

What we will deliver in 2016/17

Appendix 1

Key Task	Strategic Director	Progress at Quarter 3
Community Leadership and Engagement		
1. Through extensive consultation develop a Borough Manifesto setting out a vision for Barking and Dagenham in 2035	Chris Naylor	<p>The Borough Manifesto received close to 3,000 responses. This represents a marked increase on previous consultations undertaken in the Borough.</p> <p>A partnership conference was held on 14th November at Barking at Dagenham College providing an opportunity to share high level findings from the consultation.</p> <p>Following the conference the strategy and performance team have been developing the manifesto in consultation with relevant officers across the council. The manifesto will set out clear themes, aspirations and targets for the borough to work towards over the next 20-years.</p> <p>Cabinet will consider the Manifesto in April.</p>
2. Create a single programme of events for the Council and community showcasing the best of the borough	John East	<p>An events calendar has been produced setting out all events that the Council takes part in and these will now be advertised on the Council's 'what's on' calendar. From these, the religious events will be identified and taken forward as part of the Religion and Belief Policy. A number of events that will be prioritised corporately have been identified and agreed by corporate strategy group and the portfolio holder for Equalities and Cohesion.</p>
3. Revitalise the Council's approach to engagement and consultation	Chris Naylor	<p>A forward plan has been developed in order to ensure consultation is managed effectively and that the corporate consultation function is able to provide support for consultations in a planned manner and the necessary level of quality is maintained.</p>
4. Develop new partnership arrangements for the borough	Chris Naylor	<p>Following agreement at Cabinet in November, the Barking and Dagenham Delivery Partnership (BDDP) was formally established. The partnership has met informally previously with the first formal since establishment taking place in December.</p> <p>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</p>

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		be to oversee the development and delivery of the Borough Manifesto. The next meeting of the partnership is due to take place in February.
5. Develop plans for a reinvigorated community and voluntary sector	Chris Naylor	<p>Cabinet has agreed to partner with Participatory City to develop Every One Every Day in Barking and Dagenham. This will invest considerable resource into five local centres across the Borough supporting residents to participate in a huge range of activities and seek to change the level of community activity being undertaken. A bid to Big Lottery and Esme Fairbairn will be submitted in February.</p> <p>The Council will be launching a Crowdfunding and associated small grants programme in the spring. This will provide up to £120k of match funding to schemes up to the value of £10k.</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	Chris Naylor	The Equality and Diversity Strategy consultation came to an end on 9 th January 2017. The Cabinet Member for Equalities and Cohesion has attended meetings with relevant groups representing the protected characteristics in a targeted consultation ensuring their views are appropriately captured. There was also an online consultation and a staff consultation as part of the staff temperature check. Feedback from the consultation will inform the development of the strategy. The findings from the consultation will now be

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		considered with a view to having a draft strategy presented to Cabinet in March for sign-off.
9. Promote and embed the Gender Equality Charter and Women's Empowerment Month	Chris Naylor	<p>The Cabinet Member for Equality and Cohesion has been actively promoting the Gender Equality Charter in her meetings with stakeholders and has been encouraging organisations to sign the charter. Over 100 organisations have signed the charter thus far. A 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. The Council's work in relation to the charter and gender equality were recognised at the recent Global Equality and Diversity Awards in which the Council was runner-up and was highly commended for the work undertaken to improve gender equality.</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 order to start planning for WEM for 2017. The events team are now preparing the delivery of the events for the month.</p>
10. Ensure Members and staff are appropriately trained in equalities issues	Chris Naylor	<p>Equality training was run for Members on 23rd November and was attended by 11 councillors. At the request of the portfolio holder for equalities, Member Services are looking at re-running the training so that members who were unable to attend can have another opportunity to benefit from it.</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>

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11. Celebrate our diverse heritage by promoting the 'Donate a Flag' initiative	Chris Naylor	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. Contact has now been made with potential representatives from all 12 communities asking them to take part in the initiative by donating a flag.
12. Develop a programme to make the Council an exemplar equalities employer	Chris Naylor	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. This is also a draft objective in the Equality and Diversity Strategy currently being developed.
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. • Half an hour free parking for on street secondary shopping locations came into force in Dec 2016. The move to contactless machines has commenced and the aim is to have this completed by end April 2017.
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

