

What we will deliver in 2017/18

Key Accountability	Strategic Director	Quarter 2 2017/18 Update
Community Leadership and Engagement		
<p>1. Delivery of the Borough Manifesto through the Barking and Dagenham Delivery Partnership.</p>	<p>Chris Naylor</p>	<p>The Barking and Dagenham Together- Borough Manifesto was launched in July at an event hosted by CU London. The launch was well attended by partners and other stakeholders. Partners fully supported the vision and targets set out in the manifesto and spoke about the need for everyone to play their part. The Manifesto was agreed by Cabinet on 11th July.</p> <p>The Borough Manifesto sets the roadmap of what collectively the Council and partners need to deliver. Progress against the targets will be monitored by the Barking and Dagenham Delivery Partnership.</p> <p>Workshop sessions will be organised with partners running from Nov-March, the result of which will be delivery plans setting out the contribution of partners in delivering the aspirations set out in the manifesto.</p> <p>Since the launch, the portfolio holder has been engaging residents through roadshows in each ward asking them for their views on the manifesto aspirations and targets.</p>
<p>2. Summer of Festivals showcasing the best of the borough.</p>	<p>Growth & Homes</p>	<p>The Summer of Festivals programme was presented during the period May to September 2017. This year an additional one-off event, ElvisFest, was presented to commemorate the 40th anniversary of the death of Elvis Presley, which was paid for by business sponsorship.</p>
<p>3. Develop a 'giving model' for the Borough including crowdfunding and local lottery schemes.</p>	<p>Chris Naylor</p>	<p>Initial developments have taken place around a local giving model for the Borough:</p> <ul style="list-style-type: none"> • Crowdfunding has now seen 5 projects funded, generating over £20,000 from the community and other funders such as Santander. The model is embedding over time and officers and BDCVS are working to support groups around this initiative. • The licence for the Local lottery has been granted. The Lottery launched to good causes on the 16th August and to the public on the 12th September. To date 22

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		<p>local charities have registered and we are on track to sell 735 tickets for the first draw on the 21st October.</p> <ul style="list-style-type: none"> • BDCVS are convening a conversation with regard to local giving in the winter of 2017 <p>A giving model- percent has been delayed will be piloted as soon as it is available.</p>
<p>4. Strengthen partnership arrangements for the borough.</p>	<p>Chris Naylor</p>	<p>The commitment of partners to work together was apparent at the Borough Manifesto launch, at which all partners shared their excitement about the renewed partnership spirit that the establishment of the Barking and Dagenham Delivery Partnership has led to.</p> <p>Collaborate CIC, funded by Lankelly Chase Foundation, are undertaking a piece of work to help enable stronger partnership working in the borough. Partners have been interviewed and the high-level results from these interviews were shared with all partners at the Barking and Dagenham Delivery Partnership meeting on 27th September. An action plan is now being developed to improve partnership working in the borough.</p>
<p>5. Support the development of the community and voluntary sector.</p>	<p>Chris Naylor</p>	<p>A number of initiatives have been taken with this regard:</p> <ul style="list-style-type: none"> • Ongoing review with BDCVS and partners of the infrastructure support required to support civil society begun-a one-year plan will be agreed in November. • Funding to develop a participation culture was awarded in July 2017, fully funded for the first two years of a five-year project. Staff and shop front locations are being secured for phase one and the launch festival is on 25 November. • Applications supported for a range of external funding bids for civil society • Officer recruited with Government funding has supported a number of initiatives in brining communities together, including a faith capacity building conference on 25th Sept, and a Community Cohesion hackathon on 30th Sept. • Officers have been engaging with civil society groups, with 50 groups met individually over the 3 months and a number of wider engagement pieces. <p>Funding from Lankelly Chase has been secured for supporting the development of the Borough Delivery Partnership, delivered by Collaborate.</p>

