

## What we will deliver in 2018/19

Key Accountability	Strategic Director	Quarter 4 2018/19 Update
<b>Community Leadership and Engagement</b>		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Tom Hook	<p>The cohesion and integration strategy is scheduled for Cabinet in May 2019 and Faith Policy for July 2019. Progress to date includes:</p> <ul style="list-style-type: none"> <li>• Engagement with internal stakeholders, Barking and Dagenham Delivery Partnership VCS and residents</li> <li>• Faith &amp; Belief Forum survey of residents/faith leaders completed. Further engagement sessions to discuss emergent themes are scheduled ahead of consideration by Cabinet.</li> <li>• Work with Barking and Dagenham faith forum continues</li> </ul>
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Tom Hook	<ul style="list-style-type: none"> <li>• Further funding secured to deliver work with specific communities</li> <li>• Effective Conversations Training with frontline staff completed, now to be mainstreamed internally</li> <li>• Findings from Resident Survey being mixed with data from Origins to create rationale for targeted interventions</li> <li>• Community Amplifiers have completed first stage of engagement and are due to report findings</li> <li>• Second Quarterly Evaluation Meeting a success, formal evaluation mechanisms for whole programme progressing in partnership with IPSOS</li> </ul> <p>Counter extremism programme:</p> <ul style="list-style-type: none"> <li>• Three B&amp;D groups have received BSBT funding to deliver projects</li> <li>• Communication continued through Belief in Barking &amp; Dagenham newsletter. DfE/Counter-Extremism Unit joint programme funding has been agreed to fund a counter-extremism conference in schools, aimed at pupils (14-16yo)</li> <li>• Ongoing programme supporting Madrassah's with Faith Associates continues, with funding secured t for 2019/20.</li> <li>• Eid event @ Eastbury manor house is planned for 9<sup>th</sup> June, with specific focus on education and community integration.</li> </ul>

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Continue to develop Every One Every Day, monitoring impact and outcomes.	Tom Hook	<p>The majority of funding for years 3-5 of the programme has been identified through external funders.</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. With the GLA funding this is being turned into a functional spaces for residents, such as commercial kitchen, events, co-working, messy, clean and digital making spaces. The Warehouse launch festival took place on 16 March, with residents being involved in the co-design of the spaces.</p> <p>The Spring programme has now completed with over 240 events taking place across the three shops and the warehouse.</p>
Support the development of the community and voluntary sector, including a Local Giving Model.	Tom Hook	<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&amp;D Lottery, match-funded Crowd Funding scheme, and the NCIL fund.</p> <ul style="list-style-type: none"> <li>• Crowdfunding-3 new projects live this quarter 1 project successfully matchfunded. 2 new projects in pre-launch</li> <li>• B and D Lottery – Average sales 691 tickets per week between Jan – March 2019. 3 new organisations signed up as good causes.</li> </ul> <p>The NCIL grant programme opened in January and the applications were received. Residents are in the process of assessing the applications with officers.</p> <p>Following the adoption of the VCSE strategy, a new tender for social infrastructure support was published and interviews were held. The provider is expected to start delivering on 1 July 2019.</p>
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Tom Hook	<p>Following the successful State of the Borough Conference took place on 27<sup>th</sup> 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 Director of Policy and Partnerships has had 1:1s with partners in the last quarter to continue to build and strengthen relationships as well as identify priorities for the partnership moving forward. At the last BDDP in March partners reviewed how the</p>

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		<p>partnership was working. Feedback provided suggested that partners agreed that an overarching partnership served a useful purpose and was needed and agreed the focus of the group should be to tackle some key issue relating to the manifesto outcomes.</p>
<p>Deliver the master plans and commercialisation of Parsloes Park and Central Park.</p>	<p>Tom Hook</p>	<p><b>Parsloes Park</b></p> <p>The planning application for the Parsloes Park regional football hub (£7.4 million) submitted and planning approval expected. 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><b>Central Park</b></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 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>
<p>Implement the improvement plan funded by Community Interest Levy (CIL).</p>	<p>Tom Hook</p>	<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"> <li>• Parsloes Park 'Parklife' project - £600,000</li> <li>• Children's Play Spaces and Facilities - £275,000 over five years</li> <li>• Parks and Open Spaces Strategy implementation - £500,000 over five years</li> </ul> <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.</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 at Tantony Green and Valence Park.</p>

