

LGA Corporate Peer Challenge Implementation Plan

In July 2014, the Council invited the LGA to undertake a Corporate Peer Challenge to help provide reassurance, challenge and an indication about the organisation's ability and capacity to deliver on its plans, proposals and ambitions.

Nearly two years on, the actions agreed as a result of the recommendations of the review have now either been completed, incorporated into business as usual, picked up as part of the Growth Commission report, or carried forward as part of the Ambition 2020 Programme. Therefore, this is the last update on the Peer Review Implementation Plan.

The majority of actions are now complete and the Council has addressed many of the concerns raised by the review team. The section below provides some of the comments the review team made as well as a few of the actions the Council has taken in response. A detailed breakdown of actions for each theme is provided in the table below.

1. New leadership, new ambitions, new approaches;

“There are anxieties amongst staff regarding the strategic functioning of the authority- specifically the issues about a lack of corporate leadership and uncertainty regarding the senior management structure”

- Since then a new Chief Executive has taken charge and a new senior management structure put in place to help deliver the ambition for the borough.
- Steps have been taken to ensure staff are engaged and have the opportunity to contribute to the change programme. A staff engagement strategy and action plan was agreed. Staff have been engaged throughout the development of the Ambition 2020 programme including via CE drop in sessions, staff newsletters, CE and Leader thank you messages, staff conference, and staff road shows.

2. Financial planning and viability;

“There is a lack of clarity regarding what type of organisation the council needs to be in two or three years time. There is no shared understanding of what its role will be, what form it will take and how it will operate”.

- Savings proposals for 2015/16 were developed and agreed for implementation, with all significant structural underspends being addressed as part of the budget setting process to address emerging pressures.
- The Ambition 2020 programme sets out a clear vision for how the organisation will be structured in the next few years. It has ambitious projects which will help the organisation meet the challenging financial pressures through revisiting how services are delivered.

3. Organisational capacity;

“The Council needs to make a massive shift in relation to how it corporately uses resident insight, lobbying/ public affairs, community engagement, internal and external communications and performance management to deliver the vision and priorities”.

- The Council has looked at the organisational capacity to deliver the planned changes and has responded by strengthening the areas identified by the Peer Review. In particular a new customer insight and intelligence is being established which will allow the Council to make better use of data and insight to inform policy and decision making. There are also plans to increase capacity in the currently under resourced strategy, performance, communications, and engagement functions. In addition a delivery unit and PMO was set up to support the delivery of planned organisational transformation.
- A new smarter working programme has been established, linked to Ambition 2020 which will embrace the accommodation, people and systems aspects of co-working.

4. Role of elected members;

“The time needs to be taken to consider the role of elected members going forward. Also, adequate support both internally and externally urgently needs to be put in place to enable the Leader, Cabinet and Administration to fulfil their roles effectively”

- Focus has been given to Member training and development with a range of formal and informal training/ briefings held for Members.
- In addition, Member Champions were established in a range of areas including Gender Equality, Child Obesity, Mental Health and Healthy Living.

5. The growth agenda;

“The potential for Barking and Dagenham is hugely exciting and the new vision provides the opportunity to capitalise on this. The challenge is turning the potential into reality and, in doing so, ensuring local people benefit from the employment opportunities and housing growth that are being planned”

- The Growth Commission report “No-one left behind: in pursuit of growth for the benefit of everyone” was published in February 2016. As the title suggest there is an emphasis on ensuring that residents see the benefit of the planned growth.
- The report makes recommendations for growth and regeneration and is a step towards turning the potential into reality.

6. Demand on children’s social care;

“There needs to explicit recognition that the demand is a corporate issue. Combined and corporate leadership is needed to ensure children’s services can see that the issues are taken seriously and that they are supported; and to ensure that children’s social care services develop a stronger culture of reducing cost whilst improving quality through revising what it does and how it operates”

- Children’s Services Social Care and Financial Efficiency programme (SAFE) was established to reduce costs but maintain safe levels of safeguarding in the borough.

