges we are no longer on the adoption task force improvement radar.</p> <p>In response to the YOS full joint inspection by Her Majesty's Inspectorate of Probation (HMIP) in September 2018, an improvement plan to HMIP has also been submitted. This plan is being monitored by the Children and Young People's sub-group of the Community Safety Partnership. The YJB has released a set of National standards with the expectation that Youth offending services will self- evaluate themselves against the standards. This work will start in the autumn 2019.</p> |
| <p>Reboot the health integration agenda, including delivering a vision for health and wellbeing at Barking Riverside.</p> | <p>Elaine Allegretti</p> | <p>Thames Health & Social Care Locality Board is now established and had its first meeting on 25th September 2019.</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 waited.</p> <p>BCF plan for 19/20 was developed with CCG and submitted on 27 September and awaiting ratification from BCF National Team.</p> |
| <p>Strengthen the understanding of corporate parenting responsibility with every Member playing their part.</p> | <p>Elaine Allegretti</p> | <p>The new targeted operating model has a new approach to Corporate Parenting and Permanence, the aim being for children and young people to have less transition points, good quality well supported placements and achieve permanency without delay. Children in care and care leavers will experience a service where key parts of the Council and our Health and education partners have the highest aspirations for all.</p> |

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| | | <p>The enhanced local offer for care leavers has now been signed off at Cabinet which evidences the Council's ambition to be the best corporate parent we can be. The Chief Exec will officially Launch this at the October Care leavers awards. The offer includes dispensation from Council tax and specific championing work for UASC.</p> <p>Group membership for Corporate Parenting Board has been reviewed and all new members have been fully inducted, and each key promise is being led by a member. The Board is now well attended, offers challenge and holds all members to account in their role in delivering a quality service. The agenda for the year has been set and was led by the Child Take Over Day and strategies reviewed. Young people are represented on the Board and all Board members are expected to attend the training session led by Care leavers.</p> <p>As outlined above Ofsted made a key recommendation around Health and the provision for children in care and care leavers – insufficient provision of CAMHS, undertaking IHA's in timely way and providing health passports. The LAC nurses have now moved into the Care service and Liquid logic systems improved and we are seeing some improvements all be it slow. CAMHS are now providing a consultation line as well as drop in service to Care and support offices so referrals can be discussed, and children sign posted to the correct services. A Health subgroup will begin in October chaired by the Designated nurse for Safeguarding and LAC, this group will drive these health improvements and report back to Corporate parenting Board and Children's improvement board</p> <p>We are beginning to see improvements in placements stability, adoptions rates and care leavers that are NEET over the last 12 months.</p> |
| Develop strategy and proactive campaign of work to end loneliness. | Elaine Allegretti | <p>With support from Care City, Barking and Dagenham, Havering and the aligned CCGs have successfully received £700k of grant investment to pilot a model of personalised support to overcome loneliness for older people. Following a successful project in Worcestershire, Independent Age will provide around £700k of grant investment to cover the majority of service costs for the two-year piloting phase, with the expectation that the full costs of service delivery would then be covered by the local system if the service demonstrates success. The local authority would be expected to provide £25k over two years as match funding for the investment. The pilot will begin in January 2020.</p> |
| Educational Attainment and School Improvement | | |

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| 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 now published.</p> <p>The strategy was developed in partnership with schools, Barking and Dagenham School Improvement Partnership (BDSIP), 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. 5) Maximising the council's levers and influences to raise aspirations and increase opportunities for all children and young people. <p>Headline actions for key partners are set out in the strategy and underpin each priority. The November Education Annual Performance report to Cabinet sets out progress over the first year of the strategy.</p> |
| Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022. | Elaine Allegretti | Development of the new Special Educational Needs and/or Disabilities (SEND) and Inclusion Strategy is underway but was paused for a period to allow for completion of the All Age Disability Review. Several workstreams are underway to inform next steps including a review of ARPs, more work with health and understanding better what good looks like for children, their families and their outcomes. |
| Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision. | Elaine Allegretti | <p>The Review of School Places and Capital Investment which sets out forecast demand for pupil places and how the Council intends to use capital grants to fund new school places was considered and approved by Cabinet on 16 July 2019.</p> <p>The report sets out the high level of demand seen across London and that a new</p> |

