

Priority projects update

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

Priority 1 - Encouraging civic pride

Priority project and brief description	Progress at October 2015	Service area and Portfolio Holder
<p>Festival 2015 A community led programme of events to celebrate the borough's 50th anniversary leaving a lasting legacy for community access to our parks.</p>	<p>The delivery of the 50th anniversary programme is now nearly completed with the last event to be held on 30 November, which will be a celebratory event to recognise the contribution made by the council, community and business during 2015.</p> <p>The feasibility of continuing with an events programme in 2016 and future years will be considered as part of the Ambition 2020 programme.</p> <p>The council is a member of the consortium that has successfully secured £735,000 from Arts Council England to allow the extension of the Creative Barking and Dagenham programme over the next three years. The programme will include the delivery of two major outdoor events each year.</p> <p>A funding bid has been submitted by the Regeneration team to the GLA to support the development of the creative industries in the Borough, which will include the provision of equipment and infrastructure to support the delivery of events by the Council and community groups, such as PA system, marquees, staging, etc.</p>	<p>Culture and Sport Leader of the Council</p>
<p>Strengthening school partnerships Provide leadership to our family of schools in order to improve the educational offer within the borough.</p>	<p>The strength of the partnership between the Council and family of schools is confirmed and endorsed in the Ofsted inspection letter (February 2015). 53 Headteachers/Heads of School attended the annual conference at the end of June "Achieving good and outstanding schools through partnership and collaboration". Outcomes included a set of agreed priority actions. The local authority is supporting a cluster of primary schools to formalise their partnership. The headteacher/LA High Needs Working Party is overseeing action to manage and mitigate pressures within the High Needs block of the DSG. ISOS has submitted its review and the five priorities of the action plan are being taken forward in 2015/16. Provisional primary results indicate a further rise in attainment at Local Authority level. GCSE results have dipped this year – largely caused by a drop in maths – an improvement priority. The first national release of data on October 15th shows GCSE attainment remains at or above national levels.</p>	<p>Education Cabinet Member for Education and Schools</p>

<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>	<p>Following the transfer of the Broadway to Barking and Dagenham College, plans are now being developed for capital investment in the venue to enable it to provide accommodation for creative businesses alongside its role as the Borough's principal performing arts venue.</p> <p>A number of high quality and popular cultural events are being delivered in Barking Town Centre as part of the 50th anniversary programme.</p> <p>Work by the Regeneration division to establish a cinema for the town centre is progressing satisfactorily. The team has also secured a significant grant from the Heritage Lottery Fund, which will support extensive improvements to the public realm in the town centre.</p> <p>The Regeneration division has also recently appointed Bow Arts to manage the new creative industry workspace in the Ice House Quarter in Barking. They are now undertaking fit out works to the premises to allow the first tenants to take up occupation.</p>	<p>Culture and Sport</p> <p>Leader of the Council</p>
<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>	<p>Below is a summary of key enforcement actions targeting crimes investigated by Council officers for the period July until September 2015. Actions here include enforcement where we receive a contribution to costs from offenders or other income.</p> <p><u>Fixed Penalty Notices</u> - we have issued 412 fixed penalty notices for various environmental crimes which is a 35% increase in enforcement activity compared to this period in 2014/15.</p> <p><u>Dropped Kerb Project</u> – we have completed a first review of all the borough's roads and are now starting a second sweep to identify non compliance. This quarter 391 visits to potentially offending premises resulting in 331 warning letters sent and 5 notices prohibiting unauthorised footway crossing.</p> <p><u>Trade Waste</u> - During this quarter 241 notices have been served to ensure formal waste control and disposal is adopted. Enforcement action here ensures trade waste disposal is properly charged to the producers.</p> <p><u>Housing Licensing</u> – in the second quarter 1,203 properties were inspected and approximately 26% were found to require action to bring them to compliance. In this quarter 651 full licences were granted and 1,204 new applications were received.</p>	<p>Environment</p> <p>Cabinet Member for Crime and Enforcement</p>

