

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 October 2015	Portfolio Holder
1.1 Manage expectations of residents, partners, members and staff by articulating the vision and priorities into a set of clear and deliverable objectives underpinned by clear targets and measures and focusing the council's efforts and resources accordingly	Produce a delivery plan for the new vision and priorities linked to the refreshed performance framework, identifying the key projects and outcomes sought	Cabinet – October 2014  Quarterly monitoring at CMT and Cabinet	Jonathan Bunt/ Sal Asghar	<b>Complete</b> - Corporate Delivery Plan agreed by Cabinet in October. Quarterly updates are provided to CMT and Cabinet and every six months to PAASC.	Cllr Rodwell
1.2 Communication and understanding by all staff and members about new vision, priorities and what that means in practice	Series of internal communications events and initiatives, including Managers Conference, Staff Conference, CEX Blog and new internal marketing campaign	October 2014, then ongoing	Martin Rayson/ Marina Pirotta	<b>Complete</b> - A new series of All Staff Roadshows is taking place in Sept-Nov 2015 to cover Ambition 2020. Previously a Managers' conference took place in October 2014 focused specifically on the ambitions of the new council and a series of all staff briefings took place in October/November 2014. These sessions have covered the new vision and priorities, and the budget challenge. Other activities are ongoing.	Cllr Rodwell / Cllr Twomey
	Staff engagement strategy and action plan agreed by CMT	October 2014	Martin Rayson	<b>Complete</b> - The staff engagement strategy and action plan have been agreed.	Cllr Twomey

	People Strategy and revised Values agreed by Cabinet	September 2014 (complete)	Martin Rayson	<b>Complete</b> - 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 Twomey
	Embedded in all strategies and communication activity	Ongoing	All	Ongoing	Cllr Rodwell
1.3 Maximise every opportunity to capitalise on the potential of the borough as a whole	Greater visibility at London Councils' events including Leaders Committee and other representation at pan-London networks	Ongoing	All	Ongoing - The Leader and other portfolio holders continue to raise the profile of B&D and lobby where required at London Councils and pan-London events including the Leader's Committee.	Cllr Rodwell
	Lobbying of Mayor's Office – develop a forward plan of key issues	October 2014 then ongoing	Marina Pirotta	A lobbying strategy and action plan has been agreed by the council, TfL and City Hall for the A13 tunnel. This is currently being auctioned by the council.	Cllr Rodwell
	Consistency of messages to be ensured by Members and officers by developing an inspiring presentation with key messages to be prepared including new vision, priorities and logo etc., to be used by all	October 2014 then ongoing	All / Marina Pirotta	<b>Complete</b> - 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 leaflet and interactive infographic on our website has been produced to promote the council's achievements one year on. This links to the vision and priorities.	Cllr Rodwell
1.4 Greater understanding is needed by members, staff, partners and residents regarding the	Internal and external communications campaign linked to budget savings consultation process	October 2014 to February 2015	Martin Rayson / Marina Pirotta	<b>Complete</b> - The budget consultation process ran until 27 November. During this 6 week consultation period both an internal and external communications	Cllr Rodwell / Cllr Twomey

level of savings required and how the change from the traditional paternalism of the authority will impact service delivery and our community	Members to ensure budget position and savings proposals understood and considered by Labour Group, Select Committees etc.			campaign was used successfully to communicate key messages about the savings proposals. Both staff and residents were given the opportunity to provide feedback in a number of ways including through face to face meetings and online. Six public consultation meetings were held along with 6 all staff briefings.	
	External campaign for inner London funding levels predicated on demographic growth (linked to 1.3)	October 2014 onwards	Jonathan Bunt	In December, Cabinet agreed to support the multi borough challenge to the damping system impacting on East and North London boroughs. The participating councils met with the Local Government Minister in September on the funding regime and have followed up with written submissions on the key issues.	Cllr Twomey
	Working with partners to enable BandD Together approach to succeed including appointment of CVS BandD Together Co-ordinator	November 2014 and then ongoing	Monica Needs	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, Band Together Routemaster and developing the concept of BandD Together.	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	Review the People Strategy to ensure that it focuses on delivering the vision and objectives	September 2014	Martin Rayson	<b>Complete</b> - The People Strategy has been reviewed and does now link to the new vision and priorities. Implementing the People Strategy is also one of the priority projects identified in the Delivery Plan allowing for CMT and Cabinet to monitor progress on a quarterly basis.	Cllr Twomey