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<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><b>Eastbury Manor House</b></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><b>Abbey Ruins, Abbey Green and St Margaret's church</b></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.</p> <p><b>East End Women's Museum</b></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><b>Industrial heritage museum</b></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>

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<p>Ensure culture is a driver of change through the Borough of Culture Schemes, Creative Enterprise Zone, Summer of Festivals &amp; Alderman Jones's House. Planning for the Centenary Celebration of Becontree Estate (Festival of Suburbia).</p>	<p>Tom Hook</p>	<p><b>London Borough of Culture</b></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.</p> <p><b>Creative Enterprise Zone</b></p> <p>A grant of £50,000 has been secured from the GLA to enable detailed research to be undertaken that has informed the development of an evidence base and action plan for the establishment of Roding Made - the Barking Creative Enterprise Zone, which will bring together artists, local businesses and landowners to create and develop new jobs, establish and secure new spaces for creative production and open up opportunities for talented young people who are considering careers in the creative industries.</p> <p>A further funding bid 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><b>Summer of Festivals</b></p> <p>The delivery of the Summer of Festivals programme for 2018 ended with the Youth Parade on 16 September. The programme was been well attended and well received by residents. The Events team has also provided guidance and assistance to enable more events by the community to be presented in the Borough's parks.</p> <p>The Residents' Survey for 2018 tells us that around a fifth (22%) of residents attended a 'Summer of Festivals' event delivered or supported by Barking &amp; Dagenham Council. The proportion of residents who didn't attend an event can be split by those</p>

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		<p>who didn't know there were any events taking place (34%) and those who knew about them but chose not to attend (45%).</p> <p><b>Alderman Jones's House and 100<sup>th</sup> anniversary of the Becontree Estate (Festival of Suburbia)</b></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> <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"> <li>• The collection of a new archive which will chart the lived experience of the residents of Becontree</li> <li>• A major exhibition complemented by a series of tours, talks, walks and community activities across Becontree during 2021</li> <li>• A schools and education programme in collaboration with the Barbican to mark the centenary</li> <li>• A programme of public realm improvements on the estate developed with local people</li> <li>• And possibly, the production of a TV documentary about 100 years of Becontree, which will chart the lives of families on the estate.</li> </ul>

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<b>Equalities and Diversity</b>		
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. In March the Council held another successful Women's Empowerment Month with a month-long programme of events aimed and celebrating, raising awareness of and tackling issues relating to gender equality.
Celebrate equality and diversity events, and where possible, enable community groups to take the lead.	Tom Hook	The Council now has a Community Development Officer (Equalities) post which is responsible for leading the Council's equality and diversity events. The postholder has provided much needed capacity and has delivered a number of high-quality events. The postholder has also worked closely with community groups to enable them to take the lead wherever possible. The Council has been successful in securing a float and over 50 wristbands for Pride London, one of only three London local authorities to have a presence at Pride. B&D's presence at Pride this year will be bigger and better with more community involvement. The Council has also marked LGBT+ History Month in February, Women's Empowerment Month in March, Saint George's Day, Stephen Lawrence Day to name a few and has more equality and diversity events planned throughout the year. The Council continues to support the community with flag raising events recognising the diversity in the borough and the important role different communities play.
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Tom Hook	<p>The Council achieved silver level when assessed against the tougher Investors in People standard. We will retain this until our next assessment in October 2020.</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"> <li>• 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</li> </ul>