London Borough of Barking & Dagenham LGA Corporate Peer Challenge Implementation Plan

Theme 1: New leadership, new ambitions, new approaches

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at end of March 2016	Portfolio Holder
1.1 Manage expectations of residents, partners, members and staff by articulating the vision and priorities into a set of clear and deliverable objectives underpinned by clear targets and measures and focusing the council's efforts and resources accordingly	Produce a delivery plan for the new vision and priorities linked to the refreshed performance framework, identifying the key projects and outcomes sought	Cabinet – October 2014 Quarterly monitoring at CMT and Cabinet	Jonathan Bunt/ Sal Asghar	Complete - Corporate Delivery Plan agreed by Cabinet in October 2014. During 2015/16, Quarterly updates have been provided to CPG and Cabinet and every six months to PAASC.	Cllr Rodwell
1.2 Communication and understanding by all staff and members about new vision, priorities and what that means in practice	Series of internal communications events and initiatives, including Managers Conference, Staff Conference, CEX Blog and new internal marketing campaign	October 2014, then ongoing	Marina Pirotta	Complete – Ten roadshows for all staff took place in April and May 2016 to share the Ambition 2020 proposals with staff and ensure everyone understands what the change means for them, their teams and services. This follows initial roadshows for all staff which took place in Sept-Nov 2015 and the post-survey evaluation shows these were very well received. There has also been a separate managers' conference (April 2016) to update managers and begin the consultation process. The face to face briefings with the chief executive and senior officers have also been backed up with written communications including Staff Briefing and internal all-staff emails.	Cllr Rodwell / Cllr Twomey
	Staff engagement strategy and action plan agreed by CMT	October 2014	Marina Pirotta	Complete - The staff engagement strategy and action plan have been agreed.	Cllr Twomey

	People Strategy and revised Values agreed by Cabinet	September 2014 (complete)	Tom Hook	Complete - The People Strategy and the new values have been agreed by Cabinet. The values have been promoted alongside the new vision and priorities and are included in the Delivery Plan.	Cllr Twomey
	Embedded in all strategies and communication activity	Ongoing	All	Ongoing	Cllr Rodwell
1.3 Maximise every opportunity to capitalise on the potential of the borough as a whole	Greater visibility at London Councils' events including Leaders Committee and other representation at pan-London networks	Ongoing	All	Ongoing - The Leader and other portfolio holders continue to raise the profile of B&D and lobby where required at London Councils and pan-London events including the Leader's Committee.	Cllr Rodwell
	Lobbying of Mayor's Office – develop a forward plan of key issues	October 2014 then ongoing	Marina Pirotta	Part complete – The council identified one key issue to focus its lobbying efforts in 2015/16: the tunnelling of the A13. The council put together a lobbying strategy in partnership with TfL and the GLA and led the actions on this from September 2015 – May 2016. This was successful with the Chancellor mentioning the potential tunnelling of the A13 in his spring Budget. Work will continue once a new London mayor is appointed. The communications team has also put forward a restructure which would include a government relations post to focus the council's lobbying activities. Should this be agreed, a fuller lobbying plan will be developed.	Cllr Rodwell
	Consistency of messages to be ensured by Members and officers by developing an inspiring presentation with key messages to be prepared including new vision, priorities and logo etc., to be used by all	October 2014 then ongoing	All / Marina Pirotta	Complete - A powerpoint presentation template has been produced including the vision and priorities which can be used by Members and officers. Inspiring presentations and videos for the festival 2015 were also developed and used to attract sponsors and investment, and promote the events. A standalone leaflet and interactive infographic on our website has been produced to promote the	Cllr Rodwell