significant cultural change is required to achieve this, which necessitates extremely strong and consistent leadership	Corporate delivery plan and new performance framework – see 1.1			<b>Complete</b> - Both agreed. Quarterly reports are provided to CMT and Cabinet and every six months to PAASC. An update on the delivery plan was reported to Cabinet in December 2014 and March 2015	Cllr Rodwell
	Internal communication campaign – see 1.2, 1.3 and 1.4			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 Twomey
	Expectation that all senior managers and members will use a common narrative externally and internally – see 1.3			A common narrative is included as part of the Delivery Plan. This will be developed further and communicated. This is also being explored in work to look at how we align the ambition with the resources available through an agreed operating model with a supporting narrative to bring clarity on the future shape of the organisation bringing together all of these elements.	Cllr Rodwell
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	February 2015 to full implementation by October 2015	Chief Executive	<b>Complete-</b> Recruitment to the new senior management structure is now complete	Cllr Rodwell

## Theme 2: Financial planning and viability

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at October 2015	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	<b>Complete</b> - Savings proposals, including any revisions following consultation, were agreed by Cabinet and the annual budget and Council Tax for 2015/16 were formally agreed by Assembly in February.	Cllr Twomey
2.2 Structural underspends in the budget need to be identified and removed in order to assist the savings challenge.	Review all budget codes to identify structural underspends and reallocate or make savings	October 2014	Jonathan Bunt	<b>Complete</b> – though this will always be an ongoing action, all significant structural underspends have been addressed as part of the budget setting process or towards the realigning the 2015/16 budget to address emerging pressures.	Cllr Twomey
2.3 The council's capital programme needs to be reviewed to ensure it is aligned with the new vision and priorities.	Internal member-led review to be set up via PAASC	October 2014	Jonathan Bunt	Agreed as a topic for review by PAASC at September 2014 meeting though not significantly progressed due to other items in the work programme.	Cllr Twomey
2.4 Consider ways in which the council may use its finances to further support growth and assist the revenue budget - as has been seen with the authority's house building.	Prepare paper setting out options for Cabinet	November 2014	Jeremy Grint / Jonathan Bunt	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 October 2015), start to generate a surplus income for the general fund which can be used to assist other services. Work on energy efficiency initiatives, which will be funded either by reserves or EIB type funding to help	Cllr Twomey

				<p>generate surplus, is proceeding.</p> <p>In November, Cabinet will consider the funding of replacement street lights using Green Investment Bank funds to generate an ongoing cash saving.</p>	
<p>2.5 Key support activities such as communications, training and development and community engagement need to be centralised to improve consistency and efficiency</p>	<p>Centralise budgets and develop agreed policy for use</p>	<p>October 2014</p>	<p>Jonathan Bunt with Marina Pirotta and Martin Rayson</p>	<p>While the agreed budget for 2015/16 included the centralisation of training and marketing budgets from 1 April 2015. This was reversed following consultation with officers and members as felt to be unworkable, at this time. However, a new approach is being finalised for the communications service in winter 2015. We will also return to the issue of how best to utilise the resources now available for learning and development. A centralised team was created in April 2015.</p>	<p>Cllr Twomey / Cllr Rodwell</p>
	<p>Agree any savings for 2015/16 and implement in-year savings during 2014/15 if possible</p>			<p>The intended saving from the centralisation of training and communications budgets was agreed to be undeliverable and reversed by Cabinet in July.</p>	<p>Cllr Twomey</p>

