

What we will deliver in 2016/17

Key Task	Strategic Director	Progress at Quarter 2
Community Leadership and Engagement		
1. Through extensive consultation develop a Borough Manifesto setting out a vision for Barking and Dagenham in 2035	Jonathan Bunt	<p>The Borough Manifesto consultation runs until 31st October. At the time of writing over 2,000 responses have been received. This is unprecedented and shows the efforts to engage everyone in the development of the manifesto has been successful. The Communications plan shows the scale of the engagement activity that has taken place.</p> <p>A conference will be held on 14th November at Barking at Dagenham College and will provide an opportunity to share high level findings from the consultation. The proposed agenda for the conference along with emerging themes have been shared with the portfolio holder and Leadership Group. Following the conference feedback will be collated and will inform the development of the Borough Manifesto which will be going to Cabinet in February.</p>
2. Create a single programme of events for the Council and community showcasing the best of the borough	John East	<p>An events calendar has been produced setting out all events that the Council takes part in and these will now be advertised on the Council's 'what's on' calendar. From these the religious events will be identified and taken forward as part of the Religion and Belief Policy. A number of events that will be prioritised corporately have been identified and agreed by corporate strategy group and the portfolio holder for Equalities and Cohesion.</p>
3. Revitalise the Council's approach to engagement and consultation	Jonathan Bunt	<p>A consultation report was recently taken to CSG which proposed to revitalise the Council's approach to consultation. Guidance has now been issued to all staff around consultation. A forward plan of all consultation has been developed in order to ensure consultation is managed effectively and that the corporate consultation function is able to provide support for consultations in a planned manner.</p>
4. Develop new partnership arrangements for the borough	Jonathan Bunt	<p>A partnership meeting took place in September which considered the draft terms of reference for the group along with also receiving an update on the borough manifesto. Partners agreed that the establishment of a Barking and Dagenham Delivery Partnership (BDDP) was a good idea and needed in order to deliver the ambitious plans for the borough.</p> <p>A report will be going to Cabinet in November seeking approval to formally establish the BDDP. Once established the partnership will meet quarterly and will be chaired by the Cabinet Member for Community Leadership and Engagement. A key part of the groups work programme will be to oversee the development and delivery of the Borough Manifesto.</p>

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5. Develop plans for a reinvigorated community and voluntary sector	Jonathan Bunt	<p>A number of steps have been taken to develop plans for a reinvigorated sector. Initially two keys strands are being developed and, following internal meetings, meetings with funders and partners and local engagement the reports are now scheduled for Cabinet in November:</p> <ol style="list-style-type: none"> 1. The first seeking permission to purchase a crowdfunding platform for the borough and a matchfunding grants process. 2. A report seeking to agree to partner with Participatory City CIC to roll out a new model of ground up community participation across the borough over five years. This partnership will seek to attract significant external funding in addition to a level of local resource. If agreed this will lead to a joint bid to funders in December, which will be considered in March of 2017. <p>Alongside these strands ongoing work is being undertaken to engage with VCS organisations in Community solutions and future development of joining up services and attracting additional funding into the borough.</p>
6. Publish and implement a new Heritage Strategy	John East	Achieved. Adopted by Cabinet (28/06/16).
7. Take forward proposals for the reinvigoration of Abbey Green and the development of an East London Heritage Museum	John East	<p>A stage one Heritage Lottery Fund application is being developed in partnership with St. Margaret's Church. Expected submission date has been moved back to March 2017 at the request of the Church so that they can secure appropriate approvals for the proposed scope of works.</p> <p>A project enquiry form has been submitted to the Heritage Lottery Fund about the East London Industrial Heritage Museum, which has been received favourably. This is the outline stage of their funding process.</p> <p>Now that ownership of the site has been confirmed discussions are starting on taking this project forward, including identifying resources to provide the necessary capacity and technical skills to produce an indicative design and construction cost plan and outline business case.</p>
Equalities and Cohesion		
8. Publish an Equality Strategy for the borough that seeks to support and celebrate our diverse borough	Jonathan Bunt	The Equality and Diversity Strategy is due to go out for consultation at the end of October. The consultation will run for 10 weeks finishing in early January. Draft objectives have been devised and will be subject to consultation. The portfolio holder has been receiving weekly updates on progress in 1:1 meetings. A detailed communications plan has been developed to target certain

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		groups as part of the consultation. The Cabinet Member for Equalities and Cohesion will also be meeting with groups as part of the consultation to encourage participation and feedback on the draft strategy. The final strategy will be presented to Cabinet for approval in March 2017.
9. Promote and embed the Gender Equality Charter and Women's Empowerment Month	Jonathan Bunt	<p>The Cabinet Member for Equality and Cohesion has been actively promoting the Gender Equality Charter in her introductory meetings with stakeholders and has been encouraging organisations to sign the charter. A working group of relevant council officers has also been established in order to push forward with actions identified as part of the action plan. Progress is being reported to the portfolio holder on a regular basis and work in this area has been gathering momentum.</p> <p>Women's Empowerment Month has been embedded into the Council's events programme. A meeting has taken place with the portfolio holder and the events team in September in order to start planning for WEM 2017 earlier this year.</p>
10. Ensure Members and staff are appropriately trained in equalities issues	Jonathan Bunt	<p>Member training is currently being arranged for all Members. It is expected that all Members will have been offered the training before the end of the year.</p> <p>Staff training modules on i-learn are being revised and have been made mandatory for all staff to complete. Reports will be run for Directors so that completion rates amongst staff can be monitored.</p>
11. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative	Jonathan Bunt	<p>The 'Donate a Flag' policy has been modified. The policy will encourage communities to donate a flag for the Council to fly on a day of significance/ celebration for their community. The policy will help celebrate the diversity within the borough. An essential part of the policy is that these flag flying events must be led by the community rather than by the Council. The top 12 nationalities all of which have over 1,000 residents in the borough have been identified. Work is currently underway to identify community representatives for each of these 12 nationalities. Contact has now been made with potential representatives from all 12 communities asking them to take part in the initiative by donating a flag.</p>
12. Develop a programme to make the Council an exemplar equalities employer	Jonathan Bunt	<p>The Council's Equality and Diversity policy will ensure the Council is an exemplar in our approach to E&D. In addition to this we will ensure our equality in employment policy continues to demonstrate that the Council is a fair employer and leads by example in championing equalities.</p>

