

What we will deliver in 2017/18

Key Accountability	Strategic Director	Quarter 4 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>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>An annual report setting out performance against the Borough Manifesto targets will be produced to share with partners later in summer.</p>
<p>2. Summer of Festivals showcasing the best of the borough.</p>	<p>Inclusive Growth</p>	<p>The Summer of Festivals programme was presented during the period May to September 2017. In 2017, an additional one-off event was presented called ElvisFest to commemorate the 40th anniversary of the death of Elvis Presley, which was paid for by business sponsorship.</p> <p>The Residents' Survey for 2017 tells us that 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 in 2018.</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-eight Good Cause groups registered and over 620 tickets are being sold each week. If ticket sales are maintained at this level then the lottery will generate almost £19,500 for local good causes in its first year.

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		<p>In December BDCVS convened a range of partners to start a discussion on developing a Local Giving model further.</p>
<p>4. Strengthen partnership arrangements for the borough.</p>	<p>Tom Hook</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. Initial work has focussed on taking one theme from the Borough Manifesto as a starter and through a focus group with partners, identifying the role partners can play in helping deliver the aspiration for that theme.</p>
<p>5. Support the development of the community and voluntary sector.</p>	<p>Tom Hook</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. • Every One Every Day initial hubs are now established, with over 40 residents projects in the February- April programme.- the newspaper advertising the programme was delivered to 16,000 homes. Additional funding of £850,000 has been confirmed by the GLA for a Warehouse to support residents in developing their ideas- this will be on the Film Studio site in the first instance. • 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 women’s human library event in March and ongoing work with faith communities • MHCLG has awarded £1.3M to Barking and Dagenham – the connected communities programme will launch in April with a number of linked initiatives across the council, companies targeted at community cohesion and integration • Officers have been engaging with civil society groups, with 35 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>Inclusive Growth</p>	<p>The Parsloes Park masterplan and the wider Parks and Open Spaces Strategy was adopted by Cabinet in July 2017.</p> <p>The development agreement for the Youth Zone has been agreed. Construction work started on site in January 2018 and is progressing well. 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>Consultation with ward members, park users and local sports clubs was undertaken in March 2018 at which the proposed scheme was very positively received.</p> <p>A final decision on funding for the scheme, which will cost c£6 million, is expected during summer 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>	<p>Inclusive Growth</p>	<p>A feasibility study will be completed during spring 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>	<p>Inclusive Growth</p>	<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. The scheme was passed by the Heritage Lottery Fund in April 2018 but they have inadequate funds to meet the costs of the scheme at this time.</p> <p>Once formal feedback is received from the Heritage Lottery Fund a way forward will be considered including phasing the delivery of the scheme over a number of years to spread costs.</p> <p>A management agreement for the Abbey Green and Ruins has now been agreed with Historic England This will now enable the site to be removed from Historic England's heritage at risk register.</p>

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Equalities and Cohesion		
<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 June 2018 setting out progress towards delivering the objectives set out in the strategy.</p>
<p>10. Deliver the Gender Equality Charter actions, including Women's Empowerment Month (WEM).</p>	Tom Hook	<p>Women's Empowerment Month (WEM) 2018 was a huge success and planning for Women's Empowerment Awards to be held later in the year is underway.</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. The Council also held its first ever Gender Equality Hackathon which was well attended by members of the community leading to ideas to tackle important gender issues. As part of WEM an annual update was produced on actions taken this year to address gender inequality.</p>
<p>11. Ensure Members and staff are appropriately trained in equalities issues.</p>	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 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. The online training can also be used for Members.</p>
<p>12. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative.</p>	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>