Priority 2 - Enabling social responsibility

Priority project and brief description	Progress at October 2015	Service area and Portfolio Holder
<p>Sufficient school places in schools that are good or outstanding All schools good with 20% outstanding by December 2015. Priority areas for action are set out in the Council's School Improvement Strategy 2016-17 including support for improvement in governance and leadership of teaching.</p>	<p>No further schools have been inspected so we remain below national at 75% good or outstanding, against national of 82%. However, the gap is closing. On self evaluation we believe we are now above national levels but the improved schools have not yet been inspected. We remain on target re: the provision of school places as set out in the March 2015 report to Cabinet with a further report for November 2015 Cabinet. IRO £45 million a year is needed to maintain our capital programme. We are on course to date but continued campaigning is required. The most recent benchmarking shows London borough of Barking and Dagenham has created the highest number of places in the country (48% growth in pupil numbers since 2009/10). These places have been created well within financial limits, at extremely competitive costs and in a timely manner. Over the summer IRO 300 primary aged children arrived in the borough requiring a school place. We have needed to open an additional Yr 1 and Yr 3 class. It is likely that further classes will be required over the course of the year if the rate of inward migration continues. 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). Significant work with Schools Forum has been effective in reducing this risk.</p>	<p>Education Cabinet Member for Education and Schools</p>
<p>Tackling obesity To undertake a programme of activities commencing from January 2015 in order to encourage healthier lifestyles and tackle obesity.</p>	<p>The Culture and Sport division is commissioned by the Public Health team to deliver a number of programmes, including:</p> <ul style="list-style-type: none"> • Tenergy – 30 primary schools have trained teachers through the PH funded programme. All are rolling out Tenergy across schools. All have access to the Tenergy DVD streamed into classrooms. Participants 2000+ children to expand to 6000 as training increases numbers of classes in schools by autumn term 2015; • Active Clubs 123 – all PE subject leaders have participated in briefings in conference and 20 schools now run active clubs for younger children, with more planned. Consultant encouraging merging of objectives with national Change4Life clubs to enable progression and expansion. • Active Playgrounds – 30 primary schools now have additional basketball and table tennis playground clubs. They are run by young leaders trained by the PH funded team and monitored by PE leaders. The clubs enable children to join out of school clubs and enjoy non-competitive play through careful and sensitive grouping at different times during the school day. 	<p>Public Health Cabinet Member for Adult Social Care and Health</p>

- Barking & Dagenham Sports Partnership – two school games organisers (SGOs) work for two days equivalent within the PH funded work above. The PH funding has enabled the new PH programmes to be coordinated with the rest of their SGO programme, particularly by training of teachers in both areas and including the public health programmes in the PE conferences which they run. The interaction of the two programmes has led to rapid expansion of young people's access to high quality, regular activity through the network of events and training over 2014-15, as seen in recently available data below:
 - **Teacher professional development:**
 - 22 courses involving 254 teachers
 - **School Game competitions:**
 - 31 competitions including 3780 young people
 - **Inclusion events:**
 - Young people with special needs participating in a range of specially developed events 379
 - **Trained leaders** for events 630
- Exercise on Referral – In Quarter 1 (April to June), 1027 appointments were made to the Healthy Lifestyles Referral Pathway. This is an increase of 245 on the number of appointments made for Exercise on Referral in quarter 1 in 2013/14.