### Theme 3: Organisational capacity

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

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



commercial acumen. Once agreed, the senior leadership need to champion and demonstrate the new values to permeate throughout the organisation					
	Senior managers to champion new ways of working e.g. co-location	Ongoing	All	A new smarter working programme has been established, linked to Ambition 2020 which will embrace the accommodation, people and systems aspects of co-working. Champions will be identified and the leadership role for managers is emphasised in the programme.	Cllr Twomey

Theme 4: Role of elected members					
Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at October 2015	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. Ongoing.	Cllr Twomey
	Active training and leadership on an ethical culture and the Nolan principles	Nov 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. Agreed in November 2014. Further training planned in November 2015.	Cllr Twomey
	Review of Member and officer relations – highlighting of the Protocol on Member and Officer Relations including relevant training	October 2014	Fiona Taylor	<b>Complete</b> - Review completed and new Constitution agreed at November 2014 Assembly.	Cllr Twomey
	Review Member roles on	October	Fiona Taylor	<b>Complete</b> - This has been completed	Cllr Twomey

	internal boards and forums	2014		under the Constitutional review. In respect of Members' roles on Outside Bodies a new chapter has been added to the Constitution for clarity.	
	Review of Personnel Board	October 2014	Martin Rayson	Officers have commenced a review of all relevant HR policies which will be formally consulted on prior to presentation for formal approval. Any constitutional changes required as a result of amendments to the Council's HR policies and practices will subsequently be presented to Assembly for adoption.	Cllr Twomey
4.2 Greater collective dialogue between administration and senior managers	Regular CMT/Cabinet joint meetings and maximising use of Pre-Assembly sessions and any informal opportunities	Ongoing	All	Informal briefing sessions have been held for Cabinet members on the budget and the pre-Assembly briefings are continuing	Cllr Twomey
4.3 Adequate support both internally and externally urgently needs to be put in place to enable the Leader, Cabinet and Administration to fulfil their roles effectively in three main areas: <ul style="list-style-type: none"> <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	<b>Complete</b> - Buddy programme completed.	Cllr Twomey
	New structure of political support posts			<b>Complete</b> - : Leader and member services appointed in February 2015 and Political Assistant appointed in October 2015.	Cllr Twomey
	Clarity of integration of Member support in PA hub			<b>Complete</b>	Cllr Twomey
	Consider Away Day for members and/or Cabinet Development Programme			Cabinet members meet regularly and have visited Nottingham City Council. Completed in July 2015 and further sessions planned for early 2016.	Cllr Twomey
4.4 Review of the role of elected members as community leaders and	Members training and development to address this and specifically consider	From October 2014	Fiona Taylor / Member Development	Chair's Training – chairing skills for Council and community meetings Public Speaking Training – voice skills and	Cllr Twomey

look at ways members can be better engaged outside of Council buildings in wards and communities	Member roles in building civic pride and social responsibility in the community		Committee	<p>presentation structure</p> <p>Role of the Community and Voluntary Sector – increase awareness of range of community organisations and how they operate</p> <p>Casework Training – to more effectively assist residents with their concerns</p> <p>The Leader and Portfolio Holder for Crime and Community Safety are both enrolled on the Leadership Academy which includes a module on Community Leadership.</p> <p>Procurement Training – to understand the Council's procurement process.</p> <p>Ambition 2020 Member Task Groups established: Member Roles/Governance, Civic Pride, Social Responsibility.</p> <p>Member Champions established in range of areas including Women and Equality, FGM, Child Obesity, Mental Health, Learning Disability, Healthy Living.</p>	
	See 5.1 re community engagement and growth		Jeremy Grint	See 5.1	Cllr Rodwell
	Explore opportunities through Community Networks as part of work of Future Business Board		Helen Jenner	There are now 81 Champions in training and 13 checkpoints established. A Community Champions presentation evening has taken place to present Champions with their certificates of recognition.	Cllr Rodwell