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		<p>issues more effectively.</p> <ul style="list-style-type: none"> • A monthly joint tasking meeting with the police/council has commenced.
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"> • An outline Business Case has been developed, setting out the process for consultation and developing options to introduce a new scheme in August 2019. • 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	Chris Naylor	A campaigns plan has been agreed. 'Slim Your Bin' and the '100 Days of Waste' (24/10/16) are campaigns addressing the Civic Pride agenda.
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 awareness	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 educate and encourage residents to reduce, reuse and recycle. • 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. • '10 Weeks of Waste' campaign was launched on 23 January 2017, finishes 31st March 2017, to educate and encourage residents about Waste Management and the upcoming enforcement of excess side waste • Bin rationalisation project to commence February 2016, to ensure that Council Policy is adhered with residents having the correct number of bins per household. • Enforcement of excess side waste commences 3rd April 2017, issuing FPN to offenders. With FPN's becoming payable from May 2017.
18. Develop a street and open space cleanliness and community pride campaign that improves civic pride and resident's perceptions of the borough	Claire Symonds	<ul style="list-style-type: none"> • 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.

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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. The joint procurement with Havering has been completed at Marlborough have been appointed at the contractor for the next 5-year period. A capital programme bid has been submitted for highways improvement for the next three years
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> <p>Good progress, particularly in reducing unknowns through improved tracking. Nov-Jan NEET + Unknown average gone from 13.7% to 8.5% between 2013 and 2015. England average of 7.5%. 2016 Nov-Jan average almost certainly to be within 10% of England, with NEET + Unknown figures for November and December sitting at 7.8% and 7.3% respectively.</p> <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, engaged with and co-located services being developed. Directory supported by a very active Providers' Forum that meets quarterly. In house team of trackers and NEET advisers identify, support and refer young people. Youth Employability Conference held in January 2017 with 20+ key partners attending, extremely well received.</p>

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		<p>Extra support provided around GCSE and A-Level results days to support progression. Intended Destination data collected for 99.1% of Year 11 cohort and used to support smooth transition into College and Apprenticeships. Proportion of young people with a September Guarantee of EET up 0.5% on 2015 at 95.5%.</p> <p><u>Improving links with businesses and industry.</u> 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. 2200 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>
<p>23. Work with partners (particularly schools) to get more young people to go on to study at 18 and ensure all young people achieve good GCSE and 'A' Level results.</p>	<p>Anne Bristow</p>	<p><u>Developing in conjunction with the Cabinet Member for Economic and Social Development work to further and higher education partnerships so that more young people go on to study at 18.</u></p> <ul style="list-style-type: none"> • This is a priority work stream. ISOS workshop held in June – key point LBB 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 –

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		<p>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> <ul style="list-style-type: none"> GCSE workshops with all secondary Mathematics departments to share expertise in preparing for the requirements of the new grading system and increased difficulty of the examination specification. <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 reviewed the performance of all schools in primary tests and assessments September 2016 and is running workshop meetings to help schools prepare effectively for the 2017 tests. Focus on Reading is being maintained.
24. Create 500 new school places for September 2016 and 300 for September 2017	Anne Bristow	<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> <ul style="list-style-type: none"> Places for 2016 delivered on time. Funding and places for 2017 have been planned and are in development for 2018. 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 Mike Green to encourage a visit to the Borough. <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 and we continue to lobby. Phase 2 of consultation closes on March 22nd. Quarter 2 correspondence with LGA re early years funding and 30 most deprived

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		<p>areas group re lobbying against reductions in schools funding.</p> <ul style="list-style-type: none"> 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 (56 inspected between 01/09/2015 and 31/12/2016). 5 active early years' settings, 9% of which are graded good or above by Ofsted (29 inspected between 01/09/2015 and 31/12/2016). As at Q3 2016/17, there is one inadequate setting. Of the 2 inadequate settings that previously have been re-inspected, 1 moved to good and the other to requires improvement in May/June 2016. We have three outstanding settings. As at Q3 2016/17, 90% of LBBB schools graded good or outstanding – 1% above national of 89% and 3% below London (benchmark data relates to end of August 2016). <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</u></p>

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		<p><u>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. • LA guidance to schools – do not rush, establish strong partnerships first. • Updated item on the Spring Term agenda for governing bodies. • Workshop planned for headteachers' summer term conference. <p><u>Ensure that the local solution maintains the family of schools and partnership with the Council and that it 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 supported by Cornerstone. • High level consultations September to December 2016 – CSG, Cabinet, Headteachers and Governing Bodies. Initial consultation with stakeholders completed. • Headteacher Working Party helping to shape the work. January 25th presentation of preferred option to Heads and Chairs of Governors. • OBCD March, full business case May 2017.
Economic and Social Development		
28. Bring forward and consult on proposals to establish a Community Solutions service solving the root cause of demand, not servicing the	Anne Bristow	The TOMs for Community Solutions and Children's Services have now been agreed. Checks have ensured that re-framing services like Troubled Families will work successfully across the new services, and detailed process maps and staffing structures will be ready by the end of March 2017 to enable changes to be made in the new financial year.

