

Key Task	Strategic Director	Progress at Quarter 1
Community Leadership and Engagement		
1. Through extensive consultation develop a Borough Manifesto setting out a vision for Barking and Dagenham in 2035	Jonathan Bunt	A Borough Manifesto consultation plan has been developed setting out the approach to consultation and how all the protected groups will be engaged. The consultation questions have been drafted and are currently in the process of being signed off. The consultation will have a different look and feel to traditional Council consultations and will make use of a range of methods to engage as widely as possible. The consultation will commence in August and will run until 31 st October, with a conference held in November providing feedback to stakeholders. The strategy team will be attending the one borough show on 30 th July to ensure the summer festivals are used as an opportunity to get residents engaged in the Borough Manifesto consultation.
2. Create a single programme of events for the Council and community showcasing the best of the borough	John East	A single calendar of events is being prepared, with an initial draft of all events (whether Council supported or not) currently being sense-checked. Once this has been finalised prioritisation of events and budget can happen corporately with a final calendar for 2017/18 agreed.
3. Revitalise the Council's approach to engagement and consultation	Jonathan Bunt	A consultation report was recently taken to CSG which proposed to revitalise the Council's approach to consultation. Guidance will now be issued to all staff around consultation. A forward plan of all consultation will also be developed in order to ensure consultation is managed effectively and that the corporate consultation function is able to provide support for consultations in a planned manner.
4. Develop new partnership arrangements for the borough	Jonathan Bunt	<p>An initial partnership meeting with held on 6th June chaired by the CE. This was used as an opportunity to discuss the A2020 proposals, the Borough Manifesto and future partnership arrangements. The meeting was welcomed by partners who expressed an interest in playing their part.</p> <p>Meetings have been arranged with individual partners to discuss future partnership arrangements. The outcome of these meetings will be a draft terms of reference and plan for the future partnership structure. A further meeting is scheduled for</p>

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		September with partners at which the CE will discuss partnership arrangements in more detail.
5. Develop plans for a reinvigorated community and voluntary sector	Jonathan Bunt	Work to date has focused on two main strands, one developing options for Crowd Funding, the other working to with partners to develop new models for community participation. Papers will be brought to Cabinet in the autumn for decisions on both.
6. Publish and implement a new Heritage Strategy	John East	Achieved. Adopted by Cabinet (28/06/16).
7. Take forward proposals for the reinvigoration of Abbey Green and the development of an East London Heritage Museum	John East	<p>A stage one Heritage Lottery Fund application is being developed in partnership with St. Margaret's Church. Expected submission date: January 2017.</p> <p>A project enquiry form has been submitted to the Heritage Lottery Fund about the East London Industrial Heritage Museum, which has been received favourably. This is the outline stage of their funding process.</p> <p>Now that ownership of the site has been confirmed discussions can start on taking this project forward, which will require additional resources to provide the necessary capacity and technical skills to produce an indicative design and construction cost plan and outline business case.</p>
Equalities and Cohesion		
8. Publish an Equality Strategy for the borough that seeks to support and celebrate our diverse borough	Jonathan Bunt	A plan has been developed setting out the approach to the development of the Equality and Diversity Strategy. The development process will commence in August and will include consultation with key stakeholders. The strategy will be signed off In January 2017 and will set out the organisational approach to equality and diversity. The portfolio holder will be involved via the portfolio holder meetings.
9. Promote and embed the Gender Equality Charter and Women's Empowerment Month	Jonathan Bunt	The Cabinet Member for Equality and Cohesion has been actively promoting the Gender Equality Charter in her introductory meetings with stakeholders and has been encouraging organisations to sign the charter.

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		Women's Empowerment Month has been embedded into the Council's events programme. A meeting has been set up with the portfolio holder and the events team in September in order to start planning for WEM 2017 earlier this year.
10. Ensure Members and staff are appropriately trained in equalities issues	Jonathan Bunt	Member training is currently being arranged for all Members. It is expected that all Members will have been offered the training before the end of the year. Staff training modules on i-learn are being revised and will be made mandatory for all staff to complete. Reports will be run for Directors so that completion rates amongst staff can be monitored.
11. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative	Jonathan Bunt	The 'Donate a Flag' initiative will encourage communities to donate a flag for the Council to fly on a day of significance/ celebration for their community. The policy will help celebrate the diversity within the borough. The top 12 nationalities all of which have over 1,000 residents in the borough have been identified. A letter has been drafted to send out to representatives from these communities. Work is currently underway to identify community representatives for each of these 12 nationalities to whom the letter will be sent.
12. Develop a programme to make the Council an exemplar equalities employer	Jonathan Bunt	The Council's Equality and Diversity policy will ensure the Council is an exemplar in our approach to E&D. In addition to this we will ensure our equality in employment policy continues to demonstrate that the Council is a fair employer and leads by example in championing equalities.
Enforcement and Community Safety		
13. Consult on and publish a borough-wide parking strategy	Claire Symonds	<ul style="list-style-type: none"> • A Draft Parking Strategy for consultation has been created and has been discussed at CSG, Policy Forum and Labour Group and is to be presented to Cabinet on 19th July (for approval to consult the public). • A public consultation will then take place closing on 1st September.
14. Create a new self-funding Enforcement Service using data and insight to target interventions and maximise impact (subject to public consultation)	Claire Symonds	<ul style="list-style-type: none"> • A new Enforcement Structure has been consulted on and is in the process of implementation. This will create the foundation on which a new self-funding Enforcement Service will be built.