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| | | <p>forecasting model has been developed over the past 12 months which will better indicate the numbers and types of SEND likely to be received over the next five years. It indicates the importance of identifying a further site in Barking for a primary school and a site in the borough for another Special School.</p> <p>The Education and Skills Funding Agency (ESFA) have successfully re-brokered Thames Bridge school for Social Emotional and Mental Health (SEMH) needs. The new school operator is the Eko Trust, based in Newham.</p> <p>Pathways School opened in September 2019 on the City farm site as a temporary arrangement. The permanent school will be constructed on the former Ford Polar site 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. A report which sets out the demand for SEND specialist places is being prepared for the 13 November Health and Wellbeing Board. The next update to Cabinet is scheduled for 21 January 2020.</p> |
| <p>Improve engagement with young people to incorporate their voices into Council policy.</p> | <p>Elaine Allegretti</p> | <p>A top priority across Care and Support is to strengthen children's' voices in social work practice and to focus on improving the lived experience of the child in all areas of Care and Support.</p> <p>The Principal Social Worker (PSW) leads a <i>'lived experience of the child'</i> group who are tasked to build participation and feedback of children into the development of CS. The PSW also led a whole service session on direct work where a child in preventative services and a care leaver were able to share their experiences of direct work with their practitioner. Two former care leavers are seeking to establish a mentoring programme and have presented to MCPG with approval given. PSW supporting its introduction.</p> <p>The PSW is also leading on a piece of work with the Digital team on building a digital platform so children and young people can participate in the design and review of services used by them.</p> <p>Two new Skittlz groups now in place, 7-14 and 14+. Virtual School has secured participation in Jack Petchey Awards Scheme, with Skittlz leading on allocating the</p> |

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| | | <p>awards. Skittiz delivered a very successful 'Takeover' of MCPG, which has set priorities for the Group for the coming year, rooted in the results of the annual LAC survey.</p> <p>The 2019 BAD Youth Forum has been elected with over 8000 votes cast. Every secondary school is represented, with sub-groups formed and activity working on a range of issues and several consultations, including around the new RSE curriculum. The new Young Mayor has already raised hundreds of pounds for their chosen charity of Sane.</p> <p>Public Health's school survey is complete alongside a survey from Healthy Schools, with results to be disseminated this term to greatly borough commissioning priorities.</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 which continues to be used. The Summit is to be repeated in November 2019 to further inform contextual safeguarding practice.</p> <p>The borough's Youth Independent Advisory Group continues to meet quarterly with the Police to discuss key issues.</p> <p>'VotesforSchools' is 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>The systematic incorporation of child voice at all levels practice to strategic remains a local priority and as a result will form a key plank of new multi-agency safeguarding arrangements for the local safeguarding board which will include work with children and families to assess local strengths and what needs to be different in our local approach to children's and family voice and advocacy.</p> |
| Employment, Skills and Aspiration | | |
| Develop the Job Shop and Adult College new work and skills offer. | Mark Fowler | In light of last year's restructure, we completed a review of the current offers in Q1 with plans and changes mapped out across the rest of the year. This has included increased engagement with colleagues in adult services. Whilst these changes have started to place we have also seen increased performance overall with the numbers into employment and our NEET position. |

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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 launched our first new community hub at Marksgate. This includes expansion of our healthy lifestyle work, mobile employment offer, a focussed community youth offer lead by residents. We have also launched further community supermarkets in Marksgate and with the Osborne partnership in Albion. |
| Work collaboratively with partners to develop a Barking and Dagenham Employment Framework. | Graeme Cook Tess Lanning | This has been included in the draft Inclusive Growth strategy. A paper on the work and skills offer (or employment framework) has also been drafted for discussion at ComSol board in November. |
| Agree a strategic and practical level approach to business and employer engagement. | Graeme Cook Tess Lanning | We launched a new Business Forum in Q1, with quarterly events and a newsletter to better engage local businesses, supported by a steering group of local business leaders. So far 3 events have taken place. We have developed a database of local businesses and are about to conduct a survey to better understand how we can help them to grow and improve. |
| Continue development of clear progression pathways and post-18 opportunities for young people. | Mark Fowler | Focussed worked has been agreed with the head of employment & skills now part of the NEET panel. Relationships are also developing with colleagues from looked after children (LAC). Since these changes and across Q2 we have seen increased levels of performance. |
| Hold a series of events to promote employment opportunities to local residents. | Mark Fowler | We held 5 job fairs up to the end of Q2, with a further 3 planned in quarter 3. Our ambition is to hold 5 events more than last year. |
| Monitor the impact of the Universal Credit roll out and address any emerging issues. | Mark Fowler | <p>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.</p> <p>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.</p> <p>A review of the wider impacts to the council started in April 2019, which is set to conclude in October 2019 with the findings if required reflected, in the medium-term financial strategy.</p> |