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symptom (subject to public consultation)		
29. Ensure that the troubled families approach is successfully embedded to provide holistic and preventative solutions	Anne Bristow	See task 28 above - the Target Operating Model (TOM) for Community Solutions incorporates Troubled Families. Troubled Families in current form will be incorporated into Community Solutions.
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 LBBD <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> <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 LBBD • Work is being undertaken by Adults' Care and Support Commissioning to remodel the current mental health vocational support contract to improve the numbers of individuals in employment with mental health needs. The new model/contractual arrangements will also include services for people with learning disabilities. This is being undertaken as part of the Better Care Fund, in collaboration with the CCG. • A task and finish group of the Learning Disability Partnership Board has also been set up to progress improvements for people with learning disabilities, in partnership with Regeneration and the Adult College. The task and finish group held their first meeting in December 2016 and an action plan has been developed. <p><u>Ensure an effective, action focused local Employability Partnership is in place.</u></p>

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		<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. Meeting of 20 October 2016 agreed six improvement priorities for the new strategy. Next meeting is scheduled for 20 January 2017.</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></p> <p>The final meetings of both the ACL and the FE Review Steering Groups were held in November 2016. The final reports and recommendations are expected to be published in January 2017. The Adult College is involved in the early discussions with other Local London ACL providers on exploring the potential opportunities for partnership working emerging from the review.</p> <p><u>Ensure that an effective advice, guidance and job brokerage service is available to support residents into and in work.</u></p> <p>Job shop based at the Adult College since December 15. Adult college has Matrix standard for IAG. Delivery programme of short employability courses for the unemployed under the banner ‘Works for You’ includes; GOALS- motivation and orientation, CV writing, interview techniques, digital skills, self-employment and introductions to vocational areas such as care & 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></p> <p>Apprenticeships Strategy being drafted for consideration by Workforce Board in early 2017.</p> <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>

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		<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. The focus of the latter will largely be on voluntary participants claiming ESA. Work is underway to draw together existing programmes of support for this group, including NELFT (Talking Therapies), Richmond Fellowship, Job Shops, Shaw Trust & Leonard Cheshire (the latter two both have ESF funding through Big Lottery).</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. The next meeting will take place on 25 January 2015, with representatives from Coventry University and UEL invited.</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). Outreach sessions are taking place in JCP offices for those affected by the Benefit Cap and DWP funding of up to £38k has been secured to support this work. Additional resource is being put into employer engagement while Barking Riverside should provide a long-term funding source for the Job Shop Construction Team.</p> <p>Agreement on joint working has been reached with Serco/DABD who have DWP ESF funding to provide employment support for Troubled Families (c280 beneficiaries over 2 years), starting on 23 January. A pilot initiative to refer eligible residents aged over 50 for whom the Job Shop Service is not directly funded to Reed (also funded through DWP ESF) begins 13 January 2017.</p>

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		<p><u>To work with others to improve the health of the workforce of the council and partners.</u> London Workplace Health Charter- achieved commitment and working towards achievement and excellence.</p>
<p>31. Develop and implement a new Customer Access Strategy</p>	<p>Claire Symonds</p>	<p>A Draft Customer Access Strategy has been developed and been presented to the Customer Information Board.</p> <p>The revised strategy and action plan will be presented to Cabinet in March.</p>
<p>43. Implement plans for new homes across the borough including schemes in:</p> <ul style="list-style-type: none"> • Barking Town Centre • Riverside • Chadwell Heath • Ford Stamping Plant 	<p>John East</p>	<p>Barking Riverside application (10,800) now approved by Mayor of London, S106 currently being finalised. Plots 201-203 approved March DCB (378 homes). Station Square Sub Framework Plan due May 2017 for 1900 homes, leisure centre, health centre etc. Briefing done for March DCB.</p> <p>Planning application for Vicarage Field (850 homes) decision issued following GLA approval</p> <p>Gascoigne West application due April 2017 circa 835 gross new homes. Briefing done for February DCB</p> <p>BE-HERE due to start construction Spring 2017 (597 homes)</p> <p>Cambridge Road – Swan construction started early 2017 (250 homes)</p> <p>Beam Park pre-app meetings going well planning application (2200 homes) expected April 2017</p> <p>Ford Stamping Plant (3100 homes) number of pre-app meetings held. Planning application expected September 2017.</p> <p>Thames Road – Council in process of acquiring several sites (2 acquired in discussion on 12 others) and facilitating relocations, Cabinet report in next three months on procurement route to take forward development of 3000 homes over next ten years. Several pre-app meetings held on sites with Chadwell Heath for circa 500 homes however we have made clear we don't want piecemeal development. We are putting a brief out to tender w/b 12 March for employment study to survey all businesses in Chadwell Heath to identify number of jobs, sectors, leasehold/freehold interests, future business plans etc to help inform how to achieve a successful mixed use development of the area. Priority at moment is Thames Road and Castle Green which will be very challenging in terms of business relocations, Chadwell Heath is a lower priority and will be a project for Be-First to take forward.</p> <p>Fresh Wharf is a development site with outline planning approval for 911 homes but is a</p>

