

THE EXECUTIVE

Tuesday, 13 September 2005

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THE EXECUTIVE

13 SEPTEMBER 2005

REPORT OF THE DIRECTOR OF REGENERATION AND ENVIRONMENT

REGENERATION OF BEACONTREE HEATH (INCLUDING DAGENHAM SWIMMING POOL)	FOR DECISION
<p>Summary:</p> <p>This report sets out a procurement approach to select a development partner for the redevelopment of Beacontree Heath to provide new wet and dry side leisure facilities together with new housing. This report seeks authority to issue a Prior Information Notice (PIN) to obtain expressions of interest from potential development partners. The Leisure and Community Services Division are in the process of commissioning a feasibility study for the new leisure facility to be located on Beacontree Heath. The study will provide leisure centre location options on the site, a detailed design brief and specification for the new leisure facility, a detailed cost plan including funding options along with a revenue model for the centre's operation. Results of the study will be used to inform the decision whether to prepare tender documentation for the selection of the development partner.</p> <p>Wards Affected: Heath, Whalebone, Valence</p>	
<p>Implications</p> <p>Financial:</p> <p>There are no financial implications in issuing a Prior Information Notice (PIN) for the Council. The PIN is drafted and published using staff resources within the existing establishment. There is no charge for publishing the PIN.</p> <p>There is currently no capital resources allocated to this project and any consideration to proceed with a development will need to be subject to a full business case with funding identified.</p> <p>Legal:</p> <p>The issuing of a Prior Information Notice is a statement that the Council intends to procure a contract. It does not commit the Council to do so.</p> <p>Risk Management:</p> <p>None.</p> <p>Social Inclusion and Diversity:</p> <p>The Race Relations (Amendment) Act 2000 places a requirement on local authorities to make an assessment of the impact of new and revised policies in terms of race equality. Existing policies have already been subjected to impact assessments. This Authority has adopted an approach of extending the impact to cover gender, disability, sexuality, faith, age and community cohesion.</p> <p>As this report does not concern a new or revised policy there are no specific adverse</p>	

<p>impacts insofar as this report is concerned.</p>		
<p>Crime and Disorder:</p> <p>Section 17 of the Crime and Disorder Act 1998 places a responsibility on local authorities to consider the crime and disorder implications of any proposals. There are no specific implications insofar as this report is concerned.</p>		
<p>Recommendation(s)</p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. Authorise the Director of Regeneration and Environment to publish a Prior Information Notice (PIN) in the Official Journal of the European Union (OJEU) calling for expressions of interest from developers; 2. Note that a further report to consider the findings of the feasibility study and proposals for an approach to the regeneration of Beacontree Heath will be presented in due course. 		
<p>Reason(s)</p> <p>To assist the Council in achieving all of its Community Priorities in particular, 'Improving health, housing and social care', 'Raising General Pride in the Borough', 'Making Barking and Dagenham cleaner, greener and safer', and 'Promoting equal opportunities and celebrating diversity'.</p>		
<p>Contact Officer: Jeremy Grint</p>	<p>Title: Head of Regeneration Implementation</p>	<p>Contact Details: Tel: 020 8227 2443 Fax: 020 8227 5326 E-mail: jeremy.grint@lbbd.gov.uk</p>

1. Introduction and Background

- 1.1 A previous examination of options for the redevelopment of the Beacontree Heath sought to provide a comprehensive regeneration scheme which included sites not in the Council's ownership. These sites included the Three Travellers Public House and the petrol station. It was the opinion of Property Services that the Council would need to pursue a Compulsory Purchase Order (CPO) to successfully acquire the sites and this would significantly delay the development timetable by up to 2 years and there was no guarantee that the CPO would succeed.
- 1.2 It has been a long term objective of the Council to seek the improvement of Dagenham Swimming Pool and this has been the subject of previous reports to the Executive. The driving force behind the regeneration of Beacontree Heath is the need to invest in new leisure facilities to replace the existing ageing Dagenham Swimming Pool and the Wood Lane Sports Centre. More recently it has become apparent that there are wider issues that could be addressed in the immediate area by seeking to include the land surrounding Dagenham Swimming Pool in the redevelopment. In particular redevelopment of flats 21-91 Althorne Way will address issues of anti-social behaviour. Seabrook Community Hall will be included in the redevelopment since it was part of the

review of community halls and a replacement may be achieved within the development or a location at the lower end of the Lymington Field Site.

- 1.3 Beacontree Heath has been designated as a housing opportunity site and the integration of housing and leisure facilities will be a key element of any future development. Any developer that is eventually appointed will be expected to work with the Council and the Council's preferred Registered Social Landlord (RSL) to develop the affordable element of the scheme. The Council will be looking for a minimum level of 35% affordable Housing.
- 1.4 The inclusion of additional sites over and above Dagenham Swimming Pool will allow for a more comprehensive approach to the regeneration of Beacontree Heath, realising both Leisure and Housing objectives.
- 1.5 The Regeneration Board considered this matter on 26th July 2005 and advised to proceed to the Executive to request permission to publish a Prior Information Notice to begin the process of identifying a development partner.

2. Current Position

- 2.1 A feasibility study is being commissioned by Leisure and Community Services Division to look at options on Beacontree Heath for the new leisure facility. The study will provide a detailed design brief and specification for the new leisure facility. This work will include a cost plan and revenue model for the operation of the new facility. Results of the study will be used to prepare tender documentation for the selection of a preferred development partner.
- 2.2 The development time table will take into consideration the management arrangements that are likely to exist in the near future that all the Leisure and Community Services Division's Leisure facilities including this one will be managed by a Non-Profit Distributing Organisation.

3. Recommended Approach

- 3.1 It is recommended that the Council publishes a Prior Information Notice (PIN) in the Official Journal of the European Union (OJEU) to alert potential development partners to the Council's needs.
- 3.2 A further report will be presented to the Executive outlining the results of the feasibility study and requesting a decision to either proceed or reject the current approach to the regeneration of Beacontree Heath and the replacement of the leisure facilities.
- 3.3 If authority is obtained to proceed with procuring a development partner, then the subsequent award of contract would be made by the Executive following a formal tendering process and identification of funding.

4. Financial Implications

- 4.1 This report has no financial implications for the Council.
- 4.2 The PIN is produced within existing budgets and no charges are made to publish the Notice in the Official Journal of the European Union.

- 4.3 The publishing of a PIN is the first step in securing a development partner and does not commit the Council to enter into a formal contract or to any financial liability.
- 4.4 However, should the Council decide to proceed with a suggested option there may be capital and revenue implications. As part of the consideration of options, the financial consequences of these options and the means of funding them will need to be considered by Members. At present, there is no provision in the Capital Programme for this project.

5. Consultees

- 5.1 The following Officers have been consulted during the preparation of this report:

Corporate Strategy

Muhammad Saleem, Solicitor to the Council and Monitoring Officer
Robin Hanton, Corporate Lawyer

Finance

Alex Anderson, Head of Finance (Department of Regeneration and Environment)
Alan Russell, Head of Audit
David Robins, Head of Strategic Procurement

Regeneration and Environment

Jeremy Grint, Head of Regeneration Implementation
Allan Aubrey, Head of Leisure and Community Services
Bernadette McGuigan, Group Manager (Urban Design)
Simon Swift, Group Manager (Parks and Leisure)
Teresa Parish, Group Manager (Leisure & Community Services)
Colin Beever, Head of Corporate Property Services and Facilities Management

Housing and Health

Ken Jones, Head of Housing Strategic Development
Jeff Elsom, Crime Protection Unit Manager

- 5.2 The following Councillors have been advised of the proposals in this report:

Lead Members

Regeneration, Councillor Kallar
Leisure, Sport and Community Assets/Halls, Councillor Bramley

Ward Councillors

Heath: Councillors Fairbrass, Kallar and B Osborn

Whalebone: Councillors Denyer, Gibbs and West

Valance: Councillors Bruce, Hemmett and C Osborn

Background Papers Used in the Preparation of the Report:

Draft Brief: Regeneration Framework to deliver a new Leisure Centre on Beacontree Heath August 2005
Regeneration Board Report: Regeneration of Beacontree Heath (including Dagenham Swimming Pool) 26th July 2005
Executive Report: Future of Leisure Centre Services 14th December 2004 (Minute 230)
Executive Report: Future of Leisure Centres 9th March 2004 (Minute 320)
Executive Report: Regeneration of Beacontree Heath 29th April 2003 (Minute 434)

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13 SEPTEMBER 2005

JOINT REPORT OF THE DIRECTOR OF FINANCE AND THE DIRECTOR OF CORPORATE STRATEGY

DEPARTMENT OF TRADE AND INDUSTRY (DTI) INITIATIVE ON EMPLOYER PROVIDED HOME COMPUTER INITIATIVE (HCI) SCHEME	FOR DECISION
<p>This report updates Members on progress regarding the Home Computer Initiative (HCI) and now seeks approval to introduce a HCI scheme.</p> <p>Summary:</p> <p>The Department of Trade and Industry (DTI), together with Industry and Trade Unions are promoting the spread of computing skills by a Home Computing Initiative (HCI Scheme). Details of the Scheme and financial implications for the Council and employees are included.</p> <p>Wards Affected: None</p>	
<p>Implications:</p> <p>Financial:</p> <p>This proposal requires a 'one-off' sum of £10,000.</p> <p>Legal:</p> <p>Legal Advice for this London-wide scheme is to be provided by the City of London Corporation.</p> <p>Risk Management:</p> <p>The key risks for the Authority are that by not participating in a HCI scheme could potentially disadvantage our staff by not promoting the spread of IT skills. Also it would not enhance the Council's reputation as a good employer and affect the promotion of our Community Leadership Role.</p> <p>Social Inclusion and Diversity:</p> <p>The Race Relations (Amendment) Act 2000 places a requirement on local authorities to make an assessment of the impact of new and revised policies in terms of race equality. Existing policies have already been subjected to impact assessments. This Authority has adopted an approach of extending the impact to cover gender, disability, sexuality, faith, age and community cohesion.</p> <p>As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned.</p>	
<p>Crime and Disorder:</p> <p>There are no specific implications insofar as this report is concerned.</p>	

Recommendation(s)		
<p>The Executive is asked to agree:</p> <ol style="list-style-type: none"> 1. The participation in a London-wide scheme led by the Greater London Association (GLA) for all permanent staff. 2. Approve the sum of £10,000 from reserves as a 'spend to save' initiative which will be recouped as savings accrue from take-up of the scheme. 		
Reason(s)		
<ol style="list-style-type: none"> 1. To help staff in the introduction of IT skills or to improve their skills. 2. To assist the Council in its Community Leadership role. 		
Contact Officers:	Title:	Contact Details:
Malcolm Simons	Head of Business Services	Tel: 020-8227-2002 Fax: 020-8227-2868 Minicom: 020-8227-2413 Email: malcolm.simons@lbbd.gov.uk
David Wells	Business Services Manager	Tel: 020-827-2553 Fax: 020-8227-2868 Minicom: 020-8227-2413 Email: david.wells@lbbd.gov.uk

1. Introduction & Background

- 1.1 At the meeting on 19th October 2004, Members agreed in principle to some initial staff consultation about the possible introduction of a Home Computer Initiative scheme (HCI) at Barking and Dagenham. The scheme allows staff to obtain IT equipment for their personal use at reduced cost through deductions from salary. Some London Boroughs already have their own scheme in operation. Initial funding of £5,000 was agreed to enable some specialist advice to be obtained on how a scheme might operate and what issues need to be considered in connection with such an initiative. Details of how the scheme works are attached as Appendix A.
- 1.2 Following a tendering exercise with specialist, independent consultants the quotation from SOCITIM was accepted as providing the best arrangement for the Council. Whilst there are many companies that are offering advice and support on the introduction of an HCI scheme, it was felt to be necessary to ensure that a consultant was selected that was independent of any sales organisation.
- 1.3 An explanatory note about the scheme was provided for all permanent staff (weekly, monthly, teachers, part- and full-time) and circulated with pay slips during February, together with an article in the Council's "People Matters" magazine. Enclosed with the note and the "People Matters" item was a return slip for staff to express an initial interest in a scheme or for them to attend one of four briefing sessions that were held at the Town Hall and Civic Centre during March.
- 1.4 The briefings included a short video with presentations by representatives from the Trades Union Congress (as the scheme is supported nationally by the TU's), Confederation of British Industry and Institute of Directors, an outline of how the scheme works by the SOCITIM consultant, comments by local Trade Union

representatives and Senior Business Services staff on the possible introduction of a local scheme, future actions and timetabling.

2. Current Position

- 2.1 Approximately 10% of staff have expressed an interest and the Trade Unions provided speakers at the presentation to offer their support for this Initiative. The Trade Unions have been very pro-active promoting the introduction of a scheme at Barking & Dagenham and have been keen to assist officers wherever possible.
- 2.2 Members may recall from the previous report that the introduction of an HCI scheme could be achieved at “nil cost” to the Council as any initial set-up expenses or additional administrative support could be off-set by savings in employer’s National Insurance contributions, as the hire of the equipment is paid for by the employee as a “salary sacrifice”.

3. Report Detail

- 3.1 Since the staff consultation exercise the GLA (Greater London Authority) circulated details of a seminar to all London Authorities regarding a London wide HCI scheme. The GLA Scheme will be operated by Citizens Online which is a charitable organisation established to further the introduction of Information Technology into homes.
- 3.2 The benefit of participating in a London-wide scheme is better leasing and negotiation power with suppliers because of the potential number of employees that may be included in the scheme which could be in the region of as many as 200,000 across London. Because of the potential customer base the customer support provided by the computer equipment supplier is likely to be better and therefore more beneficial to the employees in the scheme.
- 3.3 As a result of the GLA seminar and subsequent meeting approximately half of the London Authorities have indicated an interest in participating in a scheme. The City of London is providing legal advice and support together with preparation of the contract documentation so that a tendering exercise could be undertaken by Citizens Online on behalf of the participating Authorities.
- 3.4 It is envisaged that officers from the participating Authorities will work collaboratively in a series of Working Groups to ensure the smooth operation of the scheme. If the Council agree to London Borough of Barking and Dagenham’s participation in the project, it is felt that we could offer some support regarding participation in the Working Group for marketing and promotion of the scheme, in view of the work that has already been done locally.
- 3.5 The GLA Scheme is likely to be available by November so that orders can be delivered before Christmas 2005.
- 3.6 Members may also be interested to know that, as part of the Basic Skills Learning Initiative, any ‘front-line’ employees without direct access to a computer, are being encouraged to pick-up basic IT skills which is supported by the Trade Unions who have provided the majority of Learner Representatives.

