

Key Task	Strategic Director	Progress at Quarter 4 2016/17
<b>Community Leadership and Engagement</b>		
1. Through extensive consultation develop a Borough Manifesto setting out a vision for Barking and Dagenham in 2035	Chris Naylor	<p>The Borough Manifesto consultation received almost 3,000 responses. This represents a marked increase on previous consultations undertaken in the Borough.</p> <p>A partnership conference was held in November at Barking at Dagenham College providing an opportunity to share high level findings from the consultation.</p> <p>Following the conference the strategy and performance team have been developing the manifesto in consultation with relevant officers across the council. The manifesto will set out clear themes, aspirations and targets for the borough to work towards over the next 20-years.</p> <p>Barking and Dagenham Delivery Partnership will be asked to agree the Manifesto in June following which it will be presented to Cabinet in July.</p>
2. Create a single programme of events for the Council and community showcasing the best of the borough	John East	<p>An events calendar has been produced setting out all events that the Council takes part in and these will now be advertised on the Council's 'what's on' calendar. From these the religious events will be identified and taken forward as part of the Religion and Belief Policy. A number of events that will be prioritised corporately have been identified and agreed by corporate strategy group and the portfolio holder for Equalities and Cohesion.</p>
3. Revitalise the Council's approach to engagement and consultation	Chris Naylor	<p>A forward plan has been 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 and the necessary level of quality is maintained.</p>
4. Develop new partnership arrangements for the borough	Chris Naylor	<p>The Barking and Dagenham Delivery Partnership has met on three occasions since Cabinet agreed it's establishment last year.</p> <p>The partnership meets quarterly and is chaired by the Cabinet Member for Community Leadership and Engagement. A key part of the groups work programme will be to oversee the development and delivery of the Borough Manifesto. The next meeting of the partnership is due to take place in June.</p>

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<p>5. Develop plans for a reinvigorated community and voluntary sector</p>	<p>Chris Naylor</p>	<p>Cabinet has agreed to partner with Participatory City to develop Every One Every Day in Barking and Dagenham. This will invest considerable resource into five local centres across the Borough supporting residents to participate in a huge range of activities and seek to change the level of community activity being undertaken. A bid to Big Lottery and Esme Fairbairn has been submitted in February and a further bid has been submitted to City Bridge Trust. The funder's decisions will be from April- June 2017.</p> <p>The Council is progressing a number of initiatives to develop a different model of funding with the community and voluntary sector:</p> <ul style="list-style-type: none"> <li>• The Crowdfunding platform and associated small grants programme is being launched on 5 April 2017. The Platform is being provided by Crowdfunder UK, who also have other match funding pots attached to the platform. This will provide up to £120k of match funding from LBBDD to schemes up to the value of £10k.</li> <li>• Using an incentivised giving model, the Council will be launching a Barking and Dagenham lottery in October 2017. The management of the lottery process will be undertaken by Gatherwell Ltd and the council will provide overall governance. More detailed plans are still being works through, but it is envisaged that income generated from ticket sales for the council will be offered up for community and voluntary groups to bid for in line with specific criteria.</li> </ul>
<p>6. Publish and implement a new Heritage Strategy</p>	<p>John East</p>	<p>Achieved. Adopted by Cabinet (28/06/16).</p>
<p>7. Take forward proposals for the reinvigoration of Abbey Green and the development of an East London Heritage Museum</p>	<p>John East</p>	<p>A stage one Heritage Lottery Fund application is being developed in partnership with St. Margaret's Church. Expected submission date was moved back to March 2017 at the request of the Church so that they can secure appropriate approvals for the proposed scope of works.</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 are starting on</p>

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		taking this project forward, including identifying resources to provide the necessary capacity and technical skills to produce an indicative design and construction cost plan and outline business case.
<b>Equalities and Cohesion</b>		
8. Publish an Equality Strategy for the borough that seeks to support and celebrate our diverse borough	Chris Naylor	The Equality and Diversity Strategy consultation came to an end in January 2017. The Cabinet Member for Equalities and Cohesion attended meetings with relevant groups representing the protected characteristics in a targeted consultation ensuring their views were appropriately captured. There was also an online consultation and a staff consultation as part of the staff temperature check. Feedback from the consultation has informed the development of the strategy which will be presented to Cabinet for agreement at the June meeting.
9. Promote and embed the Gender Equality Charter and Women's Empowerment Month	Chris Naylor	<p>WEM 2017 was a huge success with this year's programme of events being bigger and better than previous years. Events were well attended and the month-long celebration received a fitting close through the Women's Empowerment Awards ceremony.</p> <p>The Cabinet Member for Equality and Cohesion has continued to actively promote the Gender Equality Charter in her meetings with stakeholders and has been encouraging organisations to sign the charter. Over 100 organisations have signed the charter thus far. A 'one year on' progress report was published as part of WEM. Progress is being reported to the portfolio holder on a regular basis and work in this area has been gathering momentum. An action plan is being developed for 2017-18 which sets out the areas for focus for the next year. The Council's work in relation to the charter and gender equality has already been recognised at the recent Global Equality and Diversity Awards in which the Council was runner-up and was highly commended for the work undertaken to improve gender equality. In 2017-18 the Council will look to build on this success in order to make a real difference to tackling gender inequality.</p>

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10. Ensure Members and staff are appropriately trained in equalities issues	Chris Naylor	<p>Equality training was run for Members on 23<sup>rd</sup> November and was attended by 11 councillors. At the request of the portfolio holder for equalities, Member Services are looking at re-running the training so that members who were unable to attend can have another opportunity to benefit from it. Specific training around LGBT issues has also been arranged to coincide with International Day Against Homophobia, Transphobia and Biphobia (IDAHO) on 17<sup>th</sup> May.</p> <p>Staff training modules on i-learn are being revised and have been made mandatory for all staff to complete. Reports will be run for Directors so that completion rates amongst staff can be monitored.</p>
11. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative	Chris Naylor	<p>The 'Donate a Flag' policy has been modified. The policy 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. An essential part of the policy is that these flag flying events must be led by the community rather than by the Council.</p>
12. Develop a programme to make the Council an exemplar equalities employer	Chris Naylor	<p>The Council's Equality and Diversity policy will ensure the Council is an exemplar in our approach to E&amp;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. This is also a draft objective in the Equality and Diversity Strategy currently being developed.</p>
<b>Enforcement and Community Safety</b>		
13. Consult on and publish a borough-wide parking strategy	Claire Symonds	<ul style="list-style-type: none"> <li>• 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).</li> <li>• A public consultation will then take place closing on 1st September.</li> <li>• The Draft Strategy has been cleared through Policy Forum and was adopted by Cabinet on the 18<sup>th</sup> October.</li> <li>• Half an hour free parking for on street secondary shopping locations came into force in Dec 2016. The move to contactless machines has commenced and the aim is to have this completed by end April 2017.</li> </ul>

