

What we will deliver in 2019/20

Key Accountability	Strategic Director	Quarter 3 2019/20 Update
Community Leadership and Engagement		
Deliver the Cohesion Strategy and dedicate Faith Policy.	Mark Tyson	<p>The Cohesion and Integration strategy: The Cohesion and Integration strategy, “No One Left Behind: We All Belong”, has been designed and published on the Council’s website. It is now being operationalised with actions across the Council and partners.</p> <p>Faith Policy :</p> <ul style="list-style-type: none"> • Faith Builds Community Policy agreed by Cabinet on 15th October • The Faith Policy was launched as part of interfaith week in November alongside Interfaith Flag Raising event. • Review meetings planned to take place every 6 weeks with chair of B&D Faith Forum to discuss delivery of actions • Faith Inclusion Training will be offered to council staff in the spring of 2020 • Full policy design in progress, due before start of new financial year
Implement the Connected Communities Fund and the Counter Extremism Programmes.	Mark Tyson	<p>Connected Communities programme: 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 and now been delivered. It is being led within the departments now. • The Campaign Company delivered one intervention in support of the development of the emerging strategies of the council. The remain two are being designed with the Community Amplifiers • Interventions by Community Amplifiers have seen three community projects emerge from the Barking round of co-production. They will run a second round of co-production starting in Dagenham in February.

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		<ul style="list-style-type: none"> • Youth Arts programme has recruited and trained young commissioners and are deciding on the artists this month • Formal evaluation by IPSOS began in December and will be completed by February <p>Counter extremism programme:</p> <ul style="list-style-type: none"> • Awaiting announcement re: extension or cessation of funding for 2020/21. • Interfaith Week events supported to build relationships between different faiths/beliefs • National Hate Crime Awareness Week activities supported • Places of Worship Fund – Three B&D groups have been supported with applications, awaiting results from funder. • Continued support of both Tension Monitoring Group and Hate Crime, Intolerance & Extremism Subgroup. • Communicated reassurance messaging to faith leadership using the emergency comms WhatsApp platform, including after London Bridge attack (2019). • Communication continued through Belief in Barking & Dagenham newsletter network • Programme supporting Madrassah's with Faith Associates continues. • Package of hate crime awareness training advertised widely to include faith/community leadership • Continued to build relationships with key faith leadership
Continue to develop Every One Every Day, monitoring impact and outcomes.	Mark Tyson	<p>Every One Every Day:</p> <ul style="list-style-type: none"> • The funders board and project board have continued to meet quarterly for oversight, with the exception of the December funders board meeting which was cancelled due to a family emergency. The dates for the 2020 meetings are currently being finalised. • The autumn programme of 2019 was delivered across the 4 locations, including an increased programme at the warehouse. • The year two report has been completed and published. The headline findings include: activity plays a role in supporting individual agency and working with families is significant. • The Autumn programme was delivered, expanding the reach into communities. There has been a delay in the opening of the Mark's Gate shop space due to some faulty plumbing in the building which has had to be resolved between the council and tenants. The shop is now expected to open in line with the new Spring programme.

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		<ul style="list-style-type: none"> The project has successfully secured the first tranche of Cities Programme Funding in fees covering the Chief Officer's advisory role on the development of Participatory City Canada. Work to expand The plans for Participatory Scotland have developed, with a funding bid made through the Communities and Local Government Department in the Scottish Government to support feasibility studies in several Scottish towns and cities.
<p>Support the development of the community and voluntary sector, including a Local Giving Model.</p>	<p>Mark Tyson</p>	<p>Community and Voluntary Sector:</p> <ul style="list-style-type: none"> Following the adoption of the VCSE strategy, a new tender for social infrastructure support was published and interviews were held. The new provider, Community Resources, facilitates the Barking and Dagenham Collective. BD Collective is a new platform that builds on what has already been established in the sector, intentionally growing cross-sector partnerships, connecting people, places and projects across Barking and Dagenham, and growing participation and volunteering in the borough. BD Collective is not an organisation, its core function is to facilitate the sharing of power across the sector and to facilitate an environment of collaboration to increase impact on the ground. The social infrastructure contract has continued to be delivered, with regular meetings taking place between Council Officers and representatives from the provider. The Collective co-hosted the State of the Borough conference and an action plan has been developed to follow up between the council and VCSE sector. A piece of work is underway to look at how to grow and measure volunteering levels in the Borough using existing online platforms. <p>Local Giving:</p> <ul style="list-style-type: none"> As part of the Local Giving Model we are using the DCMS grant on Growing Place-based Giving in order to second one officer to develop Barking and Dagenham Giving, a new platform that aims to 'make it easy for everyone to give to things that matter'. The scheme is under development and will be launched in the spring of 2020. As part of Giving Tuesday, 'Barking & Dagenham Giving' launched a social media campaign to acknowledge and celebrate all those who have given in Barking & Dagenham in 2019, whether it is time, money, or skills. The purpose of this campaign was to raise awareness that this platform exists in the borough, as well as to highlight the great work that residents are doing, and to entice others to join in