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		<p>classic example of where the private sector has sat on a permission waiting for the optimum time to sell their site / enter into a development agreement. To kickstart the development the Council remains in discussion with Fresh Wharf over the possibility of the Council/Reside agreeing to fund a significant proportion (c.400). The Council has facilitated meetings between the landowners, developers and boatowners to seek to ensure any development maintains their moorings.</p> <p>Initial masterplanning workshops held for Castle Green development with ASF and their architects Farrells for 15,000 homes and 8000 new jobs.</p>
<p>44. Ensure the agreement and publication of a new Local Plan for the borough, taking forward regeneration plans and ensuring high quality build for all new developments</p>	<p>John East</p>	<p>Strategic Flood Risk Assessment complete. Gypsy and Traveller Needs Assessment completed Draft Characterisation Study received and being finalised. Religious meeting places study commissioned due for completion May</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 	<p>John East</p>	<p>Farrells/ASF working up a masterplan for Castle Green tunnel for end of February. TfL looking at interim improvements to A13 and decision on future of Lodge Avenue flyover delayed to enable more work to be done on this. Preferred option is to remove flyover not replace it.</p> <p>Crossrail- Crossrail 1 opens in 2019 at Chadwell Heath. Crossrail2 -Following meeting with MD clear that this will not happen before 2040 therefore focus is on the possibility of diverting some Crossrail 1 trains to Barking and beyond through the Forest Gate Cut. Council to commission feasibility study April 2017 jointly funded by TfL.</p> <p>Lower Roding crossing- TfL have completed initial feasibility study with costing of around £100m. Will explore how this links with Mayor's recent announcement of DLR to Thamesmead</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 Galleons Reach and Belvedere. Overground extension to Barking Riverside, enquiry complete decision due summer 2017.</p> <p>Continuing to make case for C2C stop at Dagenham East in light of plans for film and</p>

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		media centre at Dagenham East.
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. This is due to be issued end of January. The final report is scheduled for July 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.
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. The Housing Advice Service is leading on the provision of crisis support for homeless and rough sleepers beyond that which is provided through the SWEP and Cold Weather Plan. Further winter initiatives are being scoped and planned with a view to implement from early November. These will likely take the form of food and clothes collections for distribution through Children's Centres.</p> <p>A seasonal flu plan has been launched. Staff have been offered immunisation through occupational health. Messaging to domiciliary care, supported living and residential care providers is sent promptly to alert to the need for increased vigilance.</p>
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. A preferred Target Operating Model has been agreed and implementation is underway. Savings targets are on track to be achieved.</p> <p>Consultation is underway across adult care and support services about move from six clusters to three localities, and consultation is concluding with residents and staff at extra care schemes about proposed changes to the arrangements for the delivery of care. Final decisions about to be taken on the restructure of commissioning functions to</p>