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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"> <li>• A new Enforcement Structure has been implemented. Supervisor posts have been recruited to and the street enforcement officers have also been interviewed and appointed. The new service went live in November 2016.</li> <li>• Meetings have been organised with the Police to undertake joint patrols.</li> <li>• A data/intelligence analyst is being recruited. This will provide the service with intelligence briefings which help direct the enforcement service to the areas and issues more effectively.</li> <li>• A monthly joint tasking meeting with the police/council has commenced.</li> </ul>
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"> <li>• An outline Business Case has been developed, setting out the process for consultation and developing options to introduce a new scheme in August 2019.</li> <li>• The PRL team has executed 36 warrants in this financial year and 12 Prosecutions</li> </ul>
16. Progress the Civic Pride agenda through a series of behavioural change campaigns	Chris Naylor	A campaigns plan has been agreed. SlimYourBin and the 100 Day of Waste (24/10/16) are campaigns addressing the Civic Pride agenda.
<b>Environment and Street Scene</b>		
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"> <li>• Waste Strategy approved by Cabinet on 20th September 2016.</li> <li>• The Council has started implementing activity plans in support of the waste strategic objectives: Reduce, Reuse and Recycling.</li> <li>• Launch of the 'Slim Your Bin' campaign at the Barking Market on 16th August to educate and encourage residents to reduce, reuse and recycle.</li> <li>• Launch of the '1 Tonne of Waste Tour' at the Barking Market on 16th August to educate residents about the volume of waste they produce.</li> <li>• '10 Weeks of Waste' campaign was launched on 23 January 2017, finishing 31st March 2017, to educate and encourage residents about Waste Management and the upcoming enforcement of excess side waste</li> <li>• Bin rationalisation project to commence February 2016, to ensure that Council Policy is adhered with residents having the correct number of bins per household.</li> <li>• Enforcement of excess side waste commenced 3<sup>rd</sup> April 2017, issuing FPN to</li> </ul>

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		offenders. With FPN's becoming payable from May 2017.
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	<ul style="list-style-type: none"> <li>• A communications plan has been developed with the Service and Communications Team.</li> <li>• Schools are being engaged with a competition being designed in line with the curriculum to take place after October half term.</li> </ul>
19. Develop a needs based targeted approach to street and open space cleanliness	Claire Symonds	<ul style="list-style-type: none"> <li>• This approach will be adopted as part of a new management restructure which is being designed to support the creation of the new service delivery blocks.</li> </ul>
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"> <li>• Procurement of new highway contract as agreed by Cabinet is progressing.</li> <li>• The joint procurement with Havering has been completed at Marlborough have been appointed at the contractor for the next 5-year period.</li> <li>• A capital programme bid has been submitted for highways improvement for the next three years</li> </ul>
21. Implement a programme of work to reduce street clutter	Claire Symonds	<ul style="list-style-type: none"> <li>• Work has not started on this initiative as yet.</li> </ul>
<b>Educational attainment and school improvement</b>		
22. Seek to ensure all young people are in education, employment or training	Anne Bristow / John East	<p><b><u>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.</u></b></p> <p>Good progress, particularly in reducing unknowns through improved tracking. Nov-Jan NEET + Unknown average gone from 13.7% to 6.6% between 2013 and 2016. England average of 7.1% for 2015, 2016 yet to be published. 2016 Nov-Jan average likely to be within 10% of England. Current NEET and Unknow figure of 4.9%, equating to under 300 young people.</p> <p>Two workshops held with cabinet members with a portfolio link to NEETs, resulting in a core action plan to accelerate progress, especially across care leavers, SEND and teen parents. Resulting Workforce Board proposals to secure further key actions and programmes.</p>

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		<p>Providers' Directory developed and published on the Council's website which provides a summary of training providers for young people. 8 two year European Social Fund NEET strands in place, engaged with and co-located services being developed. 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. Performance of NEET advisers improving, with 65% increase in number of NEETs supported between Q1 and Q4 2016-17.</p> <p>2016 Activity Survey (destinations of 2016's outgoing Yr11 cohort) showed 96.4% in education or training, and increase of 1.2% on the previous year (the second largest increase in London).</p> <p><b>Improving links with businesses and industry.</b> Quarterly meetings with East London Business Alliance (ELBA) set up from May 2016. In house work experience and independent careers advice/ Aim Higher [Education] service purchased by vast majority of borough secondary schools. 1900 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. Increasing focus on targeting city firms for support of work-related learning. Workforce Board proposals outlining further key actions.</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><b><u>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.</u></b></p> <ul style="list-style-type: none"> <li>• This is a priority 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. Phase 1 report received and actions agreed for 14-19 Partnership.</li> <li>• 2015/16 – 6th Form performance was a priority and Cllr Carpenter visited all 6th Forms and Barking and Dagenham College</li> <li>• Strengthening local FE/HE partnership – quarterly meetings held between LA and Barking and Dagenham College. BDC have also met Coventry University</li> </ul>

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		<p>College.</p> <ul style="list-style-type: none"> <li>• Coventry University College – good relationship with schools through 14-19 Partnership.</li> <li>• Bursary and Mentoring Scheme – bursary scheme to retain top 50 within borough sixth forms to be rolled out. Various mentoring programmes also being explored for implementation i.e. Headstart (The Challenge), Girls' Network and through East London Business Alliance.</li> </ul> <p><b><u>Working with schools and Post 16 providers to accelerate attainment by 11, 16 and 18</u></b></p> <ul style="list-style-type: none"> <li>• Strong primary performance in summer tests for 11 year olds – at London average for the first time.</li> <li>• 2016 GCSE results – 4% improvement – just above national and very strong on new Progress 8 indicator but not closing the gap with London – more work to do here.</li> <li>• 2016 A Level – improvements at A* - B and A*-C – giving increased opportunity for places at more competitive Universities.</li> <li>• 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 with Headteachers.</li> <li>• GCSE workshops with all secondary Mathematics departments to share expertise in preparing for the requirements of the new grading system and increased difficulty of the examination specification.</li> </ul> <p><b><u>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).</u></b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Focus for School Improvement is on supporting Teaching Schools to lead this work. Warren Junior Teaching School reviewed the performance of all schools</li> </ul>