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		<p>and spread the love in 2020.</p> <p>Existing giving programmes:</p> <p>NCIL:</p> <ul style="list-style-type: none"> • 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 the Neighbourhood Community Infrastructure Levy (NCIL). • We have now completed the second round. 14 organisations applied to the fund from a wide range of organisations, totalling just over £115k. Of those 12 groups were funded to a total of £88,303. Two of the groups did not meet the necessary criteria to go forward to the dragons' dens and two groups were not approved for funding by the residents' panel. All organisations have been contacted and are aware of the outcomes. • Preparations are now starting for round 3, with the expectation that the application window for organisations will open week commencing 10 February and will remain open for 5 weeks. • There is now also a web page which has an overview of crowdfunding, NCIL and lottery, https://www.lbbd.gov.uk/community-funding <p>Lottery: Small pot of money to be redistributed to groups that have sold tickets (approximately £10k).</p> <p>Crowdfunding:</p> <ul style="list-style-type: none"> • One successful campaign. "Shed Life" raised £2000 (£1000 of which was matchfunded by the platform) • £5,000 matchfund for Dagenham Rugby Club • £5,000 matchfund for Free Period for Girls
Continue to strengthen the Barking and Dagenham Delivery Partnership to work towards the vision of the Borough Manifesto.	Mark Tyson	Dates for the 2020 meetings of the Barking and Dagenham Delivery Partnership (BDDP) are currently being co-ordinated and shared with members. Simultaneously, building on conversations at the BDDP in 2019 the council is working with partners to refresh the purpose and Terms of Reference of the BDDP to cement its standing as a partnership for shared learning throughout the system of public services across the borough. Its refreshed aim will seek to draw together and co-ordinate learning from partnership programmes that span the full breadth of agendas contributing to the vision of the Borough Manifesto, supporting and complimenting existing governance

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		partnership structures, rather than overlapping or duplicating.
Deliver the master plans and commercialisation of Parsloes Park and Central Park.	Mark Tyson	<p>Parsloes Park 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.</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

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		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 End Women's Museum and Industrial Heritage Museum feasibility.	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. • 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 took 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. • Regular participation in local events throughout 2019 and meetings with partners, peers and stakeholders to promote the project and explore working together. These included, 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

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		<p>such as capital projects, risk, compliance and fundraising. This additional capacity and expertise enabling the Museum to establish robust policies and procedures, 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 in 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>
Ensure culture is a driver of change through the Borough of Culture Schemes, Creative	Mark Tyson	<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</p>

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<p>Enterprise Zone, Summer of Festivals & Alderman Jones's House. Planning for the Centenary Celebration of Becontree Estate (Festival of Suburbia).</p>		<p>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> <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>

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		<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 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

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		<ul style="list-style-type: none"> • A schools and education programme in collaboration with the Barbican to mark the centenary • A programme of public realm improvements on the estate developed with local people • 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 which concluded 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	<p>The Equalities and Diversity strategy 2017-2021 sets out the Councils vision to tackle equality and diversity issues across the borough and within the Council. It sets out an action plan which is monitored and reported annually.</p> <p>As the existing Equality and Diversity Strategy action plan continues to be implemented, the Cabinet Member is keen to ensure that the strategy reflects the whole strategic framework and is embedded within the broader base of policy that makes up the strategic framework. As such, the contextual information within the strategy and supporting narrative are being updated to reflect the council’s strategic approach as it develops.</p>

