

Priority projects update

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

Priority 1 - Encouraging civic pride

Priority project and brief description	Progress at end of March 2016	Service area and Portfolio Holder
<p><b>Festival 2015</b> A community led programme of events to celebrate the borough's 50<sup>th</sup> anniversary leaving a lasting legacy for community access to our parks.</p>	<p>The 50<sup>th</sup> anniversary programme was a huge success. There were over 100,000 visits to the various events that were presented during the year with the undoubted highlight being the visit to the Borough in July by Her Majesty The Queen and HRH Prince Phillip.</p> <p>All of the events were delivered in a safe, inclusive and family friendly environment and were well received by local people and visitors. Events were presented across the Borough, like the Roundhouse Music Festival in Central Park; Barking Folk Festival in Barking town centre; Night of Festivals on Abbey Green; DagFest in Old Dagenham Village, and the Steam and Cider Fair in Old Dagenham Park to name but a few.</p> <p>Over £300,000 was raised in business sponsorship, grants and in-kind support to enable the delivery of the programme and many of the sponsors of the 50<sup>th</sup> anniversary celebrations are providing funding again this year for the Summer of Festivals programme.</p> <p>Another positive development from the 50<sup>th</sup> anniversary programme has been the growing interest from community groups and commercial organisations to hire our parks to present cultural events.</p>	<p>Culture and Sport Leader of the Council</p>
<p><b>Strengthening school partnerships</b> Provide leadership to our family of schools in order to improve the educational offer within the borough.</p>	<p>The strength of partnership between the Council and family of schools remains strong as confirmed by Ofsted. The impact of schools working together has been evident in the way the Schools' Forum has successfully managed pressures on the high needs block, and how schools have supported expansion with all secondary schools now agreed to expand to manage the largest proportionate secondary expansion in London. School to school support continues to develop and impact is seen in the increasing proportion of schools graded good or outstanding (See Priority 2).</p> <p>The March 2016 White Paper signals probably the biggest change in Local Authority/school relations since the 1870 Education Act which gave councils powers to set up schools. It seeks to end local authority maintenance of schools and responsibility</p>	<p>Education Cabinet Member for Education and Schools</p>

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for school improvement arrangements, in favour of a multi-academy trust led system with schools leading school improvement arrangements. The challenge for the coming year is to work with local schools to move to a system which maintains the partnership, minimises risks to children and allows LA expertise in school improvement to be available for schools. This is a central strand of the Ambition 2020 work. Overwhelmingly heads want to work with the local authority to plot a sensible route towards 2022. This must support them to make decisions based on the soundest available evidence, options where they exist and the principles of ambition through partnership which have supported improvements to date.

**Barking Town Centre as the cultural 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.

During 2015/16 the management of the Broadway theatre transferred to the Barking and Dagenham College. Alongside the venue's important role as the only dedicated performing arts venue in the Borough, the College is working to develop the Broadway as a centre for the development of new creative businesses in the Borough. The venue is now developing a productive performance and participatory arts relationship with the Barbican and Guildhall

Culture and Sport

Leader of the Council

A number of high quality and popular cultural events were delivered in Barking Town Centre as part of the 50<sup>th</sup> anniversary programme and two major cultural events of regional significance are planned for 2016: the Barking Folk Festival; and a promenade production of a 'Merchant of Venice' .

Work to establish a cinema for the town centre on the site of the former-leisure centre is progressing satisfactorily and funding has been secured from the Heritage Lottery Fund for improvements to the public realm in the town centre.

A further bid to the Heritage Lottery Fund (in partnership with St. Margaret's Church) is now in development, which if successful, will transform the cultural and heritage offer in the Abbey Ruins and Abbey Green.

The fit out of the new creative industry workspace in the Ice House Quarter in Barking is nearing completion and these new facilities will open in summer 2016.

Funding of £735,000 was secured from Arts Council England to extend the Creative Barking and Dagenham (CBD) programme for a further three years. CBD purpose is to create new ways for local people to experience outstanding arts and creative activities, and to promote the borough as a place where exciting art - of all forms - is made and shown.