3.7 Learning Representatives are available within the workforce to assist and computer access is provided to enable use of the Council's Intranet, the internet and other programs.

3.8 The HCI Scheme will further this learning initiative.

4. Implications

4.1 A scheme of this nature still needs local support and administration. In the short term there could be some significant work in the areas of:

- Further liaison with staff
- Adjustment of Corporate IT system to facilitate special deduction arrangements
- Collation of confirmed participation in the scheme by employees
- Circulation of scheme details and marketing literature
- Receipt and collation of equipment to be purchased
- Adjustment to Payroll data to affect Salary Sacrifice and deductions from pay.

The estimate cost of this temporary support is in the region of a one-off cost of £10,000.

4.2 When added to the initial £5,000 that Members agreed in 2004/05 which was spent on the consultant support and some publicity material, in total this means an initial outlay of £15,000. These will be recouped from the first year savings. Details of the savings are shown below.

	£	£
Equipment Lease Costs	1,000	1,500
Annual saving per employee	42.69	64.00
Take-Up 5% (annual saving)	19,210	28,880
Take-Up 10% (annual saving)	38,421	57,600
Take-Up 15% (annual saving)	57,631	86,400

4.3 As over half of the workforce live locally this HCI Scheme would help to project the DTI Initiative and enhance the Authority's Community Leadership function by giving local people greater access to IT.

4.4 It should also be noted that this project could also provide the Council with a valuable financial benefit.

4.5 The Executive are asked to approve the participation in a London-wide scheme led by the GLA and the scheme to be available for all permanent members of staff.

4.6 Members are asked to approve an additional £10,000 to set-up the scheme which will be repaid as savings accrue.

5. Consultees

Executive October 2004
Original report CMT September 2004
Solicitor to the Council
Head of Corporate HR
Trade Unions

Background Papers

- Department of Trade and Industry (DTI)/Cabinet Office paper: 'Maximising Potential in the Workplace'
- DTI/Cabinet Office/Department for Education and Skills papers: 'Case Studies – Royal Mail and Air Products'

How does this scheme work?

Any employer who takes up a Home Computing Initiative will be able to offer computers to staff at a bulk purchase price and from income which is free of tax and National Insurance.

The details will not be the same in every workplace, but in a typical scheme an employer will offer a range of different computers and accessories, probably from a catalogue. Staff will give up a small amount of their pay, sufficient to meet the cost over three years.

The Scheme works on the basis of a salary sacrifice by the employee to equate to the amount that has to be recovered to cover the lease costs of the equipment. A salary sacrifice happens when an employee gives up the right to receive part of their pay due under their contract of employment.

A salary sacrifice is neither a deduction from salary nor is it a charge on salary, it is where the employee agrees to accept a lower amount of salary – usually in return for the employer's agreement to provide some form of non-cash benefit (in this case the loan of computing equipment).

For a benefit such as a loaned computer, where there is a specific tax exemption, the employee can receive a tax and National Insurance Contribution (NIC) - free benefit instead of salary on which tax and Class 1 NICs would have been fully payable.

After around three years with a typical HCI scheme staff will get the option of buying the computer outright at a very good price, or returning it to their employer and, if they want, starting the scheme again with a more advanced machine.

Both public and private sector employers can take up the scheme.

Employees benefit because:

- the government is providing a generous tax break
- bulk purchasing is likely to help bring the price down
- payment is by instalments without the high costs of some hire or loan schemes.

It can mean anything from a third to a half off the cost of a new computer depending on how the employer sets up the scheme.

Based on information received from the DTI, the Council could achieve a cost saving resulting from a reduction in employer's National Insurance contributions, because the employee makes the salary sacrifice to pay for the equipment.

Why is the government doing this?

Official research shows that there are fewer people in the UK workforce with good computer skills than in many other countries, and that part of the reason is that many homes are without a computer.

HCI schemes aim to spread home computer ownership and give people the chance to get the latest equipment by providing up to date PCs at a price that can be paid in installments directly deducted from the employees' pay.

Spreading computer skills more widely through the workforce will make the country more prosperous, and help people get better paid.

Why are unions backing this?

The TUC agrees with the government that people need to increase their computer skills. We know that most jump at any opportunity to learn new computing and this can help them get on at work. This scheme puts the two together. This is similar to the one introduced in Sweden, pioneered by their trade unions.

Locally, the Trade Unions have expressed their strong support for such a scheme and wish to work closely with the Council in taking it forward.

Why should employers do this?

It is in the interest of most employers to help improve the skill levels of their workforce, and they are getting a small tax break too – the saving on employer's NI on the part of the salary 'given up'. The CBI is backing the scheme.

Computer suppliers are working with government and employers to ensure the scheme is as simple as possible to operate. And it's a real perk which is worthwhile and easy for any good employer to offer their staff.

Why should employees get a computer?

A home computer can make life easier and more fun for everyone. Here are just some of the benefits:

Education - computers now play an essential role in educational groups. Whether it's GCSE course work or adult home learning or word processing tools, the Internet and other popular tools make it easy to learn and fun to learn at your pace, when you've got the time.

Entertainment - most new PCs and laptops support the latest video games, music downloads, DVDs and other popular multimedia formats.

Keeping in touch - email has changed for ever the way that we communicate. It's now cheap and easy to stay in touch with friends or relatives, whether they are round the corner or the other side of the globe. And of course it's easy to get the latest information from suppliers, news, sport and media online.

Convenience - there are thousands of shops online from famous high street names to specialist electronic retailers. Security for financial transactions is greater than ever. Most banks and other financial institutions enable PC users to manage their accounts via the Internet.

Saving money - It easy to compare prices and search out discounts.

Financial Implications

From initial quotes obtained the cost to the employee will depend on the computer package and employees salary level, but could vary from around £4 to £7.50 a week over three years. An example of a typical cost make-up is as follows:-

Estimated cost of Computer System - £1070

Gross Monthly Salary Deduction (repayable over 36 months)	£29.74
National Insurance Contribution saving	£3.27
Income tax saved	£6.54
Employee pays - net monthly cost	£19.93
Weekly equivalent	£4.60

Note 1 Based on basic rate income tax. 40% tax payers would pay net monthly cost of £17.55

Weekly equivalent £4.05

Using the example above based on equipment value at £1070 to be repaid over 3 years, each year the employee would sacrifice approx £357 of gross salary generating employers national insurance contribution savings of £45.69 per employee per annum. The total saving to the Authority would depend upon the employee take-up for this scheme and the cost of the equipment.

THE EXECUTIVE

13 SEPTEMBER 2005

REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

FOURTH ANNUAL REPORT OF THE REGENERATION STRATEGY, AN URBAN RENAISSANCE IN EAST LONDON	FOR DECISION
<p>Summary</p> <p>In November 2001 the Council's regeneration strategy, An Urban Renaissance in East London was published. The strategy set out a number of key actions, based on the Community Priorities, to regenerate the borough. Attached is the fourth Annual Report on progress in the implementation of the strategy. It sets out what steps have been taken to achieve the targets set out in the regeneration strategy, during the year from 1 April 2004 to 31 March 2005.</p> <p>Key achievements include:</p> <ul style="list-style-type: none"> • 2 stars ("good" performance) with good prospects for improvement in our Regeneration Best Value Review • We received £12.5m from the Sustainable Communities Fund • The St Anns housing development was completed • Work on new affordable housing started at Tanner Street • Building work started on the Lifelong Learning Centre • A new regional centre for the performing arts opened at the Broadway • A major project to help construction companies win regeneration contracts, 'Building East', was launched in December 2004 • Gateway to Health and Social Care was launched to help young people and adults get careers in public services • Fred Tibble Court won the prestigious Evening Standard award for best development by a Housing Association <p>Wards Affected - All</p> <p>Implications:</p> <p>Financial: None</p> <p>Legal: None</p> <p>Risk Management: None</p> <p>Social Inclusion and Diversity: None</p> <p>Crime and Disorder: None</p>	

Recommendation

The Executive is recommended to:

1. Agree to the publication of this Annual Report.

Reason

To help achieve the Community Priority, "Regenerating the Local Economy".

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1. Background

1.1 The regeneration strategy, An Urban Renaissance in East London was published in November 2001. It set out the key objectives for regenerating the borough.

- (a) A vibrant local economy
- (b) A diverse and cohesive community
- (c) A safe and attractive public realm and environment
- (d) Excellent retail, leisure, cultural, community and social facilities
- (e) A full range of housing choices
- (f) Accessible and affordable public transport
- (g) First class education and lifelong learning services providing the basis for greater personal wealth and a better quality of life for all our residents, including those who are not economically active

1.2 The Executive agreed that an annual report on progress would be produced to help monitor progress in the implementation of the strategy. This is the fourth annual report of the regeneration strategy and will be published on the Council's web site.

2. Financial Implications

2.1 There are no financial implications as a result of this report.

3. Consultation

3.1 The following officers were consulted to produce this report:

DRE

Rob Shooter

Julie Davis

David Harley

Kim Vasa

Naila Qureshi

Terry Regan

Kevin Munnely
Jennie Coombs
David Theakston
Martin Brady
Jo Sinclair
David Higham

Corporate Strategy
Julie Ford

Housing
Ken Jones

DEAL
Tracey McNulty

Regeneration Board
This report was also considered by the Regeneration Board on 26 July.

Councillors

Portfolio Holders

Councillor Kallar has approved the report

Background Papers

- Barking and Dagenham, An Urban Renaissance in East London
- Annual Report of An Urban Renaissance in East London, 2001-02
- Annual Report of An Urban Renaissance in East London, 2002-03
- Annual Report of An Urban Renaissance in East London, 2003-04

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An Urban Renaissance In East London Annual Report 2004-05



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Introduction by Councillor Kallar

I'm very pleased to introduce our Fourth Annual Report on the implementation of the regeneration strategy, An Urban Renaissance in East London. This year, things have really started to happen in the regeneration of the borough.

In particular, we have started work on some key projects. The Tanner Street Gateway is well underway, replacing a run-down estate with new affordable housing. And we have started building work on our flagship project, the Lifelong Learning Centre in Barking Town Square.

We've also set the agenda for Government and our partners, making sure that the needs of Barking and Dagenham are heard and met. Projects in the borough secured £15 million of Government and European funding last year, including funds for a new health facility, money to redevelop estates and cash for important transport improvements. We also won the argument with Government for an Urban Development Corporation, which would bring private sector funds into Barking and Dagenham, as well as helping social and economic regeneration.

I'm also pleased that we've got some key regeneration projects started to provide new job opportunities for local people. Gateway to Health and Social Care will help residents into public sector careers. Building East will work with local construction companies to win regeneration contracts.

It's been a year of solid progress. Next year I'm confident that we'll have even more to tell you.

Councillor Sid Kallar
Lead Member for Regeneration
July 2005



Introduction

This is the fourth Annual Report of our regeneration strategy, An Urban Renaissance in East London. It sets out the work that we have done in the past year (2004/05) to implement the strategy.

Our vision is for a well educated, highly skilled population, able to access new jobs from the varied opportunities available within the borough and elsewhere. We want Barking and Dagenham to become a place where people choose to live, work and invest because of the provision of excellent work, education, health, housing and recreation for individuals and the family.

These are our key objectives:

- A vibrant local economy
- A diverse and cohesive community
- A safe and attractive public realm and environment
- Excellent retail, leisure, cultural, community and social facilities
- A full range of housing choices
- Accessible and affordable public transport
- First class education and lifelong learning services providing the basis for greater personal wealth and a better quality of life for all our residents, including those who are not economically active.

The Council has achieved a lot this year, including:

- Regeneration was assessed as a 2 star "good" service by the Audit commission
- We won £12.5m from the Sustainable Communities Fund
- The St Anns housing development was completed
- Work on new affordable housing started at Tanner Street
- Building work started on the Lifelong Learning Centre
- A new regional centre for the performing arts opened at the Broadway
- A major project to help construction companies win regeneration contracts, 'Building East', was launched in December 2004
- Gateway to Health and Social Care was launched to help young people and adults get careers in public services
- Fred Tibble Court won the prestigious Evening Standard award for best development by a Housing Association

Leading and Managing an Urban Renaissance in East London

Best Value Review

The Audit Commission visited the Council during October 2004 to inspect our Regeneration Service, assess performance over the last year and to look at our prospects for improvement in the future. The results of this assessment may count towards the Comprehensive Performance Assessment (CPA) of the whole Council.

The Audit Commission gave the Council's Regeneration service two stars out of a possible three - a "good" standard. Although, there have been comparatively few cross-cutting reviews of this sort, this is one of the best results for a regeneration division in the country and one of the best received by the Council.

We were praised for having a clear understanding of regeneration, for focussing projects on areas of greatest need, our track record of learning from experiences as well as learning from others, and for policies in line with the Government's programme for the Thames Gateway.

Partnership Working

Barking and Dagenham was one of the first local authorities in East London to call for an Urban Development Corporation for London Thames Gateway, lobbying successfully for a social regeneration role and the inclusion of key estates within its boundary.

The Government has now set up the London Thames Gateway Development Corporation (LTGDC) to take forward regeneration in the Lower Lea and London Riverside, incorporating Barking Town Centre. The LTGDC has powers on planning and land assembly and will support job creation schemes and community facilities

for local people as well as building new homes. The Council set up a Strategic Partnership for Barking Town Centre, bringing together business, the community and key agencies including English Partnerships, the London Development Agency and Transport for London, to support regeneration in Barking.

The Sustainable Communities Fund

The second round of Sustainable Communities Fund bids in 2004 made £50 million available for regeneration projects in the Thames Gateway. The Council won £9.5 million to pay for a new Child and Family Health Centre in Barking, the redevelopment of The Lintons council estate, a new transport interchange at Dagenham Dock, play facilities for children at Castle Green in Dagenham, public art in Barking and the completion of work on the borough's new arts venue, The Broadway. In addition, the London Development Agency won £3 million to help develop Dagenham Dock as a centre for environmental technology, making a total of £12.5 million.