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 September there were 210,000 visits, which is an increase of about 50% compared to the old Abbey Sports centre for the same period last year.
- 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

<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</p>	<p>BandD Together has met in its new format and the CVS has recruited to the BandD Together post which is in place until May 2016. Work has progressed on an action plan including warm homes, healthy lives and developing the concept of BandD Together. One of the first initiatives launched was the online diagnostic knowledge platform – Band Together Routemaster which was formally launched at the House of Commons on 14 October. This initiative is designed to help professionals and support vulnerable residents to access the relevant services in a timely way and is being used by voluntary</p>	<p>Culture and Sport Leader of the Council</p>
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<p>providers, supported by a Council funded Co-ordinator.</p>	<p>sector and Council staff.</p> <p>An extensive volunteering programme is delivered across Adult and Community Services, which has seen volunteers provide 25,849 hours of support to services in 2014/15. This is equivalent to £232,000 if the London Living Wage had been paid. 282 new volunteers were recruited last year.</p> <p>In the period April to September 2015 volunteer hours totalled 15,219 hours and there are currently an average of 218 active volunteers each month supporting the delivery of a range of services including: libraries; museums; events; sport and physical activity; community health champions; and community volunteer drivers.</p>	
<p>Community hubs network Help create a Borough infrastructure to optimise joint work for community empowerment.</p>	<ul style="list-style-type: none"> • A total of 72 Champions have been trained or are currently in training • 2 more volunteer groups have been trained in October. • There are now 13 Community Checkpoints. • At 5 of the Borough's 50th anniversary events, there was presence and publicity for Community Checkpoints as well as community feedback on how to improve the Borough. • The presentation evening for Community Champions took place on 15th October 2015. 	<p>Led by DCS – Corporate</p>
<p>Tackle other boroughs housing their residents in the borough Implementation of London Inter Borough Accommodation Agreement preventing boroughs from paying rates higher than local LBBB agreed rates thereby limiting the number of external placements.</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&D and to secure agreement through the IBAA to this end. One of the major areas of focus is upon social care placements, adult and children's. Our aim for 2015/16 is to secure a protocol covering these placements either via sub-regional arrangements or directly between boroughs (whichever is most appropriate). Discussion has been held at the East London Housing Partnership Chief Officer Group meetings in 2015. We are also approaching other London boroughs to include social care data (adults and children) into the reporting mechanism and to attempt to obtain details on the individual placements made.</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. The LBBB has no powers to prevent placements by other authorities in B&D. We therefore rely upon London boroughs conforming with the word and spirit of the IBAA agreement. We are currently liaising at officer and Member level with other London boroughs to</p>	<p>Housing</p> <p>Cabinet Member for Housing</p>

minimise the impact upon both the LBB and East London and to maintain the IBAA as agreed.

The impact of other borough using private rented stock in LBB has resulted in the council's continued dependency upon bed and breakfast for emergency homeless placements. This is the most costly form of temporary accommodation. We currently have 77 households placed of which 23 have been in occupation for over 6 weeks which places the council in breach of homeless regulations.

We are mitigating the impact by taking the following actions;

- Ongoing robust performance management on homeless casework
- Continuing to develop sites for use as council run hostels. Butler Court opens in February 2016, with further plans to take over another site in the summer of 2016.
- Successfully negotiated a price reduction in Bed and Breakfast costs with local provider
- Develop and implement an in-house lettings agency to take properties directly from landlords to let and manage with effect from next year.

Notwithstanding the relentless demand the Service has delivered required savings and will outturn on budget this year.