Work by the Regeneration division to establish a cinema for the town centre is progressing satisfactorily, a planning application was received for the redevelopment of the old Abbey Sports Centre site which incorporates a cinema and a planning applicaton

is due early June for the redevelopment of Vicarage Fields which is likely to include a cinema too. 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.

Bow Arts creative industry workspace in the Ice House Quarter in Barking is currently being marketed to artists

The Council has secured space for creative industries in the Swan Cambridge Road and Weston Homes Abbey Road schemes as part of the S106 for these developments and has reached an agreement for space for culture within the BE:HERE development on the Abbey Retail Park.

**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 2015 until March 2016. Actions here include enforcement where we receive a contribution to costs from offenders or other income.

Environment

Cabinet Member for Crime and Enforcement

Fixed Penalty Notices - we have issued 1487 fixed penalty notices for various environmental crimes

Dropped Kerb Project –This year 2281 visits to potentially offending premises took place, resulting in 1345 first and second warning letters sent and 85 S15 Enforcement notices issued.

Trade Waste - During this year 1012 inspections of commercial premises were carried out, with 705 S34 Environmental Protection Act Notices being issued for non production of waste documentation. In addition, 274 Fixed Penalty Notices for non compliance with S34 Environmental Protection 1990 were issued on commercial business for failing to produce required documentation. Enforcement action here ensures trade waste disposal is properly charged to the producers.

**Priority 2 - Enabling social responsibility**

Priority project and brief description	Progress at end of March 2016	Service area and Portfolio Holder
<p><b>Sufficient school places in schools that are good or outstanding</b> 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>Between August 2014 and August 2015, the proportion of schools graded good or outstanding has improved from 70% to 77% rising to 79% as of 31 March 2016. This is further expected to rise to 81% by the end of April when a further inspection judgment is confirmed. At 80% for primary schools, 2 more schools need to move to good to reach national (85%) and 4 more to reach London (88%). Figures for secondary are 78% good or outstanding (National 74%, London 85% as at 31<sup>st</sup> August 2015). There are currently 6 maintained primary schools which are graded 'Requires Improvement'. 4 of these are well on course to move to good at their next inspection. The remaining 2 schools have monitoring boards in place and are improving.</p>	<p>Education  Cabinet Member for Education and Schools</p>

Meeting the target of 20% of schools outstanding is proving challenging, partly because of the complexity and size of our primary schools. Ofsted are though increasingly recognising outstanding leadership. As of 31 March 2016 of the 53 schools with inspection judgments only 6 (11%) are outstanding but 13 (25%) have outstanding leadership.

We remain on target re: the provision of school places as set out in the November 2015 report to Cabinet with a further report April 2016. 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). Benchmarking shows London borough of Barking and Dagenham has created the highest proportion 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.

### **Tackling obesity**

To undertake a programme of activities commencing from January 2015 in order to encourage healthier lifestyles and tackle obesity.

The Culture and Sport division is commissioned by the Public Health team to deliver a number of healthy weight management programmes:

- 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 including the school nursing team. In 2015/16, 227 children and young people participated in the programme. 2015/16 saw 89 people undertake training provided by the team and 3,129 young people took part in practical awareness sessions which include the community games.
- The team continue to deliver the Exercise on Referral programme where patients are referred by GP's and other health professionals. In 2015/16 a total of 1,820 referrals were made in to this service with over 24% of the patients being referred due to their BMI being over 28 classing them as overweight.
- 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.
- Children's Services are commissioned by public health to deliver the Healthy Schools London programme. To date 53 schools are registered (highest in London), 30 bronze, 18 silvers and 5 gold awards achieved.

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

Public Health

Cabinet Member for Adult Social Care and Health

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
- In addition to the commissioned activities above Service Development and Integration are implementing a few changes; A new Healthy Weight Strategy is in development, this will replace both the Obesity and Physical Activity Strategy.
- An evaluation on childhood obesity programmes has been completed, to further understand how the existing programmes can address childhood obesity and reduce the obesity challenge in LBBB.
- Currently the delivery of the lifestyle programmes is being reviewed with plans to integrate some lifestyle programmes which will include the delivery of obesity programmes across the life course.