Raising our profile

This year we have worked hard to raise the profile of the borough across the Thames Gateway, London and nationally. We have attended a number of high-profile exhibitions including the Sustainable Communities Summit, Cityscape 2004 and the Thames Gateway Forum.

We produced a digital information kit and film about our regeneration programme, and a booklet called 'First Choice for the Future' for libraries, schools and Council offices.

We held a successful reception for potential investors in Barking Town Centre in March. The Minister for Housing and Planning, Keith

Hill MP and the Chair of the new Development Corporation were the keynote speakers.

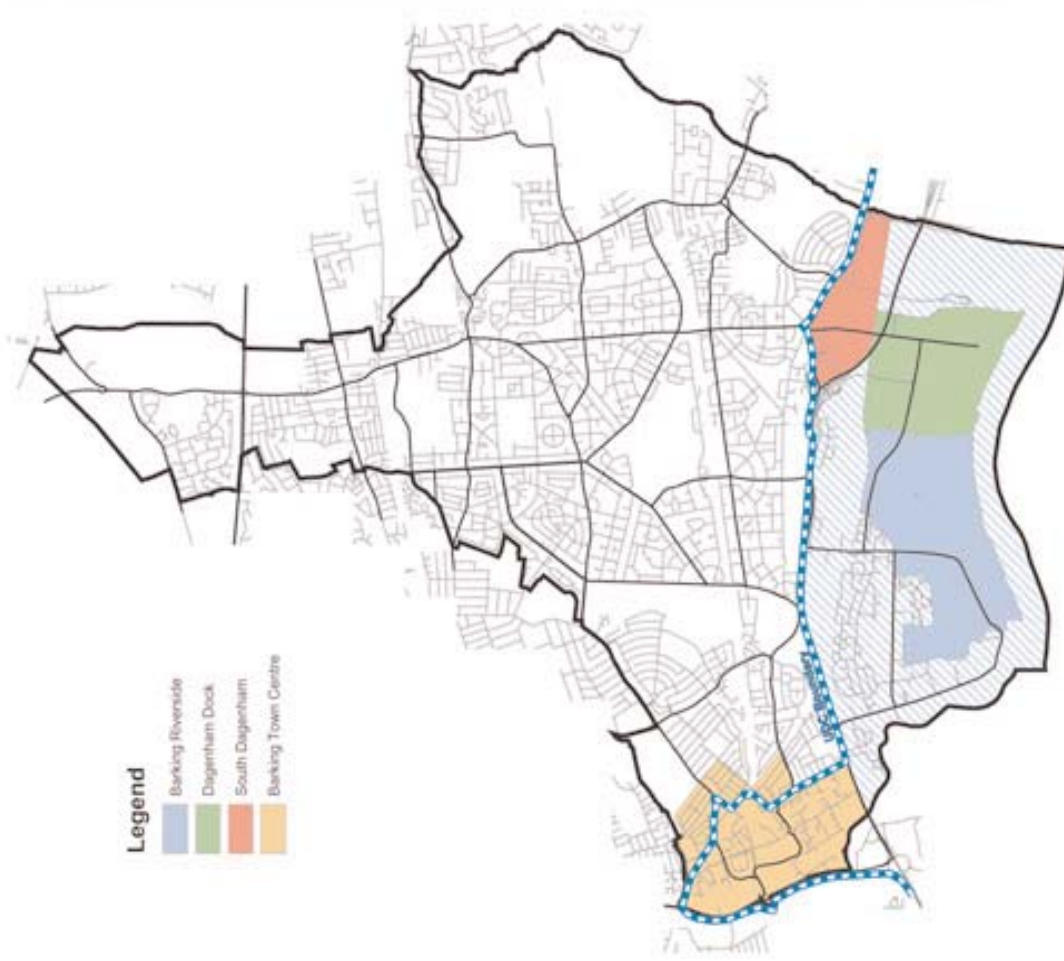
Awards

The Council was 'commended' in the Sustainable Communities category of the Local Government Chronicle Annual Awards for councils throughout London.

Fred Tibble Court won the prestigious Evening Standard award for best development by a Housing Association.

Areas of Opportunity

London Riverside extends across six square kilometres along the Thames from Barking Creek to the edge of Greater London. The borough's most important development sites - Barking Town Centre, Barking Riverside, Dagenham Dock and South Dagenham - are sited along this stretch of the borough.



Barking Riverside

In December 2004 Barking Riverside Ltd., the joint venture company formed between English Partnerships and Bellway Homes, submitted an outline planning application for development of Barking Riverside. The application envisages roughly 10,800 new homes, and a range of community facilities including new schools, shops, green spaces and new public transport links. The Framework Plan, which forms the basis of the planning application, has a mix of dwelling sizes, types, tenures and densities spread across the development. The density ranges from 40 dwellings per hectare to 240 dwellings per hectare with the higher densities located near the new transport interchanges.

Two public exhibitions were held, at Vicarage Fields and at a meeting of the Thames View Sure Start, showing the plans for Barking Riverside.

Transport Improvements

Transport for London has made a commitment to the construction of the East London Transit (ELT) from Ilford to Barking Riverside via Barking Station. ELT will be undertaking their public consultation in early 2006. The service is due to commence in late 2007.

Docklands Light Railway (DLR) Ltd are currently developing the business case and three route options for an extension of the DLR from Gallions Reach to Dagenham Dock Station.

Castle Green Complex

Construction work on the Castle Green Community Complex, which includes the Jo Richardson School, has made good progress. Castle Green is due to open for the new academic year in September 2005.



Barking Town Centre

Masterplanning and Strategies

Interim Planning Guidance, based on the Barking Town Centre Framework Plan was agreed in December 2004 after extensive Public Consultation during the summer of 2004.

The Council and English Partnerships have jointly commissioned Masterplans and feasibility reports for three areas within the town centre - Station Quarter, Axe Street and London Road North Street.

The Barking and Dagenham Code was agreed in November and provides guidance for public realm improvements within the borough. The first scheme, in front of the Broadway Theatre, was completed in Spring 2005.

We have completed studies on the retail capacity of the town centre, as well as a study into the links between Barking Town Centre and Barking Riverside.

A Movement Strategy for Barking Town Centre has been commissioned and will be completed in May 2005. The strategy will help improve the movement of vehicles, pedestrians, cycles and public transport within the Town Centre.

New Funding

We were allocated £2m in government grants for improvements to the public realm in Barking Town Centre.

We also won £10 million from the Sustainable Communities Fund to pay for a Child and Family Health Centre, the redevelopment of the Lintons, public art in the Town Centre and the completion of The Broadway.

Housing

Construction of the mixed tenure St Ann's housing development, was completed in the Spring and the first tenants have moved in.

Work on the redevelopment of the Bloomfields, Cleavelands, Wakerings and Tanner Street site has now commenced and is due to be completed by the end of 2005. This area is now known as Tanner Street Gateway.

Ground preparations are underway for the Furlongs development on Abbey Road.

Stage one of the building works for the Town Square project is now on site and the Lifelong Learning Centre is due to open in the Spring of 2006.

Parks and Green Spaces

We have commissioned Groundwork East London to produce a vision statement for Abbey Green, which is a site of archeological and historical importance, containing the ruins of Barking Abbey. We want to improve the space to create a prestigious town park (including a 'vibrant, colourful garden' and a



Construction of the Lifelong Learning Centre (March 2005)



A concept drawing of the Lifelong Learning Centre

'welcoming gateway feature'), improve pedestrian, visual and functional links, and to promote the site as a primary outdoor events space. The proposal will create better strategic links between Barking Town Centre and the River Roding.

As part of the regeneration of Barking Park consultants were appointed in June to develop a Masterplan for a programme of improvements in preparation for a £3.5 million bid to the Heritage Lottery Fund (HLF). The draft masterplan includes refurbishment of the lido, new fountains, a new boat house, improvements to the lake, and new seating, lawns and flower beds. The project application will be submitted for appraisal by the London HLF panel and the National Board of Trustees by May 2005.

Broadway Completed

The redevelopment of the Broadway was finished in the Autumn and was officially opened by Billy Bragg and Phil Jupitus on 4th December.

We held a reception, at the newly opened Broadway Theatre with guest speakers including Keith Hill MP and Lorraine Baldry, Chairman of the London Thames Gateway Development Corporation, to promote Barking Town Centre to potential investors.



The new Broadway theatre



Construction at Tanner Street Gateway

Dagenham Dock

Progress in the development of Dagenham Dock as a 'Sustainable Industrial Park' (SIP) continued throughout 2004/05. The SIP will create a 'new generation' manufacturing and processing centre catering to contemporary needs for environmental industries. It will ensure that London and the Thames Gateway capitalise on the commercial opportunities arising from addressing environmental issues.

Dagenham Dock's privately owned and poorly maintained roads have long been a barrier to investment. 2004/05 saw a £10m package of infrastructure improvements worked up with Phase 1 commencing on site in April 2005.

The Centrepiece of the Sustainable Industrial Park is the Environmental Technology Resource Centre for London (ETRCL). In March 2005 the London Development Agency, supported by the Council, purchased the 3 acre site for the ETRCL. A further 3.4 acres of land adjacent to this was purchased thanks to a Sustainable Communities Fund grant of £3.2m. This is a significant step forward in delivering the centre and a Business/Delivery Plan is currently being commissioned. In total over £20m of external funding has been secured for Dagenham Dock.

London Riverside Industrial Area Signage & Identity

A Signage and Identity Strategy for London Riverside's industrial Areas was produced in December. Over £200,000 of London Riverside SRB funding has been secured to implement a first phase of signage in 2005/06.



The Environmental Technology Resource Centre Site

South Dagenham and Dagenham Heathway

Dagenham Heathway

The Council continued work on a strategy to revitalise Dagenham Heathway as an important local centre during 2004-05. The centrepiece of the strategy is a new library and council one-stop shop.

We are working with Living Streets and the Walkability project to encourage residents in Dagenham Heathway to use their cars less and to walk to their local shops. The findings of the project will form the basis for an application for funding from Transport for London to make changes to Dagenham Heathway.

Dagenham Dock Interchange

£3million was secured from the Office of the Deputy Prime Minister for a new transport interchange at Dagenham. Over 8,000 new jobs are expected to be provided in the immediate area with at least 16,000 daily employment trips, of which up to a quarter may be made by public transport. The interchange will bring together new and existing services including the proposed Docklands Light Railway extension, C2C services, bus services, East London Transit, cycle and pedestrian paths. A planning application is expected to be made in July 2005.

South Dagenham

Up to two thousand new homes could be built at Chequers Corner following its purchase by insurer AXA Sun Life. The dilapidated corner will be demolished along with the old Ford Hi-Bay Warehouse. The site could also provide 120,000 sq ft of retail space.

We are working with site owners at South Dagenham, to promote the area as a distinctive eco-community providing a range of new housing and retail units incorporating enhanced standards of environmental design, sustainable materials, renewable energy and environmental management. The new communities will be served by a full range of local facilities, including doctors' surgeries, schools and a network of open spaces linked into the Goresbrook Valley.

Goresbrook Parade

Community consultation was carried out in December on the redevelopment of the shops and flats at the junction of Goresbrook Road and Ripple Road. The feedback was positive. The Council is now seeking a development partner with the intention of submitting a planning application in early 2006.

PA model showing proposals for Goresbrook Parade



Education and Skills

Education is the key to the borough's future. We want high levels of achievement to be the norm, to raise the aspirations of residents, supporting their employability and earning power.

Schools

Construction work on the Castle Green Community Complex, incorporating the Jo Richardson School, made good progress. The complex is due to open for the new academic year in September 2005.

Work began at the new site of Eastbury School at Rossllyn Road. The £15m project will provide larger classrooms, a new learning support centre and an extension to the current sports hall.

Adult Learning

In November Barking MP, Margaret Hodge, launched Gateway to Health and Social Care a new employment project promoting training opportunities and careers in health and social care. This project will eventually be located in the new Lifelong Learning Centre in Barking Town Centre.

The Gateway to Health and Social Care project is based on the concept of the NHS skills escalator, which allows the workforce at all levels to identify progression routes within the NHS. Both this project and the Gateway to Industry project have worked with young people of all abilities to identify career opportunities.

The Adult Basic Skills Initiative (ABSI), part of the Council's Education Department, has continued to build the capacity of training providers in the borough through the development of literacy, numeracy and ESOL (English for Speakers of Other Languages) materials. ABSI has also successfully delivered the Embedding Basic Skills pilot project within the Council's own workforce.

We have continued to support a voluntary sector Training Providers Network with monies for economic development made available to us by the London Development Agency. This network has now received further funding from the Learning & Skills Council London East to continue its work supporting local voluntary sector training providers in developing learning and training opportunities

Career Opportunities

We have promoted closer working with Jobcentre Plus through a range of projects as well as developing their role in Council recruitment. We have continued to support the Gateway to Health & Social Care, Welfare to Work for Disabled People and Heart of Thames Gateway Jobnet projects in helping residents into work.



Twelve year 12 students currently on the Gateway to Health & Social Care Bursary Scheme

Local Jobs and Businesses

The borough is striving to create a 21st century economy and providing the appropriate space and environment for new and existing business to flourish.

Business Development

We worked with Greater London Enterprise to provide starter units for new businesses.

We provide funding to the East London Small Business Centre to provide start-up courses for new entrepreneurs. Over fifty residents have taken part in these courses.

The Manufacturing Advisory Service and Angle Technology are working with local companies to develop innovation and to improve productivity.

Building East, launched in December, aims to help construction companies to benefit from the major regeneration happening in the Thames Gateway. Local companies will be assisted to bid for large contracts associated with the Sustainable Communities Plan.

Green Business

The Green Mark project, which is an initiative that awards companies for environmental improvements they have achieved, is now operating in the borough.

Social Enterprise

We recruited a Social Enterprise "Champion" to help develop new social enterprises working with the Social Enterprise Network. A number of groups are now actively working to achieve social enterprise status.

Cultural and Creative Industries

The Malthouse is now proceeding with the development of a Thames Gateway Cultural Industries Strategy.

Barking College are providing training in the Performance Arts at the newly opened Broadway Theatre.

Industrial Estate Revitalisation

The present Industrial Estates Improvement Programme came to an end in March 2005. In its life time it helped the following areas:

Lyon Business Park, Barking Business Centre, Trafalgar Business Centre, Atcost Road Estate, Thames Road lighting, River Road road surface improvements, River Road general security, Thames Road security, Edwards Estate (Thames Road) Buzzard Creek Estate.