Key Task	Strategic Director	Progress at Quarter 3
		ensure that the capacity is well-embedded to manage care markets, drive greater value from spend in the independent sector, and plan effectively for future and emerging need.
<p>34. In redesigning children's social care ensure new arrangements deliver improved outcomes for children and young people whilst delivering a balanced budget through initiatives such as improving the recruitment and retention of social workers.</p>	Anne Bristow	<p><u>Introduce a new Electronic Social Care Recording System to support effective decision-making and reduce transactional costs.</u> The Tender process for the new Electronic Social Care Recording System has ended and the new supplier is LiquidLogic. LiquidLogic will provide a system for both children's and adults system. The implementation programme is being finalised with planned 'go live' dates of late summer 2017 for Children's Care and Support.</p> <p><u>Remodel transport services for children and young people to deliver the required budget savings in a personalised and non-stigmatising way.</u> 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, LBBB.</p> <p><u>Improve recruitment and retention of social workers to drive out costs.</u> Work has taken place to review and update the recruitment strategy. At the same time, actions to recruit staff are continuing. Since August 2016, a further 5 permanent social care staff have taken up post resulting in a total of 9 since April 2016 and the end of the Penna contract. In order to attract more candidates, the first of several adverts with the Guardian was published late November 2016. Further work is taking place as part of the review of the recruitment strategy including developing a vision and 'brand' for the Care and Support Service. The recruitment of social workers is monitored through the SAFE Programme Board chaired by Anne Bristow, Strategic Director, Service Development and Integration.</p> <p><u>Bring the children's social care budget back in line with available funding.</u> At the beginning of the year, the budget forecasted overspend for 2016/17 was 8.9 million. Progress in reducing this overspend has been good, with a total saving of 5.4 million being delivered through the SAFE Programme in 2016/17 and a further 1 million of savings delivered by Children's Social Care through careful management of the S17 and S20 budget. There remains a funding gap of 2.5 million due to the ongoing challenges with the recruitment of permanent social workers and this continues to</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>present a risk to delivering a balanced budget. The full year effect of these savings, combined with the Children’s Social Care Redesign should see the 2017/18 budget brought in-line (and the two programmes of work will be combined into a single entity for 2017).</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> 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. Market testing underway for a new model which will drive greater efficiency through combining management of building-based support and floating support.</p> <p><u>Independent living solutions for people with learning disabilities.</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.</p> <p><u>A range of accommodation types for older people.</u> Extra Care & Sheltered Housing review completed, and work continues to shape and consult on a strategy for the future of older people’s housing options. Specific service proposals now under development for both commissioned and in-house services, including a ‘demonstration’ project for new forms of extra care housing.</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. 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><u>Barking Riverside</u></p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>Section 106 negotiations with Barking Riverside have secured 60 units of accommodation for adults and young people with care and support needs. Subject to viability, a mixed tenure extra care village has also been secured in Stage 2 of the developments.</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 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></p> <p>CSE is a key priority of Barking & Dagenham council supported by the LSCB partnership. The Borough works to the MPS CSE Operating document and the Police chair a MASE (multi agency sexual exploitation) group. 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</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>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 coordinated 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. CSE is a priority for the LSCB and was included in the 15/16 BDSCB Annual Report that was presented to the Children’s Trust and the Health & Wellbeing Board and published on the BDSCB website.</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 as obesity, smoking, substance misuse, teen pregnancy and low take up of vaccinations.</p>	<p>Anne Bristow</p>	<p>Tackling the social determinants of poor health is as vital as focusing on the presenting health problems and as such the Public Health Grant in Barking & 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 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>

Key Task	Strategic Director	Progress at Quarter 3
		<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>Vaccinations</u> Ensuring B&D residents are enabled to benefit from vaccines that avoid preventable diseases is a key priority. The Primary Care Committee has included screening and immunisation as key performance indicators, which places it under the CCG performance improvement regime.</p> <p><u>MMR</u> 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 not be immunised 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. 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> 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> <p><u>Neonatal BCG vaccination</u> The global shortage of BCG vaccine continues. In addition, the UK is subject to delays in</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>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 product 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>School- age Vaccination Programme</u></p> <p>Earlier in 2016 the contract for this service transferred from NELFT to Vaccination UK, who commenced the service from August 2016. Vaccination UK has been commissioned to provide school-aged immunisations only (Child Flu, HPV, school leaver's booster and Meningitis ACWY). The organisation has made a good start to its programme and continues to be monitored and performance managed by NHSE.</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). Key information on NHS Health Check programme:</p> <ul style="list-style-type: none"> • The health check programme is part of a 5-year rolling programme of which we are in year 4. To date over 17,500 people have received a health check in Barking and Dagenham. • Health Check invitations are sent out regularly to patients. 100% of the eligible population over 5years should be offered a health check (20% per year), with an