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<p>6. Adoption of a master plan for Parsloes Park setting out plans to improve the park over time and when funding allows to encourage more residents to use it for formal and informal recreation and enable the council to apply for external funding to support the implementation of this vision.</p>	<p>Growth & Homes</p>	<p>The Parsloes Park masterplan and the wider Parks and Open Spaces Strategy was adopted by Cabinet on 11 July 2017.</p> <p>Planning permission has been secured for the Youth Zone and it is expected that construction work will start on site in early 2018 with the facility opening to the public in early 2019. The planning application is now being developed for the Parklife regional football hub, which will comprise 3 new full size artificial turf pitches, 7 new grass pitches and new changing rooms. A final decision on funding for the scheme is expected in February 2018. If successful it is anticipated that the new facilities will open in September 2019.</p>
<p>7. Develop an East London Industrial Heritage Museum as part of the redevelopment of the Ford Stamping Plant.</p>	<p>Growth & Homes</p>	<p>A feasibility study has now been commissioned to enable Members to make a decision in 2017/18 whether there is a robust and sustainable business case for the proposal.</p>
<p>8. Improve the amenity value of the Abbey Green to encourage informal and formal recreation.</p>	<p>Growth & Homes</p>	<p>The scope of the development scheme has been agreed with St Margaret's Church, the Council's key partner. It is expected that the partnership funding bid to the Heritage Lottery Fund (stage one) will be submitted in November 2017 for c£3.7 million. This is slightly later than anticipated because, due to the value of the bid, it will be considered by the HLF national committee rather than London Region.</p>
<p>Equalities and Cohesion</p>		
<p>9. Implement the Equality & Diversity Strategy for the borough, ensuring it helps deliver the council's vision.</p>	<p>Chris Naylor</p>	<p>The Equality and Diversity Strategy was agreed by Cabinet in July. It sets out the council's vision for equality and diversity. The strategy is a comprehensive document which seeks to improve outcomes for residents. It sets four high level objectives along with a series of objectives and actions to tackle inequality. The strategy links with existing plans and strategies across council services.</p> <p>An annual progress report will be produced in April 2018 setting out progress towards delivering the objectives set out in the strategy.</p>

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10. Deliver the Gender Equality Charter actions, including Women's Empowerment Month (WEM).	Chris Naylor	<p>Women's Empowerment Month 2017 was a huge success and planning for WEM 2018 has now commenced.</p> <p>Delivery of the GEC charter actions is continuing. As part of WEM an update will be produced on actions taken this year to address gender inequality.</p>
11. Ensure Members and staff are appropriately trained in equalities issues.	Chris Naylor	<p>On 17 May 2017, Flipside, in partnership with the local MET Police LGBT Liaison Officer, delivered gender and sexual identity awareness Training to Members.</p> <p>On 25 October 2017, a session is planned that will focus on community safety issues for the local LGBT+ community.</p> <p>In May 2018, as part of the induction programme following the local election, Members will receive equalities training.</p> <p>Online training modules for staff have been updated. All equalities modules are mandatory for staff to complete and reports are produced for Directors setting out completion rates for each service block.</p>
12. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative.	Chris Naylor	<p>The 'Donate a Flag' initiative is progressing with a number of flag raising ceremonies taking place celebrating the diverse community of Barking and Dagenham.</p>
13. Develop and publish a Cohesion Strategy for the borough.	Chris Naylor	<ul style="list-style-type: none"> • A paper proposing an approach to developing a community cohesion strategy has been presented to CSG and Portfolio holders. • Meetings with VCS providers have taken place building towards a "Big Conversation" in November • Engagement with residents has begun across public events across the autumn. • The first community cohesion hackathon was held on 30 Sept. • The wider engagement with faith communities is being reflected in the development of the approach.
14. Develop a programme to make the Council an exemplar equalities employer.	Chris Naylor	<p>The Equalities and Diversity Strategy has an objective around the Council being an exemplar equalities employer. The Equality in Employment policy sets out the council's approach to leading the way in being an exemplar employer. The council offers flexible</p>