				council's achievements one year on. This links to the vision and priorities.	
1.4 Greater understanding is needed by members, staff, partners and residents regarding the level of savings required and how the change from the traditional paternalism of the authority will impact service delivery and our community	Internal and external communications campaign linked to budget savings consultation process Members to ensure budget position and savings proposals understood and considered by Labour Group, Select Committees etc.	October 2014 to February 2015	Marina Pirotta	<p>Ongoing: Consultation is to begin on Ambition 2020 including a series of consultation events, a video for residents and a whole issue of the One Borough newsletter dedicated to Ambition 2020 and highlighting why we are doing this, including the budget cuts we need to make. Consultation with all staff continues (see roadshows etc above).</p> <p>The formal budget consultation process ran until 27 November. During this 6 week consultation period both an internal and external communications campaign was used successfully to communicate key messages about the savings proposals. Both staff and residents were given the opportunity to provide feedback in a number of ways including through face to face meetings and online. Six public consultation meetings were held along with 6 all staff briefings.</p>	Cllr Rodwell / Cllr Twomey
	External campaign for inner London funding levels predicated on demographic growth (linked to 1.3)	October 2014 onwards	Jonathan Bunt	Cabinet agreed to support the multi borough challenge to the damping system impacting on East and North London boroughs. The announced changes to local government funding require the campaign to be refocused to reflect devolution and business rate localisation. Work is underway at Member and officer level to support this.	Cllr Twomey
	Working with partners to enable BanD Together approach to succeed including appointment of CVS BanD Together Co-ordinator	November 2014 and then ongoing	Monica Needs	BandD Together post ends in June 2016. Concurrent work has begun to continue to embed BanD Together Routemaster as a key response to information residents around issues. In addition meetings are taking place with external funders to explore funding challenges locally.	Cllr Rodwell

1.5 Delivering the vision, core business and the savings requirement must be seen as a single focus that the whole council unites behind and delivered holistically rather than three separate workstreams – a significant cultural change is required to achieve this, which necessitates extremely strong and consistent leadership	Review the People Strategy to ensure that it focuses on delivering the vision and objectives	September 2014	Tom Hook	Complete - The People Strategy has been reviewed and does now link to the new vision and priorities. Implementing the People Strategy is also one of the priority projects identified in the Delivery Plan allowing for CMT and Cabinet to monitor progress on a quarterly basis.	Cllr Twomey
	Corporate delivery plan and new performance framework – see 1.1			Complete - Both agreed. Quarterly reports are provided to CMT and Cabinet and every six months to PAASC. An update on the delivery plan was reported to Cabinet in December 2014 and March 2015	Cllr Rodwell
	Internal communication campaign – see 1.2, 1.3 and 1.4			Complete - Internal and external communications campaign has focussed on the vision, priorities, values and savings requirement. Work is ongoing to link these more holistically with core business and to clearly identify a future operating model that reflects the ambition and resources available to deliver it. This has now been superseded by work associate with Ambition 2020.	Cllr Twomey
	Expectation that all senior managers and members will use a common narrative externally and internally – see 1.3			Complete - A common narrative is included as part of the Delivery Plan. This will be developed further and communicated. This is also being explored in work to look at how we align the ambition with the resources available through an agreed operating model with a supporting narrative to bring clarity on the future shape of the organisation bringing together all of these elements. This has now been superseded by work associate with Ambition 2020.	Cllr Rodwell
1.6 A permanent senior management structure needs to be put in place quickly that provides the necessary capacity and	Senior management structure to be confirmed via appropriate members approval processes, and recruitment to be carried	February 2015 to full implementation by October 2015	Chief Executive	Complete - Recruitment to the new senior management structure complete	Cllr Rodwell

focus to deliver the authority's agenda	out ASAP				
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Theme 2: Financial planning and viability					
Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at end of March 2016	Portfolio Holder
2.1 Clarify and communicate final savings requirement for 2015/16 and beyond, then establish an agreed set of clear savings proposals, shaped by a focus on clear priorities, which are politically led and owned	Savings proposals developed and agreed for implementation (management action) or public consultation via Select Committees and Cabinet (see 1.4/1.5)	For agreement at Cabinet – 7 October 2014	Jonathan Bunt	Complete - Savings proposals, including any revisions following consultation, were agreed by Cabinet and the annual budget and Council Tax for 2015/16 were formally agreed by Assembly in February.	Cllr Twomey
2.2 Structural underspends in the budget need to be identified and removed in order to assist the savings challenge	Review all budget codes to identify structural underspends and reallocate or make savings	October 2014	Jonathan Bunt	Complete – though this will always be an ongoing action, all significant structural underspends have been addressed as part of the budget setting process or towards the realigning the 2015/16 budget to address emerging pressures.	Cllr Twomey
2.3 The council's capital programme needs to be reviewed to ensure it is aligned with the new vision and priorities	Internal member-led review to be set up via PAASC	October 2014	Jonathan Bunt	Complete - Agreed as a topic for review by PAASC at September 2014 meeting though the item was not progressed due to other items added to the work programme by Members of the committee.	Cllr Twomey
2.4 Consider ways in which the council may use its finances to further support growth and assist the revenue budget - as has been seen with the authority's house building	Prepare paper setting out options for Cabinet	November 2014	Jeremy Grint / Jonathan Bunt	Complete - European Investment Bank funding has been used to purchase 144 flats in Barking Town Centre . These are now let out at an 80% market rent. in the general fund and will, when the homes are start to generate a surplus income for the general fund which can be used to assist	Cllr Twomey