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Continue to promote the Gender Equality Charter.	Mark Tyson	Preparations continue with the Events team in conjunction with our commissioned partner for this year's Women's Empowerment Month, which presents another opportunity to promote the Gender Equality Charter.
Celebrate equality and diversity events, and where possible, enable community groups to take the lead.	Mark Tyson	<p>The council has facilitated a number of events, including;</p> <ul style="list-style-type: none"> ▪ World Aids Day ▪ Albanian Independence Day ▪ International Day for the Elimination of Violence Against Women ▪ Transgender Day of Remembrance ▪ Interfaith Week ▪ World Menopause Day ▪ Black History Month
Continue the Council's vision to be an Exemplar Equalities Employer, working towards Investors in People gold standard.	Mark Tyson	The council is commissioning BAME-focused reverse mentoring opportunities from Business in the Community and undertaking workshops with staff to identify the potential and opportunities possible through the BAME staff network. A sub-group of the Women's Network is undertaking work focusing on the council's approach to maternity and support for people returning to work. While the LGBT staff network is working with partners to co-ordinate the programme of activity for this year's LGBT History Month in February.
Promote a partnership approach to tackling equality and diversity issues through the development of the Fairness and Equalities sub-group.	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 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 five occasions to date.
Public Realm		
Redesign all services delivered by Public Realm to meet the agreed budget and service standards.	Robert Overall	The investment into the Waste service continues to pay dividends with performance continuing at a high level. Missed bins and missed streets data shows that the service is consistently maintaining high standards. The launch of a new Public Realm campaign to support this investment in October 2019 has been well received and as a result we have now a number of resident's groups playing their part in supporting the cleansing of the Borough by organising community clean ups.
Embed the new street cleansing operating	Robert Overall	Whilst the new cleansing model that was implemented has significantly improved the Town Centre environment it has failed to deliver the level of improvement in residential

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model.		areas. A further review has now been completed and is being piloted in 2 key areas to ensure it can deliver the residential improvements required. These pilots will be reviewed and a decision about full implementation will be made by the end of the 4th quarter.
Work with Enforcement to help drive behavioural change with regard to waste and flytipping	Robert Overall	A full programme is being developed around joint initiatives with Enforcement following the initial success over fly tipping. The programme will ensure that all known hotspots will have a targeted joint working approach. 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 have been progressively delivered. All the Refuse freighters have arrived and new street cleansing vehicles continue to be delivered.
Enforcement and Community Safety		
Develop a new borough wide Private Licensing Scheme to be agreed by MHCLG.	Fiona Taylor	<p>The Councils boroughwide selective licensing scheme started 1st September 2019. This is a fantastic achievement and means that LBBDD 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 LBBDD 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 LBBDD is ready for delivering the new scheme and that the increased focus 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 nearly 10,000 applications received for the new scheme and the system is working well. The system also integrates 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 is paperless and has created significant efficiencies within the team.</p>
Implement the Parking Strategy and agreed	Fiona Taylor	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

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subsequent parking schemes.		<p>a diesel surcharge. It also introduced 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. A further zone was rolled out in Nov with 4 more scheduled to rollout between Feb and April. Consultation on a further 4 zones is scheduled to commence in March 2020. The timetable for the rollout of new CPZs has been revised based on the actual timescale for the zones implemented so far and means that the overall programme will be slightly longer.</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 has been restructured, 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>
Develop the BCU to deliver Local solutions for policing in the borough.	Fiona Taylor	<p>Lobbying of MOPAC to address the crime and safety challenges for the borough now and in the next decade are ongoing. This also includes discussions on more visible policing, reporting hubs, knife bins, and 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 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 and further capacity will be in place, including a new council enforcement team focussing on tackling anti-social behaviour by April 2020.</p> <p>The council funded police team, the crime and enforcement taskforce, is 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 by April 2020 subject to the satisfactory conclusion of negotiations with the police.</p>

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<p>Maintain focus on serious youth violence through the work of the Community Safety Partnership.</p>	<p>Fiona Taylor</p>	<p>Serious youth violence 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.</p> <p>LBBB hosted the first EAST BCU Serious Violence Summit 16 January 2019 which started challenging 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 booked another event for 12th Feb 2020, which will bring together the learning from the previous events and focus on what more we can do as a tri-borough partnership to tackle this important issue.</p>
Social Care and Health Integration		
<p>Publish a new Health and Wellbeing Strategy 2018-2023.</p>	<p>Elaine Allegretti</p>	<p>HWBB strategy is now published.</p>