Priority 3 - Growing the borough

Priority project and brief description	Progress at October 2015	Service area and Portfolio Holder
<p>Barking Riverside One of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage.</p>	<p>Considerable design work is being undertaken to alter the current masterplan to take account of the future London Overground Station, the traffic system and development around it. Officers are looking at providing a new leisure centre adjacent to the station. A revised planning application is expected early December 2015</p> <p>Discussions about the future structure of Barking Riverside Ltd should be resolved in 2015.</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Gospel Oak line extended to Barking Riverside Continue lobbying and work with partners to ensure the Gospel Oak line is extended to Barking Riverside improving transport links for the area.</p>	<p>The proposals include an extension of the London Overground Gospel Oak to Barking line to a new station at the heart of the Barking Riverside development. The Council will be lobbying for a second station, near to Thames view.</p> <p>As part of the 2014 Autumn Statement, the Chancellor of the Exchequer announced that the Government will provide a loan of £55 million to support the extension to Barking Riverside, The provision of this loan means that funding is available to cover the full cost of the scheme. It has been agreed by BRL and TfL that the station should be moved c 60metres further south towards the River Thames. This potentially makes a significant improvement to the overall scheme around the Station As a result of this the submission date for the Transport and Works Act application has been put back 3 months.</p> <p>A Transport and Works Act application will be made by Transport for London (TfL) in March 2016.</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Barking Town Centre Work with a range of partners and residents to continue to improve the experience of living, working or doing business in Barking Town Centre This would include developing a new cinema, re-invigorating the market and widening its appeal and establishing Care City.</p>	<ul style="list-style-type: none"> • Barking Magistrates Court redevelopment close to completion • Abbey Sports Centre – draft heads of terms agreed with preferred bidder regarding redevelopment of the sports centre which will include a cinema, space for Care City and 147 flats. • Phase 2 of the Ice House quarter development (144 units) under construction due for completion on 21st October 2015. It will be part of the Barking and Dagenham Reside (Abbey Roding) SPV and will be largely 80% rent units aimed at generating an income for the General Fund. • Gascoigne Regeneration – Bouygues appointed as contractors on Phase 1. Enabling works have started and formal building works start in November 2015. • Sainsbury proposal at Abbey Retail Park- Start on site due to take place in late Autumn 2015. • Public realm improvements works started on area in front of Magistrates Court • First stage of Heritage Lottery bid c£1.3m for heritage along East St agreed £200,000 • Housing Zone bid to GLA for Barking Town Centre for c£42m agreed • NHB topslice programme bid agreed for c£700k for places of work in Barking Town Centre and improving East St linked to the market) 	<p>Regeneration Cabinet Member for Regeneration</p>

Priority project and brief description	Progress at October 2015	Service area and Portfolio Holder
<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"> • Sainsburys have acquired the front site, but are not proceeding with their original proposals and are reviewing their position as to what will go forward. • Londoneast-UK first significant tenant signed up with the announcement that Arcus Solutions is to open a technical training academy • Planning consent for East London University Technical College (ELUTEC currently located at CEME) agreed. • Baytree (part of Axa) have purchased the remaining Sanofi land. 	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Beam Park Beam Park/Ford Stamping Plant – major brownfield site with great potential for housing and commercial activity with 2,500 new homes and over 1,000 new jobs.</p>	<p>Beam Park GLA awaiting submissions from 4 tenderers for a mixed use housing scheme. Decision will be made by December 2015</p> <p>Anderson Group are the preferred bidder for the Ford Stamping Plant. Legal agreements likely to be finalized by the end of the year.</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>Energy company Maximise the borough's potential to generate significant levels of renewable energy including exploring opportunities to become an energy trading Council and reduce energy consumption.</p>	<p>Further to Cabinet agreement to the in principle establishment of an energy company (ESCO) along with its mission and objectives, an external subject matter expert has been appointed to provide the technical input to both scheme design and the actual creation of a local municipal energy company. An Energy Investment Manager will be recruited to provide the programme capacity to progress the individual schemes.</p> <p>Initial discussions on potential funding of the programme have been held with a number of funders and Cabinet will consider a Green Investment Bank funded scheme for street lighting at its November meeting. An EU funding bid has also been submitted alongside £40k already granted by the Department for Energy & Climate Change.</p>	<p>All - led by Finance Cabinet Member for Finance</p>
<p>London's Sustainable Industries Park (LSIP) London's Sustainable Industries Park (LSIP) vision to be delivered at Dagenham Dock so that we can become London's greenest borough.</p>	<p>Chinnook Waste to Energy Plant under construction. Closed Loop have gone into administration but are still in production.</p> <p>Barking Power Station have formally decided to shut the plant and the site is being cleared. Gerald Eve, West End property consultants are undertaking the disposal process.</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>More apprenticeships for young people Priority in the draft employment and skills strategy. Key actions include supporting the</p>	<ul style="list-style-type: none"> • 41 apprentices supported into work over April-September 2015. • Recruitment underway to 9 opportunities in housing repairs and maintenance service. • Close working underway with 14-19 Group and schools to promote the apprenticeship offer to young people. Recruitment to first three apprenticeship opportunities within secondary schools underway. 	<p>Regeneration Cabinet Member for Regeneration</p>