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Enforcement and Community Safety		
13. Consult on and publish a borough-wide parking strategy	Claire Symonds	<ul style="list-style-type: none"> • A Draft Parking Strategy for consultation has been created and has been discussed at CSG, Policy Forum and Labour Group and is to be presented to Cabinet on 19th July (for approval to consult the public). • A public consultation will then take place closing on 1st September. • The Draft Strategy has been cleared through Policy Forum and was adopted by Cabinet on the 18th October, subject to call – in.
14. Create a new self-funding Enforcement Service using data and insight to target interventions and maximise impact (subject to public consultation)	Claire Symonds	<ul style="list-style-type: none"> • A new Enforcement Structure has been implemented. Supervisor posts have been recruited to and the street enforcement officers have also been interviewed and appointed. The new service will go live in November 2016. • Meetings have been organised with the Police to undertake joint patrols. It is anticipated that these will also commence in November. • A data/intelligence analyst is being recruited. This will provide the service with intelligence briefings which help direct the enforcement service to the areas and issues more effectively.
15. Ensure the Council's Private Sector Licensing Scheme is working effectively and maximise enforcement activity using existing powers against rogue landlords	Claire Symonds	<ul style="list-style-type: none"> • A Business Case will be developed by the end of this year (December) to investigate the options available to the Council for this scheme going forward. • The PRL team has executed 36 warrants in this financial year and 12 Prosecutions
16. Progress the Civic Pride agenda through a series of behavioural change campaigns	Jonathan Bunt	<p>Work has commenced on a strategic campaigns schedule for the year. Consultation with staff has begun on the restructuring of the communications service to ensure more of a focus on campaigns.</p> <p>SlimYourBin and the soon to be launched 100 Day of Waste (24/10/16) are campaigns addressing the Civic Pride agenda.</p>
Environment and Street Scene		
17. Publish a new Waste Strategy and review the refuse service to meet strategic aims including a waste reduction campaign that seeks to increase Reduce, Reuse, Recycling	Claire Symonds	<ul style="list-style-type: none"> • Waste Strategy approved by Cabinet on 20th September 2016. • The Council has started implementing activity plans in support of the waste strategic objectives: Reduce, Reuse and Recycling. • Launch of the 'Slim Your Bin' campaign at the Barking Market on 16th August to

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awareness		<p>educate and encourage residents to reduce, reuse and recycle.</p> <ul style="list-style-type: none"> • Launch of the '1 Tonne of Waste Tour' at the Barking Market on 16th August to educate residents about the volume of waste they produce. • '100 Days of Waste' campaign to be launched on 24rd October 2016, finishes 31st January 2017, to educate and encourage residents about Waste Management and the upcoming enforcement of excess side waste • Bin rationalisation project to commence November 2016, to ensure that Council Policy is adhered with residents having the correct number of bins per household. • Enforcement of excess side waste commences 1st February 2017, issuing FPN to offenders.
18. Develop a street and open space cleanliness and community pride campaign that improves civic pride and resident's perceptions of the borough	Claire Symonds / Jonathan Bunt	<ul style="list-style-type: none"> • A communications plan has been developed with the Service and Communications Team. • Schools are being engaged with a competition being designed in line with the curriculum to take place after October half term.
19. Develop a needs based targeted approach to street and open space cleanliness	Claire Symonds	<ul style="list-style-type: none"> • This approach will be adopted as part of a new management restructure which is being designed to support the creation of the new service delivery blocks.
20. Establish a Highways Improvement Strategy and funded programme with the intention of improving conditions and perceptions of the quality of roads and pavements	Claire Symonds	<ul style="list-style-type: none"> • Procurement of new highway contract as agreed by Cabinet is progressing.
21. Implement a programme of work to reduce street clutter	Claire Symonds	<ul style="list-style-type: none"> • Work has not started on this initiative as yet.
Educational attainment and school improvement		
22. Seek to ensure all young people are in education, employment or training	Anne Bristow / John East	<p><u>Reducing the number of young people who are NEET or unknown ensuring there is sufficient focus on those young people who are looked after. Bringing together resources and influences of the Council and its partners to support this work.</u></p> <ul style="list-style-type: none"> • Good progress in reducing unknowns through improved tracking. • NEET indicator remains a major challenge and has risen since the same point last year by almost 1% (+66 young people). However, about half of the rise are young people previously

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		<p>unknown.</p> <ul style="list-style-type: none"> • ISOS Partnership is engaged to support. Key priority actions are now shaped and being taken forward by 14-19 Partnership. Milestones include to reduce NEETs by 80 to get to East London average, and reduce numbers of drop outs (particularly between Yr12-13). • Changes to tracking duty from September 2016 allows LAs to focus greater efforts on supporting those students in Yr12-13. Adjustment may bring us closer to London and Regional averages. <p>Participation Plan developed, which sets out key actions to drive up young people's participation in Education, Employment and Training across 4 key objectives. Plan governed by 14-19 Partnership and LBBB NEET Board.</p> <p>Providers' Directory developed and published on the Council's website which provides a summary of training providers for young people. 8 two year European Social Fund NEET strands in place, with delivery partners identified and engaged with. Directory supported by a very active Providers' Forum that meets quarterly. In house team of trackers and NEET advisers identify, support and refer young people.</p> <p>Extra support provided around GCSE and A-Level results days to support progression. Intended Destination data collected for 98% of Year 11 cohort and used to support smooth transition into College and Apprenticeships. September Offer tracking underway (to completed in October). Current indications are the LBBB performing better than other East London boroughs in terms of numbers with a robust September Offer of EET.</p> <p><u>Improving links with businesses and industry.</u></p> <p>Quarterly meetings with East London Business Alliance (ELBA) set up from May 2016.</p> <p>In house work experience and independent careers advice/ Aim Higher [Education] service purchased by vast majority of borough secondary schools. 2300 work experience placements provided annually, plus a full range of career events and insight days provided alongside a range of Aim Higher activities in partnership with H.E. and specific sectors. Increasing focus on targeting city firms for support of work-related learning.</p>
23. Work with partners (particularly schools) to get more young people	Anne Bristow	<p><u>Developing in conjunction with the Cabinet Member for Economic and Social Development work to further and higher education partnerships so that more young people go on to study</u></p>