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		<p>working, family-friendly policies, and is working to improve gender and BME representation across all levels of the workforce.</p> <p>The Council is now also re-establishing a number of staff networks including the women's network, the disability network, the LGBT+ forum and the BME forum.</p>
<p>15. The establishment of the East London Women's Museum to enable the creation of a heritage attraction of regional significance.</p>	<p>Growth & Homes</p>	<p>A Heritage Lottery Fund bid has been submitted to meet the costs of a 'pop up' programme of exhibitions, talks, workshops and events, which if successful will be a cornerstone of the borough-wide Women and Activism programme in 2018. A report will be presented to Cabinet in November 2017 to confirm the terms of lease and other support for the Museum. The Museum will be officially launched in January 2018. It is anticipated that the Museum itself will open during 2019 but this is wholly dependent on the completion of the housing development in which it will be sited.</p>
<p>Enforcement and Community Safety</p>		
<p>16. Implement the borough-wide parking strategy.</p>	<p>Claire Symonds</p>	<p>The Parking Strategy was adopted in the Autumn of 2016. We have delivered on virtual permits, carried out a review of the fees and charges, invested in new technology and are currently undertaking a review into new paid for parking areas across the borough.</p>
<p>17. Deliver the new self-funding Enforcement Service using data and insight to target interventions and maximise impact, including the name and shame campaigns to communicate the enforcement work being undertaken.</p>	<p>Claire Symonds</p>	<p>The name and shaming campaign which commenced in April has resulted in the publication of images of flytipper etc and with et help of the public has resulted in 5 prosecutions.</p>
<p>18. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords.</p>	<p>Claire Symonds</p>	<p>The council continues its programme to address rogue landlords. Since April 2017, the service has issued 1,165 licenses. 202 properties were non-compliant following enforcement action, achieving an income of approximately £526,000 between April -Sept 2017.</p>

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19. Progress the Civic Pride agenda through a series of behavioural change campaigns including the reduction of dog fouling.	Chris Naylor	The council has now adopted a Public Space Protection Order against dog fouling in Barking Park, Mayesbrook Park and Abbey Gardens. We are also introducing a dog DNA registration scheme for council tenants who own a dog. This went live in October 2017.
Environment and Street Scene		
20. Ensure the Council promotes Reduce, Reuse, Recycling.	Claire Symonds	<ul style="list-style-type: none"> • ‘SlimYourBin’ campaign was launched last year to engage the public on behavioural change towards waste reduction. • The ‘no side waste’ enforcement was launched in May 2017, by the Enforcement team with a view to changing behaviour and issuing Fixed Penalty Notice to persistent offenders who put out side waste repeatedly despite receiving warning letters from the Enforcement Team. • Waste minimisation visits and direct engagement- Key focus area: <ul style="list-style-type: none"> - Events updates/Blogs/articles and social media support - Public Events, Road shows and workshops - New initiatives hard to reach groups - Capacity Building of community organisations - Community Litter Picks - Recycling Sessions - Give and Take Days/Swap Shops - Schools workshops/assemblies/litter picks and eco school support activities
21. Develop a needs-based targeted approach to street and open space cleanliness.	Claire Symonds	<ul style="list-style-type: none"> • A deep clean programme has started on 17 July 2017 to 24 July 2017, covering primary shopping areas, secondary shopping areas, main streets, and side streets. After piloting the new operating model, this will be reviewed after six months for seasonal adjustments, before making recommendations for borough wide implementation.

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22. Implement the 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"> • Marlborough have been appointed as the contractor for the next 5-year period. • A programme of works has been developed for the next three years and is now been actioned.
23. Delivery of an effective green garden waste service.	Claire Symonds	<ul style="list-style-type: none"> • A chargeable green garden waste service was successfully launched on 2 April 2017. The service operates from April to October each year. • The cost for the service is £80 for a two-year signed-up subscription expiring on 31 October 2018. Customers have the option to pay £40 per year. • The total number of residents that have signed up for the service in 2017 is 7,587.
Educational Attainment and School Improvement		
24. Seek to ensure all young people are in education, employment or training.	Anne Bristow / Growth & Homes	<ul style="list-style-type: none"> • NEET action plan in place following January and March Member workshops to accelerate progress. 14 core actions, including across key groups, governed by NEET Board. • LA NEET + Unknown position moved from 4th quintile to 2nd quintile nationally between 2016-2017. • Plans regarding NEETs in place for Community Solutions.
25. 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.	Anne Bristow	<ul style="list-style-type: none"> • The Council is providing support for schools to improve their media coverage of post-16 successes. More pupils are getting higher grades at GCSE in English and Maths – the % getting a 7-9 in English, which is the equivalent of the former A/A* is significantly above national, Maths 7-9 is in line with national. Scholarships to recruit and retain the top 50 students within the LA implemented. First awards in October 2017.
26. Create 300 new places for September 2017 and 120 for September 2018.	Anne Bristow	<ul style="list-style-type: none"> • Achieved for September 2017 for both primary and secondary pupils. For 2018, there is potential pressure for places to the north of the borough. • The planned expansion programme for Robert Clack including Lymington Fields is currently behind programme following the complications resulting from transferring procurement from the Councils LEP to Be First. It has now been agreed that Be First