				<p>other services. EIB funding is also being used on Gascoigne Phase 1 which is under construction and the first completions should be around November 2017.</p> <p>We are now working on an Investment Strategy and investment programme to build substantially more housing</p> <p>The Ambition 2020 programme is also considering the scope to significantly invest in the borough to generate revenue income to support core council services.</p>	
2.5 Key support activities such as communications, training and development and community engagement need to be centralised to improve consistency and efficiency	Centralise budgets and develop agreed policy for use	October 2014	Jonathan Bunt with Marina Pirotta	<p>Closed - While the agreed budget for 2015/16 included the centralisation of training and marketing budgets from 1 April 2015. This was reversed following consultation with officers and members as felt to be unworkable, at this time. However, a new approach is being finalised for the communications service in 2016/17. We will also return to the issue of how best to utilise the resources now available for learning and development. A centralised team was created in April 2015, bringing together the corporate learning budgets and social care workforce development. It was agreed that other budgets would remain with budget holders.</p>	Cllr Twomey / Cllr Rodwell
	Agree any savings for 2015/16 and implement in-year savings during 2014/15 if possible			<p>Complete The intended saving from the centralisation of training and communications budgets was agreed to be undeliverable and reversed by Cabinet in July.</p>	Cllr Twomey

Theme 3: Organisational capacity

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at end of March 2016	Portfolio Holder
3.1 The council needs to make a massive shift in relation to how it corporately uses internal and external communications, lobbying/public affairs, resident insight, engagement and performance management to deliver the vision and priorities	Develop a communication strategy to include all of these elements to develop a more strategic approach linked to centralised communications budgets and new team structure	July 2015	Marina Pirotta	In progress - The communications team has been reviewed with the aim of having a new structure in place in 2016/17. A communications strategy will then be developed.	Cllr Rodwell
	Performance management covered in Rec.1.1	January 2015	Jonathan Bunt	Complete - Performance management framework is set out in the Delivery Plan. Business plans for each service area have been developed for 2015/16-2016/17.	Cllr Rodwell
	Develop use of Experian Mosaic for core customer intelligence and insight across the council	October 2014	Jonathan Bunt	Complete - Analysis of Experian Mosaic data for 2014 is complete and has been shared with Leadership Group.	Cllr Rodwell
3.2 There is no visible organisational change programme - the role and purpose of the Future Business Board is unclear and it has little profile in the organisation. A new cross council organisational change infrastructure needs to be put in place going forward which needs to take precedence over arrangements within departments	Clarify the structure and content of the People Strategy and revitalise the programme with supporting internal communication plan	October 2014	Tom Hook	<p>Complete - The People Strategy and the new Values have been agreed by Cabinet. Work is now underway to implement the actions set out in the People Strategy.</p> <p>The People Strategy will be reviewed in light of the work the new Chief executive is undertaking to look at the future of the Council.</p> <p>This work has now been superseded by work associated with Ambition 2020.</p>	Cllr Twomey
	Establish the Future Business Board (FBB) as leading the Council's change	October 2014	Chief Executive	Complete - The Head of Legal Services has reviewed the governance arrangements for all CMT	Cllr Twomey

