

Appendix 1 - Priority projects update

One borough; one community; London's growth opportunity

Priority 1 - Encouraging civic pride

Priority project and brief description	Progress at Nov 2014	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>	A full programme of events for 2015 is being co-developed with community organisations. Local business have pledged that they are 'in for 2015' including sponsorship. Activity to attract additional investment to fund the programme is underway.	Culture and Sport Leader of the Council
<p>Strengthening school partnerships Provide leadership to our family of schools in order to improve the educational offer within the borough.</p>	Ofsted inspection w/c 24 November will report on this (see inspection section).	Education Cabinet Member for Education and Schools
<p>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.</p>	There is a report on the Cabinet agenda for December regarding the Broadway Theatre which is linked to the overall approach to developing a cultural hub.	Culture and Sport Leader of the Council
<p>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.</p>	Verbal update to be provided	Environment Cabinet Member for Crime and Enforcement

Priority 2 - Enabling social responsibility

Priority project and brief description	Progress at Nov 2014	Service area and Portfolio Holder
<p>All schools as 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>	Closing gap with national – 75% good or outstanding – national 80%	Education Cabinet Member for Education and Schools
<p>Tackling obesity To undertake a programme of activities commencing from January 2015 in order to encourage healthier lifestyles and tackle obesity.</p>	<p>A programme of activities is planned from January 2015 and activity in Children's includes:</p> <ul style="list-style-type: none"> Continuing work on improving catering offer in schools to ensure children are eating healthily Educate children on the benefits of healthy eating and physical exercise with the use of incentives through the access and connect card and reward scheme. Early identification pilot with GP's to include identifying children at risk of obesity and refer to children's early help services Children's centre programmes all focus on healthy lifestyles 	Public Health Cabinet Member for Adult Social Care and Health
<p>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.</p>	<p>The CVS is currently recruiting a secondment for one year to take this work forward. Short listing is taking place on 16th December.</p> <p>Extensive volunteering programme run by the Employment Lead in Children's services. Very successful in moving people into employment as demonstrated in Troubled Families programme with payments by results in this area.</p>	Strategy & Communications Leader of the Council
<p>Community hubs network Help create a Borough infrastructure to optimise joint work for community empowerment.</p>	Pilot in Marks Gate led by Children's services in collaboration with partners including community and Voluntary sector.	All - led by Children's Services
<p>Tackle other boroughs housing their residents in the borough</p>	The London Inter Borough Accommodation Agreement (IBAA) oversees the use of temporary accommodation, discharge of duty into the private sector and	Housing

<p>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>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 where discussion and agreement takes place on cross borough placements.</p> <p>Our approach is 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).</p>	<p>Cabinet Member for Housing</p>
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Priority 3 - Growing the borough

Priority project and brief description	Progress at Nov 2014	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, in a strong partnership with the GLA.</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.</p> <p>Discussions about the future structure of Barking Riverside Ltd are ongoing</p>	<p>Regeneration</p> <p>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>Announcement on the London Overground extension expected as part of the Autumn Statement announcement first week in December.</p>	<p>Regeneration</p> <p>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</p>	<ul style="list-style-type: none"> • Barking Magistrates Court redevelopment under construction • Abbey Sports Centre - negotiations starting with preferred bidder regarding redevelopment of the sports centre. • Phase2 of the Ice House quarter development (144 units) under construction due for completion in July summer 2015. It will be part of the Gascoigne SPV and will be largely 80% rent units aimed at generating an income for the General Fund. • Gascoigne Regeneration proposal - likely start on site in March 2015. 	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>

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Care City.	<ul style="list-style-type: none"> • Draft Town Centre Strategy out for consultation. • Sainsbury proposal at Abbey Retail Park has been formally agreed by all parties' • High St Fund bid to GLA being submitted 1st December c£0.75m • Heritage Lottery bid c£1.3m submitted 14th November for heritage along East St • Housing Zone bid for Barking Town Centre submitted. Challenge meeting with the GLA January 2015 c£8m • 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 under spend funding bid agreed for £321k for public realm improvements in Barking Town Centre • Vicarage Field have signed up Costa Coffee to go into a unit on Ripple Road 	
<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 - construction started due to open in April/May 2015. • Sainsburys construction likely to be April 2015. • Sanofi have signed agreement with SOG Ltd. and other tenants are likely to be confirmed shortly. 	<p>Regeneration</p> <p>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 currently undertaking some soft market testing of the site with a number of housing developers with a view to going out to the market in Spring 2015. Ford meanwhile have shortlisted 3 bidders and are expecting final offers in February on an unconditional basis ie without the bidder having a planning consent in place. The Council and the GLA's favoured approach is for housing led mixed use scheme.</p>	<p>Regeneration</p> <p>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>Establishment of Energy Services Company is an agenda item for Cabinet in January 2015</p>	<p>All - led by Finance</p> <p>Cabinet Member for Finance</p>
<p>London's Sustainable Industries Park (LSIP) London's Sustainable Industries Park</p>	<p>Chinnook Waste to Energy Plant will start construction within the next 2 weeks. Saria's anaerobic digester is due to start in Spring 2015. Thames Gateway Park are building speculative warehouse /industrial units which will complete in spring 2015.</p>	<p>Regeneration</p> <p>Cabinet Member for</p>