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		<p>in primary tests and assessments September 2016 and is running workshop meetings to help schools prepare effectively for the 2017 tests.</p> <ul style="list-style-type: none"> <li>• Focus on Reading is being maintained.</li> </ul>
<p>24. Create 500 new school places for September 2016 and 300 for September 2017</p>	<p>Anne Bristow</p>	<p><b><u>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.</u></b></p> <ul style="list-style-type: none"> <li>• Places for 2016 delivered on time. Funding and places for 2017 have been delivered and planned additional provision and are in development for 2018 and 2019.</li> <li>• DCS and Cllr Carpenter – joint lobbying through respective channels. Capital programme shows we secured investment up to £45 million per year required for school places. Further, secured investment of £27.4m (7 highest in the country) for investment 2019/20. Cllr Carpenter – correspondence with Mike Green to encourage a visit to the Borough, date previously agreed but Ministerial duties postponed, condition investment remains constant.</li> </ul> <p><b><u>Lobbying with London Councils for a national funding formula which does not disadvantage London and jeopardise the success of London schools.</u></b></p> <ul style="list-style-type: none"> <li>• DCS and Cllr Carpenter led campaigning through respective channels – signs are that government is finding issue of schools’ funding very tricky and we continue to lobby. Phase 2 of consultation closes on March 22nd.</li> <li>• Quarter 2 correspondence with LGA re early years funding and 30 most deprived areas group re lobbying against reductions in schools funding.</li> <li>• NB Overall funding almost certain to reduce – risks to LA centrally retained particularly Advisory Teachers, CMS and Trewern to be worked through.</li> </ul>
<p>25. Work with schools to improve teacher recruitment and retention</p>	<p>Anne Bristow</p>	<p>This is the biggest concern for headteachers. Housing offer for teachers being developed - communications work stream to enhance the perception of the borough as a place for a career in teaching.</p>

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<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"> <li>• New SEND Strategy launched – driving key actions.</li> <li>• 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)</li> <li>• 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.</li> <li>• <b>SEND inspection 2017 provides external judgment on impact of local area work. Letter expected to be published in May 2017.</b></li> <li>• Looked After Children Education             <ul style="list-style-type: none"> <li>○ Virtual School has visited all Year 5 students and done a work scrutiny to ensure that they are making at least expected progress and to support with transition to most appropriate secondary school.</li> </ul> </li> </ul> <p>Additional temporary resources in place to focus on preventing and reducing fixed term exclusions of Looked After Children.</p>
<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><b><u>Ensure continued improvement in the proportion of good and outstanding early year's settings and schools with the London standard as the first milestone.</u></b></p> <ul style="list-style-type: none"> <li>• 102 childminders with a graded Ofsted judgment; 95% are graded good or above.</li> <li>• 55 active early years' settings, 93% of which are graded good or above by Ofsted.</li> <li>• As at Q4 2016/17, there is one inadequate setting. We expect this setting to be inspected by the end of April and that will receive an improved grade. We have four outstanding settings.</li> <li>• As at Q4 2016/17, 92% of LBBB schools graded good or outstanding compared to 90% as at end of Q3 2016/17. Performance is 3% above national of 89% and 2% below London (benchmark data relates to end of December 2016).</li> </ul> <p><b><u>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).</u></b></p> <ul style="list-style-type: none"> <li>• Schools in financial difficulty sub group of the Schools' Forum have reviewed</li> </ul>

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		<p>TOR to incorporate scrutiny of schools with substantial balances. End of year balances are reported to Forum.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><b><u>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</u></b></p> <ul style="list-style-type: none"> <li>• Initial Road Map agreed with heads.</li> <li>• LA guidance to schools – do not rush, establish strong partnerships first.</li> <li>• Two workshops scheduled for headteachers’ summer term conference.</li> <li>• Compulsion removed when White Paper dropped but direction of travel remains.</li> <li>• LA is supporting schools to establish partnerships which can translate into strong MATs.</li> </ul> <p><b><u>Ensure that the local solution maintains the family of schools and partnership with the Council and that is supports schools to continue to improve outcomes for children and young people.</u></b></p> <ul style="list-style-type: none"> <li>• Formal School Improvement Partnership being developed supported by Cornerstone.</li> <li>• Headteacher Working Party is meeting regularly to help shape work. January 25<sup>th</sup> presentation of preferred option to Heads and Chairs of Governors. In principle support.</li> <li>• Full business case to Cabinet June 2017.</li> </ul>
<b>Economic and Social Development</b>		
<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</p>	<p>Anne Bristow</p>	<p>The TOMs for Community Solutions and Children’s Services have now been agreed. Checks have ensured that re-framing services like Troubled Families will work successfully across the new services, and detailed process maps and staffing structures will be ready by the end of March 2017 to enable changes to be made in the new financial year. Process maps and staffing structures are now in place ready to ‘soft launch’ the new service in April. Recruitment of the Director is</p>

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consultation)		underway in preparation for full service launch in October 2017. Troubled Families firmly embedded in the 'lifecycle' approach.
29. Ensure that the troubled families approach is successfully embedded to provide holistic and preventative solutions	Anne Bristow	See task 28 above - the Target Operating Model (TOM) for Community Solutions incorporates Troubled Families. Troubled Families in current form has been incorporated into Community Solutions.
30. Develop and implement an Employment and Skills Strategy	John East / Anne Bristow	<p><b><u>Reduce the proportion of adults with no qualifications aiming to get London average or below</u></b>                      Adult College qualification achievement rates 19+ 14/15 for Entry &amp; Level 1 are 90.4% compared to national 88%.</p> <ul style="list-style-type: none"> <li>• Number of qualifications achieved by adult college learners in 14/15 at Entry level ,1651.</li> <li>• Number of qualifications achieved by adult college learners in 14/15 at Level 1, 506.</li> <li>• 87% of the adult college's learners are resident in LBBDD.</li> </ul> <p><b><u>Increase the proportion of adults with Level 2 &amp; 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.</u></b></p> <ul style="list-style-type: none"> <li>• 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%.</li> <li>• Number of qualifications achieved by adult college learners in 14/15 at Level 2, 348.</li> <li>• Number of qualifications achieved by adult college learners in 14/15 at Level 3, 40.</li> <li>• 87% of the adult college's learners are resident in LBBDD.</li> <li>• Work is being undertaken by Adults' Care and Support Commissioning to remodel the current mental health vocational support contract to improve the numbers of individuals in employment with mental health needs. The new model/contractual arrangements will also include services for people with learning disabilities. This is being undertaken as part of the Better Care Fund, in collaboration with the CCG.</li> <li>• A task and finish group of the Learning Disability Partnership Board has also been set up to progress improvements for people with learning disabilities, in</li> </ul>