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<p>to go on to study at 18 and ensure all young people achieve good GCSE and 'A' Level results.</p>		<p><u>at 18.</u></p> <ul style="list-style-type: none"> • This is a priority work stream. ISOS workshop held in June – key point LBBB students are performing about national and within 1% of inner London on overall entries to HE. The gap widens for top third. Phase 1 report received and actions agreed for 14-19 Partnership. • 2015/16 – 6th Form performance was a priority and Cllr Carpenter visited all 6th Forms. • Strengthening local FE/HE partnership – Cllr Carpenter visits to B&D College 9 June ; UEL 21 July. • Coventry University College - good contact made with schools. <p><u>Working with schools and Post 16 providers to accelerate attainment by 11, 16 and 18</u></p> <ul style="list-style-type: none"> • Strong primary performance in summer tests for 11 year olds – at London average for the first time. • 2016 GCSE results – 4% improvement – just above national and very strong on new Progress 8 indicator but not closing the gap with London – more work to do here. • 2016 A Level – improvements at A* - B and A*-C – giving increased opportunity for places at more competitive Universities. • Maths Inspiration programme 2015/16 – secondary maths Council-led programme – to address key weaknesses in GCSE performance. Phase 1 report and awards July 2016 – attended and presented by Cllr Carpenter. Priority actions for Phase 2 – 2016/17 agreed with Headteachers. <p><u>Review the way in which performance data is used, to ensure it is used effectively with all year groups improving the identification of underperformance and the enabling effective challenge (Ofsted 2014 report).</u></p> <ul style="list-style-type: none"> • Problematic introduction of new primary testing regimes and removal of levels has caused much concern over the past year. 2016 outcomes broadly strong against national and London. • Focus for School Improvement is on supporting Teaching Schools to lead this work. Warren Junior Teaching School commissioned by Education Improvement Board to review performance in primary tests and assessments September 2016. NB Reading focus to continue.
<p>24. Create 500 new school places for September 2016 and 300 for</p>	<p>Anne Bristow</p>	<p><u>Leading the campaign for capital funding for school and early education places and ensure that sufficient places are provided for nursery, primary, secondary and special.</u></p>

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September 2017		<ul style="list-style-type: none"> • Places for 2016 delivered on time. Funding and places for 2017 in hand. • DCS and Cllr Carpenter – joint lobbying through respective channels. Capital programme shows on course to secure the £45-40 million per year required for school places. Cllr Carpenter – correspondence with Lord Nash/Jon Cruddas. <p><u>Lobbying with London Councils for a national funding formula which does not disadvantage London and jeopardise the success of London schools.</u></p> <ul style="list-style-type: none"> • DCS and Cllr Carpenter led campaigning through respective channels – signs are that government is finding issue of schools’ funding very tricky. Phase 2 of consultation not yet released – indications of delay until 2018. • Quarter 2 correspondence with LGA re early years funding and 30 most deprived areas group re lobbying against reductions in schools funding. • NB Overall funding almost certain to reduce – risks to LA centrally retained particularly Advisory Teachers, CMS and Trewern to be worked through.
25. Work with schools to improve teacher recruitment and retention	Anne Bristow	This is the biggest concern for headteachers. Priority work stream in conjunction with Social Care is being developed.
26. Ensure a focus on the needs of vulnerable children in all areas of education including those with Special Educational Needs (SEN) and those looked after	Anne Bristow	<ul style="list-style-type: none"> • New SEND Strategy launched – driving key actions. • Framework document for every school ensures that the key aspects of the SEND Code of Practice are being carried out effectively (95% schools have their Framework in document in place) • Tracking and monitoring of progress of SEND pupils shows that 88% of schools can demonstrate that their SEND pupils make expected or better than expected progress. • Looked After Children Education <ul style="list-style-type: none"> ○ Virtual School has visited all Year 5 students and done a work scrutiny to ensure that they are making at least expected progress and to support with transition to most appropriate secondary school. ○ Additional temporary resources in place to focus on preventing and reducing fixed term exclusions of Looked After Children.
27. Ensure every child attends a ‘good’ or ‘outstanding’ school, focusing on the schools that are currently ‘requires improvement’	Anne Bristow	<p><u>Ensure continued improvement in the proportion of good and outstanding early year’s settings and schools with the London standard as the first milestone.</u></p> <ul style="list-style-type: none"> • 104 childminders with a graded Ofsted judgment, 95% are graded good or above (31 inspected 2015/16). • 52 active early years settings, 92% of which are graded good or above by Ofsted (17 inspected

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		<p>2015/16).</p> <ul style="list-style-type: none"> • There are no inadequate settings, the two that were previously have been re-inspected and one moved to good and the other to requires improvement in May/June 2016. • Currently 86% of schools graded good or better – 1% above national and closing the gap with London (88%). <p><u>Exert greater challenge to schools which are carrying forward significant financial balances to ensure that delegated resources reach pupils and that efforts to support school improvement are maximised (Ofsted 2014 report).</u></p> <ul style="list-style-type: none"> • Schools in financial difficulty sub group of the Schools’ Forum have reviewed TOR to incorporate scrutiny of schools with substantial balances. End of year balances are reported to Forum. • This work with Schools’ Forum reinforces the point made by HMI. However, reduced funding to schools means for some balances are being eroded and move to national funding formula bypassing the Council for schools’ funding will remove any remaining levers. <p><u>Work with Senior Officers, Headteachers, Governing Bodies and other partners on a local solution to the direction for all schools to become academies by 2020/22</u></p> <ul style="list-style-type: none"> • Initial Road Map agreed with heads. • Autumn term briefings including Governors’ Conference (September) and Director’s item on Autumn Term GBs. • LA guidance to schools – do not rush, establish strong partnerships first. <p><u>Ensure that the local solution maintains the family of schools and partnership with the Council and that is supports schools to continue to improve outcomes for children and young people.</u></p> <ul style="list-style-type: none"> • Options being developed for a formal school improvement partnership. • High level consultations September to December 2016 – CSG, Cabinet, Headteachers and Governing Bodies. • Broad in principle agreement at this stage. Cornerstone engaged to support and a small group of Headteachers identified to shape and take forward in November/December.
Economic and Social Development		