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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. The next steps are agreed with publication of the strategy towards the end of 2018. • Meetings with residents and providers took place building towards a “Big Conversation” in November, which was attended by 70 people and a follow up in Dagenham in February. In addition, five focus groups have now met • Engagement with residents and VCS organisations is 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> <p>The Council was recently awarded Silver Investors in People (IiP) accreditation. The report was complimentary of the Council’s approach.</p> <p>The Council has now re-established a number of staff networks including the women’s network and the LGBT+ forum. Plans are underway to re-establish the BME Forum.</p>
15. The establishment of the East London Women’s Museum to enable the creation of a heritage attraction of regional significance.	Inclusive Growth	<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 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 was 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>

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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. 5 new enforcement cameras have been installed to reduce congestion and improve traffic flow. New ANPR vehicles are now in use across the borough. Issuance of PCN's has increased, along with higher payment rates which now stand at over 61%
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	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. Street Enforcement Officers have issued 2,300 FPNs since April 2017 which has resulted in an income of approximately £230k and 20 prosecutions has also taken place since April 2017.
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 inspected 12,143 properties and issued over 11,700 licenses since April 2017. £1.02m 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

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		<p>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.</p> <ul style="list-style-type: none"> • 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 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. • Following a recently concluded restructure of the service on 6 April, a new target operating model to improve this service will start to be implemented from May 2018.
22. Implement the Highways Improvement Strategy and funded programme with the	Fiona Taylor	<ul style="list-style-type: none"> • Marlborough have been appointed as the contractor for the next 5-year period.

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intention of improving conditions and perceptions of the quality of roads and pavements.		<ul style="list-style-type: none"> • 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 signed up for the service in 2017 was 7,587. • Registrations for the 2018 service opened on 4 July 2017. As of 16 April 2018, a total of 6,441 have signed up for the 2018 service. This includes new customers, renewals and customers that originally paid for the 2-year collections in advance.
Educational Attainment and School Improvement		
24. Seek to ensure all young people are in education, employment or training.	Anne Bristow / Inclusive Growth	<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's most recent Dec-Feb NEET+Unknown Average saw further improvement at 4.2%. This is the sharpest decline in East London. London and National figures will not be formally published for several months, however, we estimate them to be 5% (London), and 6% (England) • 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. This has not been achieved. A Member workshop in March agreed to look at programmes and projects to move Care Leavers into EET more

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		broadly. This is to be explored further in September, alongside a focus on prevention for those in alternative provision.
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 has established a Level 3 Working Party with schools and Barking and Dagenham College to reduce the numbers of students leaving Level 3 courses at age 17. The Working Party will also look at Information, Advice and Guidance prior to Key Stage 4 to increase awareness of non-A Level, vocational, Level 3 opportunities and advanced apprenticeships. • 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"> • An additional 300 school places were successfully created (Primary and Secondary) for September 2017. • For 2018, following national secondary allocation day, every pupil who wanted a school place has been offered one. There currently remain 144 vacant places in this year group which include an additional 60 places created at Eastbrook School. • A further 60 places were to be created by The Warren Academy. This has not been completed and will be followed up with the Trust and Education and Skills Funding Agency. • The new Lymington Fields provision (an All Through School) will be completed in 2020. Be First and the Local Education Partnership are engaged in the provision of additional

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		<p>accommodation at Robert Clack. The first phase of expansion will be open in September 2018.</p> <ul style="list-style-type: none"> The New School Place Planning and Investment report will be presented at the July 2018 Cabinet.
<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 March 2018, an increase of 5% within 2 years. Between September and March 2018, 10 schools have been inspected including seven Section 8 monitoring inspections. Of the LA maintained schools, 4 maintained their 'Good' grades. 1 non-maintained school had its first inspection and was judged to be 'Good'; another had its first Section 5 inspection and was judged to 'Require improvement'. An academy school received a positive monitoring inspection and Elutec, currently in special measures, had its first Section 8 inspection which highlighted keys areas for it to address. Two further schools have received inspections and are waiting publication of the reports. 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 being 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.