Key Task	Strategic Director	Progress at Quarter 3
		<p>annual uptake target of 75%. On average 518 health checks per month is required to stay on trajectory (to meet a yearly target of 6,221 Health Checks).</p> <ul style="list-style-type: none"> • April to December data shows that 3,608 people have received a health check. • In addition to the data on the number of health checks delivered, data is captured on the number of people identified with a new disease, number of people invited for a health check and numbers referred to lifestyle programmes. • Although the activity within the borough is RAG rated red, it should be noted that currently in comparison to most London and England Boroughs, Barking and Dagenham has a better Health Check offer and uptake rate, which means we are doing proportionately better than our peers • Following the recent service evaluation, a number of recommendations were made which are being implemented. • Activity across the practices has subsequently improved and regular engagement with each practice is undertaken to ensure activity does not decline. Practice visits continue and support is provided where needed. All Practices are regularly advised about their individual targets and sent a league table of achievement on alternate months as a reminder and information on the gap to target. • Over the next few months we expect to further increase activity as we have 3 new pharmacies delivering health checks in their stores; this activity began at the end of December 2016 anticipate being able to further increase the provision of health checks by training up more pharmacies to deliver the service in the community. • A steering group will convene in January which will include a strong group of relevant stakeholders. The group is intended to bring a more robust structure to the programme and drive change. Key tasks will be to improve follow-on from the health checks through better pathway development and thus improving referral to lifestyle services and community based programmes (including those to address pre-diabetes). • We are currently working on improving the marketing and communications of health checks, by producing posters and leaflets. The posters are intended to be used in the GP practice to prompt patients to request a health check. They will also be displayed in the pharmacy. Additionally, flyers are to be distributed through the GP surgery, pharmacy, and the community health champions engagements. We are targeting residents who have not previously received a health check and hope to prompt them to request a health check from their respective GP or local pharmacy.