	programme and clarify its relationship to CMT and wider executive and partnership boards			level and supporting meetings. The new governance regime began in November 2015.	
	Communicate this work, include FBB updates in CMT briefing	Complete	Tom Hook	Complete - Updates on the change programme (now Ambition2020) have been included in CMT briefings. There has been engagement with the top 200 managers around the future of the Council and a communications work stream will be a key element of any future programme.	Cllr Twomey
3.3 Review the arrangement with Elevate to ensure the council is receiving the right support and the desired savings are realised	Contract review to be reported to Cabinet in autumn including options for realigning services and ICT provision	October 2014	Jonathan Bunt	Complete - Cabinet agreed a revised approach to the Elevate services in December 2014. Alongside this a number of savings proposals for those services were also agreed. As a result, a number of the smaller services returned to the Council on 1 April 2015 enabling Elevate to focus on the core strengths of Agilisys.	Cllr Twomey
3.4 Staff need greater engagement and involvement generally	Review of engagement activity and internal communication tools to develop consistent approach	October 2014	Martin Rayson	Complete - New interim employee engagement role in HR/OD in place. The review of internal channels is complete and engagement strategy agreed at CMT. There is a weekly CMT briefing providing staff with all key messages and news, and a series of staff briefings through the autumn. Review of notice boards complete.	Cllr Twomey
	Staff engagement strategy and action plan agreed by CMT	October 2014			Cllr Twomey
3.5 The new set of values currently being developed need to empower much greater innovation, creativity, managed risk-taking and	Complete values project and ensure strong internal communication plan linked to vision and priorities	October 2014	Gail Clark	Complete - The values have been agreed and are being communicated alongside the vision and priorities.	Cllr Twomey

commercial acumen. Once agreed, the senior leadership need to champion and demonstrate the new values to permeate throughout the organisation	Senior managers to champion new ways of working e.g. co-location	Ongoing	All	Complete - A new smarter working programme has been established, linked to Ambition 2020 which will embrace the accommodation, people and systems aspects of co-working. Champions identified and the leadership role for managers is emphasised in the programme.	Cllr Twomey
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Theme 4: Role of elected members					
Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at end of March 2016	Portfolio Holder
4.1 To address issues of transparency, officer and elected member behaviours and a lack of clarity about respective roles and responsibilities, there needs to be absolute clarity that elected members focus on policy and direction and managers are responsible for delivery	Culture of challenging inappropriate behaviour and embedding the Member Code of Conduct and Protocol on Member and Officer Relations	Ongoing	All officers and members	Ongoing - Addressed at the October Managers conference. Ongoing.	Cllr Twomey
	Active training and leadership on an ethical culture and the Nolan principles	Nov 2014	Fiona Taylor/ Leadership	Complete - Rolling out of a new Constitution and updating of the relevant provisions. This was delayed from September 2014 to the Assembly meeting in November to allow for pre-decision scrutiny by PAASC. Agreed in November 2014.	Cllr Twomey
	Review of Member and officer relations – highlighting of the Protocol on Member and Officer Relations including relevant training	October 2014	Fiona Taylor	Complete - Review completed and new Constitution agreed at November 2014 Assembly.	Cllr Twomey
	Review Member roles on internal boards and forums	October 2014	Fiona Taylor	Complete - This has been completed under the Constitutional review. In respect of Members' roles on Outside Bodies a new chapter has been added to the Constitution for clarity.	Cllr Twomey

	Review of Personnel Board	October 2014	Martin Rayson	On hold - Officers commenced a review of all relevant HR policies which will be formally consulted on prior to presentation for formal approval. Any constitutional changes required as a result of amendments to the Council's HR policies and practices will subsequently be presented to Assembly for adoption. However, this has not been pursued at the present time.	Cllr Twomey
4.2 Greater collective dialogue between administration and senior managers	Regular CMT/Cabinet joint meetings and maximising use of Pre-Assembly sessions and any informal opportunities	Ongoing	All	Ongoing - Informal briefing sessions have been held for Cabinet members on the budget and the pre-Assembly briefings are continuing	Cllr Twomey
4.3 Adequate support both internally and externally urgently needs to be put in place to enable the Leader, Cabinet and Administration to fulfil their roles effectively in three main areas: <ul style="list-style-type: none"> • Administrative support (internal) • Policy/research (internal) • Mentoring (external) 	LGA 'buddy' arrangement for Leader and portfolio holders	From September 2014	Fiona Taylor	Complete - Buddy programme completed.	Cllr Twomey
	New structure of political support posts			Complete - : Leader and member services appointed in February 2015 and Political Assistant appointed in October 2015.	Cllr Twomey
	Clarity of integration of Member support in PA hub			Complete	Cllr Twomey
	Consider Away Day for members and/or Cabinet Development Programme			Complete - Cabinet members meet regularly and have visited Nottingham City Council. Completed in July 2015.	Cllr Twomey
4.4 Review of the role of elected members as community leaders and look at ways members can be better engaged outside of Council buildings in wards and communities	Members training and development to address this and specifically consider Member roles in building civic pride and social responsibility in the community	From October 2014	Fiona Taylor / Member Development Committee	Ongoing - Chair's Training – chairing skills for Council and community meetings Public Speaking Training – voice skills and presentation structure Role of the Community and Voluntary Sector – increase awareness of range of community organisations and how	Cllr Twomey