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28. Bring forward and consult on proposals to establish a Community Solutions service solving the root cause of demand, not servicing the symptom (subject to public consultation)	Anne Bristow	<p>The Target Operating Model (TOM) for Community Solutions incorporates Troubled Families and the Design Group is considering which components of Community Solutions would be suitable to adopt a similar approach to the Troubled Families Programme. Troubled Families in current form will be incorporated into Community Solutions.</p> <p><u>Working with partners to support and further develop the BanD Together Routemaster scheme.</u></p> <p>Community Resources will continue to promote and develop Routemaster in the next six months to: Schools; Midwives; Health workers; Doctors surgeries and medical centres. Community Resources have also been having conversations with Health partners to see how they can work together to integrate some of the local health services with Routemaster. In addition, a rolling programme of provider engagement means that all providers listed on the Routemaster receive a call once a month with the offer of a visit. About 75% of all calls are successful straight off (i.e. getting to the right person) and so far, Community Resources have now met with nearly 70% of providers face-to-face. The pathways are continually being developed as feedback and comments from users are received. 15 new providers have been added after they have been through an assessment process.</p>
29. Ensure that the troubled families approach is successfully embedded to provide holistic and preventative solutions	Anne Bristow	<p>The Target Operating Model (TOM) for Community Solutions incorporates Troubled Families and the Design Group is considering which components of Community Solutions would be suitable to adopt a similar approach to the Troubled Families Programme. Troubled Families in current form will be incorporated into Community Solutions.</p>
30. Develop and implement an Employment and Skills Strategy	John East / Anne Bristow	<p><u>Reduce the proportion of adults with no qualifications aiming to get London average or below.</u></p> <ul style="list-style-type: none"> • Adult College qualification achievement rates 19+ 14/15 for Entry & Level 1 are 90.4% compared to national 88%. • Number of qualifications achieved by adult college learners in 14/15 at Entry level ,1651 • Number of qualifications achieved by adult college learners in 14/15 at Level 1, 506 • 87% of the adult college’s learners are resident in LBBDD <p><u>Increase the proportion of adults with Level 2 & 3 qualifications aiming to get to the London average or above Increase employment rate for people of working age aiming at or below the London average by 2030.</u></p>

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		<ul style="list-style-type: none"> • Adult College qualification achievement rate 19+ 14/15 for Level 2 is 79.8% compared to national 86% and for Level 3 is 88.3% compared to national 82.9%. • Number of qualifications achieved by adult college learners in 14/15 at Level 2, 348 • Number of qualifications achieved by adult college learners in 14/15 at Level 3, 40 • 87% of the adult college's learners are resident in LBB <p><u>Ensure an effective, action focused local Employability Partnership is in place.</u> The Barking & Dagenham Employability Partnership – with representation from Regeneration, Education, DWP, Work Programme, Adult College, B&D College, NELFT and the voluntary sector – meets quarterly. The Partnership Action Plan includes seven key Growth Commission recommendations as key objectives and a range of actions are underway to deliver against these Next meeting on 20 October 2016 will consult on priorities for an updated Employment & Skills Strategy</p> <p><u>Work with sub regional partners to ensure outcomes of the Area Skills Review and the Adult and Community Learning Review maximise curriculum and access opportunities for Barking & Dagenham residents.</u> The pan London review of ACL is drawing to a conclusion, a paper sent to leaders and CEOs on 11 October outlining the key recommendations for consideration, responses to which are required by 21 October. The recommendations will be finalised for both the FE and ACL Review in November 2016.</p> <p><u>Ensure that an effective advice, guidance and job brokerage service is available to support residents into and in work.</u> Job shop based at the Adult College since December 15. Adult college has Matrix standard for IAG. Delivery programme of short employability courses for the unemployed under the banner 'Works for You' includes; GOALS- motivation and orientation, CV writing, interview techniques, digital skills, self-employment and introductions to vocational areas such as care & finance.</p> <p><u>Develop schemes to increase the availability and take-up of apprenticeships for residents of the Borough, including within the Council.</u> Being pursued as part of the 'pilots' for service migration options for ComSol</p>

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		<p><u>Develop strong relationship with Coventry University to ensure they play a key role in improving skills.</u></p> <p>Positive relations established with schools – CUC have met headteachers. Plans are in hand to speak to 6th Formers in all schools September 2016. Steering Group proposed to oversee partnership development.</p> <p>Outline discussions planned to take place with key partners on Barking & Dagenham Employability Partnership. Officers feeding into Area Review of FE Skills Provision – Chaired by the Leader – and co-commissioning of the Work & Health Programme.</p> <p>The Barking & Dagenham Employability Partnership – with representation from Regeneration, Education, DWP, Work Programme, Adult College, B&D College, NELFT and the voluntary sector – meets quarterly. The Partnership Action Plan includes seven key Growth Commission recommendations as key objectives and a range of actions are underway to deliver against these. This is updated annually. BDEP is highlighted as a thematic sub-group of the Barking & Dagenham Delivery Partnership.</p> <p>The next BDEP meeting on 20 October will consult on priorities for an updated Employment & Skills Strategy. The starting point for consultation will be the Strategy developed and approved by CMT in late 2014 and consulted upon in early 2015. This Strategy was not progressed due to the establishment of the Growth Commission. An informal officer Employment & Skills Strategy group will also meet in late October/early November to discuss how to take this forward. The Area Review of FE, devolution, Apprenticeship Levy, Local London Partnership and Work & Health Programme are all changes in the employment and skills landscape that will be taken into consideration.</p> <p>Operationally the Job Shop Service remains the key delivery service for employment outcomes using a cocktail of funding streams, the largest of which over the next two years will be the European Social Fund. Almost 900 job entries should be delivered in 16/17, focusing on economically inactive and long-term unemployed residents not supported by mainstream provision. Outreach takes place at John Smith House and Hostels, while links with the Welfare Reform Team are being deepened (as well as ESF the service has DWP funding to support those affected by the benefit cap). Additional resource is being put into employer engagement while</p>