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		<ul style="list-style-type: none"> Overall the above initiatives are progressing positively at the same time as the stalling of the school population is beginning to ease demand on recruitment.
<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"> Plans are underway with Partnership Learning and EFA for two additional new special schools to open in September 2018 and September 2019 – one for SEMH, initially for 30 children and expanding to 90 children within 3 years, and an all-age special school for children with complex needs aged 3-19 for approximately 160 children. We have increased our capacity in local mainstream schools to support children with severe learning difficulties and autism, commissioned 20 more Additional Resource Provision (ARP) places and increased Deaf provision by 3 places. We have increased the number of places in our special schools. We are reviewing our ARP provision to look at how capacity can be increased, particularly for children with severe learning difficulties and Autism. 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, there is ongoing work to ensure that every child with SEND is placed in a 'Good' or better provision. We are reviewing capacity to improve support for children and young people with mental health needs in partnership with Health. It is an ongoing concern for Heads that demand for this support is not currently being met. Early drafts and proposals for the SEND Strategy, SEND Commissioning Plan and Outcomes Framework are being presented at the next Strategic Leadership Group SEND and will be progressed jointly.
<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"> Phase 1 restructuring has finished across the management tiers (HoS, Service Manager and Relationship Managers). Frontline recruitment will be finished by the end of April. Profiled savings realized as a result of the restructure. Successful Troubled Families earned autonomy bid to MHCLG - platform for release of £2m into service in advance of 2020 Positive feedback and endorsement of model, thresholds and structures from Ofsted focused inspection in March

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		<ul style="list-style-type: none"> • Service readiness for introduction of HRA and UC in April 18 – includes new IT system, process redesign, staff training • New Money and Home integrated team to target early and effective support to people affected by HRA and UC • Continued to see reduction in TA placements and new placements and increased % of people affected with benefit cap removed • Pace of ICT development work coordinated through cross-cutting and CED teams has slowed slightly. The delivery timetable is being revised to reflect this and work continues to ensure ICT solutions meet service requirements.
<p>31. Develop and implement an Employment and Skills Strategy.</p>	<p>Inclusive Growth / Anne Bristow</p>	<ul style="list-style-type: none"> • Scoping of Skills, Employment and Enterprise Strategy underway. Now working towards possible July Cabinet sign off. • Barking & Dagenham Skills & Employment Operational Partnership established to bring together a wide range of partners, including DWP and DWP-contracted provision, ESFA and ESF funded providers who are collaborating to improve outcomes. First meeting took place in March 2018 with future meetings to be chaired by external welfare to work representative. • Collaborate CIC supporting the establishment of more strategic skills and employment partnership with senior representatives from FE/HE, DWP, voluntary sector and business. • The Local London Partnership has commissioned delivery of the £40m Work & Health Programme and agreed a Skills Strategy. Work underway to: <ul style="list-style-type: none"> ○ Establish a Skills & Employment Board ○ Develop a delivery plan being developed to include joint working on construction sector, progression for low paid and advice and guidance for young people ○ Hold a skills conference for key stakeholders in October 2018. ○ Ensure Work & Health Programme is fully integrated with local services.
<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, 20 have been launched so far, with more forms going live each week.</p>

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		Upgrades to telephony in the contact centre went live in March and have greatly improved the customer experience when calling the council.
<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 	Inclusive Growth	<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 and Station Square District Centre SFP and Strategic Infrastructure Scheme 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. The scope was increased to include River Road. Significant interest in sites within Chadwell Heath from a number of major housebuilders.</p>
<p>34. Implement the Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments.</p>	Inclusive Growth	<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 	Inclusive Growth	<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 began December 2018.</p> <p>Barking Station – AECOM appointed to agree passenger forecasts and short medium and long-term improvements. Delay due to all parties agreeing the modelling. In parallel to this</p>