## Theme 5: the Growth Agenda

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at October 2015	Portfolio Holder
<p>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.</p>	<p>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.</p>	<p>From November 2014</p>	<p>Jeremy Grint</p>	<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>The review of the Local Plan will entail a considerable amount of Community Engagement. The options and issues paper is currently out for consultation and will close in December.</p> <p>A Growth Commission benefitting from external expertise has been established to identify the focus of the growth ambition of the borough; how we should organise ourselves to deliver it and what lobbying/alliances we should undertake and form to ensure our priorities happen. A Growth Commission final report is expected by January 2016.</p>	<p>Cllr Geddes</p>

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

<p>should be broadened to include social infrastructure, health, education and skills agenda to ensure local people are able to benefit from regen/growth</p>	<p>Review approach to business engagement</p>			<p><b>COMPLETED-</b> The Cabinet has agreed to the establishment of a social enterprise for the Barking Enterprise Centre which will include consideration of business support being provided through it.</p> <p>Formal meeting between the portfolio holder and the Chamber taking place quarterly.</p>	<p>Cllr Geddes</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>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.</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>Jeremy Grint</p>	<p>This will be undertaken as part of the Ambition 2020.</p>	

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

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at October 2015	Portfolio Holder
<p>6.1 Need to improve recruitment and retention in order to reduce agency costs and improve the service</p>	<p>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</p>	<p>Specific targets for appointments of permanent social workers each quarter – October 2014</p>	<p>Helen Jenner</p>	<ul style="list-style-type: none"> <li>• In Q2 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)</li> <li>• 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)</li> <li>• 3 other Experienced Social Worker (SW) qualified staff have start dates for Nov 2015, while 1 other is being onboarded, but a start dates has not yet been confirmed.</li> <li>• Unless there has been a DBS issue all SW qualified candidate onboarding is taking only 14-20 days from interview date to final contract being sent out.</li> <li>• There has been Cabinet agreement for Penna Resourcing 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.</li> <li>• 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</li> </ul>	<p>Cllr Turner / Cllr Twomey</p>

				<p>41.2%.</p> <ul style="list-style-type: none"> <li>• Prior to Penna taking over the recruitment, in house recruitment for the first 5 months of FY1516 has saved £480k to date by replacing temp workers with perm staff. This equates to a full year Annual Saving to date of £715k.</li> </ul>	
	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	Martin Rayson / Marina Pirotta	This work has been partially subsumed by the recruitment campaign being undertaken by Children's Services to improve the 'offer' of the borough and reduced the cost of agency staff.	Cllr Rodwell / Cllr Twomey
	Develop key worker Housing opportunities (reasonable rents/shared ownership etc.) for social workers and teachers	From November 2014	Steven Tucker	<p>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. 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 have plans to provide 1,000 shared ownership units over the four years 2015/19. Of this number 500 will comprise new build schemes (including 200 council developed shared ownership units). We are also implementing plans to deliver 500 shared ownership units from existing council stock.</p> <p>Specific actions to date include:</p>	Cllr Ashraf



				<ul style="list-style-type: none"> <li>▪ Established the SO Project Board, chaired by the Director of Housing, to coordinate the delivery of SO homes in B&amp;D.</li> <li>▪ Market research into the affordability of a range of SO products is completed</li> <li>▪ Officers are 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>▪ A workshop was held in summer to explore the different products and affordability ranges.</li> <li>▪ A workshop was also held in August which set out the details and principles of a FlexiBuy scheme to enable the purchase of properties.</li> <li>▪ A report proposing the shared ownership and key worker scheme and principles is booked for Cabinet in December 2015.</li> </ul>	
	Implement exit interview programme to identify why permanent staff leave and questionnaires to establish why staff are unwilling to become permanent/accept short term contracts. Feed information into Recruitment Action Plan.	October 2014	Ann Graham	<p>Exit interviews continue though at a slower rate as the rate of turn over of staff slows. The reasons for leaving remain largely unchanged with the expectation that a very small number of permanent staff have left to become agency workers to raise their income. As part of their work.</p> <p>Some reasons for staff leaving remain the same as previously reported.</p>	Cllr Turner
	Ensure Star Awards and Writer of the Month systems recognise and celebrate the	Annually	Ann Graham	Children's Service nominated staff for the Star Awards. A number of staff including a very long standing member of staff was	Cllr Twomey

