

Priority projects update

**One borough; one community;
London's growth opportunity**

Priority 1 - Encouraging civic pride

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
<p>Festival 2015 A community led programme of events to celebrate the borough's 50th anniversary leaving a lasting legacy for community access to our parks.</p>	<p>The 50th anniversary programme is now well underway and the response from residents has been fantastic.</p> <p>There has been an excellent turnout for the key events so far presented: Roundhouse Music Festival in Central Park; Barking Folk Festival in Barking town centre; Night of Festivals on Abbey Green; and DagFest in Old Dagenham Village. But the highlight of the year so far was the visit by Her Majesty The Queen and HRH Prince Phillip to the Borough on 16 July.</p> <p>And there is still lots more to come: the One Borough Community Day in Parsloes Park; Cultural Mela in Barking Park, Steam and Cider Fair and the Youth Parade in Old Dagenham Park, as well as the Festival of Sport and the African and Caribbean cultural festival in Mayesbrook Park.</p> <p>Most of these events are being delivered in partnership with local organisations like DABD, Barking and Dagenham CVS, Gurdwara Singh Sabha Barking and Al Madina Mosque. Over £300,000 has been raised so far in grants and business sponsorship to support the delivery of 50th anniversary programme.</p>	<p>Culture and Sport Leader of the Council</p>
<p>Strengthening school partnerships Provide leadership to our family of schools in order to improve the educational offer within the borough.</p>	<p>The strength of the partnership between the Council and family of schools is confirmed and endorsed in the Ofsted inspection letter (February 2015). 53 Headteachers/Heads of School attended the annual conference at the end of June "Achieving good and outstanding schools through partnership and collaboration". Outcomes included a set of agreed priority actions. The headteacher/LA High Needs Working Party is overseeing action to manage and mitigate pressures within the High Needs block of the DSG. ISOS has submitted its review and the five priorities of the action plan are being taken forward in 2015/16. Provisional primary results indicate a further rise in attainment at Local Authority level.</p>	<p>Education Cabinet Member for Education and Schools</p>
<p>Barking Town Centre as the cultural</p>	<p>The management of the Broadway theatre has now transferred to the Barking and</p>	<p>Culture and Sport</p>

hub for East London

Expand the existing offer to become east London's cultural hub, a vibrant and culturally rich community, with space for creative industries.

Dagenham College. Alongside the venue's important role as the only dedicated performing arts venue in the Borough, the College will be developing the Broadway as a centre for the development of new creative businesses in the Borough. A number of high quality and popular cultural events are being delivered in Barking Town Centre as part of the 50th anniversary programme.

Leader of the Council

Discussions are underway with the Greater London Authority (GLA) about how they can support the Council's aspirations to develop the creative economy in the Borough. An announcement on this is expected later in the year.

Work by the Regeneration division to establish a cinema for the town centre is progressing satisfactorily. The team has also secured a significant grant from the Heritage Lottery Fund, which will support extensive improvements to the public realm in the town centre.

The Regeneration division has also recently appointed Bow Arts to manage the new creative industry workspace in the Ice House Quarter in Barking.

Enforcement and charging

Encourage socially responsible behaviour from residents and penalise those who act irresponsibly. Ensure a consistent and fair approach to enforcement and charging policies.

Below is a summary of key enforcement actions targeting crimes investigated by Council officers for the period April until June 2015. Actions here include enforcement where we receive a contribution to costs from offenders or other income.

Environment

Fixed Penalty Notices - we have issued 419 fixed penalty notices for various environmental crimes which is a 50 % increase in enforcement activity compared to this period in 2014/15.

Dropped Kerb Project – we have completed a first review of all the borough's roads and are now starting a second sweep to identify non compliance. This quarter 837 visits to potentially offending premises resulting in 88 warning letters sent and 9 notices prohibiting unauthorised footway crossing.

Trade Waste - During this quarter 296 notices have been served to ensure formal waste control and disposal is adopted. Enforcement action here ensures trade waste disposal is properly charged to the producers.

Housing Licensing – in the first quarter 975 properties were inspected and approximately 9% were found to require action to bring them to compliance. In this quarter 1,650 full licences were granted and 678 new applications were received.