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		<p>Barking Riverside should provide a long-term funding source for the Job Shop Construction Team.</p> <p><u>To work with others to improve the health of the workforce of the council and partners.</u></p> <p>London Workplace Health Charter- achieved commitment and working towards achievement and excellence.</p>
31. Develop and implement a new Customer Access Strategy	Claire Symonds	A Draft Customer Access Strategy has been developed and been presented to the Customer Information Board.
Social Care and Health Integration		
32. Develop joined up initiatives to deliver additional support to vulnerable residents during periods of severe weather	Anne Bristow	<p>The heatwave plan was updated and tested in the hot weather in the summer.</p> <p>The Housing Advice Service is leading on the provision of crisis support for homeless and rough sleepers beyond that which is provided through the SWEP and Cold Weather Plan. Further winter initiatives are being scoped and planned with a view to implement from early November. These will likely take the form of food and clothes collections for distribution through Children's Centres.</p> <p>A seasonal flu plan has been launched. Staff have been offered immunisation through occupational health.</p>
33. Bring forward transformation proposals for children and adults social care, disability services (subject to public consultation)	Anne Bristow	<p><u>Redesigning Children's social care maximizing options for efficiency whilst improving outcomes for children and young people.</u></p> <p>The Target Operating Model (TOM) and Full Business Case have been developed accordance with A2020 programme timescales. These were presented, and direction of travel approved, at the A2020 Board on 26 September. Final FBC will be signed-off by 31 October. A preferred Target Operating Model has been agreed and the next step (during November and December) will be to develop the detailed implementation plan. Savings targets are on track to be achieved.</p>
34. In redesigning children's social care ensure new arrangements deliver improved outcomes for children and young people whilst delivering a	Anne Bristow	<p><u>Introduce a new Electronic Social Care Recording System to support effective decision-making and reduce transactional costs.</u></p> <p>A specification and Invitation to Tender was published in July 2016. The tender evaluation process is nearing completion and – subject to acceptable evaluations – a contract will be</p>

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<p>balanced budget through initiatives such as improving the recruitment and retention of social workers.</p>		<p>awarded in early October 2016. Planning for the implementation phase (from October onwards) is almost complete and the current timeline sets the 'go live' date at Summer 2017.</p> <p><u>Remodel transport services for children and young people to deliver the required budget savings in a personalized and non stigmatizing way.</u></p> <p>A Full Business Case is currently being worked up to allow an informed decision to be taken concerning the best option. This is being done partly in conjunction with the London Borough of Havering who has expressed an interest in delivering this service on behalf of, or in partnership with, LBBD.</p> <p><u>Improve recruitment and retention of social workers to drive out costs.</u></p> <p>Following the end of the Penna Contract in March/April 2016, the recruitment of social workers has returned in house. An interim recruitment and retention officer took up post in May 2016. Recruitment activities are underway and in Quarter 1 have resulted in a number of job offers with 4 new permanent staff taking up post in August 2016. This is already a more successful outcome than Penna.</p> <p>The recruitment strategy is being reviewed and will be presented to Corporate Strategy Group in the Autumn. The recruitment of social workers in monitored through the SAFE Programme Board.</p> <p><u>Bring the children's social care budget back in line with available funding.</u></p> <p>This is an ongoing exercise as the SAFE Programme. Savings to date have been identified – and some cases achieved – though there remains a funding gap. Work is underway to 'bridge' this gap and a report is scheduled to be submitted to Portfolio Briefing in September to give a precise position statement.</p>
<p>35. Ensure that a range of accommodation options are available to support the delivery of adult social care</p>	<p>Anne Bristow</p>	<p><u>Move on accommodation for those leaving hospitals particularly those with mental health problems.</u></p> <p>New mental health strategy out to consultation, which sets context for development of services. Reviews of current schemes completed and levels of need documented. Review of integrated arrangements for delivery of mental health social care services aligned to accommodation review. New small independent living scheme commenced as model of new future options.</p> <p><u>Independent living solutions for people with learning disabilities.</u></p> <p>First draft analysis completed to give a clearer view of volume of independent living options needed for vulnerable groups can inform strategic planning activities and balance need across</p>

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

Key Task	Strategic Director	Progress at Quarter 2
		<p>and the development of prevention programmes with young people who come to the service on an out of court disposal are underway to tackle these issues at an earlier stage.</p> <p>A further audit by the YJB is expected in the autumn to assess the developments made and ensure that this is reflected in the case files.</p>
<p>37. Ensure that there is an organisational focus on safeguarding vulnerable adults and children and young people through appropriate governance, an updated Domestic and Sexual Violence Strategy and a focus on child sexual exploitation</p>	<p>Anne Bristow</p>	<p><u>Maintain a focus on Child Sexual exploitation to minimize its prevalence in the borough.</u> CSE is a key priority of Barking & Dagenham council supported by the LSCB partnership. The LSCB has a multi-agency strategic group that has oversight of the CSE strategy and action plan which is currently being re-drafted. These key documents are based upon requirements set out in Working Together to Safeguard Children - 2015, Safeguarding Children and Young People from Sexual Exploitation – 2009 and the London CSE Operating Protocol – 2015. Together they provide the framework for Barking & Dagenham partnerships to:</p> <ul style="list-style-type: none"> • Understand the prevalence of CSE locally • Implement robust co-ordinated responses to protect children at risk of CSE • Evidence that interventions are making a positive difference • <p>A full report “Progress and Update on Child Sexual Exploitation” is available upon request. This report was presented to the LSCB and Children’s Trust in September 2016 and is on the Forward Plan for Children’s Services Select Committee.</p> <p><u>Organisational focus on safeguarding vulnerable adults and children</u> Established and held first session of quarterly ‘Safeguarding Triggers’ meeting between Independent Chair of Safeguarding Adults Board and Local Safeguarding Children’s Board, Leader of the Council, Cabinet Member for Social Care & Health Integration, and the Chief Executive, as clear line of communication to address any areas of concern for both safeguarding practice and systems.</p>
<p>38. Ensure the public health grant is effectively targeted to improve health outcomes and implement a range of behavioural change campaigns to help tackle issues such</p>	<p>Anne Bristow</p>	<p>Tackling the social determinants of poor health is as vital as focusing on the presenting health problems and as such the Public Health Grant in Barking & Dagenham is strongly focused on working across all areas of provision including Adult Social Care, Leisure Services, Children & Young People’s Services, Housing & Resettlement, Education and Transport & Regeneration to deliver a range of preventative interventions that improve population health in the borough</p>