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		<p>will use the LEP to deliver the project mitigating the affordability gap presented with the framework contractors. The team have met the new Headteacher for Robert Clack and have agreed to provide the first teaching block on the Green Lane site for September 18 although the programme now remains tight.</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>	<ul style="list-style-type: none"> • 91% of schools are good or better at August 31st, 2017, up 6% from a year ago. • Monitoring Boards are in place at 2 of the 3 local authority schools judged requires improvement. Recent Ofsted monitoring inspection reports confirm their impact. • The ULT academy trust has established a review board for the academy judged to require improvement. The UTC in special measures is receiving additional support from an outstanding secondary school and Teaching School Alliance.
<p>28. Work with schools to improve teacher recruitment and retention.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> • The availability of apartments for newly qualified teachers is being promoted to all schools as well as the possibility of family housing for second and third appointments. The street purchasing scheme has now commenced by the borough where properties will be available shortly for rent by schools and teachers. Further work and agreement is to be undertaken in terms of the process of allocating properties and who i.e. do we include community schools only. • The success of local schools is being highlighted in the increased active media coverage. Teaching School Alliances within the local authority are becoming increasingly successful at recruiting secondary NQTs.
<p>29. 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 and implement SEND inspection recommendations.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> • The Local Area SEND Inspection was largely positive. An improvement plan responding to the recommendations has been developed. • Plans underway with Partnership Learning and EFA for two new special schools to open September 2018 and September 2019.
<p>Economic and Social Development</p>		
<p>30. Launch Community Solutions within specified timeframe as set out in the Target Operating Model.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> • The new Director starts December 2017 and Heads of Service are in post. • Budgets have been reprofiled; ICT work underway; culture and communications working well.

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		<ul style="list-style-type: none"> Service reconfigurations underway with some immediate customer benefits achieved and staffing structure prepared.
<p>31. Develop and implement an Employment and Skills Strategy.</p>	<p>Growth & Homes / Anne Bristow</p>	<p>The Barking & Dagenham Employability Partnership brings together a range of partners, including Department for Work and Pensions (DWP) and Work Programme Providers who are collaborating to reduce the claimant count and the numbers claiming income support or employment & support allowance. The next meeting takes place on 14 December 2017. The Partnership has considered and agreed broad objectives set out in a draft Employment & Skills Strategy. Work commissioned to underpin the development of the Local Plan will set out recommendations on priority employment sectors within the borough along with skills implications. A final report is expected in late November/December. The Local London Partnership is in the process of developing a Skills & Employment Strategy and inputting into the development of the forthcoming London-wide Strategy as well as influencing the Adult Education Budget which will be devolved to London in 2019/20.</p>
<p>32. Implement the new Customer Access Strategy which includes promotion of digital services including 'One Borough Live'.</p>	<p>Claire Symonds</p>	<p>Work is continuing on developing and delivering new e-forms, ten have been launched so far, with around another likely to be in scope for delivery by December.</p> <p>At the same time, a new website is planned for delivery in December too, with "One Borough Live" launching imminently. Workshops are beginning in August to develop a telephony solution for the Council as a whole.</p>
<p>33. 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 	<p>Growth & Homes</p>	<p>Construction commenced at Cambridge Road (360 Barking) and is progressing well on Abbey Road (Rivermill Lofts). Gascoigne East, North Street and Kingsbridge are also in construction.</p> <p>In discussion with C2C and Patrizia about comprehensive redevelopment of Barking Station incorporating Trocoll House</p> <p>Barking Riverside –Stage 2 North SFP due for submission in November and Station Square District Centre SFP and Strategic Infrastructure Scheme due for submission January which combined equal 3500 homes</p> <p>Employment Study underway to survey industrial areas including Chadwell Heath and to develop concept masterplans with objective of no net loss of jobs and 3000 homes. Due for completion February as the scope has been increased to include River Road. Have</p>