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<ul style="list-style-type: none"> • Thames crossing • DLR Extension 		<p>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 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.</p>
<p>36. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy.</p>	Inclusive Growth	<p>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.</p>
<p>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.</p>	Inclusive Growth	<p>Approval received for the purchase of additional land at Dagenham East to deliver the full ambition for the multi-media complex. The studio and entertainment complex will be build and operated by US-based Pacifica Ventures in partnership with Media Content Capital (MCC), a private equity investment fund focussed on media, internet and entertainment company investments.</p>
<p>Social Care and Health Integration</p>		
<p>39. Deliver transformation proposals for children and adults social care, disability services.</p>	Anne Bristow	<ul style="list-style-type: none"> • Children’s Social Care: Implementation is well underway and delivered the required 17/18 savings. Since 2016, Children’s has reduced spend by £8.9m • Commissioning and operational activity continue to help drive down spend in individual cases, however in the face of significant demand pressures, the Children’s Care & Support budget was overspent by circa £2.8m. Work is underway to revisit the Children’s TOM and explore all possible early intervention and prevention opportunities with Community Solutions to reduce demand and budget pressures. • Excellent progress has been made in recruitment & retention of qualified social workers and managers. In 2017/18 we hired 67 permanent staff, had 19 permanent staff leave, and released 42 agency workers. This resulted in savings of £1.1m FYE

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		<p>(£570k PYE). We are currently at 28% agency across all qualified social workers and managers working with children and young people.</p> <ul style="list-style-type: none"> • Liquid logic successfully went live for Children’s Care & Support in March 2018. Operational teams have been capitalising on NWOW and also been heavily involved in the redesign of the office space at Roycraft which will take place in Q1 next year. • Key risks remain: demand and caseload pressures continue to result in an overspent budget; EU recruitment campaign does not deliver the expected 15 new hires; the commissioning initiatives • 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). • 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 for 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. • The Disability Service succeeded in meeting the statutory deadline to transfer all SEND plans to Education, Health & Care Plans, except for six out of the 1,350 which remained in dialogue with service users and families. This was a major piece of work for the team to accomplish. • Work is well underway to expand the Shared Lives scheme to allow more people with disabilities to live in the community with a strong support network. A Shared Lives scheme matches someone who needs care with an approved carer. The carer shares their family and community life, and gives care and support to the person with care needs. It is critical to the Disability Service’s approach to meeting people’s needs more effectively (for them) and efficiently (from the Council’s perspective).

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		<ul style="list-style-type: none"> • 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. The new Head of Service is now in post. He is building good relationships with his colleagues and in his wider network. The overall relationships with our colleagues in NELFT have improved markedly after the disaggregation process. • The Integrated Care localities continue to deliver frontline services of good quality, with the new Assessment Service and the Social Care Navigators having established themselves as an important part of the adult social care system. Since the Autumn of 2017 the Service is experiencing additional pressure as a direct result of increasing numbers of hospital discharges. This puts pressure on the Assessment team. To strengthen the service, 3 extra workers will be taken on for a period of 6 months to help to specifically improve the situation in the Crisis Intervention Service. • A review has been initiated of the Joint Assessment & Discharge Service, which supports people to leave hospital quickly and safely. We have record low levels of 'delayed transfers of care' due to awaiting social care services, but this is at very significant cost which cannot be continued into the future. Key to resolving this is to look at the way in which needs are assessed and met as people are discharged from hospital. • 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', around half of the 75 available units are being set up for local residents to trial, and we continue to find volunteers who want to try the remainder.

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		<ul style="list-style-type: none"> Supporting people with learning disability into employment has seen an improvement and is now above London average. Work is underway to support the Disability Service to incorporate employment development more fully into its life planning approach. A business case is currently being produced following a Local Authority peer challenge.
<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. However, in the face of significant demand pressures, the Children’s Care & Support budget was overspent by circa £2.8m. Work is underway to revisit the Children’s TOM and explore all possible early intervention and prevention opportunities with Community Solutions to reduce demand and budget pressures. This work will also ensure the Children’s TOM is as efficient and effective as possible using MI and benchmarking to help drive the re-design. Excellent progress has been made in recruitment & retention of qualified social workers and managers. In 2017/18 we hired 67 permanent staff, had 19 permanent staff leave, and released 42 agency workers. This resulted in savings of £1.1m FYE (£570k PYE). We are currently at 28% agency across all qualified social workers and managers working with children and young people. Further progress is required on the PO2/3 and PO4 Social Work positions, currently at 35% agency. An EU recruitment campaign and new framework for specialist recruitment agencies has launched in an attempt to address this.
<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 fit within a new older peoples’ strategy to set out the borough’s aspirational vision for healthy and active ageing. Procurement of improved mental health floating supports services is underway and will be concluded imminently. A new framework of providers of semi-independent accommodation for care leavers is now in place and care leavers are also beginning to access refurbished properties through the Inclusive Growth Team. 30 properties (mix of 1 & 2 beds) have been allocated to care leavers via the street purchasing scheme and has delivered a saving in 17/18 of £280k PYE.