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		<p>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.</p> <ul style="list-style-type: none"> <li>• Early scoping of behaviours and culture change has begun to help develop a new organisational development strategy.</li> <li>• The Leadership and Management development programme for cohorts 2 and 3 has been delivered. The programme for other managers is under development.</li> </ul>
<p>Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group.</p>	<p>Tom Hook</p>	<p>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 three occasions to date with lots of positive steps identified to try work together in addressing equality and diversity issues affecting the borough. The next meeting is scheduled for July.</p>
<p><b>Public Realm</b></p>		
<p>Redesign all services delivered by Public Realm to meet the agreed budget and service standards.</p>	<p>Robert Overall</p>	<p>The Waste service and Street Cleansing are currently waiting for the arrival of its new fleet and equipment following a substantial investment by the Council. Both the full implementation of the new street cleansing model and the arrival of the replacement fleet and equipment later in 2019 are key deliverables to ensure that this succeeds.</p>
<p>Embed the new street cleansing operating model.</p>	<p>Robert Overall</p>	<p>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 and third quarter 2019.</p>
<p>Work with Enforcement to help drive behavioural change with regard to waste and flytipping</p>	<p>Robert Overall</p>	<p>Joint initiatives with Enforcement over fly tipping continue and the success of the CCTV appeal on Youtube has helped raise the profile of this environmental crime. Due to the high turnover of tenants in the private rented sector, the communication and messaging around waste behaviour change has to be constantly refreshed. Opportunities to communicate with residents on these issues through the Summer of festivals is being explored.</p>
<p>Develop the procurement strategy for the replacement of our vehicle fleet.</p>	<p>Robert Overall</p>	<p>Cabinet have approved the business case for replacement. Procurement process has now started with vehicles expected to be progressively delivered from the second quarter 2019 through to year end, depending on lead times for order and delivery.</p>



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<b>Enforcement and Community Safety</b>		
Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.	Fiona Taylor	<p>The Councils application to introduce a boroughwide selective licensing scheme was submitted to the Secretary of State on the 22<sup>nd</sup> February 2019. They have given indication that a decision should be reached within 12 weeks of submission and so we expect to have feedback mid May 2019. It is necessary for us to have had a decision from MHCLG by the 31<sup>st</sup> May 2019 to allow for three months implementation.</p> <p>Fiona Taylor and Gary Jones are both due to meet with MHCLG in May 2019 to follow up on the application. An update report will be provided following that meeting to update members.</p> <p>The implementation of the online application and back office system (Metastreet) has been passed through procurement and we are in the process of agreeing the contract with the contractor. This system will be in place at the end of May 2019.</p> <p>The system will allow for start to end integration for landlords allowing them to make an application, payment and check the status of their application. The back-office function will allow for the system to integrate into a remote inspection application allowing officers to carry out compliance inspections remotely. The systems are integrated and will mean the council operate paperless creating efficiencies within the service by operating totally remotely.</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 and the first 4 zones are in the implementation stage having completed a full consultation process with a go live date of 1<sup>st</sup> July 2019.</p>

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		<p>New unattended CCTV cameras have been implemented 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>Overall parking is performing on target and achieved the net budget contribution that was set as part of the MTFS with a small surplus.</p> <p>Improvements to London Road Car Park have commenced and were completed in early November 2018.</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 a new police station.</p> <p>An Integrated Gangs Unit (IGU) was launched on 11 February, and is based in Barking but service Barking and Dagenham, Havering and Redbridge. In addition to the MPS and YOS, the National Probation Service, CRC, and voluntary sector provision are all operating out of the hub with intelligence sharing and tasking in place. Additional leadership and intel capacity is needed for this unit to really operate effectively though and is currently being explored.</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 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 will be implemented in May/June 2019.</p> <p>Negotiations are underway regarding the future of the council funded police officers as the contract is up for renewal. 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 July 2019 subject to the satisfactory conclusion of negotiations.</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</p>