			<p>they operate Casework Training – to more effectively assist residents with their concerns The Leader and Portfolio Holder for Crime and Community Safety are both enrolled on the Leadership Academy which includes a module on Community Leadership. Procurement Training – to understand the Council’s procurement process.</p> <p>Ambition 2020 Member Task Groups established: Member Roles/Governance, Civic Pride, Social Responsibility.</p> <p>Member Champions established in range of areas including Women and Equality, FGM, Child Obesity, Mental Health, Learning Disability, Healthy Living.</p>		
	See 5.1 re community engagement and growth		Jeremy Grint	See 5.1	Cllr Rodwell
	Explore opportunities through Community Networks as part of work of Future Business Board		Helen Jenner	<p>Complete - The ambitions of the Community Networks programme have been met and a formal project closure report completed. The work has now transitioned from the DCS to the Strategic Director – Customer, Commercial and Service Delivery. The project had 2 key targets -</p> <p>1. Establishment of a “Community Checkpoint” in every ward in LBBB with an agreement in place to continue to train “Community Champions” - 21</p>	Cllr Rodwell

				<p>Community Checkpoints have been established or in the process of being established up (there are 17 wards in the borough meaning a number of wards have multiple Checkpoints):</p> <ul style="list-style-type: none"> • 10 wards have been established with Community Checkpoints • The remaining 7 wards have Checkpoints agreed and they are completing training. <p>2. Establish 50 Community Champions - 88 Community Champions have been established. This includes representation from across the Council and voluntary and community sectors.</p>	
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Theme 5: the Growth Agenda					
Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at end of March 2016	Portfolio Holder
5.1 A compelling picture needs to be provided to local people of the benefits that will be delivered for them through future growth, and allow local people to contribute to this.	Community engagement plan to be developed on benefits of growth including how we maximise the opportunities to benefit the existing community, how the community can contribute to the agenda and using Members in their community leadership role.	From November 2014	Jeremy Grint	<p>Complete - The review of the Local Plan will entail a considerable amount of Community Engagement. The Draft Plan is currently being formulated and will go to Cabinet in the Autumn</p> <p>The Growth Commission report “ No-one left behind: in pursuit of growth for the benefit of everyone” was published in February 2016.</p>	Cllr Twomey

<p>5.2 The borough has traditionally been good at delivering regeneration on a site-by-site basis – what is required now is an over-arching approach, reflected in a ‘Masterplan’, that draws the whole regeneration and growth agenda together and is further supported by a detailed delivery plan. There needs to be a whole council approach to this, rather than purely one for Regeneration and Planning, and the community needs to be involved in these</p>	<p>Revised Growth Strategy owned by CMT and Cabinet – to be addressed through November Cabinet report and development of single common narrative around growth opportunities.</p>	<p>November 2014 then ongoing</p>	<p>Jeremy Grint</p>	<p>The growth narrative was agreed as part of the borough’s overall revised vision and priorities by Cabinet in August and Assembly. Modifications have taken place since that date. The Growth Commission report clarifies how this should now be taken forward.</p>	<p>Cllr Twomey</p>
	<p>Needs to incorporate a focus on the five agreed growth zones plus consideration of the significance of Chadwell Heath as a potential growth zone, plus focus on key employment sectors</p>			<p>Complete - The Growth Strategy has been revised to take account of the 6 growth hubs.</p> <p>A film was been produced which outlines the opportunities at the 6 growth hubs.</p> <p>The growth statement identified the borough’s key employment sectors that are being used to shape employment and skills programme bids to the London Enterprise Panel.</p>	<p>Cllr Twomey</p>
	<p>Develop area based cross-Council groups linked to growth hubs e.g. Barking Riverside including NHS, plus GLA/Council group considering Chadwell Heath, and links to the voluntary sector where appropriate</p>			<p>Complete - Area-based cross-council groups have been established for both barking Riverside and Barking Town Centre.</p>	<p>Cllr Geddes</p>
<p>5.3 The council needs to lead the growth agenda on behalf of local people – playing the most proactive role possible and ensuring it gains the maximum direct control and influence. The focus should be broadened to include social infrastructure, health, education and skills agenda to ensure local people are able to benefit from regen/growth</p>	<p>Review approach to business engagement</p>			<p>Complete - The Cabinet has agreed to the establishment of a social enterprise for the Barking Enterprise Centre which will include consideration of business support being provided through it.</p>	<p>Cllr Geddes</p>