Cabinet Member for Crime and Enforcement

Priority 2 - Enabling social responsibility

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
<p>Sufficient school places in schools that are good or outstanding All schools good with 20% outstanding by December 2015. Priority areas for action are set out in the Council's School Improvement Strategy 2016-17 including support for improvement in governance and leadership of teaching.</p>	<p>We are still below national at 75% good or outstanding, against national of 80%. However, the gap is closing. The Ofsted inspection confirms this judgment and asks that we raise the target of 20% of schools outstanding. We remain on target re: the provision of school places as set out in the March 2015 report to Cabinet with a further report for November 2015 Cabinet planned. IRO £45 million a year is needed to maintain our programme. We are on course to date but continued campaigning is required. The biggest financial risk to the DSG is in the revenue costs of specialist provision places to meet the needs of the growing numbers with complex Special Educational Needs and Disabilities (SEND). The most recent benchmarking shows London borough of Barking and Dagenham has created the highest number of places in the country (48% growth in pupil numbers since 2009/10). These places have been created well within financial limits, at extremely competitive costs and in a timely manner.</p>	<p>Education Cabinet Member for Education and Schools</p>
<p>Tackling obesity To undertake a programme of activities commencing from January 2015 in order to encourage healthier lifestyles and tackle obesity.</p>	<p>The Culture and Sport division is commissioned by the Public Health team to deliver a number of healthy weight management programmes:</p> <ul style="list-style-type: none"> • Change for Life- this programme provides support to children and their families over a 12 week period to help them achieve and maintain a healthy weight. Children are referred on to the programme by GP's and other health professionals. In 2014/15, 184 children and young people completed the programme. In addition to this the team provide information, training and practical awareness in living an active and healthy lifestyle. 2014/15 saw 151 people undertake training provided by the team and 1,400 young people took part in practical awareness sessions which include community games. • 25 trained Health Champions work with the team to raise awareness, spreading positive health messages and signpost residents to appropriate services. • The team continue to deliver the Exercise on Referral programme where patients are referred from GP's and other health professionals to take part in an gym based exercise programmes over 12 weeks as opposed to being prescribed medicine. In 2014/15 a total of 2,968 referrals were made in to this service with over 33% of the patients being referred due to their BMI being over 28 classing them as overweight. • Starting in April 2015, the Physical Activity and Healthy lifestyle team have been commissioned to deliver an Adult Weight Management programme. This is a 12 	<p>Public Health Cabinet Member for Adult Social Care and Health</p>

week programme which takes patients through different targeted topics each week and focuses on behaviour change techniques.

- The Culture and Sport team also continue to deliver a Sport England funded project called Active Sport 4 Life. This is similar to the Exercise on Referral programme and provides patients with a 12 week sports based programme for those aged 14+ with a BMI over 28. Once the 12 weeks are completed the participants are encouraged to maintain activity at their chosen club / sport. In 2014/15, 253 people were referred to this programme.
- Children's Services are commissioned by public health to deliver the Healthy Schools London programme. To date 43 schools are registered (2nd highest in London), 24 bronze, 17 silvers and 1 gold awards achieved.
- New programmes for both the over 60's and disabled residents have been developed and the take up of these programmes continues to grow.

In addition to the commissioned activities Culture and Sport provide a universal offer in the form of the leisure centres.

- In March 2015 the new Abbey Leisure Centre opened and in the period April to June visits to the new centre totalled 100,744 compared to 66,393 at the old Abbey Sports centre for the same period last year, an increase of 52%.
- The exceptional level of visits to Becontree Heath Leisure Centre continued to grow with over 1m visits during 2014/15 with a combined total of 1.282m visits at the two leisure centres.
- Based on the Amateur Swimming Association throughput data Becontree Heath Leisure Centre was the busiest swimming pool during 2014/15 and has the largest stand alone swimming lesson programme in the country

Enabling the community through the voluntary sector including volunteering

Enable the Band Together group to harness the service delivery potential of the voluntary sector, building the capacity and opportunity for VCS providers, supported by a Council funded Co-ordinator.

A new format for BandD Together is being agreed in the next month. The CVS has yet to recruit to the BandD Together post, however work is being progressed on an action plan and developing the concept of BandD Together. One of the first initiatives launched was the online diagnostic 'knowledge platform pilot on 4 June by Community Resources. This initiative is designed to help professionals and support vulnerable residents to access the relevant services in a timely way.