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		<ul style="list-style-type: none"> • A tender for supported accommodation was also completed in 17/18, delivering a saving of £200k • Housing for Care & Support steering group is helping to keep focus and drive progress in this area
<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"> • Outturn for the year was 8.5% of people with a learning disability having experience of work, which is equivalent to 33 people with a learning disability in paid employment on a short or long-term basis. This now exceeds the latest available London average of 7.2% (2016/17). • Funding for 2018/19 is allocated to the Disability Service and a business case has been drawn up to improve the employment support offer in the service with a view to improving the rates of people with a learning disability in meaningful work in future.
<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 underway. • 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. • A Safeguarding Adults Review has been completed, with a number of actions either already completed or underway, to improve practice around modern slavery. The case concerned a young Roma woman who was supported to return to her home country (Romania) but without proper completion of the appropriate investigation into the

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		<p>circumstances in which she was found. A modern slavery ‘pathway’ has been drawn up, to better support professionals in responding to this complex issue.</p>
<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"> • End of year figures will not be known until mid-June, but it is unlikely that we will have achieved our yearly target; around 70% is anticipated. • Following discussion in management team about the GP stop smoking programme and in the light of continued dwindling interest, the decision has been taken to cease the contract from October 2018 and to offer up the cost savings for 18/19. Portfolio Holder is in support of the decision and letters have now gone out to GP practices. • In view of this de-commissioning, there will be a discussion in the near future about quit targets/outcomes for 2018/19 and beyond; there will also be a need to review investment in the pharmacy and specialist service going forward. <p>Substance misuse</p> <ul style="list-style-type: none"> • The adult and young people integrated substance misuse contracts are due to commence on 1 April 2018. Weekly implementation meetings have taken place since contract award in January to ensure that both providers are on target to deliver services at contract start date. • The adult substance misuse service will cease to be delivered from three static sites and be more community based and flexible to work around the service user’s needs. By taking this approach it is anticipated that more service users will successfully complete treatment. For example, female service users that may have been intimidated accessing adult services can be seen in a women friendly environment. Similarly, if childcare was a barrier to treatment, individuals can be seen in children’s centres if appropriate. One static premises will remain, with the majority of clinical work delivered from this site. • The Subwize young people substance misuse service will continue to be based in the Vibe with outreach work delivered across the borough.

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		<p>Obesity</p> <ul style="list-style-type: none"> The contract for the behaviour insight project has now been completed. The project aims to understand the contextual and social factors driving behaviours and attitudes from different ethnic groups toward healthy lifestyles. Findings to be shape future commission and to be shared with relevant stakeholders across the council. <p>Teen pregnancy</p> <ul style="list-style-type: none"> Data on under 18 conceptions in quarter 3 2016/17 was released in March 2018. There were 23 conceptions in under 18s in this period, a rate of 23.6 per 1,000 females aged 15–17 years. The overall trend in Barking and Dagenham continues to be downward, with the 3-year rolling average halving over the last 10 years (from 66.8 per 1,000 females aged 15–17 years in quarter 3 2006/7 to 30.4 in quarter 3 2016/17). However, Barking and Dagenham continues to have one of the highest rates of teenage conceptions in London, with the fourth highest quarterly (non-rolling) rate in London in quarter 3 2016/17. The borough has the best performing C-Card (condom distribution) programme in London for the second year in a row; however, there is clearly room for improvement in view of the above figures. <p>Immunisation</p> <ul style="list-style-type: none"> MMR2: Figures for October to December 2017 at five years old were at 77.3%, lower than Q1 and Q2, all below the England average. Other pre-school immunisation rates were also lower than England average, but early childhood (babyhood) immunisations rates are comparable to the England averages. Seasonal flu uptake: 17/18 yearly statistics will be released on 1 May 2018. Provisional data for September 2017–January 2018 is showing that 68% of people were vaccinated in the 65+ group and 50% vaccinated in the at-risk groups. For pregnant women 43% were vaccinated, but this rose to 59% in the at-risk group. More 2-year olds and 3-year olds in the at-risk groups were vaccinated than those not in the at-risk groups.