In addition, public health is working with planning and regeneration to integrate health, including supporting access to physical activity and healthy nutrition into the refreshed Barking Local Plan and regeneration programmes. One example of this is co leadership of the Barking Riverside Healthy New Town. Following the successful application to NHS England to be designated London's only Healthy New Town, we are collaborating with Care City, community organisations, international experts, and Barking Riverside Limited – amongst others – to develop and implement best practice and innovative approaches to embed health in the regeneration, as well as prioritising the use of green open spaces and water ways to promote health.

**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.

The CVS has recruited to the BanD Together post, this has led to some coordination of services over the winter, In addition BanD Together Routemaster has been developed and is being embedded as a response for residents to access services in a timely way. In addition work has begun in late 15/16 to engage the VCS in Ambition 2020 and the Growth Commission recommendations.

An extensive volunteering programme is delivered across Adult and Community Services, which has seen volunteers, provide 32,481 hours of support to services in 2015/16. This is equivalent to £297,198 if the London Living Wage had been paid. 170 new volunteers were recruited last year.

In the period January to April volunteer hours totalled 8,435 hours and there are currently a total of 269 active volunteers supporting the delivery of a range of services

Culture and Sport  
Leader of the Council

<p><b>Community hubs network</b> Help create a Borough infrastructure to optimise joint work for community empowerment.</p>	<p>including: libraries; rangers; museums; events; sport and physical activity; community health champions; and community volunteer drivers.</p> <p>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.</p> <p>The project had 2 key targets -</p> <ol style="list-style-type: none"> <li><b>1. Establishment of a “Community Checkpoint” in every ward in LBBB with an agreement in place to continue to train “Community Champions” - 21</b> 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): <ul style="list-style-type: none"> <li>• 10 wards have been established with Community Checkpoints</li> <li>• The remaining 7 wards have Checkpoints agreed and they are completing training.</li> </ul> </li> <li><b>2. Establish 50 Community Champions - 88 Community Champions have been established.</b> This includes representation from across the Council and voluntary and community sectors.</li> </ol> <p>The targets for the project were successfully met.</p>	<p>Corporate</p>
<p><b>Tackle other boroughs housing their residents in the borough</b> 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.</p>	<p>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.</p> <p>Our approach is to attempt to minimise the number of placements into B&amp;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. Discussion has been held at the East London Housing Partnership Chief Officer Group meetings in 2015 and 2016. 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.</p> <p>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 while the RB Kensington and Chelsea has in fact already withdrawn from aspects of the IBAA.</p>	<p>Growth and Homes</p> <p>Cabinet Member for Regeneration</p>

The LBBD 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 LBBD and East London and to maintain the IBAA as agreed.

### Priority 3 - Growing the borough

Priority project and brief description	Progress at end of March 2016	Service area and Portfolio Holder
<p><b>Barking Riverside</b> One of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage.</p>	<p>The revised planning application is going to the Council's Development Control Board on 12 July. LQ have now replaced Bellways as the GLA's partner in Barking Riverside Limited.</p>	<p>Regeneration  Cabinet Member for Regeneration</p>
<p><b>Gospel Oak line extended to Barking Riverside</b> 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 Transport and Works Act Order for the London Overground Extension has been made and the Council has written to the Secretary of State for Transport in support of this, This confirms the funding agreement of the project which is funded by Barking Riverside Limited and Transport for London. This includes passive provision for a second station to serve Castle Green.</p>	<p>Regeneration  Cabinet Member for Regeneration</p>