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15. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords	Claire Symonds	<ul style="list-style-type: none"> • This will all be monitored by a new Business Improvement Team (post July). • A Business Case will be developed by the end of this year (December) to investigate the options available to the Council for this scheme going forward.
16. Progress the Civic Pride agenda through a series of behavioural change campaigns	Jonathan Bunt	Work has commenced on a strategic campaigns schedule for the year. Consultation with staff has begun on the restructuring of the communications service to ensure more of a focus on campaigns.
Environment and Street Scene		
17. Publish a new Waste Strategy and review the refuse service to meet strategic aims including a waste reduction campaign that seeks to increase Reduce, Reuse, Recycling awareness	Claire Symonds	<ul style="list-style-type: none"> • The new Waste Strategy has been through CSG and Policy Forum. • A light touch consultation will take place over the summer before going to Cabinet on 20th September for approval to implement. • Focus groups are being planned to engage the public. This opportunity will also be used to try to understand the borough's behaviour towards waste disposal.
18. Develop a street and open space cleanliness and community pride campaign that improves civic pride and resident's perceptions of the borough	Claire Symonds / Jonathan Bunt	<ul style="list-style-type: none"> • A communications plan has been developed with the Service and Communications Team. • Schools have been engaged to take part in a competition to create the campaign logo/brand.
19. Develop a needs based targeted approach to street and open space cleanliness	Claire Symonds	<ul style="list-style-type: none"> • A restructure is being designed to appoint the management required to drive this change.
20. Establish a Highways Improvement Strategy and funded programme with the intention of improving conditions and perceptions of the quality of roads and pavements	Claire Symonds	<ul style="list-style-type: none"> • Procurement of new highway contract progressing.
21. Implement a programme of work to reduce street clutter	Claire Symonds	<ul style="list-style-type: none"> • Work has not started on this initiative as yet.

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Educational attainment and school improvement		
<p>22. Seek to ensure all young people are in education, employment or training</p>	<p>Anne Bristow / John East</p>	<p>Reducing the number of young people who are NEET or unknown ensuring there is sufficient focus on those young people who are looked after. Bringing together resources and influences of the Council and its partners to support this work.</p> <ul style="list-style-type: none"> • Good progress in reducing unknowns through improved tracking. • NEET indicator remains a major challenge and has risen since the same point last year by almost 1% (+66 young people). About half of the rise are young people previously unknown. • One of the 5 A2020 work streams is raising participation. ISOS Partnership is engaged to support. A first workshop took place on 14 July involving colleagues from Youth Services, Troubled Families, Parent Support Advisers and key priority actions are being shaped for the end of September. First milestone it to reduce by 80 to get to East London average. NB Indicator changes from September to measure combined NEET/Unknown – only Y12/Y13. <p>Improving links with businesses and industry. Quarterly meetings with East London Business Alliance (ELBA) set up from May 2016.</p> <p>Participation Plan developed, which sets out key actions to drive up young people’s participation in Education, Employment and Training across 4 key objectives. Plan governed by 14-19 Partnership and LBBD NEET Board.</p> <p>Providers’ Directory developed and published on the Council’s website which provides a summary of training providers for young people. Directory supported by a very active Providers’ Forum that meets quarterly. In house team of trackers and NEET advisers identify, support and refer young people, with number of ‘Unknown’ young people falling dramatically. Extra support provided around GCSE and A-Level results days to support progression. Intended Destination data collected for 98% of Year 11 cohort and used to support smooth transition into College and Apprenticeships.</p> <p>Successful bidders for 8 European Social Fund youth participation contracts announced, which will see £10,000s in extra investment in the borough to prevent young people becoming NEET and support those who are. LBBD engaged and working with all providers of ESF.</p>