				Formal meeting between the portfolio holder and the Chamber taking place quarterly.	
5.4 The council needs to use its influence and utilise its resources to unlock growth schemes that are stalled including developing stronger partnerships	Impact assessment of current policy of placing all private rental blocks in key locations and learn from experience of other authorities			Complete - Meeting with Grainger Estates have taken place to examine the business model they and the sector apply.	Cllr Geddes
5.5 Develop succession plan within the council to ensure the organisation continues to have capacity and skills to fulfil its role	Restructure of Regeneration as part of overall senior management review and Housing restructure with associated succession plan	October 2014	Jeremy Grint	Ongoing - This will be undertaken as part of the Ambition 2020.	

Theme 6: Demand on children's social care					
Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at end of March 2016	Portfolio Holder
6.1 Need to improve recruitment and retention in order to reduce agency costs and improve the service	Work underway in Children's Services to promote the place and opportunities for social workers through appointment of specific post for recruitment and retention. Recruitment Action Plan with targets agreed with Lead member	Specific targets for appointments of permanent social workers each quarter – October 2014	Helen Jenner	Complete <ul style="list-style-type: none"> During the past year the London Borough of Barking and Dagenham has recruited 14 Social Workers on permanent contracts, nine of which were Assessed second Year of Experience (ASYE) social workers. In addition, three Team Managers, one Deputy Team Manager and two Group Managers were also recruited to 	Cllr Turner / Cllr Twomey

				<p>permanent contracts.</p> <ul style="list-style-type: none"> • The numbers of agency social work staff has fallen from 67 in April 2015 to 51 in March 2016. • The Council engaged the services of a professional recruitment agency in an attempt to expedite the recruitment of experienced social workers. The new strategy commenced in December 2015 and included a recruitment microsite and associated marketing and promotional activities. However numbers of potential candidates remained disappointingly low. The contract was ended by mutual agreement. This is further evidence of the considerable challenge that councils in this part of London face in recruiting experienced and qualified Social Workers. A revised recruitment strategy is now being developed which will build on the learning that has been gained during the past year <p>The recruitment and retention of Children's Social Workers is a key project in Programme Safe</p>	
	Challenge what else can be done to enhance the corporate offer and profile, including wider promotion of	October 2014	Marina Pirotta	<p>On hold - This work has been put on hold until the council's recruitment needs are clearer following the voluntary redundancy scheme and the</p>	Cllr Rodwell / Cllr Twomey

	the Council and place linked to recruitment offer being developed, linked to new website			outcome of our Ambition 2020 restructure. However, this work has been partially subsumed by the recruitment campaign undertaken by Children's Services to improve the 'offer' of the borough and reduced the cost of agency staff.	
	Develop key worker Housing opportunities (reasonable rents/shared ownership etc.) for social workers and teachers	From November 2014	John East	<p>Ongoing - The LBBDD 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, social workers, health care professionals and emergency service staff. It is intended that this approach is utilised on the LBBDD Starter Homes scheme in Barking Town Centre.</p>	Cllr Ashraf
	Implement exit interview programme to identify why permanent staff leave and questionnaires to establish why staff are unwilling to become permanent/accept short term contracts. Feed information into Recruitment Action Plan.	October 2014	Ann Graham	<p>Ongoing - Exit interviews continue though at a slower rate as the rate of turnover of staff slows. The reasons for leaving remain largely unchanged with the expectation that a very small number of permanent staff have left to become agency workers to raise their income. As part of their work.</p>	Cllr Turner