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		<p>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 2018/19 is under review to update and build on the experience of delivery and strengthen them where required. This was a commitment for every London Borough to have a local bespoke plan following the London Knife Crime Strategy 2017.</p> <p>The LBBB Crime and Disorder Strategic Assessment is an annual audit identifying data, trends of levels of crime and disorder across Barking and Dagenham. The assessment is reviewed on an annual basis and has a focus on levels of serious violence and knife crime. The updated 2018 plan will be presented to the CSP in June 2019.</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. The plan was presented and agreed at September 2018 CSP before being presented to cabinet in late 2018. 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 to provide knowledge and understanding on how to address trauma and apply and deliver trauma informed programmes and interventions. 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 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 have scheduled the second summit of 16 May and Havering has booked their event for October 2019. The continuation of these events will review the impacts, challenges and drivers of serious violence across the East BCU.</p>
<p><b>Social Care and Health Integration</b></p>		

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<p>Publish a new Health and Wellbeing Strategy 2018-2023.</p>	<p>Elaine Allegretti</p>	<p>The Joint Health and Wellbeing Strategy was agreed by Health and Wellbeing Board for consultation on 7th November following an eight weeks 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"> <li>• Best Start in Life</li> <li>• Early Diagnosis and Intervention</li> <li>• Building Resilience.</li> </ul> <p>Twelve 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. 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> <p>The strategy was approved by Assembly, Health and Wellbeing Board and CCG management team in January, and is now published online on the LBD website – <a href="https://www.lbbd.gov.uk/sites/default/files/attachments/Joint-Health-and-Wellbeing-Strategy-2019-2023.pdf">https://www.lbbd.gov.uk/sites/default/files/attachments/Joint-Health-and-Wellbeing-Strategy-2019-2023.pdf</a></p> <p>Work is now ongoing to map the current work around the three themes, and governance of the strategy and its outcomes across local, BHR and STP level boards to spot any gaps in current workstreams and governance.</p>
<p>Deliver campaigns to raise awareness of safeguarding issues.</p>	<p>Elaine Allegretti</p>	<p>Plans to produce a social media campaign around various safeguarding themes will be discussed and agreed in the Adults Improvement Board.</p>

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		<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>
<p>Change our approach and systems for keeping children and young people safe from exploitation.</p>	<p>Elaine Allegretti</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 became an Adolescence Service sitting alongside the Youth Offending Service and the Child Exploitation and Missing manager and two dedicated Missing co-ordinators also joined the team. The aim of this new service is to improve quality and single oversight of children at risk of exploitation from the start of their journey in social care, and improved understanding thresholds and of the needs of those that go missing.</p> <p>As part of the new TOM2, we will implement our new targeted intervention hub/service to focus on tackling Domestic Abuse, neglect and edge of care (a Tier 3 service) e.g. Father's Matters, FSW provision and refocus of edge of care of SIB. This will help drive forward improvements in our response and approaches to children living with neglect and domestic violence.</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.</p> <p>The MASE will become a MACE which will include other forms of child exploitation eg criminal exploitation and radicalisation from April 2019.</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 through to statutory high-risk cases. The Strategy is due to be launched by July 2019.</p> <p>The Contextual Safeguarding and Exploitation group will then have Strategic responsibility for driving the changes needed to embed the Contextual safeguarding approach which is due to be implemented over the next 3 years in partnership with the University of Bedfordshire.</p> <p>The recent OFSTED (ILACS) inspection found - vulnerable adolescents and children at risk of exploitation and radicalisation receive a timely and well-coordinated response.</p>