Key Task	Strategic Director	Progress at Quarter 2
<p>as obesity, smoking, substance misuse, teen pregnancy and low take up of vaccinations.</p>		<p>and build individual and community resilience, thereby reducing demand on other services.</p> <p>As such, recent collaborative work has been undertaken by Public Health to ensure that internally and externally commissioned services are effective in tackling the major health issues locally such as smoking; obesity; substance-misuse; teenage pregnancy and low take up of vaccinations.</p> <p>This has included developing new outcome based specifications for most 'in-house' services and working with external providers to agree new targeted KPIs.</p> <p>This is being backed up through regular monitoring of services to ensure that issues of underperformance are addressed as they arise and through a review of all Public Health Services which is currently taking place to ensure that all services are properly targeted and effective at meeting the borough's priorities.</p> <p><u>Ensure B&D residents are enabled to benefit from vaccines that avoid preventable diseases.</u></p> <p>Public Health England (PHE) sent a letter to all London schools for onward cascade to parents highlighting the outbreak and the importance of vaccinating against measles as an attempt to increase the uptake of MMR vaccinations. NHS England has also been running an MMR vaccination catch up programme, specifically targeting 10 – 16 year olds who have not completed their MMR vaccinations. This is the population most likely to be unimmunised due to the concern over the vaccine being linked to autism in the late 1990s and early 2000s. Therefore, GPs have been asked to specifically target this cohort.</p> <p>NHS England is preparing a London-wide campaign to promote the MMR vaccinations, with plans to engage with local communications teams.</p> <p><u>Pertussis vaccinations for pregnant women (whooping cough)</u></p> <p>To improve access to vaccinations for pregnant women, NHS England has been in discussions with the Heads of Midwifery at BHRUT for the delivery of both flu and pertussis vaccinations to their pregnant women. An end of year commencement of service is anticipated to allow for staff to be appointed, inducted and trained. NHS England have offered the PHE accredited core curriculum training to BHRUT and have left it to them to book appointed staff onto this. This is to complement the GP delivery programme so that pregnant women will be able to choose where they receive their vaccinations.</p>

Key Task	Strategic Director	Progress at Quarter 2
		<p><u>Neonatal BCG vaccination</u></p> <p>The global shortage of BCG vaccine continues. In addition, the UK is subject to delays in receiving the vaccine from the supplier and further supplies are not guaranteed. PHE are therefore importing BCG vaccine from InterVax in Canada. Whilst used extensively across the world this produce does not have a UK license.</p> <p>Due to the limited supply of vaccine, babies and infants are being prioritised according to their risk instead of a universal programme.</p> <p>Between April 2015 and March 2016 the coverage of neonatal BCG in Barking and Dagenham has reduced from 67.6% (April 15) to 6.0% (March 16). The target for BCG coverage is 95%. The limited supply of vaccine has led to the reduction.</p> <p>Rates of TB have decreased across the whole of the Outer North East London boroughs in 2014, in comparison to 2013. In Barking and Dagenham, rates of TB decreased from 36.5 to 34.3 per 100,000 respectively. Provisional data for 2015 indicates that rates of TB in Barking and Dagenham continue to decrease.</p> <p><u>NHS Health Checks</u></p> <p>The aim of the programme is to reduce chronic illnesses and prevent avoidable premature mortality, as well as reducing the health and social care costs related to long-term ill health and disability.</p> <p>This is a key programme in improving health outcomes in the borough through assessing the risk of heart disease, stroke, high blood pressure and diabetes and giving appropriate advice and support (including behaviour change)</p> <p>A review of this programme has just been completed. The key findings are:</p> <ul style="list-style-type: none"> • Comparator data shows that the borough is consistently performing better than both the England and London average and above the decile for the most deprived boroughs nationally. • The 75% target is both <u>aspirational</u> and <u>long term</u> with PHE expecting to see a year on year improvement. Monitoring performance against this target is therefore not giving a true picture of the borough's position or its improvement.

Key Task	Strategic Director	Progress at Quarter 2
		<ul style="list-style-type: none"> • A concentration on overall numbers to achieve a 75% target has masked underlying issues of equity in the delivery of Health Checks across the borough and a disparity in the effectiveness (with some surgeries achieving a very high number of invitations and completions and some only a few or even none at all). • Agreeing changes to the way performance of this programme is monitored will lead to a greater concentration on improving both uptake and effectiveness. • One key recommendation is that the overall compliance target is reviewed and revised to reflect a stepped model of improvement. • Other recommendations to improve access, integration and take up were also made in the evaluation report. <p><u>Obesity</u></p> <p>Work on delivering effective interventions and fostering behavioural change is both ongoing and continuing to be developed to tackle the issues highlighted:</p> <p>With regard to obesity, the LBBD Healthy Weight Alliance has finalised is a new Healthy Weight Strategy. This was approved by the Health & Wellbeing Board in September 2016. The strategy contains 4 key objectives:</p> <ul style="list-style-type: none"> • Enable families and individuals to take responsibility for achieving and maintaining a healthy weight. • Make an active lifestyle and healthy eating the easier choice. • Address causes that put particular groups of families and individuals at a greater risk of obesity. • Ensure the built and natural environment support families and individuals to be more healthy and active. <p>The Healthy Weight Alliance met in September to agree the next steps. The implementation plan is now in place and a dashboard is being created to support the delivery process.</p> <p><u>Teenage Pregnancy</u></p> <p>In terms of teenage pregnancy there are a range of interventions in place to drive down the</p>