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<p><b>Barking Town Centre</b> 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"> <li>• Barking Magistrates Court redevelopment complete</li> <li>• Abbey Sports Centre – planning application received May 2016 which includes a cinema, space for Care City and 147 flats.</li> <li>• Phase 2 of the Ice House quarter development (144 units) complete. It is 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.</li> <li>• Gascoigne under construction</li> <li>• Sainsbury proposal at Abbey Retail Park- preliminary ground works commenced</li> <li>• BEHERE scheme for 597 flats approved by March DCB construction start Spring 2017</li> <li>• Swan Scheme for 274 homes agreed on Cambridge Road including ground floor creative industry space at peppercorn rent to Council</li> <li>• Weston Homes scheme for 118 homes agreed on Abbey Road including ground floor creative industry space at peppercorn rent to Council</li> <li>• Planning application due for Vicarage Fields early June for 850 homes new commercial floorspace, primary school and cinema</li> <li>• Trocoll House scheme for 220 PRS homes approved</li> <li>• PPA agreed with owners of Iceland/99p store site for a mixed use scheme</li> </ul>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p><b>londoneast-uk</b> 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"> <li>• Marstons Pub/Restaurant open</li> <li>• 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.</li> <li>• Londoneast-UK first significant tenant signed up with the announcement that Arcus Solutions is to open a technical training academy</li> <li>• Londoneast-uk launch occurred at London &amp; Partners Central London offices on 27 May.</li> <li>• East London University Technical College new building opens September 2016</li> <li>• Baytree (part of Axa) have purchased the remaining Sanofi land.</li> <li>• Discussions with a film studio company regarding provision of film and ancillary activities at the former Sanofi site</li> </ul>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p><b>Beam Park</b> 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>Countryside/LQ appointed to deliver Beam Park. Pre-application planning has commenced with application due December 2017.</p> <p>Awaiting outcome of Ford's deliberations regarding agreed bidder for Stamping Plant site. The Council and the GLA's favoured approach is for housing led mixed use scheme which includes an East London Industrial Museum. Both bidders would include this.</p>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>

Priority project and brief description	Progress at end of March 2016	Service area and Portfolio Holder
<p><b>Energy company</b> 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>In line with the Cabinet (November 2015) decision a separate street lighting LE replacement project will be financed via a loan from the UK Green Investment Bank's Green bank to replace existing street lights with low energy Light Emitting Diode (LEDs) lanterns. The loan terms are being negotiated with an expected date for financial close of July 2016. Procurement of the street lights replacement programme is about to be tendered.</p> <p>ESCo detail financial operation model has been completed and will be tied into the cabinet report. A report has been drafted which will feature all the studies and operation model which will underpin the recommendation of the establishment of the ESCo and will be presented to Cabinet at its meeting in June 2016.</p>	<p>All - led by Finance  Cabinet Member for Finance</p>
<p><b>London's Sustainable Industries Park (LSIP)</b> 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><b>More apprenticeships for young people</b> 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"> <li>• 50 apprentices recruited directly by the council over 15/16, including apprentices that have progressed onto the next level. 36 x level 2; 13 x level 3; 1 x level 4</li> <li>• 18 apprentices recruited by contractors: 11 x level 2 – 7 x level 3</li> <li>• 11 residents supported into school apprenticeships.</li> <li>• Close working underway with 14-19 Group and schools to promote the apprenticeship offer to young people. Apprenticeships promoted in schools during National Apprenticeship week and throughout the year when requested at careers fairs, parent's evenings and option days.</li> <li>• Additional employment engagement resource created within Job Shop Team – will promote apprenticeships to local businesses and ongoing support is available to employers recruiting apprentices. Apprenticeship employer event held in Dagenham, positive feedback received from both schools and employers.</li> <li>• Meetings held with London Councils, Skills Funding Agency and colleges in preparation for the apprenticeship levy and government targets being introduced next year.</li> </ul>	<p>Regeneration  Cabinet Member for Regeneration</p>
<p><b>Shared housing ownership</b> Phase 2 of Leys Estate renewal and phase 1 of Gascoigne to include 200 Council developed shared ownership</p>	<p>The LBBDD 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>Growth and Homes  Cabinet Member for Regeneration</p>

