

What we will deliver in 2017/18

Key Accountability	Strategic Director	Quarter 3 2017/18 Update
Community Leadership and Engagement		
<p>1. Delivery of the Borough Manifesto through the Barking and Dagenham Delivery Partnership.</p>	<p>Tom Hook</p>	<p>The Barking and Dagenham Together- Borough Manifesto was launched last year and 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, 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>Attendance at Summer of Festival events by Borough residents has gone up for the third year running. The same is true for the level of awareness amongst residents about the Summer of Festivals programme and the demand from residents for similar events to be presented next year.</p>
<p>3. Develop a 'giving model' for the Borough including crowdfunding and local lottery schemes.</p>	<p>Tom Hook</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 6 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. • Barking and Dagenham lottery launched on the 21st October 2017. To date there are twenty-five Good Cause groups registered and over 600 tickets are being sold each week. If ticket sales are maintained at this level then the lottery will generate over £19,000 for local good causes in its first year.

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		In December BDCVS convened a range of partners to start a discussion on developing a Local Giving model further.
4. Strengthen partnership arrangements for the borough.	Tom Hook	<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 in December. An action plan is now being developed to improve partnership working in the borough.</p>
5. Support the development of the community and voluntary sector.	Tom Hook	<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. • Every One Every Day launched to residents on the 25th November, with 400 people attending. Project delivery has begun and the first two hubs are open, one in Church Elm Lane and one on Ripple Road. • Applications supported for a range of external funding bids for civil society • Officer recruited with Government funding has supported a number of initiatives in bringing communities together, including a hate crime workshop in October and events during Inter faith week in November. • A bid has been submitted to DCLG, which if successful, would provide funding to groups locally around community cohesion and integration • Officers have been engaging with civil society groups, with 40 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>
6. Adoption of a master plan for Parsloes Park setting out plans to improve the park over time and when funding allows to encourage	Growth & Homes	The Parsloes Park masterplan and the wider Parks and Open Spaces Strategy was adopted by Cabinet in July 2017.

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<p>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>The development agreement for the Youth Zone has been agreed and construction work started on site w/c 8 January. It is expected that the facility will open to the public in early 2019.</p> <p>The planning application is now being developed for the Parklife regional football hub, which will comprise 3 new full size (11 a side) artificial turf pitches and new changing rooms and social facilities for park users.</p> <p>A final decision on funding for the scheme, which will cost c£5 million, is expected in February 2018. If funding is secured, 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>	Growth & Homes	<p>A feasibility study will be completed by the end of March 2018 to enable Members to make a decision about whether there is a robust and sustainable business case for the proposal and how it could be funded.</p>
<p>8. Improve the amenity value of the Abbey Green to encourage informal and formal recreation.</p>	Growth & Homes	<p>An improvement scheme for the Abbey Ruins and Abbey Green has been developed by the Council in partnership with St. Margaret's Church. To enable the plan to be implemented, a funding bid to the value of £3.6 million was submitted to the Heritage Lottery Fund in December 2017. A decision is expected in March 2018.</p> <p>A management agreement for the maintenance of the Abbey ruins has been agreed in principle with Historic England and will be finalised by March 2018. This will be a key factor in removing the site from Historic England's heritage at risk register.</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>	Tom Hook	<p>The Equality and Diversity Strategy was agreed by Cabinet last year. 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).	Tom Hook	<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. More stakeholders have signed up to the Charter and a resource bank with useful gender equality resources has been created as an added incentive for those who sign up. A new quarterly gender equality newsletter has been introduced which will provide all signatories with updates on gender equality issues as well as with progress on delivery of the charter actions. As part of WEM an annual 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.	Tom Hook	<p>In May 2018, as part of the induction programme following the local election, all Members will receive mandatory 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.	Tom Hook	<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.	Tom Hook	<ul style="list-style-type: none"> • A paper updating on approach to developing a community cohesion strategy has been presented to CSG. • Meetings with residents and providers took place building towards a "Big Conversation" in November, which was attended by 70 people • Engagement with residents and VCS organisations has been ongoing. • 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.	Tom Hook	<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 working, family-friendly policies, and is working to improve gender and BME representation across all levels of the workforce.</p>