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<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> <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>Meetings have taken place between key players in Care and Support and Policy and Participation to look at engagement with the voluntary and faith sector on safeguarding matters such as radicalisation, exploitation, transitional safeguarding, modern slavery, forced marriage and FGM. We are also launching the Step up Stay safe campaign before April this year in our commitment to tackling youth violence and keeping children safer during “lost hours”.</p>
<p>Change our approach and systems for keeping children and young people safe from exploitation.</p>	<p>Elaine Allegretti</p>	<p>Since the set-up of the Adolescent service, sitting alongside the Youth Offending service, work is progressing well to define the remit of the team, referral pathways and partnerships.</p> <p>The Multi Agency Sexual Exploitation meeting (MASE) has a robust single oversight of all children at risk of sexual exploitation, with increased focus on trends, offenders and unsafe location. 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 progressing with the University of Bedfordshire to embed a contextual safeguarding approach to exploitation; the first phase involved undertaking a self-evaluation against the CS Tools developed in the Hackney pilot. A Contextual Safeguarding multi agency working group is in place to drive forward the work required.</p> <p>The Partnership is currently testing the tools in their settings. 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</p>

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		<p>struggled to take this forward at pace due to capacity.</p> <p>We were successful in our application to two bids to the Young Londoners Fund to boost interventions for this vulnerable cohort. We will receive a £1.6 million in total. The first amount will go towards increasing the use of detached youth work with those most at risk of criminal exploitation and youth violence. The second is to enhance our New Town Culture work that started last year aimed at embedding the use of culture and arts to effectively engage vulnerable children and young people known to our exploitation and YOS service.</p> <p>Care and Support's new Specialist intervention Service will provide additional interventions and resource for vulnerable adolescents and their parents; this includes developing the voluntary offer. We will be appointing 6 extra YARM (Youth at risk matrix workers) who work with schools and offer early intervention to prevent adolescent risk. This is welcomed by our schools.</p> <p>The 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. EDT colleagues recently reported back that they were always impressed by B&D use of "grab packs" which is essential information and pictures of our vulnerable children which partners particularly police can use to support finding a young person.</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)</p>

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Continue to deliver continuous improvement in services and improve quality.	Elaine Allegretti	<p>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.</p> <p>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 which improvements will be delivered over the next two years. This programme is progressing well and is on track to be delivered in timescale.</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 continuing with evidence of improvements in PLO and permanence; 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.</p> <p>Permanence and adoption have begun to show signs of improvement over the last six 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. There has been a good and steady reduction in use of agency staff and staff stability is improving together with more manageable caseloads for social workers.</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 YOS board, a 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 which is due March 2020.</p>
Reboot the health integration agenda, including delivering a vision for health and	Elaine Allegretti	Thames Health & Social Care Locality Board is now established and had its first meeting on 25 th September 2019.

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wellbeing at Barking Riverside.		
Respond appropriately to the Social Care Green Paper on older people and the Children's Social Work Act.	Elaine Allegretti	Publication of the social care green paper is waited. BCF plan for 2019/20 was developed with CCG and submitted on 27 September. Ratification from the BCF national team was received on Wednesday 8 January 2020.
Strengthen the understanding of corporate parenting responsibility with every Member playing their part.	Elaine Allegretti	<p>The new targeted operating model for Care and Support has a new approach to Corporate Parenting and Permanence. This new service aims to ensure 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 also experience a service where key parts of the Council and our Health and Education partners have the highest aspirations for our children, and all play their part in helping children and young people achieve those aspirations.</p> <p>The enhanced Local offer for care leavers has now been launched by the Chief Executive at the recent Care Leavers Awards Ceremony. The enhanced offer evidences the Council's ambition to be the best corporate parent we can be. 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 at a recent Board led by the young Skittles representatives, ensuring our young people in care and Care leavers were instrumental in the priorities going forward. 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 was set up in October chaired by the Designated nurse for Safeguarding and LAC, this group will drive these health improvements and report back to Corporate parenting</p>