The programme also helped set up a number of tenants' associations and signposts businesses to business support services.

A new, but smaller programme is scheduled to start in October 2005.



New fencing at River Road Industrial Estate, part of the Industrial Estates Revitalisation Programme

Housing

We want to improve the quality and availability of housing opportunities available for all sections of the community, ensuring that all residents have a decent home and living environment.

Strategic Planning

The Masterplans for the Station Quarter; the Lintons; London Road/North Street and Axe Street are being developed in partnership with English Partnerships and are due in late 2005.

New Developments

Construction of the mixed tenure St Ann's housing development, on the edge of the Gascoigne Estate was completed in the Spring and the first tenants have moved in.

Up to two thousand new homes could be built at Chequers Corner following its purchase by insurer AXA Sun Life. The site will be known as South Dagenham West and could also provide 120,000 sq ft of retail space.

Estate Renewal

We started the procurement process to appoint a developer/s partner for Gascoigne estate.

The consultation process for the redevelopment of the Eastern End of Thames View Estate has begun.

The redevelopment of Cadiz Court began in January with tenants being rehoused.

Following consultation with residents, the Council agreed to demolish the Lintons Estate and provide new affordable homes on site. This is one of the key estate renewal projects linked to Housing Futures, and part of a government drive to ensure everyone has a decent home within six years.

36 properties with 'space for learning' are currently being built at Tanner Street Gateway.

Sustainable Homes

12 flats in Rugby Road and Tanner Street

Gateway achieved the EcoHomes "good" standard. Housing projects currently under development will meet the standard for excellence in line with Borough policy. Projects include the use of green roofs, passive solar gain, photo voltaics, and wind turbines to meet 10% renewable targets.

Thirty new homes were built at Meadow Close, Barking on derelict Council land. Eight of these have been adapted for residents with physical disabilities or learning difficulties.

Wired Communities

The 'Test Bed' and Wiring up the Gascoigne projects have helped to improve IT skills by use of the Internet. We are encouraging developers and Registered Social Landlord's (RSLs) to include wiring up into their new housing projects.

Option Appraisal for Decent Homes

Stock Options Appraisal Consultant (Beha Williams Norman) and Independent Tenant Advisor (PPCR Associates) have been appointed for the Housing Futures Stock Options Appraisal. Consultation was carried out through the Housing Futures Forum and the Housing Futures Residents Forum. A Stock Condition Plus Survey included focus on high-rise accommodation and a Housing Needs Survey. Six estate regeneration schemes were identified through this process. The Stock Options report is due to the Government Office for London by July 2005.

Awards

Fred Tibble Court won the prestigious Evening Standard award for Best New Development by a Housing Association, and the Tanner Street Gateway project has been shortlisted for a CABE (Commission for Architecture and the Built Environment) design award.



Environment

High environmental standards are an important part of our vision for regeneration.

Strategic Planning

Masterplans have been developed for Barking Park, Old Dagenham Park, and Valence Park and a Masterplan is underway for the Scrattons Eco Park Extension.

Consultation and feasibility works were carried out for the 'Transforming Your Space' projects at Old Dagenham Park, Padnall Green and Parsloes Park.

We commissioned Groundwork East London to produce a vision statement for Abbey Green.

Funding

We secured over £730,000 from external sources and £225,000 through Section 106 planning agreements to fund projects, set out in the Council's Parks and Green Spaces Strategy.

Park Improvements

Park improvement works were completed at King George V Field and Tantony Green. Improvements are underway at Castle Green and Beam Valley.

Consultants were appointed in June to develop a Masterplan for a programme of improvements to Barking Park, in preparation for a £3.5 million bid to the Heritage Lottery Fund. The draft masterplan includes refurbishment of the lido, new fountains, a new boat house, improvements to the lake, and new seating, lawns and flower beds. The project application will be submitted for appraisal by the London Heritage Lottery Fund panel and the National Board of Trustees by May 2005.

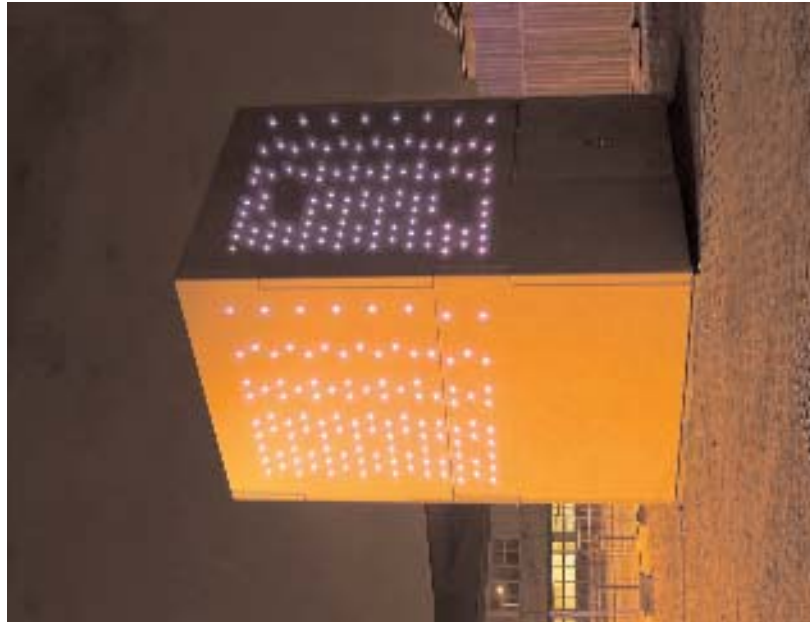
New Planting

A Woodland Planting contract was prepared, tendered and awarded to Tillhill Forestry Ltd. Operational works will commence in September 2005.

Public Art

A video arts event, 'Love and Light' took place over Valentine's weekend to mark the beginning of Barking Town Centre's regeneration programme and the completion of the A13 Artscape project.

The A13 Artscape project is now complete after eight years of development. The project aimed to shape the road by improving access and the environment at junctions, roundabouts and



Charlton Crescent Subway (below) and the Pumphouse (right) are part of the now completed A13 Artscape project



subways as well as on local estates and parks. Work included landscaping, sculptures, lighting and subway refurbishments.

We received £300,000 from the Sustainable Communities Fund for a new piece of public art for Barking Town Centre.

Crime

A new strategy for tackling crime, disorder and drugs is being developed by the Council for 2005-08.

Public Realm

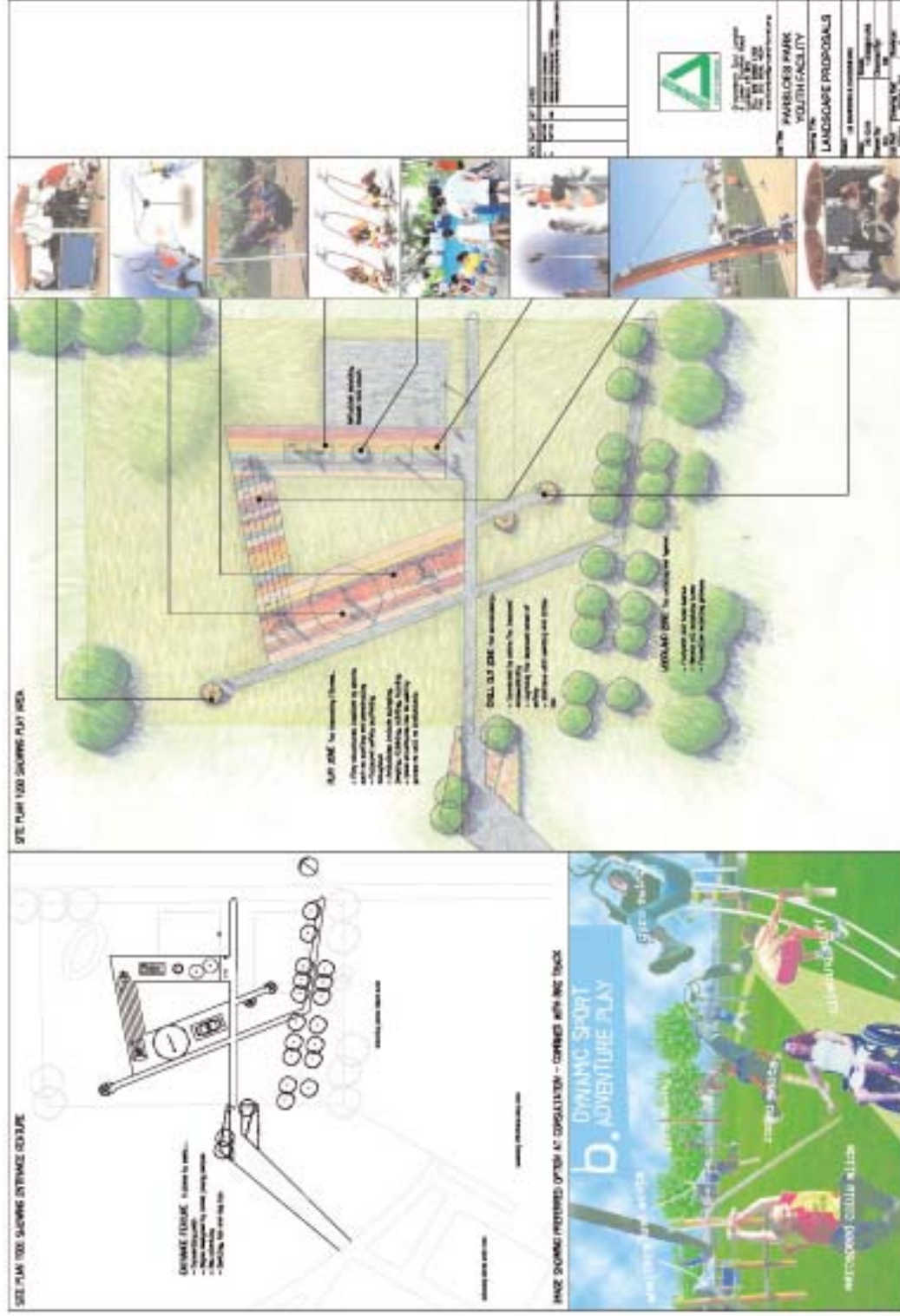
The first Public Realm project has been completed outside the Broadway Theatre in Barking.

Awards

Green Flag Park Awards was secured for Eastbrookend Country Park and Newlands Park.

12 park playgrounds now meet either the NEAP (Neighbourhood Equipped Areas for Play) or LEAP (Local Equipped Areas for Play) criteria as set out in the National Playing Fields Six Acre Standard.

Beam Valley, Mayesbrook Park Lake (South) and Parsloes Park 'Squatts' have been designated as Local Nature Reserves, under the Local Public Service Agreement programme.



Improving and extending the borough's transport infrastructure is a key driver for regeneration, economic development and environmental improvement.

Improving Public Transport

The Mayor of London, Ken Livingstone, unveiled plans in October 2004 which mean major investment into the borough's public transport links. Schemes which will benefit the borough are:

- the Thames Gateway Bridge, with 3 traffic carriageways in each direction, plus cycle and pedestrian lanes, connecting Jenkins Lane with Thamesmead
- the East London Transit, a new high-tech bus service will link Ilford, Barking and Dagenham Dock, and will eventually cross the Thames Gateway Bridge to the south
- a string of improvements to the Silverlink metro train line including extending the times staff are at stations and security improvements
- funding to design an extension of the Docklands Light Rail line to Dagenham Dock and Barking Riverside.

Altogether £3.5m was awarded from Transport for London, with £1m for bus priority schemes, £900,000 to improve major roads, £500,000 for improving access at Dagenham Dock Station and around £600,000 for road safety schemes.

Improvements for pedestrians

We are working with Living Streets and the Walkability project to encourage residents in Dagenham Heathway to use their cars less and to walk to their local shops. The findings of the project will form the basis for an application for funding from Transport for London to make changes to Dagenham Heathway.

Improvements to Stations

The Council has been awarded £3m for a new transport interchange at Dagenham Dock from the Office of the Deputy Prime Minister's Sustainable Communities Fund to create a multi-transport system station.

Barking Station has had a £500k facelift and now has public toilets, a manned information point and a new booking office window adapted for wheelchair users. Further improvements to the station are planned and Transport for London are looking at improvements to the Barking - Gospel Oak line.

The Barking Town Centre Movement Strategy, which will be completed in May 05, will outline improvements to Barking Station interchange and underpin future funding bids and transport improvement schemes in Barking.

In January, the Greater London Assembly Member for East London, John Biggs, announced the March extension of the 387 bus route, which runs from Little Heath to Marine Drive in Barking Riverside. The route now carries on to Galleons Drive.

Local Implementation Plan (LIP)

The LIP is a five year transport plan for the borough and its main purpose is to deliver the Mayor of London's Transport Strategy in the borough. A consultation draft is being developed and is due to be ready by May 2005 with the final strategy published by the end of 2005.



Neighbourhood Renewal: Healthy Lifestyles

Our citizens have the right to expect high quality health and social care when they need them. Our vision is for people to live as long and healthy lives as possible.

Improving Health Facilities

Barking & Dagenham Primary Care Trust have applied for planning permission to demolish the Medical Health centre in Lawn Farm Grove, Marks Gate and the Annie Prendergrast Clinic in Ashton Gardens, Chadwell Heath, and replace them with modern facilities which will house GPs, district nurses and other community health professionals.

The LIFT programme for improving Primary Care and Community services is on course for the completion of the first phase by March 2007. Through working with GPs there is a 26% decrease in the number of GPs surgeries below national standard.

Healthy Eating

Healthy Eating schemes linked to Sure Starts and Children's Centres are still underway and Healthy Food Co-operatives are being piloted.

Access to Health Care

As part of our drive to ensure that patient's experience of primary care services are appropriate and sensitive to their needs, we funded a pilot project working with South Asian Older People. The project is part of initiatives to make sure that black and minority ethnic groups access services sooner so that serious illness can be prevented. This close working will also inform how existing services can be improved to aid access.

Funding

An extra £55m, spread over two years, has been awarded to the Primary Care Trust to invest in Primary Health Care in the borough.