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		<p>spoken to several landowners wishing to sell including owner of Muller and CED sites. They are happy to wait for completion of employment study before taking their plans further.</p> <p>St Congar continue to make good progress with clearing the Ford Stamping Plant site and pre-app in September focused on securing the site for the Beam High Secondary School. St Congar have also inputted into brief for Museum of East London the brief for which consultants will be appointed shortly. Next pre-app meeting being Scheduled for December</p> <p>Beam Park is going to 11 December Development Control Board this is for 2000 homes.</p>
<p>34. Implement the Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments.</p>	<p>Growth & Homes</p>	<p>Evidence base currently being finalised this includes Strategic Flood Risk Assessment (now complete), Gypsy and Traveller Study (refinements being made to final draft), Employment Study (due for completion February and will include conceptual Masterplans for Creekmouth, Chadwell Heath and Castle Green), Strategic Housing Land and Availability Assessment (complete), Religious Meeting Places Study (due for completion November), Characterisation Study (complete). Draft Local Plan to be reported to June Cabinet.</p>
<p>35. 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 • DLR Extension 	<p>Growth & Homes</p>	<p>ASF are currently in discussions with RMS over resolving the contractual barriers to delivering the Castle Green scheme. Currently looking at a phased approach starting with Barking Rugby Club site and area around Dagenham Motors. Separately through the Employment Land Study Hawkins Brown are doing a concept masterplan for the Council for incorporation in the Local Plan.</p> <p>Crossrail – services begin December 2018.</p> <p>Barking Station – AECOM appointed to agree passenger forecasts and short medium and long-term improvements. Study due to be complete October 2017. In parallel to this C2C have appointed Farrells to look at potential for over station development and discussions have opened with Patrizia about their involvement vis a vis Trocoll House.</p> <p>Barking Riverside links –Positive SoS decision on Overground extension made. Onward extension to Abbey Wood included in Mayor’s Draft Transport Strategy.</p> <p>Lower River Roding crossing – Included in Mayor’s Draft Transport Strategy. TfL have identified a preferred alignment and an indicative cost of £100m. Will have to be funded</p>

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		by development and Berkeley Homes interest in sites either side of the river is a potential funding source.
36. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy.	Growth & Homes	The workshops being established for the Employment Study are an ideal means of establishing a forum for engagement of businesses/business groups to help inform a Business Development Strategy.
38. Develop a film and creative arts centre in the borough that raises the profile of the borough, improves local economy and provides local skilled employment.	Growth & Homes	LBBD/GLA funded feasibility study being finalised with publicity event on 30 October which also starts a period of seeking expressions of interest.
Social Care and Health Integration		
39. Deliver transformation proposals for children and adults social care, disability services.	Anne Bristow	<ul style="list-style-type: none"> • Children’s Social Care: Implementation is well underway and on track to deliver the savings specifically associated with Transformation Programme activity in accordance with the specified timescales. • The new Brokerage Service for Children’s Social Care went live in October 2017 and good progress is being made in reducing the number of agency staff being used (with a new recruitment campaign due to go live in October). • Key risks remain: the merging of programme activity into BAU by 22 December 2017 and the pressure this will put on the system; the additional savings to be realised for 2018/19 and the impact this will have on existing savings; and a recent (albeit gradual) increase in children’s care and support demand. • Adults’ Care & Support transformation programme also on track to deliver and being managed through the programme arrangements – initial restructures largely completed, including development of localities. Disability Service ‘soft launched’ in May 2017, new management relationships forming and new systems. • Implementation of new IT system well in hand, to support improved social care delivery from March 2018 (children) and June 2018 (adults).
40. In implementing changes to children’s social care, ensure new arrangements deliver	Anne Bristow	<ul style="list-style-type: none"> • Implementation of changes to children’s social care continue in line with the Target Operating Model.