	staff that are loyal and effective long term officers eg five Children's Services nominations per year			put forward to meet the Queen.  Children's Services continues to hold mini awards event, following Star Awards, for all those nominated.	
6.2 Ensure the growth agenda broadens the social and economic mix, making the case to government for increased funding and looking for increased resources from within the council. Agenda must also include recognition of the medium term increases and how to respond to these.	Integrate into November Cabinet report on growth – see 5.2  Develop clear analysis of pressures with linked information from housing colleagues		Jeremy Grint	See 5.2	Cllr Geddes
6.3 Bring in external expertise to undertake a review into how children's services operates, which would include looking at ways of operating in other authorities to help reform of services and scale back the volume of delivery	Review draft Ofsted implementation plan to ensure picks up all these issues and actions will be effective in improving service and reducing costs, including corporate issues from Ofsted linked to this action plan	October 2014	Helen Jenner with Jonathan Bunt	<b>Complete</b> – the Ofsted action plan reflects these issues Ofsted Action Plan accepted by OFSTED as meeting inspection recommendations, feedback received 20/11/14 OFSTED Action Plan Update presented to Children's Trust and Select Committee. 38% Green, 54% Amber and 8% Red progress in January. Next review due June.	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	Children's Service has in place a Programme team to assist with further developing the Social Care and Financial Efficiency (SAFE) strategy to reduce overspends in children's social care and includes a focus on demand and demand management. The SAFE Outline Business Case was presented and accepted by	Cllr Turner

				Cabinet on 13 <sup>th</sup> Oct 2015. It was also presented to PAASC on 21 Oct 2015.	
6.4 More needs to be done to reform services and scale back the volume of delivery if the vision, savings requirement and core business are to be achieved together. This includes understanding of all staff around the need for reducing costs within the service	Begin implementation of cost reduction programme, ensuring it is shared with the Local Safeguarding Children's Board. Programme must reduce costs but maintain safe levels of safeguarding in the borough.	December 2014	Ann Graham	Children's Services Social Care and Financial Efficiency programme (SAFE) established. Reported to Cabinet 13/10/15 and to PAASC on 21/10/15. The LSCB Chair and partners are fully engaged with the SAFE OBC. The DCS is leading the consultation process and will present the OBC to the full LSCB at its November meeting.  The OBC states caseloads of 1:20. Caseloads are reducing but are not yet at 1:20 for social workers.	Cllr Turner
6.5 The issue of increasing demand is a corporate issue. Corporate leadership and working is required to develop a strategy to deal with the issues of demand	Growth Strategy recognises demand as well as opportunity (see 5.2)	October 2014	Jeremy Grint	See 5.2	Cllr Geddes
	Model projections for short, medium and longer term position in terms of: a) Housing availability, quality, affordability, tenure b) Council resources /budget c) Partners resources d) Council service provision		All – linked to actions above	a) We have developed a ten year housing delivery plan (2015-2025) which lists all the major housing sites coming forward in the borough and the numbers of affordable housing and their tenure that will be delivered The Local Plan issues and options report which is going to 21 July Cabinet will build on this and set out how we will deliver 35,000 homes by 2030 and what size and tenure these will be. Finally Barking Housing Zone has been approved by GLA and this commits the Council to delivering 4000 homes in Barking Town Centre by 2022.	Cllr Rodwell

				<p>b) Council budget and resource estimates completed though subject to ongoing review as other items are completed and announcements made.</p> <p>c) An approach to this needs to be developed and agreed with input from all and identifying key partners etc. Work has taken place in some services particularly in developing savings proposals in consultation with partners.</p> <p>d) See b) above - work is commencing to look at the future operating model in line with the priorities and resources available to deliver them and service provision following decisions on budget</p>	
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