Teenage Pregnancy

The strategy in place has been assessed as good by the Governments' Teenage Pregnancy Unit. However, the teenage conception rate in the borough is still increasing. The programme of activities has a mix of initiatives around after care for young parents and their children as well as preventative work. The Government Office for London and the Neighbourhood Renewal Unit are working with the borough to look at ways of reducing conception rates to help make a better impact on floor targets.

Helping people to stop smoking

The number of adults taking part in stop-smoking schemes through GPs and pharmacies increased in 2004-05. A Healthy Lifestyle Strategy is being developed in the borough.



Neighbourhood Renewal: Working with the community

A key part of our vision for regeneration is a flourishing community, with support for residents to get involved and make a difference.

Community Capacity

The Community Empowerment Network (CEN) was launched in June. It is part of a national scheme to give local people a say on local issues. It trains ordinary people in the skills that they need to take an active role in improving the borough, like public speaking and making presentations. CEN will help one representative and one deputy from each of the Community Forums, as well as reps from voluntary sector groups, to take up places in the Barking and Dagenham Partnership.

A new Sure Start Children's Centre has opened in North Street, Barking and has brought together the existing Sure Start Abbey Local Programme and the new Abbey Neighbourhood Nursery. The centre provides integrated early education, childcare, health services, family support, training and help into employment.

Neighbourhood Management in Abbey, Gascoigne and Thames Wards

The Neighbourhood Partnership Board brings together representatives from key organisations in Abbey, Gascoigne and Thames wards and acts to improve the delivery of services in the area.

The Neighbourhood Management Team, overseen by the board, works to an annual delivery plan for the three wards every year. The team's primary focus for 2005/06 will be to involve and engage the local community on the proposed new developments for Barking Town Centre.

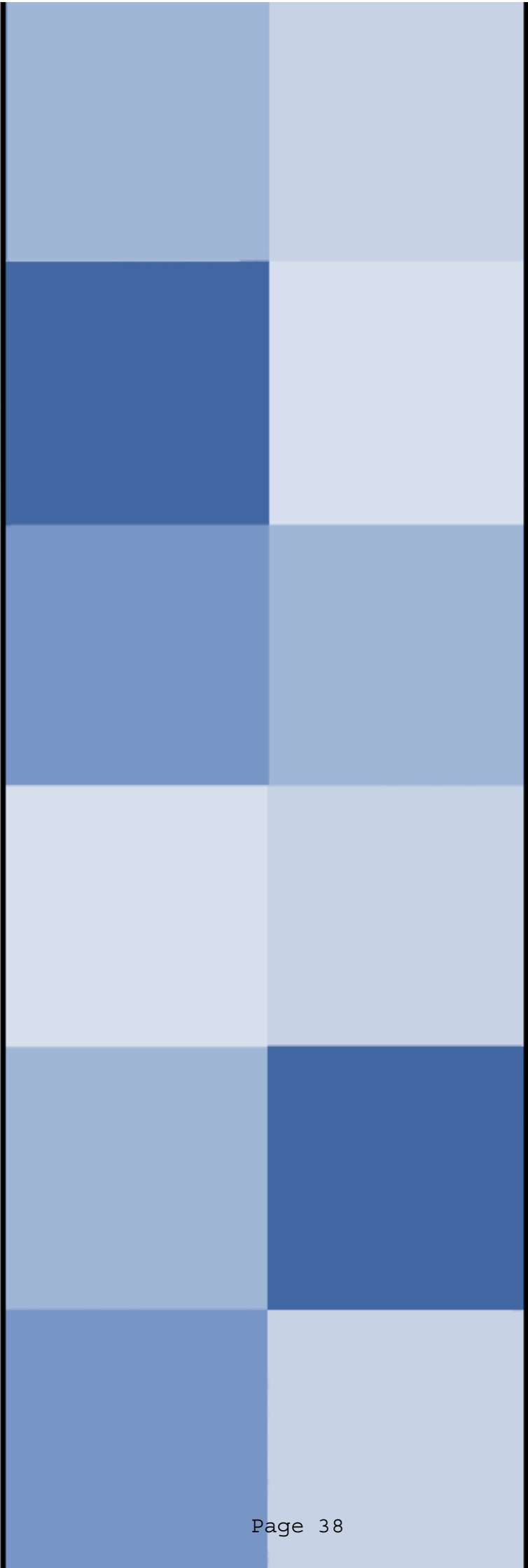
The Focus Three community magazine has continued to thrive and is published quarterly. A web site has also been developed to promote the magazine - www.focusthreeews.co.uk

Community Development Trust

A Community Development Trust has been set-up in the area to cover Abbey, Gascoigne and Thames wards. The aim of the Trust is to lever in external funds to support local community initiatives to benefit local people. The Trust has also set-up a web site - www.AGTCDT.org .uk

A Gascoigne ICT project client





THE EXECUTIVE
13 SEPTEMBER 2005
REPORT OF THE DIRECTOR OF SOCIAL SERVICES

BEST VALUE REVIEW SIGN OFF REPORT – LOOKED AFTER CHILDREN		FOR DECISION
<p>Summary:</p> <p>A best value review of services for looked after children, was undertaken In year 1 of the Council's best Value Review Programme (BVR). The final report was presented to the Executive in March 2001, together with an action plan to progress the recommendations made.</p> <p>The Executive welcomed the report's recommendations but emphasised the importance of a link being made with the Housing Strategy in increasing the local capacity of placements for children.</p> <p>The Best Value Review process was also examined by the Social Services Inspectorate (SSI) in June 2001 as part of a broader follow up to its inspection of Children's Services in October 2000.</p> <p>Wards Affected: None</p>		
<p>Implications:</p> <p>Financial:</p> <p>There are no financial implications.</p> <p>Legal:</p> <p>None</p> <p>Risk Management:</p> <p>As this report only requires a decision of completion on the previously agreed action plan, there was not a requirement to look at risk management issues</p>		
<p>Social Inclusion and Diversity:</p> <p>As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned.</p>		
<p>Crime and Disorder:</p> <p>There are no specific implications insofar as this report is concerned.</p>		
<p>Recommendation(s)</p> <p>The Executive is asked to agree: That the Best Value review and associated action plan now formally be signed off as complete.</p>		
<p>Reason(s)</p> <p>The requirements of the action plans have now been completed</p>		
<p>Contact Officer: Tolis Vouyioukas</p>	<p>Title: Head of Children's Services</p>	<p>Contact Details: Tel: 020 8227 2233 Fax: 020 8227 2241 E-mail: tolis.vouyioukas@lbbd.gov.uk</p>

1. Introduction and Background

- 1.1 At the time of the Best Value Review there was a noted increase in the numbers of looked after children. Whilst taking account of the fact that a significant proportion of these were unaccompanied minors seeking asylum, there was also an acknowledgement that more children generally and in particular adolescents were coming into local authority care. The lack of preventive services was considered to be a factor in this trend.
- 1.2 The Department was at the same time experiencing a concerning decline in the number of in house foster carers. Recruitment of new carers had slowed with a number of experienced carers being lost to Private and Voluntary Agencies, with the result that the number of carers fell at one point to 55. Consultation carried out at the time evidenced strong levels of dissatisfaction on the part of foster carers relating to the issues of allowances and professional support.
- 1.3 The Social Services Inspectorate (SSI) Inspection of October 2000 had highlighted concerns in respect of the commissioning of placements from external Private and Voluntary providers. Concerns related to the lack of any formal contracting processes and the lack of sufficient checks on providers.
- 1.4 At the time of the review the Children and Families Division, was experiencing severe budgetary difficulties, with an estimated overspend. The majority of this overspend occurred in relation to the costs of looked after children due to the over reliance on external providers and the lack of sufficiently robust commissioning controls. In recent years, the budget on placements has been appropriate.
- 1.5 Outcomes relating to the achievements of looked after children were also causing concern. Placement stability particularly in relation to long term arrangements were volatile and looked after children were noted to be under achieving educationally.

2 Current Position

- 2.1 It is felt that all actions that were approved as part of the initial BVR action plan have either been met or have been subsumed into successor documents. As members will be aware the Legislation surrounding Children's Services has greatly moved on in view of the Laming Enquiry and the Every Child Matters papers.
- 2.2 The BVR proved a useful exercise and assisted in the preparation in evolving the service.

3 Report Detail

- 3.1 A steering group involving members was set up to undertake the review chaired by the Commissioning Manager for Children's Services. The scope of the review extended to include service delivery from the point at which a child entered care to the point at which they left.
- 3.2 The challenge phase was undertaken via a Multi-Agency conference and the involvement of a "critical friend" from a neighbouring authority. Reference was also made to the conclusions arising from the SSI Inspection and the resulting Scrutiny

Panel that was set up to oversee the continued development of services for looked after children.

- 3.3 A substantial process of consultation was set up as part of the review with the involvement of staff, foster carers and parents of looked after children. The newly created post of Children's Liaison Officer funded via the Quality Protects Grant was also instrumental in undertaking detailed consultation work directly with looked after children.
- 3.4 The comparative element of the review involved close reference to the Performance Assessment Framework (PAF), as required by the Department of Health, CIPFA and the Audit Commission. Due regard was paid to both the qualitative outcomes for looked after children, together with the financial elements relating to unit cost and budgetary control.
- 3.5 A fully updated copy of the improvement plan arising from the review is appended.
- 3.6 Many of the issues arising were subsequently flagged again by the SSI Inspection of Children and Family Services in May 2002. These issues formed part of the broader Children's Improvement Plan that was under regular review via the Corporate Monitoring group.
- The numbers of looked after children has now started to decrease as a result of improved gate keeping and the creation of a broader range of targeted preventive services.
 - The in house residential provision of Woodlands was closed in October 2001 and used as the basis for the creation of the Adolescent Resource Team (ART), which provides support to families experiencing problems with adolescents to avoid reception into care.
 - The number of in house foster carers has now increased to 86 and is on target to reach the desired baseline of 100 carers by Spring 2005.
 - Robust commissioning and contracting arrangements are now in place utilising standard Pan London procedures wherever possible. Placement related expenditure is now fully controlled with a projected under spend for 2004/05.
 - Steady progress has been made in relation to Performance Indicators for looked after children, particularly in relation to long term placement stability and children placed for adoption, educational attainment, however, has continued to be a problematic area, although performance has increased by nearly 100% from 2003.04 year end to 3rd Quarter 2004.05. Extra resources have been allocated to prioritise improvements against this indicator, which has also been included within our LPSA.
- 3.7 The continuous improvement of services for looked after children remains an absolute priority for The Council.
- 3.8 The issues and outcomes arising from the Best Value Review have been addressed as part of a steady process of improvement over the last three years.

3.9 This process continues and a Fostering Development Plan has been produced to provide a strategic framework for further progress. The provision of carers for adolescents and children from black and minority ethnic communities remain a priority as does the focus on the educational achievement of our looked after children in Barking and Dagenham. Improved links have also been made with the Housing Department to prioritise the accommodation needs of foster carers and Looked After Children.

4 Implications

4.1 None

5 Consultees

5.1 As this report is requesting a formal sign off to the BVR conducted in 2001, there was no additional consultation.

Background Papers Used in the Preparation of the Report:

- Best Value Review of Looked after Children.

<p>Develop a range of local placements for Looked After Children</p>	<p>Control estimated shortfall of £2 million in placements budget during 2001-02 by :</p> <p>Developing a detailed service and financial implementation plan to achieve the following targets and net savings on external placements' expenditure</p> <ol style="list-style-type: none"> 1. increase local foster care placements by 30, with a net saving of £250,000 with a diversion from external placements @£300 per week net from September 2001 2. support 10 children currently looked after, in placements at home, with direct saving of £200,000 on placement budget @ £500 per week from July 2001 3. refocus Woodlands to provide a service for LAC with high care needs and with reduction in placement expenditure costs of £50,000 4. establish a placement finding service (using Q.P. funding), within a commissioning framework, targeting efficiency savings of £100,000 5. increase the number of children adopted to 18, saving £50,000 from the placements costs 6. increase the number of LAC placed with relative carers, saving additional spend on external placements, the target to be agreed 	<p>April 2001</p> <p>Head of Service</p>	<ol style="list-style-type: none"> 1. + 2. Marketing and recruitment strategy now in place to increase fostering base and placement options. There are now currently 84 foster carers approved providing 161 places. 3. Woodlands was closed in October 2001 and the premises used to create the Adolescent Resource Team with a service priority to support families and divert young people from local care. 4. A Placement Finding Unit has been in operation since October 2001 to improve the use of internal resources and more robust commissioning of P&V Providers. There is a projected underspend of £300K in the Placements budget for 2004/05. 5. Number of adoption orders increased to 15 for 2003/04 and we currently have 25 children in adoptive placements. 6. A Kinship Care worker post has been created within the Fostering Service to regularise and support our Kinship Care arrangements. Greater use is being made of Supported Residence Orders where appropriate.
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	<p>7 ensure joint-funding of all appropriate placements through a more robust multi-agency partnership, with a target reduction in net costs to SSD of £100,000</p> <p>8 transfer to leaving care budget, funded separately by central government grant from 2001-02, 16 LAC aged 15 with a saving to the placement budget of £250,000</p> <p>9 enhance the present budget by £800,000, using the accumulated efficiency savings within the Department.</p>		<p>7 Achieved. Senior Management representation on SENMAM.</p> <p>8 Achieved.</p> <p>9 Achieved.</p>
	<p>Review and simplify the payments to foster carers (costs are included in net savings above).</p>	<p>April 2001 Head of Service</p>	<p>Achieved. New schedule introduced April 2001</p>
	<p>Improve the recruitment, training and support to local foster carers. This should include additional specialist support for Looked After Children with behavioural problems and a 24-hour advice service. Develop a longer-term plan to continue to improve these support services. Cost should be met from Q.P. funding or by other specific resource identified in the Service Plan.</p>	<p>April 2002 On going Service Manager, Looked After Children</p>	<p>Achieved Active recruitment process now in place and number of local carers is increasing.</p>
	<p>Increase the number of local foster care placements for children from ethnic minorities, and ensure a training and developing programme on issues of identity for Looked After Children, particularly those of mixed race and asylum seekers.</p>	<p>April 2003 Senior Manager, Looked After Children</p>	<p>Achieved Number of BME Carers is now proportionate to number of BME LAC. Training and Development programme in place.</p>