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<p>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>		<ul style="list-style-type: none"> Plans to achieve savings are on track. This includes reducing the Social Care overspend from a high-point of £11.1m to £2.6m in 2016/17. Progress is being made with the recruitment of social workers and savings are being delivered in this area. Whilst Transformation Programme savings targets are on track to be delivered, there are other financial pressures on the system. The £2.6m overspend position from 2016/17 will be improved upon, but pressures from staffing costs (primarily agency, and despite good progress), an increase in expenditure on children in care (as a result of a small number of unavoidable, high cost placements) and other inherent pressures threaten a break-even position for the end of the financial year. The position continues to be closely monitored and plans are either in place, or being developed to address in-year pressures whilst simultaneously delivering the additional £750k savings (on top of the £1.1m Transformation Programme savings) for in 2018/19.
<p>41. Ensure that the Council is planning and delivering a comprehensive set of housing options for people with care and support needs particularly older people and those with mental health problems.</p>	Anne Bristow	<ul style="list-style-type: none"> Across Care & Support commissioning and Growth & Homes, work continues to put a specific programme in place to support the aspirations for older people's housing identified in the scoping report that was completed earlier this year. As part of the street purchasing properties programme, five one bed units have been allocated for Adult MH client group and matching process has begun through panel to allocate the units. Another 5 units will be on stream by January 2019. Sites have been identified for exemplar extra care/retirement village housing schemes for older people and existing accommodation that is below standard has been identified for potential redevelopment. Cabinet are expected to receive a strategy paper in the Autumn. Tenders have been issued for more flexible and outcomes-focused mental health floating supports services and we expect those to be in place in the new year.
<p>42. Create employment opportunities and ensure appropriate support for people with Learning Disabilities.</p>	Anne Bristow	<ul style="list-style-type: none"> A series of practical steps have been completed to see more people with learning disabilities experiencing paid work. The Learning Disability Partnership Board (LDPB) put a plan together setting out how service users can be identified and assisted towards finding paid employment. The plan also outlined how employers can be supported and prepared to create work experience and job opportunities. Last year, our figures improved slowly (from 3.5% to 4.5%) and already this year thanks to a programme of work taster sessions performance has improved to 5.8% (22 people with a learning disability in paid employment on a short or long-term basis).

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		<ul style="list-style-type: none"> Longer work experience opportunities are being offered and officers will be capitalising on the improved relationships with employers that are generated to scope longer-term and permanent work opportunities.
<p>43. 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>	<ul style="list-style-type: none"> A new Chair of the Local Safeguarding Children Board (BDSCB) has been appointed and took up post in September 2017. The Chair of the BDSCB has met with key officers and chaired their first BDSCB on 4 October 2017. Revised structures for the BDSCB (following the publication of the Children and Social Work Act) have been developed and are being implemented. A systematic review of the current position of the BDSCB is already underway. The new Independent Chair of the Adults Safeguarding (SAB) is also now in post. He is meeting with key partners from across the partnership and has undertaken a handover with the previous SAB Chair. The SAB Annual Report has now been signed off. The latest SAB meeting was held on 16th October. <ul style="list-style-type: none"> A new Child Sexual Exploitation (CSE) co-ordinator has been appointed and this post has been established on a permanent footing. The development of a CSE strategy and an update on our Problem Profile (though multi-agency profile that allows us to understand the prevalence of CSE in the borough) are key priorities during 2017/18. A revised Domestic and Sexual Violence Strategy has been developed and will be considered by the Health and Wellbeing Board in November 2017. The Delivery Unit have identified domestic violence as a focus for their next round of projects. Their work will inform a basic local VAWG needs assessment and the development of the VAWG strategy.
<p>44. 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>Smoking</p> <ul style="list-style-type: none"> The Tobacco Control Strategy was presented at the Health and Wellbeing Board in September was approved and is now on the website – see link below https://www.lbbd.gov.uk/council/priorities-and-strategies/corporate-plans-and-key-strategies/.

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		<ul style="list-style-type: none"> An implementation plan will now be drawn up by the LBBD tobacco control group; this will reflect the ambitions of the STP, as we work with the STP group to improve client access to services and to advance the smoke-free agenda in secondary care. <p>Substance Misuse</p> <ul style="list-style-type: none"> The adult and young people integrated substance misuse services have been re-designed to embark on a less 'traditional' way of working. The young people's service will focus on prevention – working with those young people at risk especially those who identify as LGBT+, those who have experienced abuse and those who have been exposed to substance misuse. The adult's service will have a more trauma informed approach with greater holistic interventions to tackle the reasons why people use substances in the first place. Procurement is currently at the Invitation to Tender (ITT) stage. <p>Obesity</p> <ul style="list-style-type: none"> We are currently in the processes of commissioning a small behaviour insight project which aims to understand the contextual and social factors driving behaviours and attitudes from different ethnic groups toward healthy lifestyles. <p>Teen pregnancy</p> <ul style="list-style-type: none"> Our rate dropped by 4% between Q1 and Q2 to 27.1 per 1000 under 18 women, 15.6% better than the same quarter last year (a greater reduction than nationally). A rate of 27.1 places us fourth from bottom in London, an improvement on previous quarters, with several other LAs within reach. Rates have now dropped for four quarters in a row, and our rate has stayed under 30 for three quarters in a row for the first time, meaning that our rolling yearly average is also showing a reduction. Measures to tackle the issue of teen pregnancy continue in the borough through education, advice and promotion of the C-card scheme (3,300 young people signed up and there were 6,400 repeat visits in 2016/17 – the highest in London). A further 628 young people registered for C-Cards in Q1 of this year and there were 1,431 repeat encounters across the scheme.