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		<p>In house work experience and independent careers advice/ Aim Higher [Education] service purchased by vast majority of borough secondary schools. 2300 work experience placements provided annually, plus a full range of career events and insight days provided alongside a range of Aim Higher activities in partnership with H.E. and specific sectors. LBBD and Barking and Dagenham College successful in a Careers Cluster bid, which will link clusters of businesses with schools to support curriculum delivery and work-related learning.</p>
<p>23. Work with partners (particularly schools) to get more young people to go on to study at 18 and ensure all young people achieve good GCSE and 'A' Level results.</p>	<p>Anne Bristow</p>	<p>Developing In conjunction with the Cabinet Member for Economic and Social Development work to further and higher education partnerships so that more young people go on to study at 18.</p> <ul style="list-style-type: none"> • This is an A2020 work stream. ISOS workshop held in June – key point LBBD students are performing about national and within 1% of inner London on overall entries to HE. The gap widens for top third. Key actions are being shaped for the end of September. • 2015/16 – 6th Form performance was a priority and Cllr Carpenter visited all 6th Forms. • Strengthening local FE/HE partnership – Cllr Carpenter visits to B&D College 9 June ; UEL 21 July. Coventry meeting to be arranged. <p>Working with schools and Post 16 providers to accelerate attainment by 11, 16 and 18</p> <ul style="list-style-type: none"> • Maths Inspiration programme 2015/16 – secondary maths Council-led programme – to address key weaknesses in GCSE performance. Phase 1 report and awards July 2016 – attended and presented by Cllr Carpenter. • Priority actions for Phase 2 – 2016/17 agreed. <p>Review the way in which performance data is used, to ensure it is used effectively with all year groups improving the identification of underperformance and the enabling effective challenge (Ofsted 2014 report).</p> <ul style="list-style-type: none"> • Problematic introduction of new primary testing regimes and removal of levels has caused much concern over the past year. 2016 outcomes broadly strong against national and London.

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		<ul style="list-style-type: none"> • Focus on School Improvement has to be on supporting Teaching Schools to lead this work. Warren Junior Teaching School commissioned by Education Improvement Board to review performance in primary tests and assessments September 2016. NB Reading focus to continue.
<p>24. Create 500 new school places for September 2016 and 300 for September 2017</p>	<p>Anne Bristow</p>	<p>Leading the campaign for capital funding for school and early education places and ensure that sufficient places are provided for nursery, primary, secondary and special.</p> <p>2015/16 – DCS and Cllr Carpenter – joint lobbying through respective channels. Capital programme shows on course to secure the £45-40 million per year required for school places. Cllr Carpenter – correspondence with Lord Nash/Jon Cruddas – two potential visits – DfE and EFA.</p> <p>Lobbying with London Councils for a national funding formula which does not disadvantage London and jeopardise the success of London schools.</p> <ul style="list-style-type: none"> • DCS and Cllr Carpenter led campaigning through respective channels – signs are that government is finding issue of schools’ funding very tricky. Phase 2 of consultation not yet released – indications of delay until 2018. • NB Overall funding almost certain to reduce – risks to LA centrally retained particularly Advisory Teachers, CMS and Trewern to be worked through.
<p>25. Work with schools to improve teacher recruitment and retention</p>	<p>Anne Bristow</p>	<p>This is the biggest concern for headteachers. A2020 work stream in conjunction with Social Care is being developed.</p>
<p>26. Ensure a focus on the needs of vulnerable children in all areas of education including those with Special Educational Needs (SEN) and those looked after</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> • New SEND Strategy launched – driving key actions. • Framework document for every school ensures that the key aspects of the SEND Code of Practice are being carried out effectively (95% schools have their Framework in document in place) • Tracking and monitoring of progress of SEND pupils shows that 88% of schools can demonstrate that their SEND pupils make expected or better than expected progress. • Looked After Children Education <ul style="list-style-type: none"> ○ Virtual School has visited all Year 5 students and done a work scrutiny to ensure

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		<p>that they are making at least expected progress and to support with transition to most appropriate secondary school.</p> <ul style="list-style-type: none"> ○ Additional temporary resources in place to focus on preventing and reducing fixed term exclusions of Looked After Children.
<p>27. Ensure every child attends a ‘good’ or ‘outstanding’ school, focusing on the schools that are currently ‘requires improvement’</p>	<p>Anne Bristow</p>	<p>Ensure continued improvement in the proportion of good and outstanding early year’s settings and schools with the London standard as the first milestone.</p> <ul style="list-style-type: none"> ● 104 childminders with a graded Ofsted judgment, 95% are graded good or above (31 inspected 2015/16). ● 52 active early years settings, 92% of which are graded good or above by Ofsted (17 inspected 2015/16). ● There are no inadequate settings, the two that were previously have been re-inspected and one moved to good and the other to requires improvement in May/June 2016. <p>Exert greater challenge to schools which are carrying forward significant financial balances to ensure that delegated resources reach pupils and that efforts to support school improvement are maximised (Ofsted 2014 report).</p> <ul style="list-style-type: none"> ● Schools in financial difficulty sub group of the Schools’ Forum have reviewed TOR to incorporate scrutiny of schools with substantial balances. End of year balances are reported to Forum. ● This work with Schools’ Forum reinforces the point made by HMI. However, reduced funding to schools means for some balances are being eroded and move to national funding formula bypassing the Council for schools’ funding will remove any remaining levers. <p>Work with Senior Officers, Headteachers, Governing Bodies and other partners on a local solution to the direction for all schools to become academies by 2020/22</p> <ul style="list-style-type: none"> ● Initial Road Map agreed with heads. ● Autumn term briefings including Governors’ Conference (September) and Director’s item on Autumn Term GBs. <p>Ensure that the local solution maintains the family of schools and partnership with</p>