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<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.</p> <p>Inspections offer an opportunity to support and challenge current ways of working and their impact on improving the lives of vulnerable children and their families. Between 18 February 2019 and the 1 March 2019, the Council was subject to a Standard Inspection under the OFSTED Inspection of Local Authority Children’s Service (ILACS) framework -The judgement from the OFSTED inspection is that services for children in Barking and Dagenham ‘requires improvement to be good’. This judgement was consistent with our Annual Self-evaluation submitted to OFSTED</p> <p>Within the inspection report, there are many areas of strength and examples of positive practice. In addition, they identified 6 key recommendations where they felt improvement was most strongly required. These are:</p> <ul style="list-style-type: none"> <li>• The quality, management oversight and impact of early help services.</li> <li>• The quality and effectiveness of management oversight and supervision to ensure that children’s circumstances improve within their timeframes.</li> <li>• The timeliness and effectiveness of public law outline (PLO) arrangements.</li> <li>• Planning for children placed with parents.</li> <li>• The strategic relationship with health services, and operational delivery across a range of health functions.</li> <li>• The provision of help for children living with domestic abuse, or in neglectful circumstances.</li> </ul> <p>An Improvement plan is due to be published in July 2019, a first draft of this has been produced. This includes work already underway, augmented by refocusing as a result of the findings from OFSTED</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 YOS produce and submitted an improvement plan to HMIP and this plan is being monitored by the Children and Young People’s sub group of the Community Safety Partnership.</p>

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		<p>The requirement – and need – to improve is, of course, wider than simply responding to Inspections. It is, naturally, equally focused upon improving outcomes and ensuring that we have a sustainable care and support service. To this end a wider programme of improvement (the Children’s Improvement Programme) will be developed, of which responding to the recommendations made by OFSTED and HMIP will be but one strand.</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> <p>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 &amp; Wellbeing Hub.</p>
<p>Respond appropriately to the Social Care Green Paper on older people and the Children’s Social Work Act.</p>	<p>Elaine Allegretti</p>	<p>Publication of the social care green paper is awaited.</p>
<p>Strengthen the understanding of corporate parenting responsibility with every Member playing their part.</p>	<p>Elaine Allegretti</p>	<p>The Tom 2 has a New Corporate Parenting and Permeance domain. The aim is to re-structure the services in a way that children and young people 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> <p>Work identified through the SEF and endorsed by Ofsted is the need to deliver on an <b>enhanced local offer for care leavers</b> that evidences the Council’s ambition to be the best corporate parent we can be.</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.</p>

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		<p>Annual Reports have been completed and performance reports have been refreshed.</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 will be moving into the Care service in May 2019, and a strategic group is currently working on new processes and systems to improve IHA performance.</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 and at the Adults' Improvement Board.
<b>Educational Attainment and School Improvement</b>		
Develop a new Education and Participation Strategy.	Elaine Allegretti	<p>The Education &amp; Participation Strategy for 2018-22 was approved by Cabinet on 13 November 2018 and is planned to be published end April 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"> <li>1) All children and young people have a place in a school or early years' setting judged 'Good' or 'Outstanding' by Ofsted.</li> <li>2) Exceeding national and then London standards where we have not already achieved this.</li> <li>3) Improving opportunities for young people post-16 and post-18 and reducing numbers of young people not in education, employment or training.</li> <li>4) Supporting the wellbeing and resilience of children and young people and the educational settings which nurture them.</li> <li>5) Maximising the council's levers and influences to raise aspirations and increase opportunities for all children and young people.</li> </ol> <p>Headline actions for key partners are set out in the strategy and underpin each priority.</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. The new strategy will be informed by the 2018 review



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		of the current SEND and Inclusion Strategy, the consultation on the new priorities which closed in 2018 and the review of the All Age Disability Service.
<p>Ensure that school place planning is meeting demand by creating new places, both mainstream and specialist provision.</p>	<p>Elaine Allegretti</p>	<p>The Review of School Places and Capital Investment which sets out how the Council intends to use capital grants to fund new school places was approved by Cabinet on 22 January 2019.</p> <p>A review of SEND future forecasting and the Council's school capacity requirements in this area is coming to an end. The high level of demand is consistent with 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 next School Places and Capital Investment report to Cabinet will focus on our SEND requirements entering Barking and Dagenham schools during the year and where specialist facilities or support is required.</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.</p> <p>The new pathways school will open 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. The ESFA are currently undertaking surveys of the site and the Council have participated in a meeting with the Eko Trust about the terms of the programme and development.</p> <p>A project 'kick off' meeting with the ESFA is planned for the new 3 Form Entry (FE) Primary school on the proposed Beam Park development site which will be operated by the Thames View Infants Learning Trust. Like the SEMH school development, the Council will contribute to the development of the scheme, but it will be delivered by the ESFA.</p>