Priority project and brief description	Progress at October 2015	Service area and Portfolio Holder
Council's apprenticeship offer, and promoting apprenticeships with employers and local and regional partners including the colleges.	<ul style="list-style-type: none"> Ongoing work to promote offer to Care Leavers. Promotion of apprentice opportunities taking place with Jobcentre Plus, Work Programme and other local partners 	
Shared housing ownership Phase 2 of Leys Estate renewal and phase 1 of Gascoigne to include 200 Council developed shared ownership units.	<p>The Housing Service has plans to provide 1,000 shared ownership units over the four years 2015/19. Of this number 500 will comprise of new build schemes of which phase 2 of Leys Estate renewal and phase 1 of Gascoigne which include 200 Council developed shared ownership units.</p> <p>In addition to the above work is under way to develop plans and mechanisms for delivering the remaining 500 units from existing Council stock.</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 the Housing Service is looking at other ways of increasing the supply of shared ownership units (including a modular housing scheme and including a scheme for ex-members of the armed forces). Specific actions to date include:</p> <ul style="list-style-type: none"> Established the SO Project Board, chaired by the Director of Housing, to coordinate the delivery of SO homes in B&D. Researched and identified a number of policy issues that require member direction in relation to shared ownership products and in particular RTB. Officers have appraised the impact of different ways of introducing SO options into Council stock. The impact on the HRA business plan is being assessed. A workshop was held in August to explore the different products, affordability ranges and policy implications. A workshop was also held which set out the details and principles of a FlexiBuy scheme to enable the purchase of properties. A final report proposing the shared ownership scheme and principles is booked for Cabinet in December 2015 	Housing / Regeneration Cabinet Member for Housing
Recruitment of Children's social workers (This project is part of the Children's social care SAFE programme) Increase recruitment and retention of social workers to improve the service and reduce	<ul style="list-style-type: none"> Since the last report we have successfully recruited to the Group Manager roles for Assessment and Mash (start date 1 Oct 2015) and Care Management (start date 16 Nov 2015) We have successfully recruited 2 Senior Team Managers in Care Management (start dates in Nov 2015 and Jan 2016) and a Team Manager in the No Recourse to Public Funds Team (started in Sept 2015) 2 other experienced Social Worker (SW) qualified staff have start dates for Nov 2015, while two others are in the process of being onboarded but start dates have not yet been confirmed. Unless there has been a DBS issue all SW qualified candidate onboarding is taking only 18-20 	Children's Services Cabinet member for Children's Social Care

Priority project and brief description	Progress at October 2015	Service area and Portfolio Holder
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use of agency staff reducing costs

days from interview date to final contract being sent out..
Penna Resourcing have now been contracted to deliver end-to-end recruitment for all SW qualified roles in Children’s Services, with two National Campaigns going Live in Nov 2015 and Jan 2016. They are targeted to deliver 40 new starters by 31 March 2016.

- At the end of Q1 agency figures for Social Work Qualified staff in Complex Needs and Social Care was 49.2%. By the end of Q2 this has been reduced to 41.2%.
- The table below shows the positive improvements from Q1 to Q2:

Q1 / Q2 comparisons	Payroll	Agency	Vacant	Establishment
CNSC SWQ TOTAL Q1	83	90	6	182
Q1 %	45.60%	49.45%	3.30%	
CNSC SWQ TOTAL Q2	92	75	12	182
Q2 %	50.55%	41.21%	6.59%	

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.