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		<p>the Council and that is supports schools to continue to improve outcomes for children and young people.</p> <ul style="list-style-type: none"> • Plans under way for school-led school improvement company • Consultations September to December 2016 – CSG, Cabinet, Headteachers and Governing Bodies • Formal agreement Feb/March 2017
Economic and Social Development		
<p>28. Bring forward and consult on proposals to establish a Community Solutions service solving the root cause of demand, not servicing the symptom (subject to public consultation)</p>	<p>Anne Bristow</p>	<p>The Target Operating Model (TOM) for Community Solutions incorporates Troubled Families and the Design Group is considering which components of Community Solutions would be suitable to adopt a similar approach to the Troubled Families Programme. Troubled Families in current form will be incorporated into Community Solutions.</p> <p>Working with partners to support and further develop the Band Together Routemaster scheme.</p> <p>Community Resources will continue to promote and develop Routemaster in the next six months to: Schools; Midwives; Health workers; Doctors surgeries and medical centres. Community Resources have also been having conversations with Health partners to see how they can work together to integrate some of the local health services with Routemaster.</p> <p>In addition a rolling programme of provider engagement means that all providers listed on the Routemaster receive a call once a month with the offer of a visit. About 75% of all calls are successful straight off (i.e. getting to the right person) and so far Community Resources have now met with nearly 70% of providers face-to-face. The pathways are continually being developed as feedback and comments from users are received. 15 new providers have been added after they have been through an assessment process.</p>
<p>29. Ensure that the troubled families approach is successfully embedded to provide holistic and preventative solutions</p>	<p>Anne Bristow</p>	<p>The Target Operating Model (TOM) for Community Solutions incorporates Troubled Families and the Design Group is considering which components of Community Solutions would be suitable to adopt a similar approach to the Troubled Families</p>

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		Programme. Troubled Families in current form will be incorporated into Community Solutions.
30. Develop and implement an Employment and Skills Strategy	John East / Anne Bristow	<p>Reduce the proportion of adults with no qualifications aiming to get London average or below.</p> <ul style="list-style-type: none"> • Adult College qualification achievement rates 19+ 14/15 for Entry & Level 1 are 90.4% compared to national 88%. • Number of qualifications achieved by adult college learners in 14/15 at Entry level ,1651 • Number of qualifications achieved by adult college learners in 14/15 at Level 1, 506 • 87% of the adult college’s learners are resident in LBBD <p>Increase the proportion of adults with Level 2 & 3 qualifications aiming to get to the London average or above Increase employment rate for people of working age aiming at or below the London average by 2030.</p> <ul style="list-style-type: none"> • Adult College qualification achievement rate 19+ 14/15 for Level 2 is 79.8% compared to national 86% and for Level 3 is 88.3% compared to national 82.9%. • Number of qualifications achieved by adult college learners in 14/15 at Level 2, 348 • Number of qualifications achieved by adult college learners in 14/15 at Level 3 , 40 • 87% of the adult college’s learners are resident in LBBD <p>Ensure an effective, action focused local Employability Partnership is in place.</p> <ul style="list-style-type: none"> • Adult college is an active partner in the group. <p>Work with sub regional partners to ensure outcomes of the Area Skills Review and the Adult and Community Learning Review maximise curriculum and access opportunities for Barking & Dagenham residents.</p> <p>The pan London review of ACL is underway and will have its final steering group meeting at the end of September .Review report and recommendations is expected end October/ November 2016.</p>

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		<p>Ensure that an effective advice, guidance and job brokerage service is available to support residents into and in work. Job shop based at the Adult College since December 15. Adult college has Matrix standard for IAG. Delivery programme of short employability courses for the unemployed under the banner 'Works for You' includes; GOALS- motivation and orientation, CV writing, interview techniques, digital skills, self employment and introductions to vocational areas such as care & finance.</p> <p>Develop schemes to increase the availability and take-up of apprenticeships for residents of the Borough, including within the Council. Being pursued as part of the 'pilots' for service migration options for ComSol</p> <p>Develop strong relationship with Coventry University to ensure they play a key role in improving skills. Positive relations established with schools – CUC have met headteachers. Plans are in hand to speak to 6th Formers in all schools September 2016. Steering Group proposed to oversee partnership development.</p> <p>Outline discussions planned to take place with key partners on Barking & Dagenham Employability Partnership. Officers feeding into Area Review of FE Skills Provision – Chaired by the Leader – and co-commissioning of the Work & Health Programme.</p>
31. Develop and implement a new Customer Access Strategy	Claire Symonds	A Draft Customer Access Strategy has been developed and been presented to the Customer Information Board. The Strategy will go back to Customer Information Board and CSG in August ahead of Cabinet in September (for approval to implement).
Social Care and Health Integration		
32. Develop joined up initiatives to deliver additional support to vulnerable residents during periods of severe weather	Anne Bristow	Heat wave plan up to date & tested in recent hot weather. Out in the Cold to be up to date by August 2016.