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. The company's latest business plan sets out plans to build over 3,000 new homes by April 2024, over 70% of which will be affordable (i.e. rented or shared ownership at lower than market prices, including a substantial proportion at council comparative rents). Be First is also focusing on securing key socio-economic benefits for residents, such as through strong local labour clauses in its framework contracts for construction activity. |
| Work with Be First to identify further, future regeneration and development opportunities. | Graeme Cooke | Be First has increased its projected housing delivery from around 2,200 when the company was first established to over 3,000 now (for delivery by April 2024). In addition, Be First has progressed a number of strategic regeneration projects – such as the film studios in Dagenham East and attracting the relocation of London's wholesale markets to Barking and Dagenham. Be First is also working closely with the Corporation of London about the re-location of the wholesale markets and the potential for wider regeneration benefits, such as the development of a world class food college to train the chefs of the future. |
| Identify the need and demand for future housing supply, to inform the Local Plan and commissioning intentions for Be First. | Graeme Cooke | A Strategic Housing Market Assessment has been completed to identify future housing supply needs based on population change – and Be First are updating the long-term housing trajectory as part of producing a draft Local Plan (which will go to Cabinet and then public consultation by the end of the year). Further detailed work is taking place to assess future demand for specialist accommodation for vulnerable residents. |
| Transition Reside to the next phase of delivery, ready to let, manage and increase the number of affordable homes. | Graeme Cooke | A new independent Board for Reside has now been in operation for over six months, along with the new Managing Director. A commissioning mandate for Reside has been drafted to provide a policy framework within which a new business plan for Reside is being produced. This, along with approval to establish a registered provider arm within the Reside structure, is going to Cabinet in October 2019. |
| Agree key policies and strategies for Reside. | Graeme Cooke | A comprehensive review of Reside's policies – and the legal framework underpinning them – has been undertaken. Key elements of this have been incorporated into a commissioning mandate for Reside, which clarifies the council's objectives for the company and the parameters within which it operates. |
| Update allocations policy for HRA and Reside properties. | Graeme Cooke | The Cabinet approved a series of changes to the allocations policy for HRA and Reside homes in January, which was then subject to a public consultation. A further report is scheduled to come to Cabinet in December to give final approval to the new |

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| | | policy, taking on board the consultation responses. A key aim of these changes is to make it easier for local working residents on low incomes to access Reside 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). |
| 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 new build developments (with agreed protocols for any variations). Work is underway to explore 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 | A comprehensive stock condition survey has been completed and the results are being used to inform the long-term stock investment programme for council homes. The insights from this work informed the annual update to the 30-year HRA business plan which was approved by Cabinet in February 2019. During the last quarter, a series of further, more specialist asset reviews have been progressing (considering the council's operational buildings, commercial portfolio and sheltered housing stock). |
| Ensure all existing council housing meet the Decent Homes standard. | Graeme Cooke | The council met its target to achieve the Decent Homes standard on internal elements of its housing stock by April 2019 and is aiming to achieve decency on external elements by April 2020. Plans for the stock investment programme were agreed by Cabinet in February 2019, alongside the updated 30-year HRA business plan. |
| Deliver on-going Tower Blocks safety improvement works. | Graeme Cooke | All blocks have received Health and Safety inspections and type 3 intrusive fire risk assessments. A Fire Safety Policy Annual Report has been agreed by Cabinet, which further strengthens the fire safety management of blocks. |
| 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 launched earlier in the year, offering gas and electricity to local people at competitive prices – with the focus now on increasing take up and securing the most competitive tariffs. The Cabinet has approved an updated business plan for B&D Energy which will see the development of a strategically significant district heat network in Barking Town Centre providing heat to around 8,000 households (subject to a successful bid for £5m from central government to support the scheme). |
| Finance, Performance and Core Services | | |

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| Embed a performance challenge process for the corporate performance framework. | Claire Symonds | Challenge sessions continue to be held and lead by the Cabinet Member of Finance, Performance & Core Services – work is being done to refine the reporting to these. |
| Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring. | Claire Symonds | New four-year MTFS presented to Cabinet in July |
| Review and monitor the Investment and Acquisition Strategy. | Claire Symonds | Work on a refresh of the IAS is being undertaken which will include the development of new asset classes and will be presented to Cabinet in September. |
| Deliver excellent customer services. | Claire Symonds | Call reduction to the contact centre is also being demonstrated and work continues to improve the website. |
| Maintain excellent Treasury Management. | Claire Symonds | Progress and monitoring reports presented to Cabinet and Assembly. |
| Re-design the Commissioning Centre of the Council. | Claire Symonds | With the phased return of Elevate services being agreed, work is now being undertaken to ensure a smooth transfer. |