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		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.
Improve engagement with young people to incorporate their voices into Council policy.	Elaine Allegretti	<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 2019 BAD Youth Forum has been elected with over 8000 votes cast. Every secondary school is represented, with sub-groups formed. A new Young Mayor has been elected, and 'Sane' chosen as their nominated charity.</p> <p>A recent Young People's Safety Group event was attended by 7 schools, with mental health as the theme.</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.</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 embedded 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. Members of the group recently met with the Duke of Sussex to discuss the issue of knife crime as part of the launch of the Future Youth Zone.</p> <p>'VotesforSchools' 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>The annual survey of Looked after Children has been conducted, with 100 responses received. A takeover event of Members' Corporate Parenting Group is being planned for July to present and discuss the results.</p>
<b>Employment, Skills and Aspiration</b>		
Develop the Job Shop and Adult College new work and skills offer.	Mark Fowler	The restructure of the job shop and adult college was completed in December. This has enabled us to know build on the joint employment and skills offer that will support

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		the ongoing development the industrial skills strategy, with a first draft expected into the summer.
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. An implementation plan has been set out in April 2019 which is due to commence from June, this will include an extension of the service offers provided in key areas supporting employment, housing, welfare support and early help.
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, with first draft due into the summer.
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 focussed review of this area started in May with its initial findings and recommendations expected by June/July.
Hold a series of events to promote employment opportunities to local residents.	Mark Fowler	We held 7 job fairs up to the end of March, with 2 more planned this year. Work taster sessions are being developed along with consideration. A wider local business forum is also planned took place in February 2019, with further follow up meetings planned which are to be led by themes.
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 was agreed by Cabinet March 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.

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		<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 July 2019 with the findings if required reflected, in the medium term financial strategy.</p>
<b>Regeneration and Social Housing</b>		
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, the first phase of redeveloping Castle Green and working to attract the relocation of London's wholesale markets to Barking and Dagenham.
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 around the end of the year).
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 is in place and a new Managing Director has taken up post. A commissioning mandate for Reside has been drafted to provide a policy framework within which a new business plan for Reside is being produced (due to go to Cabinet in September). Work continues on the development of a registered provider arm within the Reside structure, based on an approval in principle from Cabinet in January 2019.
Agree key policies and strategies for Reside.	Graeme Cooke	A comprehensive review of Reside's policies – and the legal framework underpinning them – is underway. Key elements of this have been incorporated into a

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		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 has then been subject to a public consultation (which recently closed). A further report will come to Cabinet to give final approval to the new 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	The 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.
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 those due to fail) of its housing stock by April 2019 and is aiming to achieve decency on external elements (of those due to fail) 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	During the 4th quarter (January to March 2019), all blocks received Health and Safety inspections and type 3 intrusive fire risk assessments. A Fire Safety Policy Annual Report detailing progress was presented to the Assurance Board, LAG, LAB and consulted with Cabinet Member for Regeneration and Social Housing and Cabinet Member for Social Care and Health Integration. The report proposes a number of Policy changes to further strengthen the fire safety management of blocks and will be presented to Cabinet in June 2019 Cabinet. An Equality Impact Assessment has been carried out on all proposed Policy changes to assess the impact (Positive or Negative)

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		on all residents effected by the proposals and the impact on each of the nine “Protected Characteristics” covered by the Equality Act. (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity). Please note - Tower Blocks (defined as 18 metres or higher).
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).
<b>Finance, Performance and Core Services</b>		
Embed a performance challenge process for the corporate performance framework.	Claire Symonds	Challenge sessions are being held lead by the Cabinet Member of Finance, Performance & Core Services
Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Claire Symonds	Work on out turn is now being completed and will feed into the development of the new MTFS to be 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 July.
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.
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.