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<p>33. Bring forward transformation proposals for children and adults social care, disability services (subject to public consultation)</p>	<p>Anne Bristow</p>	<p>Developing a single disability service. TOM in development, to meet the required timeline of September 2016, links being clearly made to Adults' and Children's redesign work streams. Decision established to pursue a model of 0-65 service, with clear decision point at 65 as to whether individuals continue to be worked with by the service, or their presenting needs would make older people's services a more effective option.</p> <p>Reshaping adult social care services to increase the options for self service and independence. TOM in development, to meet the required timeline of September 2016. Initial savings options as part of incremental transformation currently being implemented. Key cluster/locality restructure to be initiated in September 2016.</p> <p>Redesigning Children's social care maximizing options for efficiency whilst improving outcomes for children and young people. The Target Operating Model (TOM) and Full Business Case are being developed for the 31 August 2016 and 30 September 2016 respectively in accordance with A2020 programme timescales. At this stage four possible options for the future TOM have been developed and work is now underway to rationalise these to leave the preferred option.</p>
<p>34. In redesigning children's social care ensure new arrangements deliver improved outcomes for children and young people whilst delivering a balanced budget through initiatives such as improving the recruitment and retention of social workers.</p>	<p>Anne Bristow</p>	<p>Introduce a new Electronic Social Care Recording System to support effective decision-making and reduce transactional costs. A specification and Invitation to Tender has been developed and these will be published on the 25 July 2016. The procurement exercise will run until September 2016 whereby a contract will be awarded to the successful supplier (assuming a suitable option is identified – there is no reason to suspect at this stage that a suitable supplier will not be identified). Planning for the implementation phase (from October onwards) is now underway and the current timeline sets the 'go live' date at Summer 2017.</p> <p>Remodel transport services for children and young people to deliver the required budget savings in a personalized and non stigmatizing way.</p>

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		<p>A Full Business Case is currently being worked up to allow an informed decision to be taken concerning the best option. This is being done partly in conjunction with the London Borough of Havering who has expressed an interest in delivering this service on behalf of, or in partnership with, LBBD.</p> <p>Improve recruitment and retention of social workers to drive out costs. Following the end of the Penna Contract in March/April 2016, the recruitment of social workers has returned in house. An interim recruitment and retention officer took up post in May 2016. Recruitment activities are underway and in Quarter 1 have resulted in a number of job offers with 4 new permanent staff taking up post in August 2016. This is already a more successful outcome than Penna.</p> <p>The recruitment strategy is being reviewed and will be presented to Corporate Strategy Group in the Autumn. The recruitment of social workers is monitored through the SAFE Programme Board.</p> <p>Bring the children's social care budget back in line with available funding. This is an ongoing exercise as the SAFE Programme. Savings to date have been identified – and some cases achieved – though there remains a funding gap. Work is underway to 'bridge' this gap and a report is scheduled to be submitted to Portfolio Briefing in September to give a precise position statement.</p>
35. Ensure that a range of accommodation options are available to support the delivery of day care	Anne Bristow	<p>Move on accommodation for those leaving hospitals particularly those with mental health problems. Plan in place to ensure that a clearer view of volume of independent living options needed for vulnerable groups can inform strategic planning activities. New mental health strategy ready for agreement, which sets context for development of services. Reviews of current schemes completed and levels of need documented. Attempts have stalled to establish a new independent supported living scheme due to planning constraints.</p> <p>Independent living solutions for people with learning disabilities. Plan in place to ensure that a clearer view of volume of independent living options</p>