Priority project and brief description	Progress at end of March 2016	Service area and Portfolio Holder
units.	<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.</p> <p>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 officers are 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"> <li>▪ Established the SO Project Board, chaired by the Commissioning Director for Growth and Homes, to coordinate the delivery of SO homes in B&amp;D.</li> <li>▪ Researched and identified a number of policy issues that require member direction in relation to shared ownership products and in particular RTB.</li> <li>▪ 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.</li> <li>▪ Cabinet have discussed and approved the initial concept behind the tenant shared ownership scheme known as "Right to Invest"</li> <li>▪ Consultation with residents has just been undertaken on Right to Invest</li> <li>▪ The final Right to Invest scheme proposals are due for Cabinet in June 2016</li> </ul>	
<p><b>Recruitment of Children's social workers</b>  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"> <li>• 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 permanent contracts.</li> <li>• The numbers of agency social work staff has fallen from 67 in April 2015 to 51 in March 2016.</li> <li>• 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</li> </ul>	<p>Children's Services  Cabinet member for Children's Social Care</p>

Priority project and brief description	Progress at end of March 2016	Service area and Portfolio Holder
<p><b>Housing for key workers</b>            Prioritisation will be given to local working people on moderate incomes for new housing schemes with immediate effect for policy implementation.</p>	<p>The LBBB 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&amp;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 LBBB Starter Homes scheme in Barking Town Centre.</p> <p>Housing supply will also focus upon key worker schemes on phase 2 of the Leys and at the Gascoigne. We are also currently looking at a potential scheme incorporating shared ownership for ex-members of the armed forces whilst discussion and exploration is underway to establish the potential for a potential shared ownership scheme comprising modular housing which could be aimed at key workers.</p>	<p>Housing             Cabinet Member for Housing</p>

**Priority 4 - A well run organisation**

Priority project	Progress at end of March 2016	Service area and portfolio holder
<p><b>Income generation</b>            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>	<p>All</p>

Priority project	Progress at end of March 2016	Service area and portfolio holder
<p><b>Housing restructure</b> 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 appointments in the Housing Directorate were completed with the appointment of Hakeem Osinaike as Divisional Director for Housing Management and Faisal Butt as Divisional Director for Housing Strategy and Advice. These two posts have been part of a larger reorganisation of the leadership structure, with the posts changing to Operational Director Housing Management and Operational Director Employment Skills and Homelessness, respectively.</p> <p>The Repairs and Maintenance reorganisation has been completed with the appointment of Kain Roach as Group Manager Service Delivery and Sean Gallagher as Group Manager Asset Management.</p>	<p>Housing Cabinet Member for Housing</p>
<p><b>Senior management restructure</b> Review the senior management structure to ensure it is fit for purpose and contributes to the delivery of the vision.</p>	<p>Senior management restructure implementation is now complete with the following posts now appointed:</p> <p>Strategic Director of Service Development and Integration (Deputy Chief Executive) Strategic Director of Customer, Commercial and Service Delivery Strategic Director of Finance and Investment Strategic Director of Growth and Homes</p>	<p>Chief Executive Leader of the Council</p>
<p><b>Website</b> 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>Fortnightly Borough Newsletters are now being sent to 65,000 email addresses. Work is continuing on developing My Account.</p>	<p>Chief Executives Leader of the Council</p>

Priority project	Progress at end of March 2016	Service area and portfolio holder
<p><b>Equalities in employment</b> Ensure a diverse work force and increase currently underrepresented groups to be more reflective of the community.</p>	<p>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  Cabinet Member for Central Services</p>
<p><b>Implement the People Strategy</b> 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 were delivered. 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 associated with Ambition 2020.</p>	<p>HR and Organisational Development  Cabinet Member for Central Services</p>
<p><b>Peer Challenge Implementation Plan</b> Respond to the recommendations of the LGA Corporate Peer Challenge by delivering the implementation plan</p>	<p>A final update on against the Peer Challenge implementation plan is provided as part of the end of year 2015/16 Corporate Delivery Plan Update and will be presented to Cabinet on 21<sup>st</sup> June 2016.</p>	<p>All - led by Chief Executive  Leader of the Council</p>