				Some reasons for staff leaving remain the same as previously reported.	
	Ensure Star Awards and Writer of the Month systems recognise and celebrate the staff that are loyal and effective long term officers eg five Children's Services nominations per year	Annually	Ann Graham	Complete – This is now embedded and Children's Services continues to hold mini awards event, following Star Awards, for all those nominated.	Cllr Twomey
6.2 Ensure the growth agenda broadens the social and economic mix, making the case to government for increased funding and looking for increased resources from within the council. Agenda must also include recognition of the medium term increases and how to respond to these.	Integrate into November Cabinet report on growth – see 5.2 Develop clear analysis of pressures with linked information from housing colleagues		Jeremy Grint	See 5.2	Cllr Geddes
6.3 Bring in external expertise to undertake a review into how children's services operates, which would include looking at ways of operating in other authorities to help reform of services and scale back the volume of delivery	Review draft Ofsted implementation plan to ensure picks up all these issues and actions will be effective in improving service and reducing costs, including corporate issues from Ofsted linked to this action plan	October 2014	Helen Jenner with Jonathan Bunt	Complete – the Ofsted action plan reflects these issues Ofsted Action Plan accepted by OFSTED as meeting inspection recommendations, feedback received 20/11/14 OFSTED Action Plan Update presented to Children's Trust and Select Committee. 38%, Green, 54% Amber and 8% Red progress in January..	Cllr Turner
	Appoint external expert providing corporate input leading to development of a demand strategy (linked to	October 2014	Ann Graham	Complete - Children's Service has in place a Programme team to assist with further developing the Social Care and Financial Efficiency (SAFE)	Cllr Turner

	growth strategy and Housing Strategy). Specific focus on cost reduction as well as demand management.			strategy to reduce overspends in children's social care and includes a focus on demand and demand management. The SAFE Outline Business Case was presented and accepted by Cabinet on 13 th Oct 2015. It was also presented to PAASC on 21 Oct 2015.	
6.4 More needs to be done to reform services and scale back the volume of delivery if the vision, savings requirement and core business are to be achieved together. This includes understanding of all staff around the need for reducing costs within the service	Begin implementation of cost reduction programme, ensuring it is shared with the Local Safeguarding Children's Board. Programme must reduce costs but maintain safe levels of safeguarding in the borough.	December 2014	Ann Graham	Complete - Children's Services Social Care and Financial Efficiency programme (SAFE) established. Reported to Cabinet 13/10/15 and to PAASC on 21/10/15. The LSCB Chair and partners are fully engaged with the SAFE OBC. The DCS is leading the consultation process and presented the OBC to the full LSCB at its November meeting.	Cllr Turner
6.5 The issue of increasing demand is a corporate issue. Corporate leadership and working is required to develop a strategy to deal with the issues of demand	Growth Strategy recognises demand as well as opportunity (see 5.2)	October 2014	Jeremy Grint	See 5.2	Cllr Geddes
	Model projections for short, medium and longer term position in terms of: <ul style="list-style-type: none"> a) Housing availability, quality, affordability, tenure b) Council resources /budget c) Partners resources d) Council service provision 		All – linked to actions above	The Ambition 2020 Programme is currently out for consultation which proposes to a transform Council service provision whilst addressing increased demand and budget pressures. <ul style="list-style-type: none"> a) We have developed a ten year housing delivery plan (2015-2025) which lists all the major housing sites coming forward in the borough and the numbers of affordable housing and their tenure that will be delivered Barking Housing Zone has been approved by GLA and this commits the Council to delivering 4000 homes 	Cllr Rodwell

				<p>in Barking Town Centre by 2022.</p> <p>b) Council budget and resource estimates completed though subject to ongoing review as other items are completed and announcements made.</p> <p>c) An approach to this needs to be developed and agreed with input from all and identifying key partners etc. Work has taken place in some services particularly in developing savings proposals in consultation with partners.</p> <p>d) See b) above - work is commencing to look at the future operating model in line with the priorities and resources available to deliver them and service provision following decisions on budget</p>	
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* Note the table uses the old portfolio responsibilities and the officers in the 'lead officer' column are those responsible for the actions as of 31 March 2016.