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		The Council is continuing work to re-establish a number of staff networks including the women's network, the disability network, the LGBT+ forum and the BME forum.
15. The establishment of the East London Women's Museum to enable the creation of a heritage attraction of regional significance.	Growth & Homes	<p>A Heritage Lottery Fund grant (£81,000) has been secured by the East End Women's Museum to meet the costs of a 'pop up' programme of exhibitions, talks, workshops and events, which will be a cornerstone of the borough-wide HerStory programme that commemorates the centenary of women securing the right to vote and to honour women past and present who help drive change for equality.</p> <p>Cabinet has now approved the terms of lease and other support for the Museum, which has now been established as a community interest company (CIC).</p> <p>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>
Enforcement and Community Safety		
16. Implement the borough-wide parking strategy.	Fiona Taylor	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 and invested in new technology. New ANPR vehicles are now in use across the borough
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.	Fiona Taylor	<p>The name and shaming campaign which commenced in April has resulted in the publication of images of flytipping etc and with the help of the public may lead to prosecutions.</p> <p>Street Enforcement Officers have issued 1853 FPNs since April 2017 which has resulted in an income of £180k and a total of 11 prosecutions has also taken place since April 2017.</p>
18. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords.	Fiona Taylor	The council continues its programme to address rogue landlords. Since the start of the scheme in 2014 the Council have issued over 10,000 licenses of which 1,648 have been issued since April 2017. Since the start of the scheme compliance officers have visited 11,400 properties of which 1026 have been carried out since April 2017. Since April 2017 compliance officers have found 281 non-compliant properties (27% of those visited) 153 of

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		these have now been brought up to a compliant level with either informal or enforcement action. £795,200.00 income has been received between April – December 2017 from licence fees.
19. Progress the Civic Pride agenda through a series of behavioural change campaigns including the reduction of dog fouling.	Tom Hook	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. • As part of the wider review of Public Realm services, a waste reduction behaviour change communications strategy has been developed to support the council’s ongoing waste reduction strategy. The marketing campaign will be delivered in two phases using the ‘Slim Your Bin’ campaign vehicle that still has salience with our target audience and feature the new messages we have developed within the communications strategy. Phase 1 Awareness & Comprehension – educate residents how to use waste services – 5 weeks from end of Feb to end of March 2018. Phase 2 Targeted Behaviour Change (food waste & recycling) May – June 2018. • 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

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		<ul style="list-style-type: none"> - Community Litter Picks - Recycling Sessions - Give and Take Days/Swap Shops - Schools workshops/assemblies/litter picks and eco school support activities
<p>21. Develop a needs-based targeted approach to street and open space cleanliness.</p>	<p>Claire Symonds</p>	<ul style="list-style-type: none"> • A deep clean programme 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.
<p>22. Implement the Highways Improvement Strategy and funded programme with the intention of improving conditions and perceptions of the quality of roads and pavements.</p>	<p>Fiona Taylor</p>	<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.
<p>23. Delivery of an effective green garden waste service.</p>	<p>Claire Symonds</p>	<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 signed up for the service in 2017 was 7,587. • Registrations for the 2018 service opened on 4 July 2017. As of 31 December 2017, a total of 3,270 have signed up for the 2018 service. This includes new customers, renewals and customers that originally paid for the 2-year collections in advance.

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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"> The borough's annual NEET scorecard was published in October 2017. It demonstrated that the borough's combined NEET and Unknown performance of 5.6% was an improvement of two quintiles on the previous year and was now better than England (6%) and only slightly behind London (5.3%). The borough has demonstrated a faster level of improvement than national for two years in a row and is on track to improve further on the 5.6% figure in 2018. A NEET action plan is in place following January and March 2017 Member workshops to accelerate progress. Fourteen core actions are in place, including across key groups, and are governed by the NEET Board. Almost all actions are on track or completed. The NEET action plan includes an ambitious target that 30% of Council apprenticeships will be filled by Care Leavers by April 2018 and this is proving challenging. We continue to work closely with our partners to meet this target, including through our apprenticeship levy strategy.
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 achieving higher grades at GCSE in English and Maths. The % getting a 9-7 in English, which is the equivalent of the former A/A*, is significantly above national. The Maths 9-7 result is in line with national. The first scholarships, which recruit and aim to retain the top 50 students within the LA, were awarded in October 2017. The numbers of young people progressing to higher education has increased from 586 in 2010 to 712 in 2017, and by 35% overall since 2007 (the largest increase in London). Even larger increases have been seen in the proportion of those young people that go to an institution in the top third, which has increased from 24% of all those going on to HE in 2014 (when figures were first measured) to 42% in 2017.
26. Create 300 new places for September 2017 and 120 for September 2018.	Anne Bristow	<ul style="list-style-type: none"> We successfully created an additional 300 school places (primary and secondary) for September 2017.