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		<p>needed for vulnerable groups can inform strategic planning activities.</p> <p>A range of accommodation types for older people. Plan in place to ensure that a clearer view of volume of independent living options needed for vulnerable groups can inform strategic planning activities. Extra Care & Sheltered Housing review completed. Work underway to establish strategy for future services. Expected to go to Cabinet in October 2016, to then follow with specific service proposals for both commissioned and in-house services.</p> <p>Homes for young people leaving care. A Briefing Paper on this is scheduled to be presented to Portfolio Briefing in August 2016. Work is underway to map the housing needs of vulnerable children and young people (including those leaving care) to underpin a Business Case (and possible Procurement Strategy) to be considered by Cabinet in November 2016. This work incorporates a number of the strands (looking at many vulnerable groups, not just Care Leavers) and is also considering future demand and how best the Council may secure – and procure – suitable accommodation in future.</p>
<p>36. Implement the recommendations of the Youth Justice Board (YJB) and Her Majesty Inspector of Prisons (HMIP) inspection with regard to the Youth Offending Service</p>	<p>Anne Bristow</p>	<p>The Youth Offending Service has completed the annual youth justice plan which incorporates improvements and developments needed to address the recommendations highlighted in the HMIP inspection report and YJB audits. This plan will be monitored and updated on a quarterly basis by the YOS COG.</p> <p>Developments are ongoing within the service and changes in the management oversight and monitoring have created a system that is now more responsive and able to identify any areas of concern within practice. There are still some staff that are resistant to changes and these are being managed through the appropriate HR processes.</p> <p>Stronger oversight and management ensures that the service is able to respond quickly and effectively to any issues of risk or safeguarding that may arise for a young person due to any changes in offending or circumstances.</p>

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		<p>The YOS remains involved in the partnership approach to youth violence within the borough and the development of prevention programmes with young people who come to the service on an out of court disposal are underway to tackle these issues at an earlier stage.</p> <p>A further audit by the YJB is expected in the autumn to assess the developments made and ensure that this is reflected in the case files.</p>
<p>37. Ensure that there is an organisational focus on safeguarding vulnerable adults and children and young people through appropriate governance, an updated Domestic and Sexual Violence Strategy and a focus on child sexual exploitation</p>	<p>Anne Bristow</p>	<p>Maintain a focus on Child Sexual exploitation to minimize its prevalence in the borough.</p> <p>CSE is a key priority of Barking & Dagenham council supported by the LSCB partnership. The LSCB has a multi agency strategic group that has oversight of the CSE strategy and action plan which is currently being re-drafted. These key documents are based upon requirements set out in Working Together to Safeguard Children - 2015, Safeguarding Children and Young People from Sexual Exploitation – 2009 and the London CSE Operating Protocol – 2015. Together they provide the framework for Barking & Dagenham partnerships to:</p> <ul style="list-style-type: none"> • Understand the prevalence of CSE locally • Implement robust co-ordinated responses to protect children at risk of CSE • Evidence that interventions are making a positive difference • <p>A full report “Progress and Update on Child Sexual Exploitation” is available upon request.</p>
<p>38. Ensure the public health grant is effectively targeted to improve health outcomes and implement a range of behavioural change campaigns to help tackle issues such as obesity, smoking, substance misuse, teen pregnancy and low take up of vaccinations.</p>	<p>Anne Bristow</p>	<p>Tackling the social determinants of poor health is as vital as focusing on the presenting health problems and as such the Public Health Grant in Barking & Dagenham is strongly focused on working across all areas of provision including Adult Social Care, Leisure Services, Children & Young People’s Services, Housing & Resettlement, Education and Transport & Regeneration to deliver a range of preventative interventions that improve population health in the borough and build individual and community resilience, thereby reducing demand on other services.</p>

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		<p>As such, recent collaborative work has been undertaken by Public Health to ensure that internally and externally commissioned services are effective in tackling the major health issues locally such as smoking; obesity; substance-misuse; teen pregnancy and low take up of vaccinations.</p> <p>This has included developing new outcome based specifications for most 'in-house' services and working with external providers to agree new targeted KPI's. This is being backed up through regular monitoring of services to ensure that issues of underperformance are addressed as they arise and through a review of all Public Health Services which is planned for the next few months to ensure that all services are properly targeted and effective at meeting the borough's priorities.</p> <p>Ensure B&D residents are enabled to benefit from vaccines that avoid preventable diseases.</p> <p>Public Health England (PHE) sent a letter to all London schools for onward cascade to parents highlighting the outbreak and the importance of vaccinating against measles as an attempt to increase the uptake of MMR vaccinations. NHS England has also been running an MMR vaccination catch up programme, specifically targeting 10 – 16 year olds who have not completed their MMR vaccinations. This is the population most likely to be unimmunised due to the concern over the vaccine being linked to autism in the late 1990's and early 2000's. Therefore GPs have been asked to specifically target this cohort.</p> <p>NHS England is preparing a London-wide campaign to promote the MMR vaccinations, with plans to engage with local communications teams.</p> <p><u>Pertussis vaccinations for pregnant women (whooping cough)</u></p> <p>NHS England and Public Health England staff attended the annual training days for BHRUT midwives in April and May 2016, to give them a one-hour session on the pertussis and flu vaccinations, and to explain the epidemiology of the infection. This was to support midwives when advising their patients to have their vaccinations. Additionally, to improve access to vaccinations for pregnant women, NHS England is in discussions with the Heads of Midwifery at BHRUT for the delivery of both flu and pertussis vaccinations to their pregnant women. This is to complement the GP</p>