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		<p>partnership with Regeneration and the Adult College. The task and finish group held their first meeting in December 2016 and an action plan has been developed. Job Shop/Commissioning referral link now in place with Royal Mencap.</p> <p><b><u>Ensure an effective, action focused local Employability Partnership is in place.</u></b>                      The Barking &amp; Dagenham Employability Partnership – with representation from Regeneration, Education, DWP, Work Programme, Adult College, B&amp;D College, NELFT, UEL and Coventry University and the voluntary sector meets quarterly. The Partnership Action Plan includes seven key Growth Commission recommendations as key objectives and a range of actions are underway to deliver against these. Meeting of 20 October 2016 agreed six improvement priorities for the new Employment &amp; Skills Strategy. Next meeting is scheduled for 26 April 2017.                      A significant piece of work is being commissioned by Growth &amp; Homes as part of the development of the Local Plan and looking at the future of employment land in the borough. This will include an analysis of the existing skills base and skills needed for the future, both within and outside the borough. The final report is expected in October 2017.</p> <p><b><u>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 &amp; Dagenham residents.</u></b>                      The final meetings of both the ACL and the FE Review Steering Groups were held in November 2016. The final reports and recommendations are expected to be published in January 2017. The Adult College is involved in the early discussions with other Local London ACL providers on exploring the potential opportunities for partnership working emerging from the review. A Local London-led Skills Conference was held in February 2017 and an implementation group will drive forward area review recommendations including the proposed merger of Barking &amp; Dagenham &amp; Havering Colleges.</p> <p><b><u>Ensure that an effective advice, guidance and job brokerage service is available to support residents into and in work.</u></b></p>

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		<p>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 &amp; finance.</p> <p>Job Shop Service evidenced 755 job entries in 2016/17. Key focus of delivery is on economically inactive and long-term unemployed as well as supporting those affected by benefit cap. Referrals and space being made available to DWP ESF-funded provision for over 50s and people with Common Mental Health Problems. Referrals also being made by the TF2 team to DWP ESF Families provision.</p> <p><b><u>Develop schemes to increase the availability and take-up of apprenticeships for residents of the Borough, including within the Council.</u></b></p> <p>Apprenticeships Strategy draft signed off by Workforce Board in early 2017. Apprentice Levy will be standing item on agenda. Wider consultation with partners on Strategy to take place.</p> <p><b><u>Develop strong relationship with Coventry University to ensure they play a key role in improving skills.</u></b></p> <p>Positive relations established with schools – CUC have met Headteachers. Plans are in hand to speak to 6<sup>th</sup> Formers in all schools September 2016. Steering Group proposed to oversee partnership development.</p> <p><b><u>To work with others to improve the health of the workforce of the council and partners.</u></b></p> <p>London Workplace Health Charter- achieved commitment and working towards achievement and excellence.</p>
<p>31. Develop and implement a new Customer Access Strategy</p>	<p>Claire Symonds</p>	<p>A Draft Customer Access Strategy has been developed and been presented to the Customer Information Board.</p> <p>The revised strategy and action plan was presented to Cabinet in March.</p>

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<p>43. Implement plans for new homes across the borough including schemes in:</p> <ul style="list-style-type: none"> <li>• Barking Town Centre</li> <li>• Riverside</li> <li>• Chadwell Heath</li> <li>• Ford Stamping Plant</li> </ul>	<p>John East</p>	<p>Barking Riverside application (10,800) now approved by Mayor of London, S106 currently being finalised. Plots 201-203 approved March DCB (378 homes). Station Square Sub Framework Plan due May 2017 for 1900 homes, leisure centre, health centre etc. Briefing done for March DCB. Planning application for Vicarage Field (850 homes) decision issued following GLA approval</p> <p>Gascoigne West application due April 2017 circa 835 gross new homes. Briefing done for February DCB</p> <p>BE-HERE due to start construction Spring 2017 (597 homes)</p> <p>Cambridge Road – Swan construction started early 2017 (250 homes)</p> <p>Beam Park pre-app meetings going well planning application (2200 homes) expected April 2017</p> <p>Ford Stamping Plant (3100 homes) number of pre-app meetings held. Planning application expected September 2017.</p> <p>Thames Road – Council in process of acquiring several sites (2 acquired in discussion on 12 others) and facilitating relocations, Cabinet report in next three months on procurement route to take forward development of 3000 homes over next ten years.</p> <p>Several pre-app meetings held on sites with Chadwell Heath for circa 500 homes however we have made clear we don't want piecemeal development. We are putting a brief out to tender wb 12 March for employment study to survey all businesses in Chadwell Heath to identify number of jobs, sectors, leasehold/freehold interests, future business plans etc to help inform how to achieve a successful mixed-use development of the area. Priority at moment is Thames Road and Castle Green which will be very challenging in terms of business relocations, Chadwell Heath is a lower priority and will be a project for Be-First to take forward.</p> <p>Fresh Wharf is a development site with outline planning approval for 911 homes but is a classic example of where the private sector has sat on a permission waiting for the optimum time to sell their site/enter into a development agreement. To kickstart the development the Council remains in discussion with Fresh Wharf over the possibility of the Council/Reside agreeing to fund a significant proportion</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>(c.400) The Council has facilitated meetings between the landowners, developers and boatowners to seek to ensure any development maintains their moorings.</p> <p>Initial masterplanning workshops held for Castle Green development with ASF and their architects Farrells for 15,000 homes and 8000 new jobs.</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>	<p>John East</p>	<p>Strategic Flood Risk Assessment complete.                      Gypsy and Traveller Needs Assessment completed                      Draft Characterisation Study received and being finalised.                      Religious meeting places study commissioned due for completion May 23 tenders received back for Employment Study due to be complete November 2017                      Revised timetable to enable results of Employment Study to be reflected in Local Plan. Draft to Cabinet March 2018 but will convene Local Plan Steering Group in Autumn 2017</p>
<p>45. Develop and take forward transport and infrastructure developments to support and drive growth including:</p> <ul style="list-style-type: none"> <li>• the A13 Tunnel</li> <li>• Crossrail</li> <li>• Barking Station upgrade</li> <li>• Barking Riverside links</li> <li>• C2C stopping at Dagenham East</li> <li>• Lower Roding crossing</li> <li>• Thames crossing</li> <li>• DLR Extension</li> </ul>	<p>John East</p>	<p>Farrells/ASF working up a masterplan and feasibility for Castle Green tunnel for end of August. TfL looking at interim improvements to A13 and decision on future of Lodge Avenue flyover delayed to enable more work to be done on this. Preferred options is to remove flyover not replace it.                      Crossrail- Crossrail 1 opens in 2019 at Chadwell Heath.                      Crossrail2 - Following meeting with MD clear that this will not happen before 2040 therefore focus is on the possibility of diverting some Crossrail 1 trains to Barking and beyond through the Forest Gate Cut. Council to commission feasibility study April 2017 jointly funded by TfL.                      Lower Roding crossing- TfL have completed initial feasibility study with costing of around £100m. Will explore how this links with Mayor's recent announcement of DLR to Thamesmead.                      Met with C2C, taking forward interim improvements to Barking Station which will be complete by 2019 and architects working up longer term scheme to deck platforms and build above. TfL to commission joint study with NR, LBB, C2C and DfT to agree future passenger numbers and short, medium, long term improvements to station. Due to be complete September 2017.                      Mayor of London announced study into London Overground Extension to Abbey Wood and DLR to Thamesmead but not the two road river crossings at Galleons</p>



Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>Reach and Belvedere. Overground extension to Barking Riverside, enquiry complete decision due summer 2017.</p> <p>Continuing to make case for C2C stop at Dagenham East in light of plans for film and media centre at Dagenham East.</p>
<p>46. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy</p>	<p>John East</p>	<p>23 tenders received for 'The Future of Our Local Economy and Employment Land' to inform development of the Local Plan. The final report is scheduled for November 2017. The developing Employment and Skills Strategy will have as crucial activities the need for the local employment and skills landscape to be responsive to the needs of both local and sub-regional employments and will feed into the Business and Development Strategy for which a brief is concurrently being prepared.</p>
<p><b>Social Care and Health Integration</b></p>		
<p>32. Develop joined up initiatives to deliver additional support to vulnerable residents during periods of severe weather</p>	<p>Anne Bristow</p>	<p>The heatwave plan was updated and tested in the hot weather in the summer. The Housing Advice Service is leading on the provision of crisis support for homeless and rough sleepers beyond that which is provided through the SWEP and Cold Weather Plan. Further winter initiatives are being scoped and planned with a view to implement from early November. These will likely take the form of food and clothes collections for distribution through Children's Centres.</p> <p>A seasonal flu plan has been launched. Staff have been offered immunisation through occupational health. Messaging to domiciliary care, supported living and residential care providers is sent promptly to alert to the need for increased vigilance</p>
<p>33. Bring forward transformation proposals for children and adults social care, disability services (subject to public consultation)</p>	<p>Anne Bristow</p>	<p><b><u>Redesigning Children's social care maximizing options for efficiency whilst improving outcomes for children and young people.</u></b></p> <p>Implementation of the Children's Social Care Target Operating Model (TOM) is underway and on time. Staff consultations have taken place and new arrangements will be in place by the end of April 2017. Savings targets attached to this are in place, the 2017/18 and 2018/19 targets are currently on track to be met (with implementation plans clear on how these will be delivered). Work to develop plans to deliver the 2019/20 savings (in sufficient detail that confidence can be</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>placed in them) are being developed for implementation during 2017/18.</p> <p><b><u>Redesigning adults’ care and support and the Disability Service</u></b>                      Consultation is underway with residents and staff in extra care schemes about changes to the service to increase personalisation and improve efficiency. The six clusters have now been changed to three localities, with our partners in the health services concluding their arrangements. The Disability Service is scheduled to ‘go live’ on 17 May, and recruitment to key management posts is being concluded. Implications arising from staff consultation are being worked through. New procedure manuals are in the process of being drawn up to support delivery of the new service.</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><b><u>Introduce a new Electronic Social Care Recording System to support effective decision-making and reduce transactional costs.</u></b>                      The Council has entered into a contract with Liquid Logic to implement a new Electronic Social Care Recording System for Children’s and Adults Social Care (to include the Disability Service and parts of Community Solutions). The implementation of this system is underway and will be completed during 2017/18.</p> <p><b><u>Remodel transport services for children and young people to deliver the required budget savings in a personalized and non stigmatizing way.</u></b>                      A Full Business Case is currently being worked up to allow an informed decision to be taken concerning the best option for Passenger Transport Services. 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. Consideration is also being given to any revisions that might be required to the Council’s Policy on this provision (last amended in February 2016).</p> <p><b><u>Improve recruitment and retention of social workers to drive out costs.</u></b>                      Work has taken place to review and update the recruitment strategy, launch the superheros branding, and a new social media campaign designed to raise the profile of LBBD and target the passive recruitment market. A marketing campaign with the Guardian began in November 2016, with a series of 5 editorials being published during Q4 of 16/17 and jobs advertised with the Guardian and jobs go public. In 2016/1, we recruited 15 permanent social care staff, and released 15</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>agency workers resulting in a saving of £250k PYE. However, during the same period we had 15 permanent social care staff leave and an agency rate of 50% which meant the establishment budget was £1.6m overspent. The work carried out in Q4 of 16/17 is now having success, with an additional 17 permanent social care staff currently going through the onboarding process and scheduled to start in Q1 of 17/18, realising a savings of £450k. We have also solved the recruitment issues in the Disabled Children’s Team, Looked After Children’s Teams and Safeguarding Teams. The hard to recruit to teams of MASH, Assessment and Care Management are still proving difficult to solve. A new recruitment and retention payment model was agreed by workforce board and will be launched in 17/18. This is designed to tackle retention issues with an attractive package the will help retain social work staff for 5 years.</p> <p><b><u>Bring the children’s social care budget back in line with available funding.</u></b>                      At the beginning of the year, the budget forecasted overspend for 2016/17 was 8.9 million. Progress in reducing this overspend has been good, with a total saving of £6.3m PYE delivered through the SAFE Programme and careful operational management of the S17 and S20 budgets. The full year effect (FYE) of these savings are estimated to be £7.9m (subject to finance colleagues end of year validation). There remain risks to delivering a balanced budget, including high risk demand, recruitment &amp; retention, and housing for young people leaving care. The Children’s Care &amp; Support Transformation activity combined with the FYE from 16/17 should see the 17/18 budget brought in-line.</p>
<p>35. Ensure that a range of accommodation options are available to support the delivery of adult social care</p>	<p>Anne Bristow</p>	<p><b><u>Move on accommodation for those leaving hospitals particularly those with mental health problems.</u></b>                      Following detailed review, a proposal for the commissioning of a more effective set of arrangements for supported living for people with mental health problems is about to come before the Health &amp; Wellbeing Board for decision.</p> <p><b><u>A range of accommodation types for older people.</u></b>                      The contract for commissioned extra care services is about to come before Cabinet for decision, and consultation is underway with residents in the affected schemes about the future of their services. The wider model, including an ‘exemplar’ scheme which will demonstrate the potential for improved new facilities</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>and living environments is being scoped. Work is underway on using assistive technologies to improve people’s ability to remain in their home and prevent an increasing need for care.</p> <p><b><u>Homes for young people leaving care.</u></b>                      A Procurement Strategy is due to be presented to Cabinet in May 2017 to approve the implementation of a Framework of accommodation options for vulnerable young people – this includes young people leaving care. This will supplement – and complement – the work being led through the Transformation Programme to accelerate the street-purchasing scheme.</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 delivered against the actions identified within 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 has continued to be monitored and updated on a quarterly basis by the YOS COG. The last audit by the Youth Justice Board in October 2016 whilst identifying that there were further areas of focus needed for the service it also confirmed that there have been developments and improvements across the service.</p> <p>Developments have continued within the service and a new structure has been implemented within the last quarter. The final staff recruited are due to join the service within the next two weeks to bring the service to its full compliment of staff. The interim manager is now permanently employed by the borough to bring continuity and further improvements to the service.</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> <p>The YOS remains involved in the partnership approach to youth violence within the borough. The development of prevention programmes with young people who come to the service on an out of court disposal have been developed to tackle these issues at an earlier stage. This work will also be complimented in 2017/8 by the development of a youth ‘At Risk’ matrix and support workers working with</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		schools to identify and support young people at an earlier stage.