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		<ul style="list-style-type: none"> For 2018, there is potential pressure for pupil places at the extreme north and south of the Borough. 120 Year 7 places were noted as potential demand at Cabinet in December 2017 in addition to agreement for the extension of two nurseries and the opening of a new provision at Riverside. This forecast of 120 places remains accurate and we are on track to deliver these. The new Lymington Fields provision (an All Through School) will be completed in 2020. Be First and the LEP are engaged in the provision of additional accommodation at Robert Clack. The first phase of expansion will be open in September 18.
<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 were rated by Ofsted as 'Good' or better at December 2017, up 5% from 18 months ago. During Autumn Term 2017, 5 Ofsted inspections took place within the local authority, including 4 Section 8 monitoring inspections. Of the LA-maintained schools, 3 maintained their good grade; 1 non-maintained school had its first inspection and was judged to be good; and 1 non-maintained school had a Section 8 inspection which has not yet been published. Monitoring Boards are in place at 2 of the 3 local authority schools judged as 'Requiring Improvement'. Recent Ofsted monitoring inspection reports confirm their impact. The ULT Academy Trust has established a Review Board for the academy judged as 'Requiring 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 for allocating properties and to whom i.e. whether we include community schools only. The success of local schools is being highlighted through increased active media coverage. Teaching School Alliances within the local authority are becoming increasingly successful at recruiting secondary NQTs. The stalling of the school population is beginning to ease demand on recruitment.

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<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"> • There are plans underway with Partnership Learning and EFA for two additional new special schools to open September 2018 and September 2019 – one for SEMH for up to 90 children and an additional all-age special school for children with complex needs. • We have increased our capacity in local mainstream schools to support children with severe learning difficulties and autism, commissioned 20 more Additional Resource Provision places and increased Deaf provision by 3 places. We have increased the number of places in our special schools. • Following the SEND inspection, we have increased tailored services capacity, provided joint training around mental health and provided family support. Underpinned by an Improvement Plan, we are working to ensure that there are robust processes in place for early identification of needs at SEN Support and statutory EHC level and to enable LAC with SEN to be placed in a ‘Good’ or ‘Outstanding’ provision.
<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 permanent Director (Mark Fowler) is now in post as of 3rd Jan 2018, joining the Heads of Service as the ComSol senior management team. • Phase 1 restructuring is underway with recruitment and selection taking place across January and February, following a successful consultation process. • Budgets have been reprofiled and are due to be finalised in order to stabilize a very complex budget, aligned to the Mandate. • ICT development work continues, coordinated through the CED Team, aligned to our TOM. • Culture and communications continues to work well as we ensure staff are brought with us on the journey. • Commissioning Mandate is on track to be in place by 1st April 2018, following the latest review. New Director has been engaged in its review and further development.

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<p>31. Develop and implement an Employment and Skills Strategy.</p>	<p>Growth & Homes / Anne Bristow</p>	<ul style="list-style-type: none"> • 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>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, 14 have been launched so far, with around another tranche to be in scope for delivery by the end of February.</p> <p>Upgrades to telephony in the contact centre are due to go live by early February and it is anticipated that these will greatly improve the customer experience when calling the council.</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 January and Station Square District Centre SFP and Strategic Infrastructure Scheme due for submission March 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</p>

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		<p>for completion February as the scope has been increased to include River Road. Significant interest in sites within Chadwell Heath from a number of major housebuilders.</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 February Development Control Board this is for 2000 homes. This has been delayed due to need to increase affordable housing to 50%.</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 (complete), 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. . Development partner likely to be procured either on basis of agreed Masterplan or to develop a masterplan in partnership. 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 January 2018. Delay due to all parties agreeing the modelling. In parallel to this Weston Williamson have presented a scheme for over-station development to C2C and Be First.</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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		<p>by development and Berkeley Homes interest in sites either side of the river is a potential funding source.</p> <p>DLR – TfL have identified a potential DLR route to Barking Station from Royal Docks. Be First meeting TfL Wednesday 3 January to discuss how this fits into potential Barking Station over-station scheme.</p>
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	Cabinet report on 23 January will seek approval to purchase the additional land at Dagenham East to deliver the full ambition for the multi-media complex. The expressions of interest stage for organisations to invest and run the studios is underway with interest from a number of parties. A partner selection process will commence at the end of this period.
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 is now live 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), though pressures on the system are starting to threaten this. • Key risks remain: the merging of programme activity into BAU during early 2018; 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. • The implementation of the Children and Social Work Act is also likely to add to pressures (though new burdens funding can reasonably be expected – though at this stage remains unconfirmed). • Implementation of new IT system well in hand, to support improved social care delivery from March 2018 (children) and June 2018 (adults).