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(LSIP) vision to be delivered at Dagenham Dock so that we can become London's greenest borough.	Barking Power Station have formally decided to shut the plant and the processes for closing it are in train.	Regeneration
<p>More apprenticeships for young people</p> <p>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>	<p>Apprenticeship Development Manager post has now transferred to Regeneration. A total of 74 apprentices were recruited into the Council's workforce in the year to November 2014. Work is ongoing with local employers, in particular in construction where 20 apprentice starts took place over April-October 2014 and care where Skills for Care funding has been secured to support 30 apprenticeships over 2 years. Work is underway to improve engagement with young people working with a range of local partners. Wages for apprentices in groundwork, care and business admin are being funded by Regeneration, with five Level 3 apprentices working within the division itself. Apprentice wage within the Council has risen from £110 to £125 and will rise to £130 in April 2015.</p>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p>Shared housing ownership</p> <p>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 year 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 by converting Council void properties into shared ownership units, a more flexible use of Right to Buy (RTB) legislation by allowing RTB discount to be used for shared ownership.</p> <p>The area of shared ownership is a well developed market for most RSLs and they have experience and expertise in this field. Local Council housing providers have not been the traditional domain for developing and providing shared ownership options and this is evidenced by the lack of examples that can be found. Given this lack of in house expertise it will be necessary to bring this experience in and there are plans to recruit a project manager to lead on this.</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</p>	<p>Housing</p> <p>Cabinet Member for Housing</p>

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<p>Recruitment of social workers Increase recruitment and retention of social workers to improve the service and reduce use of agency staff reducing costs</p>	<p>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</p> <ul style="list-style-type: none"> • A programme focused on the recruitment of social workers is in place and being implemented. The programme includes recruiting social workers both locally and from Europe. • The council website has been developed, signed off corporately and launched on 24th Nov 2014. The website includes information on forthcoming housing offers and other benefits the Council offers. • The specific post, recruitment and retention officer is filled. • Recruitment activity focused on moving agency staff to temporary contracts is underway. 	<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 workers in Barking Town Centre in partnership with a Housing Association during 2015/16.</p> <p>A detailed policy with specific targets will be developed and implemented for 2015 onwards.</p>	<p>Housing Cabinet Member for Housing</p>

Priority 4 - A well run organisation

Priority project	Progress at Nov 2014	Service area and portfolio holder
<p>Income generation Maximise opportunities to generate new</p>	<p>Children's services continue the drive to create new services for trading with schools to generate income. Three new services have been developed:</p> <ul style="list-style-type: none"> - Family support workers in schools 	<p>All</p>

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<p>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>	<ul style="list-style-type: none"> - CAF advice and support to schools - Selling Children's Centres expertise to other boroughs and running national getting to good conference. <p>Work is ongoing across the Council to identify and progress new opportunities.</p>	
<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. Recruitment consultants are being sought to progress appointment to the three Divisional Director posts.</p> <p>The restructuring proposals for the repairs service have completed the consultation period and are being assessed as a result of number of new factors:</p> <ul style="list-style-type: none"> • The Council's overall financial deficit in the current year and the need for the HRA to also demonstrate value for money across all activities • The overspend that has arisen on empty property (voids) works • The need to bring the repairs and capital delivery service together in one division <p>It is now expected that revised restructure proposals for repairs will be circulated in the very near future. In advance of this an Improvement and Service Transformation Manager is being appointed to develop and implement detailed proposals for the new Asset Management and Development Division which will bring together and integrate the repairs and maintenance and the capital stock investment services. This will involve the production of comprehensive Service Improvement Plans for both capital investment and for repairs and maintenance.</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 vision.</p>	<p>Chris Naylor has been appointed to the Chief Executive role. The management restructure will be addressed by the new Chief Executive from February 2015.</p>	<p>Chief Executive</p> <p>Leader of the Council</p>

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<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>Work to create the new website has been progressing well with new content created or migrated from the current site. The website is on track to go live on 15th December.</p>	<p>Strategy and Communications 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>Implementing the Equalities and Diversity in Employment Policy is an agenda item for Cabinet in January 2015</p>	<p>HR and Organisational Development 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 People Strategy has been reviewed to ensure it is aligned to the new vision and priorities. Implementation is underway.</p>	<p>HR and Organisational Development Cabinet Member for Central Services</p>
<p>Peer Challenge Implementation Plan Respond to the recommendations of the LGA Corporate Peer Challenge by delivering the implementation plan</p>	<p>An update on progress with the Peer Challenge implementation plan is included as part of this report.</p>	<p>All - led by Chief Executive Leader of the Council</p>