<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><b><u>Maintain a focus on Child Sexual exploitation to minimize its prevalence in the borough.</u></b>                      CSE is a key priority for Barking &amp; Dagenham council supported by the multi-agency LSCB partnership. The Borough works to the MPS CSE Operating Protocol, which is in the process of being updated. The Police chair a MASE (multi agency sexual exploitation) group which reviews all cases of sexual exploitation identified as well as highlighting areas within the Borough where CSE is more prevalent or where children may be at a greater risk. This leads to Police and Community action. The Council has appointed a new CSE coordinator who is running quarterly meetings for CSE Champions from agencies and schools to gain information and to network.</p> <p>The LSCB currently has a multi-agency strategic group that has oversight of the CSE strategy and action plan which is currently being updated. Although, there is some work ongoing to consider merging this group with the one that has oversight of Missing Children as there are strong linking factors between missing children and CSE.</p> <p>Key documents based upon requirements set out in Working Together to Safeguard Children - 2015 provide the framework for Barking &amp; Dagenham partnerships to:</p> <ul style="list-style-type: none"> <li>• Understand the prevalence of CSE locally</li> <li>• Implement robust coordinated responses to protect children at risk of CSE</li> <li>• Evidence that interventions are making a positive difference</li> </ul> <p>A full report “Progress and Update on Child Sexual Exploitation” is available upon request. This report was presented to the LSCB and Children’s Trust in September 2016 and the Children’s Services Select Committee in March 2017.</p> <p>CSE is a priority for the LSCB and was included in the 15/16 BDSCB Annual</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>Report that was presented to the Children’s Trust and the Health &amp; Wellbeing Board and published on the BDSCB website.</p> <p><b><u>Organisational focus on safeguarding vulnerable adults and children</u></b>                      Steps have been initiated to recruit a new independent chair for both the Safeguarding Adults Board and the Local Safeguarding Children Board, the term of the current chair (in respect of the LSCB) having run its course. This will be an opportunity also to revisit the support arrangements for both Boards, including their substructure, and see where there are efficiencies to be found.</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 &amp; Dagenham is strongly focused on working across all areas of provision including Adult Social Care, Leisure Services, Children &amp; Young People’s Services, Housing &amp; Resettlement, Education and Transport &amp; 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> <p>As such collaborative work is regularly 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; teenage pregnancy and low take up of vaccinations.</p> <p>This has included developing outcome based specifications for most ‘in-house’ services and working with external providers to agree new targeted KPIs.</p> <p>This is being backed up through regular monitoring of services to ensure that issues of underperformance are addressed as they arise and through a comprehensive review of all Public Health Services which is currently taking place to ensure that all services are properly targeted, efficiently managed and effective at meeting the borough’s priorities.</p> <p><b><u>Ensure B&amp;D residents are enabled to benefit from vaccines that avoid preventable diseases.</u></b></p> <ul style="list-style-type: none"> <li>• DTaP/IPV/Hib at 12 months increased from 91.6% to 92.1%</li> </ul>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<ul style="list-style-type: none"> <li>• PCV booster at 24 months decreased from 90.1% to 86.9%</li> <li>• Hib/MenC at 12 months increased to 85% from 80.2%</li> <li>• MM1 at 24 months fell to 87.6% from 90.5%</li> <li>• DTaP/IPV booster at 5 years decreased slightly from 83% to 82.8%</li> <li>• MMR2 at 5years fell to 79.9% from 82.5%</li> <li>• Hepatitis B vaccination at 12 months was 67%</li> <li>• Hepatitis B vaccinations at 24 months was 71%</li> </ul> <p><b><u>Pertussis vaccinations in pregnant women:</u></b> Commenced September 2012 as an interim programme and has been extended until 2019. There is no nationally set target for uptake. Vaccinations can now be given from week 20 of pregnancy; however, the current data shows offer from week 28. B&amp;D are performing in-line with the London average but remain below the England average for uptake.</p> <p><b><u>NHS Health Checks</u></b></p> <p>The aim of the programme is to reduce chronic illnesses and prevent avoidable premature mortality, as well as reducing the health and social care costs related to long-term ill health and disability.</p> <p>This is a key programme in improving health outcomes in the borough through assessing the risk of heart disease, stroke, high blood pressure and diabetes and giving appropriate advice and support (including behaviour change).</p> <p>Key information on NHS Health Check programme:</p> <ul style="list-style-type: none"> <li>• The health check programme is part of a 5-year rolling programme of which we are in year 4. To date over 17,500 people have received a health check in Barking and Dagenham.</li> <li>• <b>Health Check invitations are sent out regularly to patients. 100% of the eligible population over 5years should be offered a health check</b> (20% per year), with an annual aspirational uptake target of 75%.</li> <li>• April to February data shows that 5,268 people have received a health check invite out of the 8,003-people eligible and 4,307 people have received a health check.</li> </ul>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<ul style="list-style-type: none"> <li>• Although the activity within the borough is RAG rated red, it should be noted that currently in comparison to most London and England Boroughs, Barking and Dagenham has a better Health Check offer and uptake rate, which means we are doing proportionately better than our peers</li> <li>• In addition to the data on the number of health checks delivered, data is captured on the number of people identified with a new disease, number of people invited for a health check and numbers referred to lifestyle programmes. The number of these is significantly below what we need to see to address the issues of unhealthy behaviours, but the recently commenced steering group has been set up to improve all aspects of the health check pathway so we anticipate that we will see improvements during 2017/18. A revised electronic referral form has now been completed and sanctioned by the local medical committee. This will enable practices to make referrals quicker and easier.</li> <li>• Improving the marketing and communications of health checks will also be part of this pathway development</li> <li>• 10 pharmacies have recently started offering health checks, so although early days, for 17/18 this will be an additional outlet where people can get a health check. The effectiveness of this pilot will be closely monitored throughout the coming year.</li> </ul> <p><b><u>Obesity</u></b></p> <p>Following the presentation of the Child Weight Management Service Evaluation to the SD&amp;I Management Group in November it was proposed that we hold a Childhood Weight workshop with a focus on children aged 5 to 11, families and schools.</p> <p>The workshop aimed to review the current services to tackle childhood weight in the borough; take a systematic approach to find out what is working and what is not working will be taken and identify the next steps to reduce the barriers to residents accessing services.</p> <p>From the meeting, it was agreed that the key messages locally should be the golden mile, acting on sugar (e.g Sugar Smart), increasing physical activity, making exercise fun, and prompting the importance of understanding portion size and increasing use of parks. This supports evidence which has demonstrated that</p>



Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>the most successful community-based interventions should have multiple components.</p> <p>Through the year of 2017, supporting residents to lead healthier lives is one of our primary behaviour change campaigns and we are in the process of drafting a strategy which will include the findings from the Child Weight Management Evaluation workshop and set out our actions over the year.</p> <p>In addition, in line with the Pan-London debate, Barking and Dagenham will be supporting the Great Weight Debate. The Great Weight debates aims at getting residents talking about childhood obesity locally. A series of events and opportunities to engage in discussions will be available throughout 2017, and our launch event is scheduled to take place in May 2017</p> <p><b><u>Teenage Pregnancy</u></b></p> <p>In terms of teenage pregnancy (TP) 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>A review of the C-Card scheme completed in March 2017 shows evidence of good engagement with new &amp; existing providers to deliver the condom distribution programme and considerable progress made by the new LBBB team since the migration of the C-Card scheme from Terence Higgin Trust from November 2015. The number of condoms distributed to young people in the Borough in quarter 3 2016 has increased compared to quarter 3 in 2015 and the number of young people registering for the C-Card has also significantly grown across the same period, with the trend towards repeat encounters following the same upward trajectory. This activity is important and should have an impact on teenage pregnancy and a reduction in the number of STI's in young people (latest teen pregnancy figures are Q3 2015 so we are not yet able to evaluate impact since the service migrated).</p> <p>The direction of travel is positive, but as a borough we are not improving at a fast enough rate, so whilst TP figures continue to fall, we are still being outpaced</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>regionally and nationally.</p> <p>The headlines for Barking and Dagenham are:</p> <ul style="list-style-type: none"> <li>• Our Q4 2015 teenage conception rate was 30.5, an improvement of 7% on the previous quarter. This makes our 2015 average annual teenage conception rate 31, an improvement of 4.3% on the previous year.</li> <li>• Our annual rate has dropped by 43.2% since 1998 when the TP strategy began, against a drop nationally of 54.4% nationally and 56.6% for Outer London.</li> <li>• The annual rate of 31% still places us at the bottom of the table for London, with a London average of 19.2 and national average of 20.8.</li> </ul> <p>However, given that TP figures are always published 15 months in arrears, the improvements in C-Card uptake (since the provider change October 2015) should, as noted above, start to show an impact on the figures in the coming months.</p> <p><b><u>Substance misuse</u></b></p> <p>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. 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 which will improve performance figures and there will be a financial saving against the cost of prescribing.</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>The procurement of an integrated substance misuse service under two contracts (adults and young people) is currently underway.</p> <p>The current proposal, for further consideration, is that going forward the services will be delivered as two distinct services;</p> <ul style="list-style-type: none"> <li>• Lot 1: Young People’s Integrated substance misuse service</li> <li>• Lot 2: Adults integrated substance misuse service</li> </ul> <p>The young people’s service contract (Lot 1) will be awarded to the successful provider for a period of 5 years and 4 months (3 years and 4 months initially with the option to extend for a further 2-year period) starting 1<sup>st</sup> December 2017.</p> <p>The adult’s service contract (Lot 2) will be awarded to the successful provider for a period of 5 years (3 years initially with the option to extend for a further 2-year period) starting 1<sup>st</sup> April 2018.</p> <p>Streamlining the system will enable the council to make efficiencies and ensure improved outcomes for service users.</p> <p><b><u>Smoking cessation</u></b></p> <p>The healthy life expectancy in the borough is low and reducing smoking prevalence is extremely important in driving down dependency on services. This programme plays an important part in helping the borough to achieve its long-term objectives around health and wellbeing.</p> <p>Overall performance of this programme continues to be low with numbers achieving successful 4 week quits remaining well below target (despite a significant reduction in the target).</p> <p>From April to February there were <b>558 quitters</b>. This is 56% achievement of yearly target. Pharmacy continues to have the highest number of quits, followed by Tier 3 and then General Practice</p> <p>The specialist team have, accordingly, been providing additional support and training to our primary care Providers and have undertaken visits to all pharmacies and 15 GP practices.</p> <p>There have though been some areas of improvement in 2016/17 and the tier3</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>service has shown a significant increase in the numbers accessing the service through the first 3 quarters of this year when compared to last year. The BabyClear programme is also having a considerable impact on the number of pregnant smokers in the borough and has been nationally recognised as an area of good practice. The service is currently achieving a 57% conversion rate (number setting a quit date against the number achieving a CO verified 4 week quit). This is much higher than the national rate. There has also been a considerable increase in the number of quits being delivered by pharmacies and they are currently providing the highest number of quits in the borough.</p> <p>There has also been a reduction in smoking prevalence in the borough (Recent figures released for Jan - Dec2015 show a decrease in prevalence from 23% to 18% in Barking and Dagenham). This may be attributable to the success of the campaigns and promotional activities undertaken by the service but it is not possible to draw a direct correlation and other factors such as the rapid growth in the use of e-cigarettes and vaping will also have had a significant impact.</p> <p>Set against these improvements however is the fact that the performance in GP practices remains well below expected targets. The specialist team have, accordingly, been providing additional training and put on an update event. All pharmacies have had at least two visits and are in contact with the specialist service.</p> <p>The team have also contacted the top 12 GP with highest numbers of registered smokers: all have improved and the team will look to support another 10 GP in the next quarter to continue the improvement programme.</p> <p>There has also been a growth in the number and use of shisha lounges in the borough and this is an area that is currently being actively targeted through tobacco control initiatives.</p> <p>A review of smoking cessation services has recently been completed including a Return on Investment (ROI) evaluation and recommendations for improving the service are currently being taken forward. We are also auditing provision against the recommendations for Local Authorities made in the recent All Party Parliamentary Group on Smoking &amp; Health report: Burning Injustice.</p> <p>Smoking prevention work is intrinsic to the current provision and funding has been</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		<p>released from the smoking cessation budget to develop more preventative interventions specifically targeted towards young people of school age. As an initial part of this work, a school survey is currently being undertaken to ascertain an up to date picture of habits and prevalence among school students.</p>
<p>39. Explore the development of an Accountable Care Organisation with health partners</p>	<p>Anne Bristow</p>	<p>Cabinet Member for Social Care &amp; Health Integration continues to chair the Integrated Care Partnership for Barking &amp; Dagenham, Havering and Redbridge. Locally, the development of the locality programme is well in train. The establishment of the Joint Commissioning Board for BHR is underway, albeit slowly. The System Delivery &amp; Performance Board is operating, with a focus increasingly on the NHS financial challenge of £55m, with the focus of the ICP discussions being on ensuring that a broader partnership view is maintained.</p>
<p>40. Ensure corporate parenting responsibilities are being successfully undertaken</p>	<p>Anne Bristow</p>	<p>The Corporate Parenting Annual report was presented to the Member Corporate Parenting Group earlier in the year and to Cabinet and to Assembly in November 2016. The report sets out the outcomes for children in care and a summary of the progress that had been made in relation to the 'promise' to children in care and the 'pledge' to care leavers by the Member Corporate Parenting Group as part of the Corporate Parenting Strategy.</p> <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 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.</p> <p>The Children's Services 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</p>