Key Task	Strategic Director	Progress at Quarter 3
		<p><u>Obesity</u> The Healthy Weight Strategy was approved by Health and Wellbeing Board in September 2016 and actions stemming from this are now being taken forward.</p> <p>A <u>Behaviour Change Group</u> has been set up to lead behaviour change interventions in our population. Behaviour change is important if we are to increase the numbers of people who are a healthy weight. To achieve this change, the Council and partners need to make a number of decisions. These include:</p> <ul style="list-style-type: none"> • Who in population has the greatest need to change their weight and would benefit most from behaviour change? • What behaviours should be targeted? • How, when, where these behaviours should be targeted? • What the outcomes should be? <p>Previous reports have highlighted that the population in the borough with the highest level of overweight and obesity is the black African population. The Insight team are doing a detailed piece of analysis to ensure that a robust recommendation is made on which population should be targeted.</p> <p>It is suggested that in line with the findings of the well-respected EPODE project (from the EPODE international network that supports obesity prevention programmes across the world) that the behaviour changes targeted would be:</p> <ul style="list-style-type: none"> • Recognising when a child is overweight • Increase in amount of fruit and vegetables eaten; decrease in the amount of sugary drinks drunk; less high fat food eaten, • Increase in active transport to school, cycling and walking; increase in taking part in sport and decrease in watching television <p>The Behaviour Change Group is due make recommendations in January 17 on the behaviours that are to be targeted.</p> <p>Community engagement is also important in developing this work. It is essential that residents, adolescents, families, and adults have the chance to tell LBBB what would reduce the barriers to them changing.</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>The problem of increasing obesity is a national and London wide problem and the Healthy London Partnership has initiated 'The Great Weight Debate' which aims to find out what changes people living in London think will help children and families lead healthier lives. It is proposed to use the Great Weight Debate to talk to residents in Barking and Dagenham, and to find out what needs to change.</p> <p>In terms of aligning service provision with the aims of the Healthy Weight Strategy (HWS) - an evaluation of the child and adult weight management programmes has also just been completed by the Public Health Team.</p> <p>The findings of these evaluations are that whilst the services provide effective interventions and work with a range of people across the borough there are a number of key areas requiring improvement:</p> <ul style="list-style-type: none"> • There are low referral rates, high attrition levels and low participant follow-up within the services • There is insufficient integration and co-ordination between services • There is little reviewing of the effectiveness of interventions & service adaptation • There is weak engagement with families and key target groups <p>Recommendations being taken forward are:</p> <ul style="list-style-type: none"> • Designing a more holistic approach aligned to the clearer strategic overview set out in the HWS • Developing a stronger family based approach when working with children and young people • Exploring the alignment of programmes through a properly realised stepped model of provision • Ensuring a strong clinical governance and quality assurance approach • Looking at greater integration with community assets / resources <p><u>Teenage Pregnancy</u></p> <p>In terms of teenage pregnancy there are a range of interventions in place to drive down the number of under18 teenage pregnancies and abortions. These include: direct work with vulnerable young people through the Integrated Youth Service; school nursing input and focused PHSE work in schools; and ensuring that the C-Card service continues to be offered to as many young people as possible.</p> <p>Teenage Pregnancy Figures for Q3 2015 were released at the end of November 2016.</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>Our quarterly rate is 32.8 per 1000 under 18s, up just very slightly on the last quarter's figure of 32.1. However, when taken together for the year to date Barking & Dagenham's average annual rate is still slightly lower than the previous year (31.6 vs 31.4) so a continued reduction is demonstrated overall.</p> <p>Nevertheless, other LA's have seen some large reductions in the previous quarter and a rate of 32.8 is nearly double the Outer London average.</p> <p><u>Substance misuse</u> The contracts for substance misuse treatment services will expire March 2018. The needs assessment is soon to be finalised and will shape future service design. Service user representatives have been supporting the process and are keen to be involved throughout. 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. The adult drug treatment services were tasked with reviewing individuals who have been in treatment for longer than a year.</p> <p>Currently there are 209 individuals who have been in treatment for 12 months or more. Work has been to identify what individual service users need to support them to be completely drug free. Most of this cohort could be safely detoxed and given the necessary support to successfully complete treatment. To date, 36 individuals are on a reduction plan and will be discharged in the coming months.</p> <p>41 of these individuals are in GP shared care, 31 of which have been on a methadone prescription for more than five years. Work is underway to begin reduction regimes with six individuals having already starting the process.</p> <p><u>Smoking cessation</u> The healthy life expectancy in the borough is low and reducing smoking prevalence is extremely important in driving down dependency on services. This programme plays an</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>important part in helping the borough to achieve its long-term objectives around health and wellbeing.</p> <p>Overall performance of this programme continues to be low with numbers achieving successful 4 week quits remaining well below target (despite a significant reduction in the target).</p> <p>There have though been some areas of improvement in 2016/17 and the tier3 service in particular has shown a significant increase in the numbers accessing the service through the first 2 quarters of this year when compared to last year. The BabyClear programme is also having a considerable impact on the number of pregnant smokers in the borough and has been nationally recognised as an area of good practice. The service is currently achieving a 57% conversion rate (number setting a quit date against the number achieving a CO verified 4 week quit). This is much higher than the national rate. There has also been a considerable increase in the number of quits being delivered by pharmacies and they are currently providing the highest number of quits in the borough.</p> <p>There has also been a reduction in smoking prevalence in the borough. Recent figures released for Jan - Dec2015 show a decrease in prevalence from 23% to 18% in Barking and Dagenham. This may be attributable to the success of the campaigns and promotional activities undertaken by the service but it is not possible to draw a direct correlation and other factors such as the rapid growth in the use of e-cigarettes will also have had a significant impact.</p> <p>Set against these improvements however is the fact that the performance in GP practices has markedly deteriorated this year against an already low starting point.</p> <p>There has also been a growth in the number and use of shisha lounges in the borough and this is an area that is currently being actively targeted through tobacco control initiatives.</p> <p>In relation to improving GP performance the specialist (Tier 3) service (in conjunction with the Public Health team) has organised and commenced a programme of support for primary care. In December, the team completed 9 visits to practices. 5 practices have agreed to the Tier 3 team hosting an on-site clinic, 2 of these have started and are</p>

Key Task	Strategic Director	Progress at Quarter 3
		<p>currently running 2 clinics a week. These practices have also agreed to contact patients with long term conditions and invite them to take up the service. The specialist service has also been actively doing promotion sessions in the reception areas of the practices. The team are also engaged in trouble shooting on-going issues around training or use of Quit Manager with practices.</p> <p>A full evaluation of the effectiveness of all the whole Stop Smoking programme has also recently been completed by Public Health. Findings and recommendations are currently being considered with a view to redesigning the programme to ensure that it has a much stronger prevention focus on Children & Young People and that specialist interventions are more tightly tailored and targeted towards key vulnerable groups.</p> <p>As an initial step in providing more preventative interventions specifically targeted towards young people of school age, a school survey is currently being developed. The aim is to ascertain an up to date picture of smoking habits and prevalence among school students. A provider has been appointed to conduct the survey & this is due to take place in late Spring.</p> <p>This survey will also be looking at gauging the attitudes and behaviours of young people in relation to diet and exercise, mental wellbeing, drug and alcohol use and sexual health. This information will also be used to develop school based preventative programmes.</p>
39. Explore the development of an Accountable Care Organisation with health partners	Anne Bristow	<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. London devolution settlement awaited January 2017, with potential enabling provisions that will support greater integration and delivery of new contracting forms and delivery mechanisms in local health services. Imminent 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. Top-level governance now operational, led by Cllr Maureen Worby as chair of the new Integrated Care Partnership Board.</p>