	<p>Ensure the competitiveness of in-house residential provision by the year 2003-2004. This will involve developing a clear specification during 2001 and market testing during 2002.</p>	<p>April 2003 Senior Manager, Looked After Children</p>	<p>Woodlands now closed. Contract for respite care (Banardos) from November 2003 No plans to reopen in house residential provision.</p>
<p>Improve workforce planning and care management systems</p>	<p>Agree a plan to reduce the average caseloads of social work staff and to improve the consistency of long term care planning as reported by the regular audit and the reports of the Independent Review Officers. The plan should consider the structure of present teams (including the Leaving Care Team), the numbers of social work staff and their training and support. It should also consider the development of better work force planning including a review of the present skills mix. Monitor the overall effectiveness by ensuring a decrease in the average duration that children are looked after. The plan should be fundable within the enhanced central government Quality Protects grants.</p>	<p>October 2001 CMAS Service Manager</p>	<p>Achieved Additional social work staff have been recruited, and the creation of a third long term team is complete. The Leaving Care Team and ART now carries full caseload responsibility. The pressure upon services, however, remains great. The number of referrals with high levels of need continues to increase, as has the number of children looked after. This, coupled with the difficulties of staff recruitment and retention, has meant there has been no significant reduction in caseloads. There has been no significant change in the average duration of children looked after.</p>
	<p>Review the existing eligibility criteria, and ensure a clear and common definition of need at which a child becomes looked after.</p>	<p>April 2003 CMAS Service Manager</p>	<p>Achieved Protocols for the process by which children become looked after have been introduced. Placement Panel now in place.</p>
	<p>Review the geographical access to the social work service</p>	<p>October 2001 Head of Service</p>	<p>Achieved. Fit for purpose strategies in place re premises</p>

	Continue to develop the staffing recruitment and retention policy, ensuring that the staffing expenditure remains within budget overall	April 2003 Head of Service	Achieved A competency framework has been developed which will be the basis of induction and training for the staff, and will allow quicker progression. Management staff have been re-graded, a new grade has been introduced for child protection specialists and a market premium for social work staff agreed by the Executive. Overseas recruitment has continued. Despite all these initiatives, however, the pressure on the service remains very high, with significant difficulties to recruit and retain key staff remaining. Further initiatives are planned to enhance recruitment of front line staff.
	Ensure that the recently introduced tier of senior social workers is well integrated within the management structure of the service, and has a clear and well-understood role.	October 2001 CMAS Service Manager	Achieved
	Increase the number of Independent Reviewing Officers to five, including the foster care reviewing officer, using Quality Protects funding..	October 2001 C-QuAS Service Manager	Achieved The IRO service has been successfully reviewed and is now operating more effectively.
	Ensure that providers, including foster carers, are fully involved in the planning and delivery of care. Monitor the performance, of this and the next action, in the Audit.	April 2003 CMAS Service Manager	Achieved
	Ensure that all providers are visited before a placement is made and that Looked After Children are appropriately introduced to the placement.	Immediately CMAS/Service Manager, Looked After Children	Achieved
	Improve contingency planning, to reduce the impact of placement breakdowns. Ensure better record keeping of why placements break down, and use this information to plan better services.	April 2002 C-QuAS Service Manager Revised Timescale Oct 2004 – then ongoing process	Some good progress has been made via quality assurance and audits of children's plans. Introduction of Disruption Meetings.

	<p>Ensure easy access to social workers by both Looked After Children and their families and ensure that social workers continue to work effectively with the families of Looked After Children after the child becomes accommodated. Effectiveness should be measured by a reduction in the number and duration of care episodes; and by the reporting of easier access and better information by both children and their parents.</p>	<p>April 2002 CMAS Service Manager</p>	<p>A process of regular audit of all aspects of Care Management for children's cases has resulted in demonstrable high levels of achievement in respect of Care Management standards.</p>
<p>Develop a network of preventative services</p>	<p>Agree a plan to develop additional family support and preventative services, in the first instance particularly for children with a disability and for adolescents. The services should focus on those areas of need highlighted by the Matching Needs and Services analysis. The number of LAC per 1,000 of children aged 0-18 should be reduced by 2002.</p>	<p>October 2001 Head of Service</p>	<p>Achieved. ART now fully operational and a commissioning strategy in place.</p>
	<p>Develop, with Education, additional services to prevent the exclusion of Looked After Children from school; and better support services to those that are excluded.</p>	<p>September 2001 C-QuAS Service Manager</p>	<p>Achieved. Increase in BEST Service.</p>
	<p>Commence, through the CSSG, a matching needs and services exercise for children with disabilities and develop a register of children that can be used to target resources and plan better services.</p>	<p>October 2001 C-QuAS Service Manager</p>	<p>Achieved. Commenced Spring 2002.</p>
	<p>Increase local respite and support services for children with a disability by £75,000 in the first instance, reviewed from 2002-03 when needs analysis is complete. All revenue increases should be funded from existing family support budgets or Quality Protects.</p>	<p>April 2001 Family Support Service Manager</p>	<p>Achieved. Contract for response care bed with Barnardos in place.</p>
	<p>Agree, through the CSSG, a strategy to develop the voluntary sector to provide preventative services, ensure that this strategy includes the development of black and ethnic minority organisations.</p>	<p>June 2001 Family Support Service Manager</p>	<p>Achieved. Preventative strategy to be in place by December 2004.</p>
<p>Improve multi-agency service planning</p>	<p>Agree a Joint Investment Plan, with Health, Education, Housing, and Leisure Services and the Voluntary Sector.</p>	<p>March 2001 Head of Service</p>	<p>Achieved</p>
	<p>In particular, ensure strategies to improve the health and education of Looked After Children and to reduce their offending, using National Objectives and the Quality Protects Action Plan to set and monitor clear targets. Ensure the strategies are jointly developed. Include YJP.</p>	<p>June 2001 Head of Service</p>	<p>Achieved. Significant improvement in respect of medicals, dental checks and PEP completion. Further work in hand to improve educational achievement of LAC.</p>

	Ensure that all plans have a clear implementation strategy that is clearly monitored	June 2001 C-QuAS Service Manager	Achieved
	Agree the data information set that needs to be shared regularly with Health and Education and ensure systems are in place to deliver this information consistently. Ensure that new IT systems are equipped to facilitate this information sharing.	October 2001 C-QuAS Service Manager	Achieved
	Review public information to ensure that it is appropriate for all service users	April 2002 C-QuAS Service Manager	Achieved Directory of Children's Services is complete. This is being revised for reissue.
Ensure better monitoring of performance	Develop regular quarterly feedback to the Service's Operational Management Team to monitor agreed Best Value targets	October 2001	Achieved. Monthly performance OMT
	Ensure that information of performance is fed back to all staff. Ensure the results of the Best Value Review consultation is fed back to front-line staff. Ensure that the recommendations are fed back to all that participated in the consultation.	June 2001 Head of Service	Achieved. Introduction of monthly staff newsletter.
Ensure appropriate services to LAC from ethnic minorities	Ensure there is a clear implementation plan for the Service's approach to Equal Opportunities, including ethnic monitoring of staff and service users within an agreed corporate framework, and better monitoring of unmet need. Implement the steps agreed in the paper "An Approach to Equal Opportunities".	June 2001 Head of Service	Achieved. Divisional diversity policy is in place. Impact assessments have been progressed.
	Develop a corporate plan for helping refugee children to meet better the whole range of needs of this group. Commission appropriate providers of accommodation.	October 2001 Head of Service	Achieved. Tendering process achieved in 2001. Further work to be undertaken on commissioning of placements for Asylum LAC.

THE EXECUTIVE

13 SEPTEMBER 2005

REPORT OF THE DIRECTOR OF SOCIAL SERVICES

BEST VALUE REVIEW SIGN OFF REPORT – HOSPITAL DISCHARGE		FOR DECISION
Summary: This paper sets out the background of the Best Value Review that was undertaken for Hospital Discharge in year 1 (2001/02) of the Council's best Value Review Programme. It also demonstrates how this review has contributed to continuous improvements in service delivery and how it has shaped the future service delivery model for this area. Wards Affected: None		
Implications: Financial: There are no financial implications. Legal: None Risk Management: As this report only requires a decision of completion on the previously agreed action plan, there was not a requirement to look at risk management issues Social Inclusion and Diversity: As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned. Crime and Disorder: There are no specific implications insofar as this report is concerned.		
Recommendation(s) The Executive is asked to agree: That the Best Value review and associated action plan now formally be signed off as complete.		
Contact Officer: Steven Forbes	Title: Head of Older Peoples Services	Contact Details: Tel: 020 8227 2331 Fax: 020 8227 2241 E-mail: steven.forbes@lbbd.gov.uk

1. Introduction and Background

- 1.1 The provision of hospital discharge, was subject to a Best Value Review in year 1 of the Council's Best Value Review programme (BVR).in 2001-02.
- 1.2 At the time that the review of hospital discharge took place there was a concern amongst all parties concerned at the very high levels of delayed discharges. The reviews emphasis was that of a whole systems approach and included 4 local

authorities, 2 previous health authorities, 2 acute hospital trusts and one primary care trust. This therefore was a very complex review and encompassed all the agencies included within the whole process of both hospital admissions and discharges from hospital. The care management of the process was also looked at the time that the review took place.

1.3 It is to be borne in mind that the structure of the hospital trusts is now different to that present at the time of this review.

1.4 The key outcomes expected from the review were that of a more holistic joined up approach to hospital discharges with a reduction in the very high number of delays that were apparent at the time.

1.5 Market testing of this review was not an option as the services covered were of a statutory nature to be administered by the Health Authority and the Council.

1.6 The Hospital Discharge process was subject to a Best Value Review in year 1 of the Council's Best Value Review programme (BVR).in 2001-02. The review encompassed two of the council seven community priorities, these were:

- Improving Health and Social Care
- Making Barking & Dagenham Cleaner & Greener.

2. Current Position

2.1 The number of delayed discharges has reduced considerably due to a number of service developments:

2.2 Case finders' now proactively identify clients suitable for discharge on the wards and work closely with the Intermediate Care and Assessment Team (ICAT), to ensure this is achieved in a safe and timely manner. The business process manager manages and monitors workflow through the ICAT team to ensure that timeframes and targets are met.

2.3 The care plan co-ordinators commission services in a timely way on behalf of the assessing staff. This frees the qualified social workers up to assess clients and ensures that packages of care are available in a timely way.

2.4 Assessors make full use of intermediate care services which enable patients to leave hospital and re-establish their independence at home. This includes 2 transitional care units providing intermediate care to prevent hospital admission and facilitate timely discharge as well as an intermediate care home support team and a palliative care home support team.

2.5 The planned move to Gray's Court is anticipated to be October 2005, subject to the installation of the British Telecom lines. for the intermediate and palliative care teams. This will enable them to work more closely with the collaborative care team to support hospital leavers.

3. Report Detail

- 3.1. Throughout the review period there were delays in hospital discharges of between 150 and 200 across the Barking & Havering Health Authority. Figures were however very high nationally and It is felt that this is what prompted the Government to introduce reimbursement fines at a slightly later date.
- 3.2 By all parties working affectively together and devising joint processes and looking at the way that both admissions are assessed and the capacity to effectively cope with the discharges by realigning the way that resources were distributed by all parties has led to a substantial decline in the number of delayed discharges that are now the sole responsibility of the social services department. Things that have assisted in the achievement of this are intermediate care developments such as intensive homecare and the availability of both nursing and residential home beds being available as required.
- 3.3. The review of hospital discharge was a very ambitious one, but one which has led to very good results in terms of both joint working and sustainable performance. Reportable delayed discharges for BHRT averaged 7 weekly throughout July and have dropped further since. The latest figure showed 4 delayed discharges for week ending 4.08.05 in BHRT of which 2 were the sole responsibility of social services. This is well below our agreed target of 9 weekly.
- 3.4. Although it is proposed that the review is now signed off as all the actions have been completed and practices are now reviewed as a matter of course. It can be noted that delayed discharge information is monitored on a weekly basis.

4. Implications

- 4.1 None

5. Consultees

- 5.1 As this report is for sign off only, no further consultation has been undertaken.

Background Papers Used in the Preparation of the Report:

- Best Value Review of Hospital Discharge

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Best Value Review Action Plan Quarterly Monitoring Schedule

Hospital Discharge

Reported to the Exec 25.06.02

	What action is required	Target date for completion	Responsible officer	Comments / Progress (revised target date if required)	Relationship to Current Plans (Direct Link)
1	Implement & evaluate the effectiveness of new policy & procedural agreements	2002	Head of Service	Policies now linked to Older Peoples NSF work groups including a joint scrutiny group	Achieved <ul style="list-style-type: none"> Links to Older Peoples BSC Performance Counts action 6
2	Ensure that our approach is integrated across NHS and Council, hospitals & community – the “whole system”	2002	JH	Linked to SAP process & intermediate care strategy.	Achieved <ul style="list-style-type: none"> Links to Older Peoples BSC Community/Customer First action 3
3	Relating to delayed discharge, resource availability, home occupancy levels, grant tracking and costs	2002	RT	Being continued through local capacity planning group.	Achieved <ul style="list-style-type: none"> Links to Older Peoples BSC Objective 9
4	Implement strategies set out in Commissioning Intentions	2002 – 2005	CM	Both residential & day care reports taken to members. Home care to be included in social care BV reviews & 3 residential homes. This is also linked to the SAP process and the Intermediate Care Strategy.	Achieved <ul style="list-style-type: none"> Intermediate Care Strategy in File
5	Identify further opportunities for partnership commissioning across boroughs	2002	CM	Under discussion in JCB (joint commissioning board)	Achieved <ul style="list-style-type: none"> We have entered into partnership with Redbridge PCT and BHRT. Change Agent Team minutes in File A copy of the ICES AIP is in the evidence box

6	Develop Barking Hospital as a primary, social, and intermediate care resource	2002 – 2003	CM & NHS	ICAT based @ Barking hospital. Intermediate care strategy now completed	<ul style="list-style-type: none"> Achieved Barking Hospital is the base of the Intermediate Care Team and is subject to the further development of community health and social care services.
7	Gain agreement to exclude Barking Hospital from the delayed discharge statistics	2002	CM & NHS	Subject to negotiation @ strategic health & joint dtoc discussions	<ul style="list-style-type: none"> Achieved Agreement has been reached on wards to be counted.
8	Develop pre-admission planning for elective admissions & screening for emergency admissions	2002-2003	JH/RT	Links to performance fund to set up new screening process Timescale is April 2005-full implementation of single assessment process	<ul style="list-style-type: none"> Ongoing We have piloted performance screening with 12 GP's currently and will extend further in line with the development of locality teams and single assessment process.
9	Introduce single assessment process across health and social care	2002 – 2004	AA	Working with Havering & Easycare on MDS. Return done in September '02 CAT4 (rather than EasyCare or MDS) is being used now (by social care assessors) and is incorporated into Swift .Electronic tablets are being piloted	<ul style="list-style-type: none"> Ongoing Together with the majority of London Authorities we are now using the Cambridge Assessment Tool (an electronic version is being introduced). Detailed work on practice and professional co-ordination is continuing.