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		young people, for example, an annual presentation to Cabinet by Skittlez on their work or issues. Skittlez have given presentations to Cabinet Members in recent years, however, plans are in place for these to take place each October.
41. Deliver the Youth Zone for Parsloes Park	John East	Good progress to date. Architects and design team appointed. Pre-planning submitted and site surveys undertaken. Works expected to start on site in spring 2017 with the venue opening in autumn 2018.
42. Ensure the delivery of the Council's transformation programmes (subject to public consultation)	Anne Bristow	See Key Task 24.
<b>Finance, Growth and Investment</b>		
47. Ensure that the 2016/17 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed	Chris Naylor	At the end of month 10, there was an overspend across the Council of just under £5m. This has reduced from the Quarter 2 figure of circa £6m. This is made up of overspends on Children's Care and Support, Homelessness, Leisure, Clean and Green and Enforcement services offset by underspends within Finance, Assets and Investments, Legal and Central/Corporate costs. Improvements in both the Children's Care and Support and the Elevate Client Unit have reduced the forecast while pressures are now being reported in Clean and Green and Enforcement.
48. Set a balanced budget for 2017/18	Chris Naylor	The Budget Strategy report was presented to Assembly and approved. The budget for 2017/18 is balanced through delivery of Transformation savings, reserves and one-off funds.
49. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services	Chris Naylor	At the end of quarter 4, Council Tax income and Rent collection are all slightly below the targets, with NNDR above the annual target. Council Tax is 0.1% below the target, however it should be noted that collection is 0.7% higher than last year (£432k). NNDR ended the year 0.1% above the target. Rent collection was 1.41% below target. Additional resources remain deployed to target outbound calling and new initiatives are being continually considered and

Key Task	Strategic Director	Progress at Quarter 4 2016/17
		undertaken.
50. Develop a new HRA business plan and capital investment programme	John East	The HRA BP went to and was approved by Cabinet in February 2017. Feedback from Cabinet was that they were happy with the BP but would like to see a detailed housing capital programme in due course. A detailed housing capital programme is being developed and will be presented later in 2017 (estimated November). Cabinet also approved the proposal that the next HRA BP (for February 2018) be newly developed as a commissioning plan for the HRA. As part of this development Cabinet requested that HRA services be reviewed in 2017/18 also in light of the Housemark Service Review of 2014.