An extensive volunteering programme is delivered across Adult and Community Services, which has seen volunteers provide 25,849 hours of support to services in 2014/15. This is equivalent to £232,000 if the London Living Wage had been paid. 282

Culture and Sport
Leader of the Council

new volunteers were recruited last year.

In the period April to June volunteer hours totalled 4,226 hours and there are currently a total of 222 active volunteers supporting the delivery of a range of services including: libraries; museums; events; sport and physical activity; community health champions; and community volunteer drivers.

Community hubs network

Help create a Borough infrastructure to optimise joint work for community empowerment.

- A total of 37 Champions have now been trained, with 59 due to be trained by the end of September 2015. Community and Voluntary Sector groups have been approached and successful applicants will be trained in September to provide a Community Checkpoint and Champions.
- Presence and publicity for Community Checkpoints at the boroughs 50th anniversary events.
- There are currently 11 Community Checkpoints, with 13 due to be established by October 2015.
- Awards evening for Community Champions due to take place in October 2015.

Led by DCS – Corporate

Tackle other boroughs housing their residents in the borough

Implementation of London Inter Borough Accommodation Agreement preventing boroughs from paying rates higher than local LBBB agreed rates thereby limiting the number of external placements.

The London Inter Borough Accommodation Agreement (IBAA) oversees the use of temporary accommodation, discharge of duty into the private sector and preventative placements made by London boroughs into another London borough, including placements made and received by the LBBB. This agreement is overseen and monitored on a quarterly basis through the formal London sub-regional housing partnerships.

Housing

Our approach is to attempt to minimise the number of placements into B&D and to secure agreement and protocols through the IBAA to this end. One of the major areas of focus is upon social care placements, adult and children's. Our aim for 2015/16 is to secure a protocol covering these placements either via sub-regional arrangements or directly between boroughs (whichever is most appropriate). Discussion has been held at the East London Housing Partnership Chief Officer Group meetings in 2015. We are also approaching other London boroughs to include social care data (adults and children) into the reporting mechanism and to attempt to obtain details on the individual placements made.

Cabinet Member for Housing

Currently the overall London position with the IBAA has however run into some difficulty. A number of London boroughs are undertaking and/or proposing to undertake actions which could be construed as running counter to and therefore a breach of the IBAA. The LBBB has no powers to prevent placements by other authorities in B&D. We therefore rely upon London boroughs conforming with the word and spirit of the IBAA agreement. We are currently liaising at officer and Member level with other London boroughs to minimise the impact upon both the LBBB and East London and to maintain the IBAA as agreed.

Priority 3 - Growing the borough

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
<p>Barking Riverside One of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage.</p>	<p>Considerable design work is being undertaken to alter the current masterplan to take account of the future London Overground Station, the traffic system and development around it. Officers are looking at providing a new leisure centre adjacent to the station. A revised planning application is expected early December 2015</p> <p>Discussions about the future structure of Barking Riverside Ltd should be resolved in 2015</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Gospel Oak line extended to Barking Riverside Continue lobbying and work with partners to ensure the Gospel Oak line is extended to Barking Riverside improving transport links for the area.</p>	<p>The proposals include an extension of the London Overground Gospel Oak to Barking line to a new station at the heart of the Barking Riverside development. The Council will be lobbying for a second station, near to Thames view.</p> <p>As part of the 2014 Autumn Statement, the Chancellor of the Exchequer announced that the Government will provide a loan of £55 million to support the extension to Barking Riverside, The provision of this loan means that funding is available to cover the full cost of the scheme.</p> <p>The second consultation took place from 11th May until 21st May</p> <p>A Transport and Works Act application will be made by Transport for London (TfL) in December 2015</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Barking Town Centre Work with a range of partners and residents to continue to improve the experience of living, working or doing business in Barking Town Centre This would include developing a new cinema, re-invigorating the market and widening its appeal and establishing Care City.</p>	<ul style="list-style-type: none"> • Barking Magistrates Court redevelopment under construction • Abbey Sports Centre – draft heads of terms agreed with preferred bidder regarding redevelopment of the sports centre which will include a cinema, space for Care City and 147 flats. • Phase 2 of the Ice House quarter development (144 units) under construction due for completion in October 2015. It will be part of the Barking and Dagenham Reside (Abbey Roding) SPV and will be largely 80% rent units aimed at generating an income for the General Fund. • Gascoigne Regeneration - contractor agreed legal documents to be finalised by the end of May 2015. Formal start in Autumn 2015 • Sainsbury proposal at Abbey Retail Park- Start on site due to take place in late Autumn 2015. • £291,000 High St Fund bid agreed by GLA primarily associated with improving East 	<p>Regeneration Cabinet Member for Regeneration</p>