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		<ul style="list-style-type: none"> • The Disability Service has been live since May 2017 and has been engaged in an ongoing phase of service improvement including service user reviews, procedure and process improvement, staff training and reporting. The service inherited an imbalance of more Adults Social Workers than Children's, which has caused the need to retain agency staff. There are 2 ASYE's in the Life planning Team's who require a protected caseload and FSW in the Life Planning Team A is awaiting HCPC registration, therefore children's agency social workers required for caseload allocation. • The Enabling independence team are no longer using external agencies on the children's cases. This will impact on the workload of the paediatric OT in the team and may result in other OTs taking on additional work. There is an OT within the service due to go on maternity leave in February 2018. Will need to seek maternity cover agreement from workforce Governance Group. • Risks include the transfer of SEND to EHC plans. The LA has a duty to transfer all remaining Statements of SEN to EHC Plans by 31 March 2018. Additional resources have been allocated with 5 full time EHC Coordinators working on the transfer review process. As of 12/01/18, 356 Statements require transfer out of a total 1350. Meetings with all families are scheduled and the majority are now in process to meet the end of March deadline. • The disabilities transformation programme has been closed since the actions to realise the remaining savings are now embedded into BAU. Progress is now being made on reducing service user package costs, together with the need to continue delivering savings targets through life planning, which is a key component to reaching better outcomes at lower cost. • Adult Mental Health social care services have transferred successfully back into Council management from NELFT, and there is a strengthening team and positive steps to ensure that all posts are filled on a permanent basis and to reduce reliance on agency social work staff. This is strengthening the unique contribution that social work can make to improving the lives and long-term future of those with mental health problems, alongside medical intervention.

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		<ul style="list-style-type: none"> • The Integrated Care localities continue to deliver frontline services of good quality, with the new Assessment Service and the Care Navigators having established themselves as an important part of the adult social care system. • A pilot scheme has been funded to investigate the use of a simplified digital tablet to help keep older people in touch with friends and relatives, and give them better access to key support services. Called 'Breezie', there are 75 available for local residents to trial, as a first step to a potential major roll-out later next year if it proves successful. • Supporting people with learning disability into employment has seen an improvement, approaching the London average. Work is underway to support the Disability Service to incorporate employment development more fully into its life planning approach.
<p>40. In implementing changes to 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>	<ul style="list-style-type: none"> • Implementation of changes to children's social care continue in line with the Target Operating Model. • Plans to achieve savings are under pressure and are unlikely to be fully delivered. The pressures arise primarily from an increase in pressures on the children in care budget as a result of higher unit costs. • Whilst Transformation Programme savings in many areas are targets 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>	<p>Anne Bristow</p>	<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. This work will include the development of an older peoples' strategy to set the boroughs aspirational vision and older peoples life pathway.

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		<ul style="list-style-type: none"> 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. 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>	<p>Anne Bristow</p>	<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 6.3% (23 people with a learning disability in paid employment on a short or long-term basis). 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 to arrive at the final proposals to be submitted to the DfE (in late 2018). 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. The new Independent Chair of the Adults Safeguarding (SAB) is also now in post. He has meeting with key partners from across the partnership and is leading discussions on the future functioning of the Board and its committees.

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		<ul style="list-style-type: none"> SAB continues to meet quarterly, overseeing strategy and performance of the safeguarding system, and approving Safeguarding Adult Reviews of significant cases to ensure the learning is disseminated. Both Safeguarding Board chairs have quarterly meetings with the Leader and Chief Executive, part of the systems which ensure that there is a corporate commitment to safeguarding children and vulnerable adults. A revised Domestic and Sexual Violence Strategy has been developed to shape the improvement of services in the coming year. This will also inform the procurement of new providers for the Refuge and Independent Domestic & Sexual Violence Advocacy service, over the coming year. The Delivery Unit have identified domestic violence as a focus for their next round of projects, and this review is expected to report in the coming weeks to inform the longer-term strategy being developed.
<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 specialist LBBD stop smoking team continue to lead the way in terms of successful quitters over pharmacy and Primary Care. The service fulfils an important need in reaching pregnant women, mental health patients, substance misuse clients and other vulnerable groups. Public Health is to commence a re-procurement process for the Primary Care contracts, including smoking, and which will determine the contracts for 2019. Revised models of delivery will be considered. <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 almost complete with Subwize, the young people's service being awarded to the successful provider and currently in the 10 day stand-still time.