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		<p>Immunisation</p> <ul style="list-style-type: none"> • MMR: Q1 figures were at 78.6% compared to 80.5% in the same quarter last year. These figures remain lower than the national average but higher than London. Q2 figures are not yet available. • Flu vaccinations: Public Health is working with the Communications team and the CCG to ensure that messages advising key groups to access free flu vaccinations are cascaded out. • There is a national shortage of pneumococcal vaccine which NHSE is working to resolve.
<p>45. Continue to play a leading role in delivering greater integration of health and social care across Barking and Dagenham, Havering and Redbridge.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> • Cabinet Member for Social Care & Health Integration continues to chair the Integrated Care Partnership Board for Barking & Dagenham, Havering and Redbridge contributing to democratic leadership of moves to integrate health and social care services. • July's Board meeting received an update on moves for providers (NELFT and BHRUT principally) to lead frontline integration activity, together with plans for joining up commissioning to support this activity. • The Council has been leading the development of localities, bringing social care teams together with GPs and community health services. The Sustainability & Transformation Plan has been signed off by NHS England and the ICP Board ensures that this delivers for residents of our three boroughs, even though concerns remain about the democratic validity of the STP approach.
<p>46. Ensure corporate parenting responsibilities are being successfully undertaken.</p>	<p>Anne Bristow</p>	<ul style="list-style-type: none"> • The Annual Corporate Parenting report demonstrates that Corporate Parenting responsibilities are being undertaken. • Performance outcomes for children in care are generally good and actions are in place for improvement where this is required. Three workshops focused on improving NEETS outcomes took place and an improved action plan is in place to further improve NEET outcomes. • Members attended Total Respect training that focuses on the children in care and care leaver experience. The training is delivered by care leavers and this enabled members to hear directly from care leavers of their experience in care and of leaving care. • Children and young people continue to attend the Member Corporate Parenting panel and give their views on further improvement.

Key Accountability	Strategic Director	Quarter 2 2017/18 Update
47. Deliver the Youth Zone for Parsloes Park, providing a fully accessible facility for young people based on the successful Youth Zone model elsewhere in the country.	Anne Bristow	Delivery of the Youth Zone has been delayed due to the complexity of the planning process for the scheme, which has required both Council and GLA approval. It is now expected that the facility will open in early 2019.
Finance, Growth and Investment		
37. Supply heat and potential power to residents through affordable energy projects.	Growth & Homes	First schemes underway are Gascoigne East and Becontree Heath with proposals for further schemes being developed.
48. Reduce the amount lost to the tax payer through rechargeable repairs where damages to council housing are the liability of the tenant.	Claire Symonds	<p>As part of the Leader's project we agreed and implemented:</p> <ul style="list-style-type: none"> • That all 'void primary clears' would be recharged to tenants • That any jobs relating to lost keys / broken keys would be recharged, we were not able to introduce payment in advance due to the issue of taking payment / technology – however the scripts / processes were amended to make it clear to the tenant they would be charged for the service with an indicative cost at the point they made the request. • That we would continue to retrospectively charge tenants where damage was caused to properties and we could prove it was down to them (mainly unauthorised alterations / removing internal doors etc.) • The difficulty with the recharge process remains the collection of revenue raised, which is currently at 38% of the identified income from this process.
49. Ensure all residents that will be affected by changes to the benefits system, are engaged with to support them in preparing for changes.	Claire Symonds	The Welfare Reform Task Force are taking preventative action to minimise and mitigate the impacts that follow the Welfare Reform changes. The council's Welfare Reform Task Force can help households get into work or increase their hours of work, find alternative housing that they can afford, maximise all the benefits that they are entitled to and provide debt advice. The Welfare Reform Team and the Benefit Department work closely together to ensure that any impacts on affected customers are reduced and work alongside the Job Brokers, Job Centre Plus and also relevant support agencies.