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
	<p>St Market</p> <ul style="list-style-type: none"> • First stage of Heritage Lottery bid c£1.3m for heritage along East St agreed £200,000 • Housing Zone bid to GLA for Barking Town Centre for c£42m agreed • NHB topslice programme bid agreed for c£700k for places of work in Barking Town Centre and improving East St linked to the market) • TfL funding bid agreed for £321k for public realm improvements in Barking Town Centre under construction. 	
<p>londoneast-uk Work with the private sector to transform the former Sanofi site into a bio tech based economic hub that is unique in the capital.</p>	<ul style="list-style-type: none"> • Marstons Pub/Restaurant – The Pipe Major opening soon. • Sainsburys have acquired the front site, but are not proceeding with their original proposals and are reviewing their position as to what will go forward. • Londoneast-UK first significant tenant signed up with the announcement that Arcus Solutions is to open a technical training academy • Londoneast-uk launch occurred at London & Partners Central London offices on 27 May. • Pre Planning application made by East London University Technical College (ELUTECH currently located at CEME). • Baytree (part of Axa) have purchased the remaining Sanofi land. 	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Beam Park Beam Park/Ford Stamping Plant – major brownfield site with great potential for housing and commercial activity with 2,500 new homes and over 1,000 new jobs.</p>	<p>GLA held at launch on the 9 June with the Leader speaking. The London Development Panel (a framework panel of around 20 developers) will be asked to submit expressions of interest before being shortlisted to submit detailed proposals. Awaiting outcome of Ford’s deliberations regarding agreed bidder for Stamping Plant site. The Council and the GLA’s favored approach is for housing led mixed use scheme which includes an East London Industrial Museum – only one of the two bidders proposes this.</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Energy company Maximise the borough’s potential to generate significant levels of renewable energy including exploring opportunities to become an energy trading Council and reduce energy consumption.</p>	<p>Further to Cabinet agreement to the in principle establishment of an energy company (ESCO) along with its mission and objectives, an external subject matter expert has been appointed to provide the technical input to both scheme design and the actual creation of a local municipal energy company.</p> <p>Initial discussions on potential funding of the programme have been held with the European Investment Bank, Green Investment Bank, London Energy Efficiency Fund and Salix. An EU funding bid has also been submitted alongside £40k already granted by the Department for Energy & Climate Change.</p>	<p>All - led by Finance Cabinet Member for Finance</p>

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	<p>Reports will be brought to Cabinet in the autumn on energy efficient street lighting, a renewable energy investment programme and the formal establishment of the ESCO. A programme board has been established and will report through to Members at the monthly Property Advisory Group.</p>	
<p>London's Sustainable Industries Park (LSIP) London's Sustainable Industries Park (LSIP) vision to be delivered at Dagenham Dock so that we can become London's greenest borough.</p>	<p>Chinook Waste to Energy Plant under construction. Thames Gateway Park Phase 3 is complete with Fresh Direct taking the largest unit and holding recruitment fairs with the Council in BLC.. Closed Loop have gone into administration. Barking Power Station have formally decided to shut the plant and the site is being cleared. Gerald Eve, West End property consultants are due to undertake the disposable process.</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>More apprenticeships for young people Priority in the draft employment and skills strategy. Key actions include supporting the Council's apprenticeship offer, and promoting apprenticeships with employers and local and regional partners including the colleges.</p>	<ul style="list-style-type: none"> • 18 apprentices recruited in Q1. • Recruitment underway to 9 opportunities in housing repairs and maintenance service. • Close working underway with 14-19 Group and schools to promote the apprenticeship offer to young people. • Ongoing work to promote offer to Care Leavers. • Promotion of apprentice opportunities taking place with Jobcentre Plus, Work Programme and other local partners. 	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Shared housing ownership Phase 2 of Leys Estate renewal and phase 1 of Gascoigne to include 200 Council developed shared ownership units.</p>	<p>The Housing Service has plans to provide 1,000 shared ownership units over the four years 2015/19. Of this number 500 will comprise of new build schemes of which phase 2 of Leys Estate renewal and phase 1 of Gascoigne which include 200 Council developed shared ownership units.</p> <p>In addition to the above work is under way to develop plans and mechanisms for delivering the remaining 500 units from existing Council stock. There are agreed proposals for 180 new shared ownership units as part of the Gascoigne Regeneration phase 1. There are 10 units being provided at the new Castle Green development. Separately officers are looking at the possibility of some shared ownership on other estate renewal sites and as part of the Council's London Housing Zone bid. In addition the Housing Department is looking at other ways of increasing the supply of shared ownership units (including a modular housing scheme and including a scheme for ex-members of the armed forces). Specific actions to date include:</p> <ul style="list-style-type: none"> ▪ Established the SO Project Board, chaired by the Director of Housing, to coordinate the delivery of SO homes in B&D. ▪ Researched and identified a number of policy issues that require member 	<p>Housing / Regeneration Cabinet Member for Housing</p>