Key Task	Strategic Director	Progress at Quarter 2
		<p>number of under18 teenage pregnancies and abortions. These include: direct work with vulnerable young people through the Integrated Youth Service; school nursing input and focused PHSE work in schools; and ensuring that the C-Card service continues to be offered to as many young people as possible.</p> <p>According to quarterly data there has been an increase on rate from 28.6 in Quarter 4 2014/15 to 32.1 in Quarter 1 2015/16. Analysis of under 18 conceptions data from 1998 to 2015/16 shows that the quarterly data has a seasonal fluctuation. The increase in conception rate in the latest quarterly data is expected with regards to the seasonality. Looking at the rolling 12-month period the latest data has increased the conception rate by 0.2 percentage points.</p> <p>Although the borough's rate continues to remain above the England and London rates, since Quarter 1 2011/12 to Quarter 1 2015/16 the gap has reduced by 50.3% and 48.1% respectively.</p> <p><u>Substance misuse</u></p> <p>The contracts for substance misuse treatment services will expire March 2018. Work has begun on the substance misuse needs assessment which will shape future service design. In order to prevent the next generation of drug and alcohol users more emphasis is required within prevention work. Interventions such as the Hidden Harm project – working with children and young people who have been affected by a parent or carer using substances should be expanded. Similarly, young people who have experienced trauma of some kind such as abuse or violence need appropriate therapeutic interventions to ensure they develop the necessary coping skills.</p> <p>Services have been tasked with reviewing individuals who have been in treatment for longer than a year. Anyone that has been accessing services for this time will be encouraged to complete their treatment if appropriate to do so. Particular focus will be on those individuals who have been prescribed small doses of methadone. They will be given the necessary medical support to reduce their dose and eventually be medication free. As a result, more people will be successfully completing treatment which will improve performance figures and there will be a financial saving against the cost of prescribing.</p> <p><u>Smoking cessation</u></p> <p>Overall the smoking cessation service as a whole is under-performing; however, performance is above where it was compared to 2015/16. The Tier 3 service (the council's specialist team</p>

Key Task	Strategic Director	Progress at Quarter 2
		<p>focusing on targeted groups and pregnancy) is delivering the most quits and is on course to deliver on its yearly target. Pharmacies are delivering the 2nd highest number of quits, whilst primary cares are in 3rd place.</p> <p>The focus for improvement is in Primary Care and Public Health regularly reviews the worst performing practices and is putting actions and measures in place to provide additional support to these providers.</p> <p>Smoking prevention work is intrinsic to the current provision and funding has been released from the smoking cessation budget to develop more preventative interventions specifically targeted towards young people of school age. As an initial part of this work, a school survey is currently being developed to ascertain an up to date picture of habits and prevalence among school students.</p> <p>Recent figures released for Jan - Dec2015 show a decrease in prevalence from 23% to 18% in Barking and Dagenham.</p>
<p>39. Explore the development of an Accountable Care Organisation with health partners</p>	<p>Anne Bristow</p>	<p>Agreement reached across Barking & Dagenham, Havering and Redbridge to push forward with a locality delivery model involving all partners in new ways of working to deliver the best pathways of health and social care in local communities. This will include a number of devolution 'asks' as part of the overall London settlement to be negotiated with the Treasury for December 2016. The Business Case has informed these proposals, which will see the creation of a joint commissioning infrastructure across Barking & Dagenham, Havering and Redbridge, creating new joint services and care models for the localities to draw on as they step up delivery of locally-drive, responsive health and social care across the area.</p>
<p>40. Ensure corporate parenting responsibilities are being successfully undertaken</p>	<p>Anne Bristow</p>	<p>Corporate Parenting responsibilities across the council services and with partner agencies are delivered in two ways, firstly through the care planning for individual children in care and secondly through the Member Corporate Parenting Group.</p> <p>The individual statutory care plans for children and young people in care consider all aspects of a child's live, for example, health, education, their safety, and as they progress into adulthood, their housing and employment needs. These plans are reviewed by Independent Reviewing Officers and data on this performance is reported separately. Through plans the needs of children are identified and services are commissioned as appropriate.</p>

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		<p>The Member Corporate Parenting Group is a well established Member led multi agency group that meets five times a year to discuss best ways to improving outcomes for children in care. The membership of the group includes Members, a Director from other than children's services, health, education, a foster carer, social care and children and young people from Skittlez, the Children in Care Council, attend and bring their own issues for discussion as well as contributing to discussions on how best to make improvements.</p> <p>The Children's Select Committee work programme incorporates a number of recommendations made by the Corporate Parenting Group to ensure that they are aware of the work undertaken and are informed by the views of young people for example an annual presentation to Cabinet Members by Skittlez on their work or issues. Skittlez have given presentations to Cabinet Members in recent years, however, plans are in place for these to take place each October.</p>
41. Deliver the Youth Zone for Parsloes Park	John East	<p>Good progress to date.</p> <p>Architects and design team appointed. Pre planning application submitted and site surveys undertaken. Works expected to start on site in spring 2017 with the venue opening in autumn 2018.</p>
42. Ensure the delivery of the Council's transformation programmes (subject to public consultation)	Anne Bristow	<i>See Key Task 24.</i>
Finance, Growth and Investment		
43. Implement plans for new homes across the borough including schemes in: <ul style="list-style-type: none"> • Barking Town Centre • Riverside • Chadwell Heath • Ford Stamping Plant 	John East	<p>Barking Riverside application (10,800) now approved by Mayor of London, S106 currently being finalised.</p> <p>Planning application for Vicarage Field (850 homes) received due to go to DCB February 2017</p> <p>Gascoigne West application due Spring 2017 circa 600 new homes</p> <p>Council in discussions with Countryside regarding first phase of Freshwharf (950 homes) BE-HERE due to start construction Spring 2017 (597 homes)</p> <p>Cambridge Road – Swan construction due to start early 2017 (250 homes)</p>