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		<p>delivery programme so that pregnant women will be able to choose where they receive their vaccinations.</p> <p>BCG vaccinations In 2015 there was a shortage of Public Health England’s (PHE) centrally supplied BCG vaccine manufactured by the Staten’s Serum Institute (SSI), with ordering of the vaccine suspended for several months. The local programme has been effected and a backlog is currently being worked through by the North East London NHS Foundation Trust (NELFT). The current backlog to be immunised is 2556 infants. NELFT as a high volume provider are likely to see large numbers of high-risk infants will be prioritised, although ordering will be capped at one pack per account per fortnight. To optimise use of this limited stock of BCG vaccine, NHS England (London) strongly encourages NELFT to plan clinics accordingly so that infants at highest-risk of developing severe disease and/or exposure to TB infection are immunised first. High-risk infants should be immunised according to NHS England’s (London) optimisation programme.</p> <p>Obesity Work on delivering effective interventions and fostering behavioural change is both ongoing and continuing to be developed to tackle the issues highlighted:</p> <p>With regard to obesity, the LBBD Healthy Weight Alliance is currently finalising a new Healthy Weight Strategy which is due to be considered by the Health & Wellbeing Board in September. The strategy contains 4 key objectives:</p> <ul style="list-style-type: none"> • Enable families and individuals to take responsibility for achieving and maintaining a healthy weight • Make an active lifestyle and healthy eating the easier choice • Address causes that put particular groups of families and individuals at a greater risk of obesity • Ensure the built and natural environment support families and individuals to be more healthy and active

Key Task	Strategic Director	Progress at Quarter 1
		<p>This is supported by a comprehensive Implementation Plan which is designed to deliver the changes required to achieve these ambitions.</p> <p>Teenage Pregnancy In terms of teenage pregnancy there are a range of interventions in place to drive down the number of under18 teenage pregnancies and abortions. These include: direct work with vulnerable young people through the Integrated Youth Service; school nursing input and focused PHSE work in schools; and ensuring that the C-Card service continues to be offered to as many young people as possible.</p> <p>The impact of this work is reflected in the newly released teenage pregnancy figures for the first quarter of 2015 which, while still of concern, continue to be very encouraging. The latest quarterly rate of 28.6 per 1,000 under 18s is 32.2% down on the same quarter the year before and is the second lowest quarterly rate for at least 4 years. This compares with an 8.8% reduction for England as a whole and a 16.4% reduction in London when comparing Q1 2014 to Q1 2015.</p> <p>Substance misuse The contracts for substance misuse treatment services will expire March 2018. Work has begun on the substance misuse needs assessment which will shape future service design. In order to prevent the next generation of drug and alcohol users more emphasis is required within prevention work. Interventions such as the Hidden Harm project – working with children and young people who have been affected by a parent or carer using substances should be expanded. Similarly, young people who have experienced trauma of some kind such as abuse or violence need appropriate therapeutic interventions to ensure they develop the necessary coping skills.</p> <p>Services have been tasked with reviewing individuals who have been in treatment for longer than a year. Anyone that has been accessing services for this time will be encouraged to complete their treatment if appropriate to do so. Particular focus will be on those individuals who have been prescribed small doses of methadone. They will be given the necessary medical support to reduce their dose and eventually be medication free. As a result more people will be successfully completing treatment</p>

Key Task	Strategic Director	Progress at Quarter 1
		<p>which will improve performance figures and there will be a financial saving against the cost of prescribing.</p> <p>Smoking cessation Smoking cessation work continues to develop and the specialist Tier 3 Service has seen a significant improvement over the past few months in the number of successful quits it is achieving.</p> <p>Smoking prevention work is intrinsic to the current provision but funding is also being released from the smoking cessation budget to develop more preventative interventions specifically targeted towards young people of school age.</p> <p>Smoking is also the single most important modifiable risk factor in pregnancy and we now have 82 midwives delivering the Babyclear programme to help women in the borough stop smoking during pregnancy.</p>
39. Explore the development of an Accountable Care Organisation with health partners	Anne Bristow	A Strategic Outline Case has been produced, and considered by the Democratic & Clinical Oversight Group, responsible for the overall programme. This is being considered alongside the developing Sustainability & Transformation Plan for north east London. Further discussions with senior officers and elected members are scheduled for September and October to strengthen the vision and develop a Memorandum of Understanding to shape the next steps of the programme. Planning continues with the Greater London Authority on the devolution implications of the Barking & Dagenham, Havering and Redbridge proposals alongside the other 'asks' for London. Further formal decisions will be scheduled through the Autumn as the future plans become clearer.
40. Ensure corporate parenting responsibilities are being successfully undertaken	Anne Bristow	<p>Corporate Parenting responsibilities across the council services and with partner agencies are delivered in two ways, firstly through the care planning for individual children in care and secondly through the Member Corporate Parenting Group.</p> <p>The individual statutory care plans for children and young people in care consider all aspects of a child's life, for example, health, education, their safety, and as they</p>