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		<p>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>
<p>Develop strategy and proactive campaign of work to end loneliness.</p>	<p>Elaine Allegretti</p>	<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 will provide £25k over two years as match funding for the investment. The pilot will begin in January 2020.</p>
<p>Educational Attainment and School Improvement</p>		
<p>Develop a new Education and Participation Strategy.</p>	<p>Elaine Allegretti</p>	<p>The Education & Participation Strategy for 2018-22 was approved by Cabinet on 13 November 2018 and is now published. The strategy was developed in partnership with schools, Barking and Dagenham School Improvement Partnership (BDSIP), Barking and Dagenham College and CU London. 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 2019 Education Annual Performance report to Cabinet sets out progress over the first year of the strategy.</p>

Key Accountability	Strategic Director	Quarter 3 2019/20 Update												
Publish a new Special Educational Needs and Disability (SEND) Strategy 2019-2022.	Elaine Allegretti	<p>Development of the new Special Educational Needs and/or Disabilities (SEND) and Inclusion Strategy is being discussed. It remains in its early stages while recommendations from the 'All Age Disability Review' are considered. Several workstreams are underway to inform next steps including a review of Additional Resourced Provisions (ARPs), further work with health and better understanding what 'good' looks like for children, their families and their outcomes.</p> <p>The SEND Strategic Leadership Group has been reconstituted with a new Terms of Reference and is now chaired by the DCS.</p>												
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 – January 2020 Update' has been considered in the context of the Borough Manifesto's aspirations to raise the number of homes in the borough. Work has been undertaken to analyse the impact on demand for education places to support the future growth of the borough. The 41,000 new homes planned for 2034/35, which are on top of those already in construction, could generate a further 45,580 young people, based on historical data and once the developments are completed. This would be broken down as follows:</p> <table border="0" data-bbox="974 837 1411 1077"> <thead> <tr> <th>Provision</th> <th>Pupils no.</th> </tr> </thead> <tbody> <tr> <td>Pre-School</td> <td>10,910</td> </tr> <tr> <td>Primary</td> <td>19,091</td> </tr> <tr> <td>Secondary</td> <td>13,637</td> </tr> <tr> <td>6th Form</td> <td>1,942</td> </tr> <tr> <td>Total</td> <td>45,580</td> </tr> </tbody> </table> <p>To facilitate the numbers of pupils anticipated through the growth, there would need to be significant investment in new school places. At this stage it is difficult to forecast where the burden of cost will fall. This inevitably relates back to central government policy. Further, there will be a rise in revenue implications across the whole range of provision and, for pupils who need support to get to school, there are some specific additional transport-related costs. These increases will also need to be considered in relation to other Children's Services including for children in social care and children with health needs. The number of new schools and costs are estimated as follows:</p>	Provision	Pupils no.	Pre-School	10,910	Primary	19,091	Secondary	13,637	6 th Form	1,942	Total	45,580
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		<p>Pre School Nursery - 22 new pre-school nursery provision at a cost overall of £27m.</p> <p>Primary Schools - 4 new schools at a total cost of £147m and up to 17 further schools at additional costs of £178.5m.</p> <p>Secondary Schools - 6 new schools at a total cost of £252m and up to a further 4 schools at an additional cost of £160m.</p> <p>Special Schools - 2 new schools at a cost of £60m.</p> <p>The total initial cost for schools and pre-school provision would be £486m, rising to £824.5m, subject to clarification about housing type and tenure. These figures exclude land costs. As Major Housing schemes come forward these will be considered as part of the Council's response to providing community facilities to meet the need.</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 which is tasked to build participation and incorporate feedback of children into the development of Care and Support. 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 Members' Corporate Parenting Group (MCPG) with approval given. The PSW supporting its introduction.</p> <p>The PSW is also leading on a piece of work with the Digital Team around 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 are now in place – for ages 7-14 and 14+. The Virtual School has secured participation in the Jack Petchey Awards Scheme, with Skittlz leading on allocating the awards. Skittlz 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 Looked After Children survey.</p>