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		<p>Beam Park pre-app meetings going well planning application (2200 homes) expected February 2017</p> <p>Ford Stamping Plant (2900 homes) sold to Europa Capital Partners and initial discussion in advance of more formal pre-application meetings with the developer held.</p> <p>Thames Road – Council in process of acquiring several sites (2 acquired in discussion on 12 others) and facilitating relocations, Cabinet report in next three months on procurement route to take forward development of 3000 homes over next ten years.</p> <p>Several pre-app meetings held on sites with Chadwell Heath for circa 500 homes.</p>
<p>44. Ensure the agreement and publication of a new Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments</p>	John East	<p>Strategic Flood Risk Assessment complete.</p> <p>Gypsy and Traveller Needs Assessment due to be completed mid-October</p> <p>Characterisation Study due November</p> <p>Draft Local Plan due February 2016.</p>
<p>45. Develop and take forward transport and infrastructure developments to support and drive growth including:</p> <ul style="list-style-type: none"> • the A13 Tunnel • Crossrail • Barking Station upgrade • Barking Riverside links • C2C stopping at Dagenham East • Lower Roding crossing • Thames crossing • DLR Extension 	John East	<p>Further work being undertaken by TfL regarding costings for the tunnel and interim arrangements regarding the A13/ Renwick Road area and the Lodge Avenue flyover and in particular costings and the business case. JLL have been jointly commissioned by TfL and LBBD to undertake further analysis in this regard.</p> <p>Crossrail- Crossrail 1 opens in 2019 at Chadwell Heath.</p> <p>Crossrail2 -Following meeting with MD clear that this will not happen before 2040 therefore focus is on the possibility of diverting some Crossrail 1 trains to Barking and beyond through the Forest Gate Cut</p> <p>Lower Roding crossing- TfL are carrying out studies in conjunction with the Gallions Reach</p> <p>Thames crossing regarding public transport options and routings. TfL favour the most southerly route for the Lower Roding crossing. Will explore how this links with Mayor's recent announcement of DLR to Thamesmead</p> <p>Met with C2C, taking forward interim improvements to Barking Station which will be complete by 2019 and architects working up longer term scheme to deck platforms and build above.</p> <p>Mayor of London announced study into London Overground Extension to Abbey Wood and DLR to Thamesmead but not the two road river crossings at Gallions Reach and Belvedere.</p> <p>Continuing to make case for C2C stop at Dagenham East in light of plans for film and media centre at Dagenham East.</p>

Key Task	Strategic Director	Progress at Quarter 2
46. Take forward Growth Commission proposals relating to business through the development of a Business Development Strategy	John East	A brief is being prepared to commission and appoint consultants to undertake work on 'The Future of Our Local Economy and Employment Land' to inform development of the Local Plan. The final report is scheduled for March 2017. The developing Employment and Skills Strategy will have as crucial activities the need for the local employment and skills landscape to be responsive to the needs of both local and sub-regional employments and will feed into the Business and Development Strategy for which a brief is concurrently being prepared.
47. Ensure that the 2016/17 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed	Jonathan Bunt	At the end of quarter 2, there are still overspends reported on Children's Care and Support and Homelessness of around £6m. The Children's position has gradually improved since quarter 1. The overspend has reduced from £3.6m to £2.9m. This is due to delivery of savings against Programme SAFE, but also management action to reduce the number of Looked After Children placements. A detailed recovery plan with actions is being developed to address the overspend on Homelessness. There are also staffing pressures in Clean and Green and risks around non delivery of the Passenger Transport saving, which the Service is mitigating. Finance and the PMO are working closely to ensure actions are delivered against the recovery plan. A number of under spends are now being reported against the Council's central budgets from procurement savings and reductions in interest costs due to the recent reduction to the Bank of England's base rate.
48. Set a balanced budget for 2017/18	Jonathan Bunt	The Budget Strategy report will be presented to November Cabinet, proposing to balance the 2017/18 budget through delivery of Transformation savings, reserves and one off funds. Once agreed by Cabinet, the budget consultation process will commence as part of the Community Engagement events. The Statutory Business Rate payers consultation will also follow the same timescales.
49. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services	Jonathan Bunt	At the end of quarter 2, Council Tax income, NNDR income and Rent collection are all slightly below the profiled targets. Council Tax is 0.2% (£133k) below the profiled target – additional resources have been deployed to improve collection NNDR is 0.6% (£360k) below the profiled target, however a number of new businesses have set up in the Borough since April 2016 which has increased the net collectible amount. Performance is expected to recover by the end of the year. Rent collection is 0.47% (£380k) below the profiled target. The proportion of rent collected through Housing Benefit has been reducing in the last couple of years. This increases the

Key Task	Strategic Director	Progress at Quarter 2
		<p>amount of rent to be collected directly from the tenants. A service improvement plan for both Housing and Rents team is place to monitor and scrutinise performance on a monthly basis. Housing has agreed to fund additional resources to improve the collection rate.</p>
<p>50. Develop a new HRA business plan and capital investment programme</p>	<p>John East</p>	<p>Interim HRA BP Manager recruited and starting on 17/10/2016. Interim HRA financial modelling expert also recruited and starting w/c 24/10/2016. The HRA BP will cover the key issues including:</p> <ul style="list-style-type: none"> • Rent policy • Income • Service charges • M&M costs • Stock condition and investment programme • New build programme • Estate renewal programme • Capital and RTB receipts • Treasury management • Commissioning plan <p>Timescales are:</p> <ul style="list-style-type: none"> • Data collection/research – October 2016 • Policy and BP development – November 2016 • First Draft – December 2016 • Final draft for consultation – January 2017 <p>The HRA BP 2017/18 will develop an outcome based and benefit realised commissioning plan for HRA/MyPlace services. This initial commissioning plan is proposed for implementation in April 2017.</p>