Key Accountability	Strategic Director	Quarter 2 2017/18 Update
<p>50. Offer affordable housing to key workers within services areas that are struggling to attract and recruit suitable staff.</p>	<p>Growth & Homes</p>	<p>At October 2017, the Street Purchase Programme has:</p> <ul style="list-style-type: none"> • 66 offers accepted (1, 2, 3 and 4 beds) • 21 offers imminent • 12 viewings diarised <p>Key worker accommodation can be prioritised and we have offered properties to both school and social work staff and we are awaiting confirmation of take up requirements. Properties will be available for allocation initially to care leavers in Oct 2017.</p> <p>The Council is also working with Pocket Living on a low-cost starter home scheme of 77 units focussed on key workers. Scheme going to Development Control Board in November.</p>
<p>51. Ensure that the 2017/18 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed.</p>	<p>Claire Symonds</p>	<p>The forecast position for the full year as at the end of August 2017 is an overspend of £5.517m. In many ways, this could be regarded as a worst-case forecast that should be reduced by further management action. However, it should also be noted that new pressures and risks may yet emerge. The position will be closely monitored and reported to Cabinet monthly.</p> <p>If this forecast was still the final position by the end of the financial year it would require a drawdown on the Council's reserves. Although we do have sufficient to cover this amount, a reduction in the reserves would mean less capacity for strategic investment and the management of future risks.</p> <p>With respect to the Medium Term Financial Strategy (MTFS) until 2021, the current budget gap has increased from the £22.167m to £23.003m in July 2017, with £16m occurring in 2018/19. Work to rectify this budget gap is currently being worked on (see below).</p>
<p>52. Set a balanced budget for 2018/19.</p>	<p>Claire Symonds</p>	<p>The 2018/19 Budget as per the MTFS approved by Assembly in February identified a budget gap for 2018/19 of £14.954m. An update to this position was presented to Cabinet in July which showed that the gap had widened to £16m</p> <p>There are a number of risks and pressures that have arisen since February which have affected the budget gap. These include major factors such as Children's Care and Support</p>

Key Accountability	Strategic Director	Quarter 2 2017/18 Update
		<p>pressures surrounding the recruitment of permanent social workers, continuing pressures relating to Homelessness due to growing demand, reconfiguration and funding surrounding Public Realm, and the restricted use of CCTV to issue Penalty Charge Notices, all of which have pressures circa £900k - £1m. These contributed to increasing the revised budget gap of £20.520m.</p> <p>In order to manage down the pressures for 2018/19, a number of adjustments to the MTFs are proposed to reduce the budget gap. These include absorbing staff inflation and pay awards into existing budgets (as happened in 2016/17), absorbing non-staff inflation into existing budgets, the impact of legislative changes that we built into the MTFs, but have not occurred have been removed, and Community Solutions will effectively manage down demand pressures.</p> <p>Having taken into account the risks and pressures outlined above, and the adjustments made to the MTFs, the revised budget gap is now £16m for 2017/18.</p>
<p>53. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services.</p>	<p>Claire Symonds</p>	<p>The Revenues Team continues to improve collection rates for all streams of income. There are several risks and pressures that have and will arise throughout the year. Housing Benefit has decreased by 7%, or £900k, placing additional pressure on the Rents Service to collect more. The increase in council tax coupled with the Adult Social Care precept puts more pressure on council tax collection. In addition, council tax support paid to residents is now lower than at any other time. Strict adherence to good recovery practices are being maintained to mitigate these risk as well as close liaison with the Benefits Team and the Citizens Advice Bureau. Action by enforcement agents is closely monitored to ensure maximum collection performance, but allows flexibility to recall cases where it becomes apparent that this action is no longer effective or appropriate.</p> <p>In December 2017, all new claimants (with some exceptions) will be required to apply for Universal Credit via the DWP. This will result in a reduction in Housing Benefit being paid directly to the tenant's rent account and payment will be made directly to the applicant. Although it will take some time for the full effects of this to be realised, work has commenced to identify any potential collection issues and to put in place procedures to mitigate them.</p>