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45. Continue to play a leading role in delivering greater integration of health and social care across Barking and Dagenham, Havering and Redbridge.	Anne Bristow	<ul style="list-style-type: none"> • Work has continued to shift the Barking & Dagenham, Havering and Redbridge health and care system towards more provider-led collaboration, and less top-down and fragmentary commissioner-directed planning. A Provider Forum has been established, alongside the Joint Commissioning Board, and these structures are key to ensuring that the interests of 'BHR' (and Barking & Dagenham within that) are well-represented in the wider north-east London Sustainability & Transformation Partnership. • 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.
46. Ensure corporate parenting responsibilities are being successfully undertaken.	Anne Bristow	<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. • Children and young people continue to attend the Member Corporate Parenting panel and give their views on further improvement. • Corporate Parenting Group is currently being reviewed to ensure it meets the new requirements of Children and Social Work Act 2017, due to report June 2018.
47. Deliver the Youth Zone for Parsloes Park, providing a fully accessible facility for young	Anne Bristow	Construction work started on site in January 2018. It is expected that the Youth Zone will open to the public in early 2019.

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people based on the successful Youth Zone model elsewhere in the country.		
Finance, Growth and Investment		
37. Supply heat and potential power to residents through affordable energy projects.	Inclusive Growth	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.	Inclusive Growth	<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.) <p>Rechargeable repairs are continuing to be identified, but the difficulty with the recharge process remains the successful collection of revenue raised. This is required by Elevate who are responsible for ensuring that the process is followed and results in obtaining the identified rechargeable income.</p>
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	<p>In preparation for the introduction of Universal Credit Full Service, a strategy group chaired by the Director of Community Solutions was set up to pull together stakeholders including JCP, Elevate and other Council Services to ensure the Council was prepared for the changes in terms of developing support and information for claimants. The strategy group were supported by a Task and Finish Group to implement the actions.</p> <p>Now that Universal Credit Full Service has come into effect, the Council has established Homes and Money Hub partnership team with the voluntary sector to support the</p>

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		financial resilience of residents affected by Universal Credit, Homelessness Reduction Act and other economic and housing factors.
50. Offer affordable housing to key workers within services areas that are struggling to attract and recruit suitable staff.	Inclusive Growth	<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 presented 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 provisional outturn position for 2017/18 was an overspend of £5.6m. This is made up of significant overspends in some services (Care and Support, Community Solutions, Public Realm) and underspends in others.</p> <p>This has required a drawdown on the Council's reserves. Although we do have sufficient to cover this amount, a reduction in the reserves means 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 balanced budget for 2018/19 was approved by Assembly in February 2018. The remaining gap to 20/21 is now £15.6m.</p>
52. Set a balanced budget for 2018/19.	Claire Symonds	A balanced budget was presented to Assembly and approved in February 2018. This included a further £9m of savings and Council tax increases of 2.99% and an Adult Social Care precept of 3%.
53. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services.	Claire Symonds	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

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		maximum collection performance, but allows flexibility to recall cases where it becomes apparent that this action is no longer effective or appropriate.