

## 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 November 2014	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	Karen Wheeler	Complete - Corporate Delivery Plan agreed by Cabinet in October. First quarterly update to be reported to Cabinet in December 2014.	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	Karen Wheeler/ Martin Rayson	Complete - The manager's conference took place in October and a series of all staff briefings have taken place in October/November. These sessions have covered the new vision and priorities, and the budget challenge. Other activities are ongoing.	Cllr Rodwell / Cllr Ogungbose
	Staff engagement strategy and action plan agreed by CMT	October 2014	Martin Rayson	Complete - The staff engagement strategy and action plan have been agreed.	Cllr Ogungbose
	People Strategy and revised Values agreed by Cabinet	September 2014 (complete)	Martin Rayson	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. The values have been promoted alongside the new vision and priorities and are included in the Delivery Plan.	Cllr Ogungbose

	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 have attended 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	Karen Wheeler	A draft lobbying strategy and key issues is being prepared for discussion with CMT and Cabinet to inform a forward plan.	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	Karen Wheeler/ All	A powerpoint presentation template has been produced including the new vision and priorities which can be used by Members and officers. Inspiring presentations and videos for the festival 2015 have also been developed and used to attract sponsors and investment, and promote the events. A standalone presentation to promote the vision and priorities is being developed.	Cllr Rodwell
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	Karen Wheeler/ Martin Rayson	The budget consultation process runs until 27 November. During this 6 week consultation period both an internal and external communications campaign has been used successfully to communicate key messages about the savings proposals. Both staff and residents have been given the opportunity to provide feedback in a number of ways including through face to face meetings and online. Six public consultation meetings have been held along with 6 all staff briefings.	Cllr Rodwell / Cllr Ogungbose / Cllr Twomey

	External campaign for inner London funding levels predicated on demographic growth (linked to 1.3)	October 2014 onwards	Jonathan Bunt	Campaigning work has focused on multi borough challenge to damping system impacting on East and North London boroughs. Subsequent work will investigate basis and relative strength of arguments for inner London funding for services.	Cllr Twomey
	Working with partners to enable BanD Together approach to succeed including appointment of CVS BanD Together Co-ordinator	November 2014	Karen Wheeler	Recruitment to a BanD Together Co-ordinator is in progress. Meetings of the BanD Together group take place regularly with the Leader, Chief Executive and Head of Strategy & Communications.	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 (complete)	Graham Farrant/ Martin Rayson	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 Ogungbose
	Corporate delivery plan and new performance framework – see 1.1			Complete - Both agreed. An update on the delivery plan will be reported to Cabinet in December 2014.	Cllr Rodwell
	Internal communication campaign – see 1.2, 1.3 and 1.4			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.	Cllr Ogungbose
	Expectation that all senior managers and members will use a common narrative externally and			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	Cllr Rodwell

	internally – see 1.3			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.	
1.6 A permanent senior management structure needs to be put in place quickly that provides the necessary capacity and focus to deliver the authority's agenda	Senior management structure to be confirmed via appropriate members approval processes, and recruitment to be carried out ASAP	October 2014 to full implementation by March 2015	Graham Farrant	The recruitment process for a full time Chief Executive is complete. Work to ensure a permanent senior management structure will commence on the arrival of the new Chief Executive in February 2015.	Cllr Rodwell

## Theme 2: Financial planning and viability

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	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 identified for management action are currently being implemented following agreement at Cabinet in October. Savings proposals for public consultation have been published. These have been discussed at select committees as well as public consultation meetings. A decision as to the final savings will be taken at Cabinet in December feeding into the budget to be agreed in February 2015.	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	Budget reviews and reallocation agreed for Environment service. Base budget review for Children's Services initiated as part of wider review. No identified contribution to savings but has addressed structural pressures within service budgets.	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	Agreed as a topic for review by PAASC at September meeting.	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	Steve Cox with Steve Tucker	The agreement to use European Investment Bank funding to provide sub-market housing in Barking Town Centre in the general fund will, when the homes are completed, (first tranche of 144 units due to be completed in July 2015) start to generate a surplus income for the general fund which can be used to assist other services. Separately a report will be coming forward shortly to Cabinet regarding energy efficiency initiatives which may be funded either by reserves or EIB type funding to help generate surplus income.	Cllr Twomey
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 Karen Wheeler and Martin Rayson	The communication/publicity budgets across the Council will be centralised from 1 January 2015. This will deliver an in-year saving and £400k saving for 2015/16.	Cllr Twomey / Cllr Rodwell / Cllr Ogungbose
	Agree any savings for 2015/16 and implement in-year savings during 2014/15 if possible			The majority of learning and development budgets will be centralised from 1 April 2015.	Cllr Ogungbose