Key Task	Strategic Director	Progress at Quarter 3
40. Ensure corporate parenting responsibilities are being successfully undertaken	Anne Bristow	<p>The Corporate Parenting Annual report was presented to the Member Corporate Parenting Group earlier in the year and to Cabinet and to Assembly in Nov 2016. The report sets out the outcomes for children in care and a summary of the progress that had been made in relation to the 'promise' to children in care and the 'pledge' to care leavers by the Member Corporate Parenting Group as part of the Corporate Parenting Strategy.</p> <p>Corporate Parenting responsibilities across the council services and with partner agencies are delivered in two ways, firstly through the care planning for individual children in care and secondly through the Member Corporate Parenting Group.</p> <p>The Member Corporate Parenting Group is a well-established Member led multi agency group that meets five times a year to discuss best ways to improving outcomes for children in care. The membership of the group includes Members, a Director from other than children's services, health, education, a foster carer, social care and children and young people from Skittlez, the Children in Care Council, attend and bring their own issues for discussion as well as contributing to discussions on how best to make improvements.</p> <p>The Children's 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 Pre-Assembly by Skittlez on their work or issues. Skittlez have given presentations to Pre-Assembly 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. Architects and design team appointed. Pre-planning submitted and site surveys undertaken. Works expected to start on site in spring 2017 with the venue opening in autumn 2018.</p>
42. Ensure the delivery of the Council's transformation programmes (subject to public consultation)	Anne Bristow	<p><i>See Key Task 24.</i></p>

Key Task	Strategic Director	Progress at Quarter 3
Finance, Growth and Investment		
47. Ensure that the 2016/17 budget is delivered and a MTFS (Medium Term Financial Strategy) agreed	Chris Naylor	At the end of quarter 3, there are still overspends reported on Children's Care and Support and Homelessness of around £4.5m. This has reduced from the Quarter 2 figure of circa £6m. Improvements in both the Children's Care and Support and the Elevate Client Unit have reduced the forecast. There are still pressures in a number of other service areas but all are currently forecast to be managed. These pressures include £1.4m in Adults Care and Support, which will be mitigated as planned through the drawdown of an earmarked reserve created to smooth pressures on the service pending the additional Better Care Fund monies, £0.6m income risk in Enforcement with £0.66m possible mitigations identified and £0.4m in Passenger Transport against which there is a mitigation plan for the full amount.
48. Set a balanced budget for 2017/18	Chris Naylor	The Budget Strategy report will be presented to February Cabinet, proposing to balance the 2017/18 budget through delivery of Transformation savings, reserves and one off funds. The provisional Budget Strategy was agreed by Cabinet in November, which then allowed the budget consultation process will commence as part of the Community Engagement events which ran through December and January. The Statutory Business Rate payers' consultation will also follow the same timescales, with communications with the local Chamber of Commerce and engagement events.
49. Maximise income collection through rents, Council Tax and the commercialisation of appropriate services	Chris Naylor	At the end of quarter 3, Council Tax income, NNDR income and Rent collection are all slightly below the profiled targets. Council Tax is 0.8% below the profiled target, however it should be noted that collection is 0.5% higher than the same period last year (£347k). Current trends estimate that collection will remain at its current level. NNDR is 1.3% below the profiled target. The NCD increased again in December by £156k as new businesses take over previously empty sites. In December Coca Cola enterprises took over a previously empty site. These businesses are expected to pay within the financial year. Current trends suggest that collection is still on target. Rent collection is 0.88% below the profiled target. This was large due to an anticipated gap in the last two weeks of the quarter, and it anticipated that much of the shortfall will be recouped in the early weeks of Quarter 4. Additional resources remain deployed to target outbound calling and new initiatives are being continually considered and undertaken.

Key Task	Strategic Director	Progress at Quarter 3
50. Develop a new HRA business plan and capital investment programme	John East	HRA BP went to CSG January 20. Addressing feedback particularly the need to root it in the Growth Commission work, Infrastructure Housing, right to move, right to invest and right to rent.