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		<p>The 2020 BAD Youth Forum is to be elected in January 2020 with an anticipated 8000+ votes cast. All but one secondary school is represented. The 2019 Forum is finishing a variety of pieces of work, such as giving their views on the introduction of Relationships and Sex Education and inspecting the School Nursing service (following a survey conducted by the Forum with 855 responses). The outgoing Young Mayor has raised £2.5k for his chose charity, Sane, through social action.</p> <p>Public Health's school survey is complete with over 3000 responses alongside a survey from Healthy Schools, with results being disseminated this term to inform borough commissioning priorities.</p> <p>The issue of contextual safeguarding was explored by 10 schools at a Young People's Safety Summit in November 2019, with intelligence around safe and unsafe spaces in schools shared with schools and key partners which continues to be used. A primary summit is planned.</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 the child's voice at all levels of practice and at a strategic level remains a local priority. As a result, this will form a key plank of new multi-agency safeguarding arrangements for the local Safeguarding Board. This 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 the family's voice and advocacy.</p>
Employment, Skills and Aspiration		
Develop the Job Shop and Adult College new work and skills offer.	Mark Fowler	Over the first half of the year we have reshaped working across our adult college and job shop. This has resulted in pathways and closer working across both areas. In Q3 we have seen improving performance in both areas an example of which is a 15% increase in the number of residents we have helped into work.
Develop a new Locality Strategy for Community Solutions, to maximise the use of assets and shape an integrated local offer.	Mark Fowler	In Q1 we launched our first community hub at Marksgate, which included the expansion of our healthy lifestyle work and mobile employment offer. In Q3 we have launched further community supermarkets in Marksgate and with the Osborne partnership in Albion. Plans have also progressed on our new health hub offer at

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		Parsloes park.
Work collaboratively with partners to develop a Barking and Dagenham Employment Framework.	Graeme Cook	A paper on the strategic framework for work and skills (or employment framework) has been agreed with ComSol. This was discussed at the ComSol board and Portfolio meetings in November, and used to inform the Inclusive Growth Strategy and ComSol draft mandate documents. A follow up paper was also discussed at the December board meeting on the challenges in meeting aims to increase employment outcomes for Care and Support clients. This is due to be discussed with colleagues in adult services in Q1 2020.
Agree a strategic and practical level approach to business and employer engagement.	Graeme Cook	We launched a new Business Forum in Q1 2019, with quarterly events, a database and newsletter to better engage local businesses, supported by a steering group of local business leaders. So far three events have taken place, with a further one planned for February 2020 that will launch a new Growth and Improvement pilot we have developed with the BEC. We will conduct a survey to better understand how we can help businesses to grow and improve in 2020 (delayed due to the general election). We have recruited an officer to lead on work engaging with and supporting businesses in the inclusive growth team.
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 Q3 we have seen increased levels of performance.
Hold a series of events to promote employment opportunities to local residents.	Mark Fowler	We held 8 job fairs up to the end of Q3, with a further 2 planned in quarter 4. 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</p>

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		conclude in October 2019 with the findings if required reflected, in the medium-term financial strategy.
Regeneration and Social Housing		
Deliver the Be First regeneration and housing pipeline.	Graeme Cooke	Be First is making strong progress in accelerating the pace and scale of regeneration in the borough. 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 have updated the long-term housing trajectory as part of producing a draft Local Plan (which is now out for public consultation). 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 is now fully in operation, along with the new Managing Director. The Reside business plan has been approved by cabinet, in response to a commissioning mandate from the council.
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 were 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 has approved a revised housing allocations policy, which will be implemented in the Spring. A key aim of these changes is to make it easier for local

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		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 part of long-term stock investment and improvement plans.
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 is now being used to inform the long-term stock investment programme for council homes. The insights from this work will inform the annual update to the 30-year HRA business plan, to be approved by Cabinet in February 2020. A series of further, more specialist asset reviews are underway (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.
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 is now 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.
Finance, Performance and Core Services		
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 and the development of a new performance framework for the new year.

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Develop a clear Medium-Term Financial Strategy (MTFS) and robust budget monitoring.	Claire Symonds	Budget update presented to the December Cabinet setting out the challenges for the coming year and the basis for public consultation on increasing the Council Tax next year.
Review and monitor the Investment and Acquisition Strategy.	Claire Symonds	A refreshed IAS was agreed by Cabinet which includes new classes of investment.
Deliver excellent customer services.	Claire Symonds	Call reduction to the contact centre is also being demonstrated and work continues to improve the website. Significant amount of work now being undertaken to ensure smooth transfer of Contact Centre to the Council in February.
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 to the council of the first tranche of services with are Customer Contact and Procurement. Work is also being undertaken on the new blueprints for services within the core; including Commercial, Finance and HR.