The Housing Service plans to implement a key worker approach 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.

We have already introduced a key worker cascade within the Reside scheme with a similar cascade approach with the B&D Allocations Policy. Housing supply will focus upon key worker schemes on phase 2 of the Leys and at the Gascoigne. We are focusing upon shared ownership products, a portion of which we intend to aim at social workers, teachers and other local workers, where circumstances allow. We are also currently looking at a potential scheme incorporating shared ownership for ex-members of the armed forces whilst initial discussions are underway to establish the potential for a shared ownership scheme comprising modular housing which could be aimed at key workers.

Proposals are being developed for a Council Multi-tenure letting agency.

A detailed policy with specific targets will be developed and implemented for 2015/16 onwards.

Housing
Cabinet Member for Housing

Priority 4 - A well run organisation

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

Priority project	Progress at October 2015	Service area and portfolio holder
<p>Website A new Council website will be contemporary, user friendly, fully mobile responsive and designed for all modern devices. It will be fully integrated with My Account and support digital by design services.</p>	<p>The new Council website was completed in December.</p> <p>Through the role out of new governance models a new Web Editors Group will be established together with a dedicated team to keep our information to residents up to date and accurate. Progress continues to be good with My Account with over 58,000 residents now registered and take up of web chat has increased by almost 300% over the past 12 months</p>	<p>Chief Executives</p> <p>Leader of the Council</p>
<p>Equalities in employment Ensure a diverse work force and increase currently underrepresented groups to be more reflective of the community.</p>	<p>Action has been taken to progress the Plan agreed by members as follows:</p> <ul style="list-style-type: none"> - A review is underway of the way in which we promote employment with the Council to under-represented and groups and whether there are any barriers in our recruitment processes which may make it harder for those groups to be successful when we are recruiting - We are revising our equality training for recruitment managers, as well as commissioning programmes on “Dignity and Work” and “Effective Customer Conversations”, to begin before the end of 2015 - The first cohort on our talent management programme, which is focussed on under-represented groups, should start in December/January - We have contracted with an external company to undertake exit interviews, to give us an independent view on why people may be leaving <p>Business in the Community - Opportunity Now and Race for Opportunity Membership</p> <p>The Council has joined the above Business in the Community campaigns</p> <p>Opportunity Now aims to increase women’s success at work, because it’s not only good for business but good for society too. Opportunity Now has three priorities that are critical to business, to help achieve the potential of people, teams and organisations. They are to create:</p> <ol style="list-style-type: none"> 1. A better gender balance for leadership progression 2. Unbiased recognition and reward for all 3. Agile work cultures that are fit for the future <p>Race for Opportunity is committed to improving employment opportunities for ethnic minorities across the UK.</p> <p>It is the only race diversity campaign that has access to and influence over the leaders of the UK’s best known organisations. Race for Opportunity has three campaign aims to</p>	<p>HR and Organisational Development</p> <p>Cabinet Member for Central Services</p>

Priority project	Progress at October 2015	Service area and portfolio holder
	improve working opportunities for ethnic minorities. <ul style="list-style-type: none"> • Diverse leadership on boards and at senior level • Diverse representation and progression in the workplace • Reduction of ethnic minority youth unemployment 	
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.	A workforce strategy associated with the Ambition 2020 Programme has been drafted and is awaiting sign-off. This will be the People Strategy for 2015/16 and beyond and will focus on ensuring we have the right number of people with the right skills going forward, as well as addressing issues of staff engagement through this period of change.	HR and Organisational Development Cabinet Member for Central Services
Peer Challenge Implementation Plan Respond to the recommendations of the LGA Corporate Peer Challenge by delivering the implementation plan	An update on progress with the Peer Challenge implementation plan is included as part of the Quarter 2 Corporate Delivery Plan update (Appendix 3).	All - led by Chief Executive Leader of the Council