Key Task	Strategic Director	Progress at Quarter 1
		<p>progress into adulthood, their housing and employment needs. These plans are reviewed by Independent Reviewing Officers and data on this performance is reported separately. Through plans the needs of children are identified and services are commissioned as appropriate.</p> <p>The Member Corporate Parenting Group is a well established Member led multi agency group that meets five times a year to discuss best ways to improving outcomes for children in care. The membership of the group includes Members, a director from other than children's services, health, education, a foster carer, social care and children and young people from Skittlez, the Children in Care Council, attend and bring their own issues for discussion as well as contributing to discussions on how best to make improvements. . The May 2016 meeting was cancelled by the Chair.</p> <p>The Children's Select Committee work programme incorporates a number of recommendations made by the Corporate Parenting Group to ensure that they are aware of the work undertaken and are informed by the views of young people.</p>
41. Deliver the Youth Zone for Parsloes Park	John East	<p>Good progress to date.</p> <ul style="list-style-type: none"> • Capital funding has been secured for this project. • Branding for Youth Zone has been agreed • Cabinet approval secured for the terms of the lease and rent subsidy grant • Architects and design team appointed.
42. Ensure the delivery of the Council's transformation programmes (subject to public consultation)	Anne Bristow	See Key Task 24.

Key Task	Lead Officer	Progress at Quarter 1
Finance, Growth and Investment		
<p>43. Implement plans for new homes across the borough including schemes in:</p> <ul style="list-style-type: none"> • Barking Town Centre • Riverside • Chadwell Heath • Ford Stamping Plant 	John East	<p>Barking Riverside application approved by LBBD DCB 27 July now awaiting sign off by Mayor of London BE:HERE 597 homes, Cambridge Road 274 homes and Abbey Industrial Park 118 homes approved. Planning application for Vicarage Field, 850 homes, due wb 8 August Ford Stamping Plant sold to Europa Capital Partners and initial discussion in advance of more formal pre-application meetings with the developer held. Beam Park pre-application planning meetings underway and application expected late 2016 early 2017</p>
<p>44. Ensure the agreement and publication of a new Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments</p>	John East	<p>Strategic Flood Risk Assessment final draft received. Now awaiting Environment Agency approval. Gypsy and Traveller Needs Assessment due to be completed end of August 2016 Allies and Morrison and Verity O’Keefe have been appointed to do the Characterisation Study. This is due for completion October 2016</p>
<p>45. Develop and take forward transport and infrastructure developments to support and drive growth including:</p> <ul style="list-style-type: none"> • the A13 Tunnel • Crossrail • Barking Station upgrade • Barking Riverside links • C2C stopping at Dagenham East • Lower Roding crossing • Thames crossing 	John East	<p>Further work being undertaken by TfL regarding costings for the tunnel and interim arrangements regarding the A13/ Renwick Road area and the Lodge Avenue flyover</p> <p>Crossrail- Crossrail 1 opens in 2019 at Chadwell Heath. The possibility of diverting some trains to Barking and beyond through the Forest Gate Cut will be looked at beyond 2019</p> <p>Crossrail2 -The Managing Director of Crossrail 2 is meeting the Leader shortly. The existing scheme makes provision for an eastern spur which is 15-20 years away Lower Roding crossing- TfL are carrying out studies in conjunction with the Gallions Reach Thames crossing regarding public transport options and routings. TfL favour the most southerly route for the Lower Roding crossing</p>
<p>46. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy</p>	John East	<p>Brief is currently being prepared to engage external consultants to produce such a strategy and this will be brought to members in due course.</p>

Key Task	Lead Officer	Progress at Quarter 1
47. Ensure that the 2016/17 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed	Jonathan Bunt	<p>The quarter one financial monitoring indicates two significant pressures, Children's Social Care and Homelessness, which amount to a significant projected overspend. Both have recovery plans in place which will be monitored by the PMO and the Cabinet Member for Finance, Growth & Investment strongly emphasised this at the July Cabinet meeting.</p> <p>The updated MTFS was agreed by Cabinet on 19/7. This will be considered again by Cabinet later in the year as the transformation programme business cases are developed and further funding announcements are made.</p>
48. Set a balanced budget for 2017/18	Jonathan Bunt	Cabinet agreed an updated MTFS on 19/7 which included a provisional balanced budget for 2017/18 based on projected programme savings and the use of one off funds.
49. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services	Jonathan Bunt	Quarter one monitoring indicated that Council Tax and general income were ahead of stretch targets for 2016/17. Rent collection is slightly behind target though this is also a higher target than performance for the last financial year. Commercialisation work streams moving through the design phase.
50. Develop a new HRA business plan and capital investment programme	Claire Symonds	Nothing to report this quarter