10	Link Discharge protocol to revised care pathways	2002 – 2003	JH	Developed within the SAP process	<p>Achieved</p> <ul style="list-style-type: none"> This work links the ICAT team to intermediate care resources and is being codified within new Discharge, care management and reimbursement protocols.
11	Ensure that new eligibility criteria for residential and nursing care reflects need to maintain this service for people who cannot be cared for or nursed at home	2002	RT	<p>RT has devised new “eligibility criteria” Fair access to care is now being applied</p>	<p>Achieved</p> <ul style="list-style-type: none"> This action has had to be revised due to the fair access to care legislation A copy of the report to the executive is in the file along with the fair access criteria We are working on assessment tools for clients in relation to this action

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THE EXECUTIVE

13 SEPTEMBER 2005

REPORT OF THE DIRECTOR OF SOCIAL SERVICES

BEST VALUE REVIEW SIGN OFF REPORT – DAY OPPORTUNITIES		FOR DECISION
<p>Summary:</p> <p>This paper sets out the background of the Best Value Review that was undertaken for Day Opportunities in year 1 (2001/02) of the Council's Best Value Review Programme. It also demonstrates how this review has contributed to continuous improvements in service delivery and how it has shaped the future service delivery model for this area. This review informed the Modernisation Programme which is still ongoing within the borough</p> <p>Wards Affected: All</p>		
<p>Implications: None</p> <p>Financial:</p> <p>There are no financial implications.</p> <p>Legal:</p> <p>None</p> <p>Risk Management:</p> <p>As this report only requires a decision of completion on the previously agreed action plan, there was not a requirement to look at risk management issues</p> <p>Social Inclusion and Diversity:</p> <p>As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned.</p> <p>Crime and Disorder:</p> <p>There are no specific implications insofar as this report is concerned.</p>		
<p>Recommendation(s)</p> <p>The Executive is asked to agree: That the Best Value review and associated action plan now formally be signed off as complete.</p>		
<p>Contact Officer: Bruce Morris</p>	<p>Title: Head of Adult Services</p>	<p>Contact Details: Tel: 020 8227 2749 Fax: 020 8227 2241 E-mail: bruce.morris@lbbd.gov.uk</p>

1. Introduction and Background

1.1 The provision of day care services, was subject to a Best Value Review in year 1 of the Council's Best Value Review programme (BVR), in 2001-02. The review incorporated two of the Council's seven community priorities,

- Improving Health and Social Care

- Equal Opportunities for all

- 1.2 The service issues identified at the time of the review were that all day care services were building based and only offered during office hours. The review sought to look at the provision of day care services to ensure that availability met with client need and expectation. It also offered an opportunity to examine other models of service and to ascertain the level of skills and knowledge within the service to assist staff development and service improvement.
- 1.3 The scope of the review was to look holistically at all day care services which, at the time, were delivered from the following establishments,

The Gascoigne Centre
Heathlands
Porters Avenue
St Georges Day Centre

The review considered all needs of adults and older people attending the centres. A cost and quality analysis was undertaken to address the competition element of Best Value. The service wished to promote and achieve integration by determining the needs of ethnic minority clients and maximising the use of resources provided by the independent sector to address such need.

- 1.4 Key outcomes expected from the review were a modernised day care service that,
- a) met the needs of service users and their carers seven days a week, in and out of office hours,
 - b) empowered service users allowing them to participate in decisions relating to their own care and
 - c) was operationally efficient ensuring value for money and an opportunity to benchmark effectively.

2 Current Position

- 2.1 Since the review St George's Day Centre has closed and the service provided by the Gascoigne Centre has been remodelled and is due to operate from new facilities in December 2005. Heathlands will now provide a weekend service.

3 Report Detail

- 3.1 After the scoping exercise a full review of the service, as defined above, was conducted. Consultation exercises with all stakeholders were carried out in groups and with individuals using a variety of methods. These included newsletters, briefings, meetings and consultation days held at Goresbrook. The consultation identified there was no requirement for service provision out of hours or at weekends and that there was a preference for services to remain building based.
- 3.2 As part of the Modernisation Programme market testing was undertaken to determine whether services would be best retained in house. A report was submitted to the Executive on the 18th January 2005 and it was agreed that services would not be tendered (minute 258).

3.3 The Best Value review for day care services was a worthwhile exercise which informed the Modernisation Programme and which will result in new higher quality facilities and services. It has also put the Council in a good position to deliver against the “Valuing People” white paper that encourages development of such services.

3.4 The majority of the actions that arose as a direct result of the review have been completed with remaining actions being embraced by the ongoing Modernisation Programme.

4 Implications

4.1 None

5 Consultees

5.1 As this report is for sign off only, no further consultation has been undertaken.

Background Papers Used in the Preparation of the Report:

- Best Value Review of Day Opportunities and the agreed Action Plan

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Best Value Review Action Plan Quarterly Monitoring Schedule

Day Opportunities

Learning Disabilities

Reported to the Executive 25.06.01

	What action is required	Target date for completion	Responsible officer	Comments / Progress (revised target date if required)	Relationship to Current Plans (Direct Link)
1	Develop detailed project plan & establish project group to include user / carer representatives.	September 2003	CDM PR SW CP	<ul style="list-style-type: none"> Separate user and carer groups where current user and carer groups exist are being consulted about the best value review recommendations Service Users & Carers are regularly updated approx. 3monthly on the proposed changes with in Day Opportunities 	<p align="center">Achieved</p> <ul style="list-style-type: none"> Minutes from carer groups in lever arch files with HOS

2	To produce performance targets and monitor 3 monthly against these under the contract.	September 2003	CDM PR SW CP	<ul style="list-style-type: none"> A whole raft of Performance targets has been compiled for day services. They have been linked to the BSC and legislation Developed Performance Indicators/monitoring form 	<p>Achieved</p> <ul style="list-style-type: none"> Monitored as a specific action on the Learning Disability balanced scorecard for 2004/5
3	Regular progress reports to H&D OMT.	September 2003	CJM CDM PR CP	This is happening	<p>Achieved</p> <ul style="list-style-type: none"> This is now a regular item on the Adults Services OMT agenda
4	Number of projects using the flexibility of pooled budgets	September 2002	CJM CDM PR CP		<p>Achieved</p> <ul style="list-style-type: none"> Links with BSC – Adults Services Funding the future 1 & 2
5	Option Appraisal of properties to rent or purchase in a town centre location.	December 2002	CJM CDM Centre Managers	With the re-provision of the Gasgoine Centre a range of possibilities are currently being reviewed	<p>Achieved</p> <ul style="list-style-type: none"> Copy of report to Exec (Feb 03) in File Capital programme report to Executive 18 Nov 2003 on file

Best Value Review Action Plan Quarterly Monitoring Schedule

Physical & Sensory Disability

Reported to the Executive 25.06.01

	What action is required	Target date for completion	Responsible officer	Comments / Progress (revised target date if required)	Relationship to Current Plans (Direct Link)
1	Develop detailed project plan & establish project group to include user /carer representatives	September 2003	CDM PR CP	<ul style="list-style-type: none"> Separate user and carer groups where current user and carer groups exist are being consulted about the best value review recommendations Service Users & Carers are regularly update approx. 3monthly on the proposed changes with in Day Opportunities 	<p>Achieved</p> <p>All minutes in file</p>
2	To produce performance targets and monitor 3 monthly against those under the contract.	September 2003	CDM PR SW CP	A whole raft of Performance targets has been compiled for day services. They have been linked to the BSC and legislation.	<p>Achieved</p> <p>Monitored under Balanced Scorecard</p>

3	The numbers of expressions of interest received from the market.	September 2003	CDM PR SW CP	The service has not been market tested to date	Completed Benchmarking exercise reported to Executive 18th January 2005 (minutes 258).
4	Types of service provision that interested provider's state they can provide.	September 2003	CDM PR SW CP	Not Applicable at this stage	Completed Benchmarking exercise reported to Executive 18th January 2005 (minutes 258).
5	Regular progress reports to H&D OMT.	September 2003	CDM PR SW CP	This is taking place	Achieved Relevant reports to be forwarded to HOS
6	Number of projects using the flexibility of pooled budgets	September 2002	CJM CDM PR Centre Managers		Achieved Links with Balanced Scorecard Funding the future

7	Option appraisal of buildings to rent / purchase.	September 2002	CJM CDM PR Centre Managers	Reviewing current use of St Georges with a view to re- providing	Achieved Service moved from St Georges and Gascgoine
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THE EXECUTIVE

13 SEPTEMBER 2005

REPORT OF THE DIRECTOR OF SOCIAL SERVICES

BEST VALUE REVIEW SIGN OFF REPORT – CARE MANAGEMENT		FOR DECISION
<p>Summary:</p> <p>This paper sets out the background of the Best Value Review that was undertaken In Care Management in year 2 of the Council's best Value Review Programme. It also demonstrates how this review has contributed to continuous improvements in service delivery and how it has shaped the future IM&T delivery model in Social Services.</p> <p>Wards Affected: None</p>		
<p>Implications: None</p> <p>Financial:</p> <p>There are no financial implications.</p> <p>Legal:</p> <p>None</p> <p>Risk Management:</p> <p>As this report only requires a decision of completion on the previously agreed action plan, there was not a requirement to look at risk management issues</p> <p>Social Inclusion and Diversity:</p> <p>As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned.</p> <p>Crime and Disorder:</p> <p>There are no specific implications insofar as this report is concerned.</p>		
<p>Recommendation(s)</p> <p>The Executive is asked to agree: That the Best Value review and associated action plan now formally be signed off as complete.</p>		
<p>Contact Officer: Bruce Morris</p>	<p>Title: Head of Adults Services</p>	<p>Contact Details: Tel: 020 8227 2331 Fax: 020 8227 2241 E-mail: bruce.morris@lbbd.gov.uk</p>

1. Introductions and Background

1.1 The provision of Care Management, was subject to a Best Value Review in year 2 of the Council's Best Value Review programme (BVR). The review encompassed the following community priorities,

- Improving Health and Social Care
- Equal Opportunities for all

- 1.2 The scope of the review was to look at all levels of assessment and care management practices within Children and Families and Adults and Older Peoples services. It also examined access and referral processes and the models of care management practice that were operational within the departments.
- 1.3 As a result of the review there were a number of questions that LBBD wanted to find answers to, these were:
- Are the people most in need of personal social services and their carers accessing the services?
 - Are the current processes of assessment and care planning robust enough?
 - Do the services offered promote independence?
 - Are the processes fit for the next 5 years and are they fit to inform the development of a new information system?
 - What workforce planning is required to ensure that there are sufficient staff, with the relevant skills base to carry out the duties associated with the posts?
 - In particular the review wanted to establish seamless access arrangements across service areas and the links that need to be put in place with other council departments and the PCT.

2. Current Position

- 2.1 The Single Assessment Process has been implemented in Care Management in Older People's Services and this has included partnership work with Adults Services, District Nurses and Housing to update the Cambridge Assessment Tool, version 4 (CAT4) to meet their requirements.
- 2.2 Process improvements are ongoing in Adult Services and in Older People's Services and will be consolidated by the Business Manager post for each service.
- 2.3 Any outstanding issues arising from this Best Value Review will be dealt with in the context of the forthcoming Green Paper, Independence, Well-being and Choice

3. Report Detail

- 3.1 As a result of the review it was found that a number of key issues needed to be addressed. The main issues focussed around recruitment and retention issues along with understaffing and the need for uniform standards and practices within care management across all divisions. It was also felt that specialised training was required for staff and a skills audit was undertaken at the time of the review in order to inform the training programme.
- 3.2 A full implementation plan was developed as a result of the review detailing areas that needed to be primarily focused upon and this was agreed by the Executive in July 2002. All of the agreed actions have now been completed.

- 3.3 Since the review took place a new computerised information system has been implemented and the way that assessments are carried out has changed with the introduction of the single assessment process and the fair access to care legislation. Developments with the way in which staff assess clients and the way in which clients are now tracked is fundamental to the running of all social services departments especially in light of the Bichard enquiry (Soham) and the Laming enquiry (Climbie).
- 3.4 Recruitment and retention of Social Workers remains to be an issue Nationwide but the recruitment and retention strategy within LBBD, offers supplements to key social work posts with additional payments after a pre-set period has been worked upon and is now in place.

4. Implications

- 4.1 None

5. Consultees

- 5.1 As this report is for sign off only, no further consultation has been undertaken.