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
	<p>direction in relation to shared ownership products and in particular RTB.</p> <ul style="list-style-type: none"> ▪ Officers are currently appraising the impact of different ways of introducing SO options into Council stock. The impact on the HRA business plan is currently being assessed. <p>A workshop is scheduled for mid August to explore the different products, affordability ranges and policy implications. Subsequently a Cabinet report will be produced seeking authority to proceed.</p>	
<p>Recruitment of Children’s social workers Increase recruitment and retention of social workers to improve the service and reduce use of agency staff reducing costs</p>	<ul style="list-style-type: none"> • Since the last report in April 2015, we have run a successful media and permanent agency campaign to fill our 2 Group Manager vacancies in Assessment & MASH (A&M) and Care Management (CM). We had 21 applications, with a strong field of candidates. We are starting interviews week 20 July 2015. • A final contract with start date has now gone out to fill a 3rd Senior Team Manager (STM) post, with 3 more shortlisted for interview (4 more posts to fill on CM). • Team Manager roles in A&M will go live in the media and with permanent agencies by week commencing 27 July 2015, to attract a higher quality of permanent manager to the service. • Since the last report in April 2015, we have recruited 10 social workers. Of the 10 two are experienced social workers and 8 are Newly Qualified Social Workers (NQSWs) who will take up post in September to begin our ASYE Programme. Since September 2014, we have recruited 27 social workers – 17 NQSW (ASYE). • Improved marketing has been created to better promote the benefits of being a permanent Social Worker (SW) here in Barking & Dagenham, to increase the number of internal SW Qualified Temp to Perm conversions. 	<p>Children’s Services Cabinet member for Children’s Social Care</p>
<p>Housing for key workers Prioritisation will be given to local working people on moderate incomes for new housing schemes with immediate effect for policy implementation.</p>	<p>The Housing Service plans to implement a key worker strategy to increase the supply of affordable housing and improve access to housing for key workers and local working residents on moderate incomes, across the next four year period 2015-19. B&D has one of the highest housing affordability gaps (the difference between average house prices and average household incomes) in London, with the average home in the borough costing nearly seven times the average annual household income.</p> <p>The policy will initially prioritise shared ownership and affordable rent homes to specific key worker groups: teachers and social workers. Housing supply will focus upon key worker schemes on phase 2 of the Leys and at the Gascoigne. We are also looking to develop a shared ownership scheme of up to 25 units specifically for teachers and social</p>	<p>Housing Cabinet Member for Housing</p>

Priority project and brief description	Progress at July 2015	Service area and Portfolio Holder
	<p>workers in Barking Town Centre in partnership with a Housing Association during 2015/16. We are also currently looking at a potential scheme incorporating shared ownership for ex-members of the armed forces whilst initial discussions are underway to establish the potential for a shared ownership scheme comprising modular housing which could be aimed at key workers.</p> <p>A detailed policy with specific targets will be developed and implemented for 2015/16 onwards.</p>	