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		<p>Regarding the adult service, commissioners have requested further clarity from bidders on some aspects of the service specification. Deadline for clarification is 12 January 2018 and a decision will be made to award contract before the end of January 2018</p> <p>Obesity</p> <ul style="list-style-type: none"> The contract for the behaviour insight project has been awarded and the project has commenced. The project aims to understand the contextual and social factors driving behaviours and attitudes from different ethnic groups toward healthy lifestyles and will be completed by April 2018. <p>Teen pregnancy</p> <ul style="list-style-type: none"> The most recent data has shown that TP rates have increased since last quarter (32.0 per 1,000 versus 27.1 per 1,000) and is the highest in London for this quarter (July-September 2016 – there is a lag of just over a year). However, in numbers this relates to an increase of only 5 conceptions in this quarter compared with the last quarter (31 versus 26). The rolling annual rate has continued to decline, and the quarterly rate is also lower than the same quarter the previous year (32.8 per 1,000). Overall figures continue to be the lowest they've ever been. The borough has the best performing C-Card (condom distribution) programme in London for the second year in the row. B+D have the highest proportion of young people engaging with the programme after registration in London (48%, nearly 20% better than average). We have the highest rate of usage per 1000 young people in London (by a very large margin). 15.3% of encounters for the whole of London are from B+D residents. 3 out of 10 of the most active repeat visit outlets across the whole of London are in B+D. <p>Immunisation</p> <ul style="list-style-type: none"> MMR: Q2 figures at five years old were at 80.5% and show an improvement on the previous quarter's figures (81.2 Q2 compared to 78.6% Q1 but are lower than the same quarter last year which was 82.5% Flu vaccinations: There has been an increase in the number of cases of flu, although the numbers are only slightly higher than 2017 comparable figures.

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		<ul style="list-style-type: none"> • Messages to reduce the transmission of the flu virus between staff have been circulated and posters put up around council buildings. Staff will also be provided with antiseptic wipes so that they can clean keyboards prior to use. • PH is working with CCG to communicate messages to residents. • School vaccination programmes include child flu and all 4-8 year olds (reception year to year 4) are invited to have a free flu vaccination at their school or via a community clinic. Home-schooled children and children in pupil referral units are also invited for a flu vaccination. • There is a continuing national shortage of pneumococcal vaccine which NHSE is working to resolve. Manufacturers are due to replenish stocks this month.
<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. • Workshops focused on the timeliness of adoption have taken place and actions are in place for improvement. Timeliness is reported through a rolling 3-year cycle. Performance to end 2015-17 has been below targets. Timeliness has improved for 2017/18 but this single year will not show a significant improvement in the 2016-18 Adoption Scorecard. We will need three continuous years of improvement from 2018-2020 the Adoption Scorecard to achieve targets. Performance for 2017/8 is therefore positive.

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		<ul style="list-style-type: none"> Children and young people continue to attend the Member Corporate Parenting panel and give their views on further improvement.
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	Construction work will start on site w/c 8 January 2018. It is expected that the Youth Zone will open to the public 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 continues to support people affected by the Benefit Cap. The next major change is Universal Credit Full Service which commences in LBBB on March 28 th , 2018 and a strategy group chaired by the Director of Community Solutions has been set up to pull together stakeholders including JCP, Elevate and other Council Services to

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		ensure the Council is prepared for this in terms developing support and information for claimants. The strategy group is supported by a Task and Finish Group to implement the actions.
50. Offer affordable housing to key workers within services areas that are struggling to attract and recruit suitable staff.	Growth & Homes	<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.</p> <p>The Council is also working with Pocket Living on a low-cost starter home scheme of 77 units focussed on key workers. The scheme was present to Development Control Board in November.</p>
51. Ensure that the 2017/18 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed.	Claire Symonds	<p>The forecast position for the full year as at the end of December 2017 is an overspend of £6.8m. 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 is being 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, a report was presented to Cabinet in November that brought forward proposals to close the 2018/19 gap with £2.7m of planned use of reserves and £9.6m of new savings. The remaining gap to 20/21 is now £15.6m.</p>
52. Set a balanced budget for 2018/19.	Claire Symonds	<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>A further update was provided in November that brought forward £9.6m of new savings which together with other adjustments including £2.7m use of reserves closed the gap.</p>

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<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>