### Theme 3: Organisational capacity

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	Portfolio Holder
3.1 The council needs to make a massive shift in relation to how it corporately uses internal and external communications,	Develop a communication strategy to include all of these elements to develop a more strategic approach linked to centralised communications budgets and	October 2014	Karen Wheeler	Communications budgets will be centralised from 1 January 2015. Consultation with staff on a proposed structure for the communications team is currently underway and it is anticipated that the new structure will	Cllr Rodwell

lobbying/public affairs, resident insight, engagement and performance management to deliver the vision and priorities	new team structure			be fully implemented by the end of March 2015. This will inform the development of a communication strategy early in 2015.  A draft lobbying strategy and key issues is being prepared for discussion with CMT and Cabinet to inform a forward plan.	
	Performance management covered in Rec.1.1	January 2015 (new structure in place)		Performance management framework is set out in the Delivery Plan. Business plans for each service area will be developed for 2015/16.	Cllr Rodwell
	Develop use of Experian Mosaic for core customer intelligence and insight across the council	October 2014		Analysis of Experian Mosaic data for 2014 is now complete and will be shared with Leadership Group in December.	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	Martin Rayson	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.	Cllr Ogungbose
	Establish the Future Business Board (FBB) as leading the Council's change programme and clarify its relationship to CMT and wider executive and partnership boards	October 2014	Graham Farrant	This is underway with additional work to clarify the overarching future operating model to align the ambition, as set out in the vision and priorities, and resources available to deliver them.	Cllr Ogungbose
	Communicate this work, include FBB updates in CMT briefing	Ongoing	Martin Rayson	A communication and engagement plan will be developed for January 2015 linked to the work referred to above and specific activity from each of the areas of work under FBB.	Cllr Ogungbose

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	The review is complete and will be reported to Cabinet in December 2014. Savings proposals from Elevate have identified areas where efficiencies can be made through changing the method of service delivery. These are also subject to decision by Cabinet in December.	Cllr Ogungbose
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 Ogungbose
	Staff engagement strategy and action plan agreed by CMT	October 2014			Cllr Ogungbose
3.5 The new set of values currently being developed need to empower much greater innovation, creativity, managed risk-taking and commercial acumen. Once agreed, the senior leadership need to champion and demonstrate the new values to permeate throughout the organisation	Complete values project and ensure strong internal communication plan linked to vision and priorities	October 2014	Martin Rayson	Complete - The values have been agreed and are being communicated alongside the vision and priorities.	Cllr Ogungbose
	Senior managers to champion new ways of working e.g. co-location	Ongoing	All	Ongoing as part of the flexible working project co-ordinated through FBB.	Cllr Ogungbose

## Theme 4: Role of elected members

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	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	Addressed at the October Managers conference.	Cllr Ogungbose
	Active training and leadership on an ethical culture and the Nolan principles	October 2014	Fiona Taylor/ Leadership	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.	Cllr Ogungbose
	Review of Member and officer relations – highlighting of the Protocol on Member and Officer Relations including relevant training	October 2014	Fiona Taylor	This has been delayed due to the new Constitution not being implemented until November 2014. An employee on line training course has been developed on Member and Officer relationships and will be compulsorily rolled out in January 2015.	Cllr Ogungbose
	Review Member roles on internal boards and forums	October 2014	Fiona Taylor	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 Ogungbose
	Review of Personnel Board	October 2014	Martin Rayson	Agreed to defer a review for six months, given that the new Personnel Board had been constituted post-election.	Cllr Ogungbose
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	Informal briefing sessions have been held for Cabinet members on the budget and the pre-Assembly briefings are continuing	Cllr Ogungbose



<p>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:</p> <ul style="list-style-type: none"> <li>• Administrative support (internal)</li> <li>• Policy/research (internal)</li> <li>• Mentoring (external)</li> </ul>	LGA 'buddy' arrangement for Leader and portfolio holders	From September 2014	Fiona Taylor	Buddy arrangements are in place	Cllr Ogungbose
	New structure of political support posts			This has been reviewed and implementation is in progress subject to the budget process for 2015/16	Cllr Ogungbose
	Clarity of integration of Member support in PA hub			This will be part of the overall review of business support across the Council	Cllr Ogungbose
	Consider Away Day for members and/or Cabinet Development Programme			Cabinet members meet regularly and recently visited Nottingham City Council	Cllr Ogungbose
<p>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</p>	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	Chair's Training – churning 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 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	Cllr Ogungbose
	See 5.1 re community engagement and growth		Steve Cox	See 5.1	Cllr Rodwell
	Explore opportunities through Community Networks as part of work of Future Business Board		Helen Jenner	Strong member engagement (all ward councillors) in pilot areas (Marks Gate and Thames View). Cllrs Rodwell, Ogungbose and Twomey actively engaged in shaping programme, including visits to South Ockendon and Marks Gate.	Cllr Rodwell