Priority 4 - A well run organisation

Priority project	Progress at July 2015	Service area and portfolio holder
<p>Income generation Maximise opportunities to generate new and additional income including opportunities to sell services to other authorities and build on the successful traded services in Children's Services and the Legal Service.</p>	<p>Work is ongoing across the Council to identify and progress new opportunities.</p> <p>Annual Service Level Agreement buy-backs from schools have generated £9.7 million in 2015-16. Newly launched services (e.g. the CAF and Early Help Service) have contributed around £137,000 to this overall income generation. Ad hoc and direct sales of services to schools and pupils (e.g. school meals) are expected to generate a further £3 million, bringing the total income from schools to just under £13 million by the end of March 2016.</p>	All
<p>Housing restructure Creation of an integrated and accountable housing service that will deliver excellent customer services and effective stock investment, promote tenant responsibility and support growth.</p>	<p>The top level structure of the new Housing Directorate was endorsed at the JNC Salaries and Conditions Panel in September 2014 and formal consultation with staff and trades unions has now been completed. Appointments have now been made to two of the three Divisional Director posts.</p> <p>Revised restructure proposals for repairs have been the subject of staff consultation and assimilation letters have been issued. Assimilation interviews have taken place and the new staffing structure is being implemented.</p> <p>The Housing management restructure has been completed with new posts now filled.</p>	<p>Housing</p> <p>Cabinet Member for Housing</p>
<p>Senior management restructure Review the senior management structure to ensure it is fit for purpose and contributes to the delivery of the</p>	<p>Senior management restructure implementation has commenced with the following posts now appointed:</p> <p>Strategic Director of Service Development and Integration (Deputy Chief Executive)</p>	<p>Chief Executive</p> <p>Leader of the Council</p>

Priority project	Progress at July 2015	Service area and portfolio holder
vision.	<p>Strategic Director of Customer, Commercial and Service Delivery Strategic Director of Finance and Investment</p> <p>Following positions have been shortlisted and appointments expected in September: Strategic Director of Growth and Homes Divisional Director of Strategy and Programmes</p> <p>The new management structure is expected to be in place and operational by October 2015.</p>	
<p>Website A new Council website will be contemporary, user friendly, fully mobile responsive and designed for all modern devices. It will be fully integrated with My Account and support digital by design services.</p>	<p>The new Council website was completed in December. While considerable work has been undertaken to ensure that all our web content is up to date and accurate, some service areas have still to complete this work. Through the Web Steering Group, encouragement to ensure that this will happen will be offered over the coming months. Additional support and specialist expertise is currently being supplied by a new Interim Web manager, who has been training staff and ensuring that corporate best practice and access standards are adhered to. Work is also continuing on establishing a more formal structure and established governance.</p> <p>Progress continues to be good with My Account and web chat has recently seen a surge in take up (66% increase in demand). We have recently, in response to the bin strike, used our MyAccount email data base to provide 45,000 residents with a news update. This is something we will be doing as standard business practice going forward.</p>	<p>Chief Executives</p> <p>Leader of the Council</p>
<p>Equalities in employment Ensure a diverse work force and increase currently underrepresented groups to be more reflective of the community.</p>	<p>At the meeting on 23rd June, Cabinet received a report which, based on an analysis of the available data, included an action plan which set out the actions we will take to achieve the agreed targets for increasing representation in the workforce or currently under-represented groups. Funding of £200k over two years was agreed to support the implementation of initiatives around talent management and exit interviews.</p> <p>Cabinet agreed that they should receive a progress report on a quarterly basis.</p>	<p>HR and Organisational Development</p> <p>Cabinet Member for Central Services</p>
<p>Implement the People Strategy Implement the actions in the People Strategy to ensure that we fulfil our ambition to have the right people, with the right skills in the right places, with the right kinds of management and leadership, motivated to perform well.</p>	<p>The majority of the actions in the People Strategy for 2014/15 were delivered. A number of actions were delayed, such as talent management leadership development to ensure there is a fit with the programme of change being developed by the new Chief Executive.</p>	<p>HR and Organisational Development</p> <p>Cabinet Member for Central Services</p>

Priority project	Progress at July 2015	Service area and portfolio holder
Peer Challenge Implementation Plan Respond to the recommendations of the LGA Corporate Peer Challenge by delivering the implementation plan	An update on progress with the Peer Challenge implementation plan was provided as part of the end of year 2014/15 update and was presented to Cabinet on the 23 rd June. The next update to Cabinet will be on the 15 th December 2015 (Quarter 2 report)	All - led by Chief Executive Leader of the Council