## Theme 5: the Growth Agenda

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	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.	November 2014	Steve Cox	<p>The borough's business engagement group has been re-shaped to become the Jobs and Growth Board. Its focussed membership includes BDCVS with a specific purpose to connect the growth agenda with local communities.</p> <p>In addition, the board is developing skills and employment programmes to support borough residents gain the necessary skills required by business.</p>	Cllr Geddes
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	Revised Growth Strategy owned by CMT and Cabinet – to be addressed through November Cabinet report and development of single common narrative around growth opportunities.	November 2014	Steve Cox	<p>The growth narrative was agreed as part of the borough's overall revised vision and priorities by Cabinet in August and Assembly in September 2014.</p> <p>The Growth Strategy is being reviewed through the newly constituted Jobs and Growth Board.</p>	Cllr Geddes
	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>The five Growth Hubs are at the centre of the growth narrative and work has begun to scope the potential for growth at Chadwell Heath linked to the Crossrail station.</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>	Cllr Geddes
	Develop area based cross-Council groups linked to growth hubs e.g. Barking Riverside including NHS, plus			<p>Area-based cross-council groups have been established for both barking Riverside and Barking Town Centre.</p>	Cllr Geddes
5.3 The council needs to lead the growth agenda on					

<p>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>GLA/Council group considering Chadwell Heath, and links to the voluntary sector where appropriate</p>				
<p>5.4 The council needs to use its influence and utilise its resources to unlock growth schemes that are stalled including developing stronger partnerships</p>	<p>Review approach to business engagement</p>			<p>A review of the Barking Enterprise Centre has commenced which includes a social enterprise model which will include consideration of business support being provided through it.</p> <p>Formal meeting between the portfolio holder and the Chamber will take place quarterly.</p>	<p>Cllr Geddes</p>
	<p>Impact assessment of current policy of placing all private rental blocks in key locations and learn from experience of other authorities</p>			<p>Meeting with Grainger Estates have taken place to examine the business model they and the sector apply through the development they run.</p>	<p>Cllr Geddes</p>
<p>5.5 Develop succession plan within the council to ensure the organisation continues to have capacity and skills to fulfil its role</p>	<p>Restructure of Regeneration as part of overall senior management review and Housing restructure with associated succession plan</p>	<p>October 2014</p>	<p>Steve Cox</p>	<p>Proposals have been prepared for consideration by the Leader, Portfolio Holder and Chief Executive.</p>	

## Theme 6: Demand on children's social care

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at November 2014	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	Website developed, signed off Corporately and launched on 24 November 2014. The website includes information on forthcoming housing offers and other benefits the Council offers. The specific post, recruitment and retention officer has been appointed to. A recruitment programme is in place and includes recruiting locally and also from Europe.	Cllr Turner / Cllr Ogungbose
	Challenge what else can be done to enhance the corporate offer and profile, including wider promotion of the Council and place linked to recruitment offer being developed, linked to new website	October 2014	Karen Wheeler/ Martin Rayson	In progress, new website to go live in December 2014. Housing have worked with social care to come up with very good housing offer as part of recruitment package.	Cllr Rodwell / Cllr Ogungbose
	Develop key worker Housing opportunities (reasonable rents/shared ownership etc.) for social workers and teachers	November 2014	Steven Tucker	A key worker strategy will be implemented 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. A detailed policy with specific targets will be developed and implemented for 2015 onwards.	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	October 2014	Ann Graham	A social care survey monkey exit strategy is operational and staff leaving are invited to complete it. The Divisional Director, Complex Needs & Social Care is holding face to face exit interviews with staff who take up the offer. This information is feeding into the recruitment	Cllr Turner

	Action Plan. 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	programme. The Director's Writer of the Month awards inform staff nominated for Star Awards.	Cllr Ogungbose
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		Steve Cox	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 Karen Wheeler/ 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	Cllr Turner
	Appoint external expert providing corporate input leading to development of a demand strategy (linked to growth strategy and Housing Strategy). Specific focus on cost reduction as well as demand management.	October 2014	Ann Graham	East London Solutions Project with leadership from John Harris (LGA). Impower analysing workflow in Children's social care, Isos helping review No Recourse to Public Funds and Court-directed contact. Nicky Pace bringing in expertise and experience from her work in Thurrock.	Cllr Turner
6.4 More needs to be done to reform services and scale back the volume of	Begin implementation of cost reduction programme, ensuring it is shared with the	December 2014	Ann Graham	Children's Services Financial Efficiency programme established. Reported to Cabinet 18/11/14	Cllr Turner

<p>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</p>	<p>Local Safeguarding Children's Board. Programme must reduce costs but maintain safe levels of safeguarding in the borough.</p>				
<p>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</p>	<p>Growth Strategy recognises demand as well as opportunity (see 5.2)</p>	<p>October 2014</p>	<p>Steve Cox</p>	<p>See 5.2</p>	<p>Cllr Geddes</p>
	<p>Model projections for short, medium and longer term position in terms of:</p> <ul style="list-style-type: none"> <li>a) Housing availability, quality, affordability, tenure</li> <li>b) Council resources /budget</li> <li>c) Partners resources</li> <li>d) Council service provision</li> </ul>		<p>All – linked to actions above</p>	<p>a) In progress</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 the budget for 2015/16 and 2016//17..</p>	<p>Cllr Rodwell</p>