Background Papers Used in the Preparation of the Report:

- Best Value Review of Care Management and the agreed action plan

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Best Value Review Monitoring Sheet

Care Management

Reported to the Executive on 30.07.02

	What action is required	Target date for completion	Responsible officer	Comments / Progress (revised target date if required)	Relationship to Current Plans (Direct Link)
1	Implement uniform standards of recording and decision making in relation to assessment, care plans and other interventions	March '03	VT	<p>Being undertaken through virtual teams regarding with care/swift/caldicott action plans.</p> <p>Adult Services – Business Processes are being developed that encompass Recording with Care recommendations. Team Action Plans highlight areas where more work needs to be done in order to ensure consistency in recording. Case files are subject to regular audit</p>	<p>Ongoing</p> <p>(Older People) A new action plan, linked to the scorecard, will respond to SSI inspection findings. The service is now using the CAT2a single assessment tool. CAT2a is a DoH accredited assessment tool and is widely used across London. CAT2a has been incorporated within Swift and will also be used on handheld computers. (Children's service) case files checked during safeguarding Children audit and found to be good</p>

2	Ensure the implementation of SAP for older people and link this with standards of recording for care management within the directorate	2005	CM	<p>The SAP is in progress. There is a separate action plan for this with Alan Ayris</p> <p>The hospital discharge BV review predates the introduction of SAP, but SAP (and team integration) will improve the timeliness and quality of assessments. For example, the service is now working on S2 discharge notices as contact assessments</p>	<p>Ongoing</p> <p>(Older People) A new action plan, linked to the scorecard, responds to SSI inspection findings and is now available OPS: we have introduced contact and overview assessments and are continuing work with partner agencies to roll out single assessment.</p>
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3	Implement assurance systems quality	March '03	VT Service Managers	<p>Heads of Service DW, EC, RT</p> <p>1st Feb start of file audit process (launch 16/1/04)</p> <p>Adult Services – The business process work will improve the standard and consistency of recording. Case file Audits will provide regular quality checks</p>	<p>Achieved Children's services carrying out QA on case files Adults Quality checks of files, Mike Fox carrying out a 2 day audit of this SSI Inspection of OP Services notes need for stronger framework – to be included in action plan.</p> <p>OPS: we are producing care management guidance and a Quality Assurance framework. Business process work is improving use of Swift and a mandatory additional training programme has been produced (to be implemented following recent appointment of OPS dedicated training officer).</p>
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4	Invest in training & staff development in relation to recording in order to meet standards set out in "Recording with Care"	'03/04	Tim McCarthy	<p>Policy completed.</p> <p>Training sessions have been delivered in 2003.</p> <p>Further "Recording with Care" Workshops to be included in the annual training programme 2004/5</p>	<p>OPS: although all teams have been briefed we will ensure that RWC training is part of the annual OPS training programme. RWC will also be tackled within the QA framework for OPS.</p> <p>Achieved</p> <p>Training Session being delivered to all staff around recording with care. Training timetable in evidence file. Further training and monitoring processes will be required in OP Services.</p>
5	Ensure that the implementation of the replacement of the case management information system is consistent with recording standards and that training supports this	March '03	Swift project board	Swift implementation plan in progress	<p>Achieved</p> <p>Swift was live in June</p>

6	Institute a full training programme for Care Managers to achieve the balance between cost, quality & effectiveness in care packages	'03/04 Ongoing programme	Tim McCarthy Senior Managers	Plans to include this training in our 2004/5 annual training programme & will also be included in the Single Assessment Training Programme 2004 Head of Finance comments that "WE ARE STILL OVERSPENT ON C.PACKAGES , BUT SWIFT MAY HELP ETC – WOULD SAY AWARENESS IS GETTING BETTER BUT NOT SURE ITS IDENTIFIABLE PRECISELY TO THIS ACTION"(050104)	OPS: to be covered with OPS annual training programme. Ongoing Training programme set up and completed, copy of this is in file PWC costing & commissioning review being carried out also links to this action
7	Increase the workforce in children & families in order to enable new referrals are allocated and that reviews are completed on time and that statutory visiting frequencies are met	Staff in post by Jan 03	David Ward		Ongoing Substantial additional investment of approximately £400 (full year), in additional posts and increased salaries for all children and families Social Workers has lead to significant reduction in vacancies and use of agency staff.
8	Produce a 5 year Human Resource Development Plan which addresses recruitment and retention, training & development, career development and terms & conditions	Plan & targets to be agreed by March 03 Report to Executive by Oct 03	Elaine Fernside	Currently being addressed re: learning disability	Ongoing HR policy is complete but work continues on the 5 year HR strategy LDP is also in file, this sets out staffing issues within the NHS

9	Review locations and facilities to balance public access against service efficiency, safe practice and the opportunity to collaborate with partner agencies	March 03	Heads of service and AB	Currently under review jointly with PCT (older people)	<p>OPS: continuing discussion within Council (Customer First) and with NHS to achieve integrated community service model and support easy access to information, advice and services. The re-investment in borough of St Georges Hospital beds and change in use of Barking Hospital together with LIFT programme are key considerations.</p> <p>Ongoing</p> <p>This is covered in the LIFT document and the fit for purpose review (1st tranche)</p> <p>Also covered in Customer first BV Review</p> <p>Changes will also take place within the ICS unit and there is now a health shop at the PCT</p>
10	Consider implication of other BV action plans such as initial contact service, children's and families duty and assessment service and integrate with recommendations of the customer first BV review	December 02	DMT	To ensure that BV Care Management is taken into account in integrated services & new access points	<p>OPS: Person centred services are a central principle for facility locations, new assessment processes, and the integration of access points and teams.</p> <p>Ongoing</p> <p>This action is linked to the review of accommodation</p>

THE EXECUTIVE

13 SEPTEMBER 2005

REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

INVITATION TO VISIT MOSCOW REGIONAL GOVERNMENT	FOR DECISION	
<p>Summary The Executive is asked to agree that an invitation to the Head of Property Services to be part of a delegation to visit Moscow Regional Government for a week</p> <p>Wards Affected None</p> <p>Implications:</p> <p>Financial: The cost of accepting the invitation will be met from the existing budget for developing Asset Management</p> <p>Legal: None</p> <p>Risk Management There is a risk that an opportunity to identify alternative methods of implementing Asset Management is missed but this would have a minor impact.</p> <p>Social Inclusion and Diversity None arising directly from this report</p> <p>Crime and Disorder: None</p> <p>Recommendation The Executive is recommended to approve the acceptance of an invitation to the Head of Property Services to join a delegation to Moscow Regional Government from 19 – 24 September 2005 at an estimated total cost of £1,100 to be met from the existing budget for the development of asset management.</p> <p>Reason This report seeks approval to accept an invitation to join a delegation to visit Moscow Regional Government in accordance with the Council's Conferences, Visits and Hospitality Rules as the total cost will exceed the £1,000 threshold.</p>		
<p>Contact Officer: Colin Beever</p>	<p>Title: Head of Property Services</p>	<p>Contact Details Tel: 020 – 8227 3336 Fax: 020 – 8227 3223 Minicom: 020 – 8227 3034 E-mail: colin.beever@lbbd.gov.uk</p>

1. Background

- 1.1 The Head of Asset Management at Kent County Council, Alan Phelps has carried out research into aspects of asset management which was funded by European Union (EU), Royal Institution of Chartered Surveyors (RICS), KPMG (an international accounting consultancy), DTZ (a national firm of Surveyors) Birmingham University plus two organisations in Russia. Kent County Council is currently assessed an 'Excellent' by the CPA process.
- 1.2 Alan Phelps has now begun a Doctorate in Asset Management which compares and reviews asset management in a number of countries.
- 1.3 Contact has been made with the Moscow Regional Government over a period of three years. At the beginning of 2005 a delegation from Moscow Regional Government visited Kent County Council to compare provision of asset manager and property services. A result of that visit has been a request that a delegation from Kent make a reciprocal visit and that a more formal exchange programme be arranged.
- 1.4 Asset Management is a specific discipline and Kent County Council thinks it would be prudent to have a delegation from a variety of authorities within or close to Kent. This would enable an on-going relationship with the Moscow Regional Government.
- 1.5 The Head of Property Services for the London Borough of Barking and Dagenham has received an invitation because of his participation, with Kent County Council, in a national working party which is reviewing National Property Performance Indicators. The working party includes representatives from the Office of the Deputy Prime Minister (ODPM), Department for Education and Science (DFES) and Institute of Public Finance (IPF) as well as other authorities.
- 1.6 The local government structure in and around Moscow comprises a Moscow City Council which is surrounded by the local authorities with a total population of 6,000,000. The 74 local authorities form Moscow Regional Government.
- 1.7 The visit will be a valuable opportunity to identify how asset management and property issues are structured and dealt with in another environment. This will enable us to review our asset management arrangements in the light of this experience and further develop our processes and procedures such as review of asset usage, criteria for retention of assets, accommodation provision and standards etc.
- 1.8 The visit will also demonstrate that the council is investigating alternative methods of service provision in line with Best Value and the requirements of Comprehensive Performance Assessment.

2. Proposal

- 2.1 That the Executive approve the proposal that the Head of Property of Property Services accept the invitation to join the delegation to Moscow Regional Government.

3. Financial Implications

3.1 The estimated total cost of the visit is £1,100, as follows

Accommodation	£	360.00
Air Fare/Visa/Consular fees	£	440.00
Other Travel	£	100.00
Insurance/Meals/Interpreter	£	<u>200.00</u>
Total	£	1,100.00

3.2 The cost will be funded from the existing budget for the development of asset management.

4. Consultation

4.1 Councillors

Portfolio Holders

The following Portfolio Holders have been advised of the proposals
Councillor H Collins; Civic Services Portfolio

Councillor Fairbrass; Leader of the Council and Councillor Twomey were verbally consulted.

4.2 Officers

The following Officers have seen this report and are happy with it as it stands.

DRE

Niall Bolger, Director of Regeneration & Environment
Jim Mack, Head of Asset Management & Development

Finance

Alexander Anderson, Head of Finance (DRE)
Alan Russell, Head of Audit

CS

Muhammad Saleem, Solicitor to the Council
Robin Hanton, Corporate Legal Manager

H&H

Jeff Elsom, Crime and Anti Social Behaviour Unit Manager

Background Papers

None

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THE EXECUTIVE

13 SEPTEMBER 2005

REPORT OF THE DIRECTOR OF CORPORATE STRATEGY

ATTENDANCE AT SOLACE ANNUAL CONFERENCE	FOR DECISION
<p>Summary:</p> <p>SOLACE (the Society of Local Authority Chief Executives and Senior Managers) is a professional membership organisation for chief executives and senior local government strategic managers.</p> <p>SOLACE is holding this year's annual conference in October. It is a three day event being held in Edinburgh between 18 - 20 October.</p> <p>This year's conference is looking at a wide range of key issues including partnership working community interests and leadership. Speakers include the Rt. Hon David Miliband MP. There will be a variety of workshops, exhibitions all focusing on public services and community interest. The annual conference is the principal opportunity for Chief Executives and senior managers from across local government to come together to share experiences and best practice.</p> <p>This report seeks approval for attendance at the conference by the Chief Executive and Director of Corporate Strategy.</p> <p>Wards Affected: None</p>	
<p>Implications:</p> <p>Financial: The cost for the Chief Executive and Director of Corporate Strategy to attend (including conference fees, travel and accommodation) will be approximately £1,800 which can be met from existing budgets</p> <p>Legal: The Council's Conference, Visits and Hospitality Rules state that the Executive must approve such attendance.</p> <p>Risk Management: Nil</p> <p>Social Inclusion and Diversity: Nil</p> <p>Crime and Disorder: Nil</p>	
<p>Recommendation</p> <p>That the Executive approves the attendance of the Chief Executive and Director of Corporate Strategy at the SOLACE annual conference 2005 at a cost of approximately £1,800 which will be met from existing budgets</p>	

<p>Reason</p> <p>The Council's Conference, Visits and Hospitality Rules state that the Executive must approve such attendance where the total cost is likely to exceed £1000.</p>		
<p>Contact Officer: Lee Watson</p>	<p>Title: PA to Director of Corporate Strategy</p>	<p>Contact Details: Tel: 020 8227 2142 Fax: 020 8227 2806 E-mail: lee.watson@lbbd.gov.uk</p>

Background Papers

None

THE EXECUTIVE

13 SEPTEMBER 2005

REPORT OF THE DIRECTOR OF FINANCE

ATTENDANCE AT THE INSTITUTE OF REVENUES RATING AND VALUATION ANNUAL CONFERENCE 2005	FOR DECISION
<p>Summary:</p> <p>The Executive is asked to agree representation of the Council by 2 persons at the Institute of Revenues, Ratings and Valuation Annual Conference and Exhibition 2005 which is to be held over a 4 –day period. This is in accordance with the Council’s Conferences, Visits and Hospitality Rules, which states that the Executive must approve such attendance where the cost is likely to exceed £1,000</p> <p>The principle benefits of attending the conference include:</p> <ul style="list-style-type: none"> ▪ Networking Opportunities to improve awareness of good practice and service improvement initiatives ▪ Awareness of recent or proposed changes to statutory framework in respect of Revenues and Benefits and other technical updates ▪ Opportunity to raise the profile and general pride of the Borough ▪ Professional development of staff demonstrating the Council’s commitment to learning and development in line with IIP principles <p>Wards Affected: None.</p>	
<p>Implications:</p> <p>Financial:</p> <p>The total cost of this proposal is estimated to be £1,543 plus VAT, (excluding travel and subsistence allowance) and can be met from the existing budget of Revenue Services.</p> <p>Legal:</p> <p>There are no legal implications. However, attendance at the conference would enable officers to update themselves on any recent or proposed changes to the statutory framework in respect of revenue collection and benefits administration.</p> <p>Risk Management:</p> <p>There are no key Risk management issues, other than to ensure service continuity and management cover whilst attendees are at the conference. It should be noted that attendance at the conference is a mitigating control measure to address the risk of the Authority’s non compliance with statutory or good practice requirements in revenues administration.</p>	

Social Inclusion and Diversity:

As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned. The conference is expected to highlight any good practice examples of how authorities have addressed social inclusion and diversity issues within a revenues and benefits context.

Crime and Disorder:

There are no specific implications insofar as this report is concerned.

Recommendation(s)

The Executive is asked to agree:

1. The attendance at the Institute of Revenues, Ratings and Valuation Annual Conference and Exhibition 2005 by the Head of Revenue Services and the Council Tax Manager.

Reason(s)

This report is being brought to the Executive for approval as the total cost of attending the conference will exceed £1,000.

Contact Officer: Abimbola Odunsi	Title: Head of Revenues	Contact Details: Tel: 020 8227 2505 Fax: 020 8227 2574 E-mail: abimbola.odunsi@lbbd.gov.uk
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1. Background

- 1.1 The Institute of Revenues Ratings and Valuation is the professional body of Revenues and Benefits practitioners. The IRRV holds an annual conference in different locations every year. This year it is being held in Manchester from 18 - 21 October 2005.
- 1.2 The annual conference and exhibition is regarded as a valuable conference promoting the Institute's purpose to maximise the contributions that Revenues and Benefits practitioners can make to the well being of communities.
- 1.3 Attendance at the IRRV annual conference is an opportunity to learn about forthcoming changes and share good practice operating within the Revenues and Benefits industry. It is also an opportunity to network with Revenues and Benefits practitioners from other local authorities and central government departments. This is very much in line with the community priority of "raising general pride in the Borough"
- 1.4 The Head of Revenues is also scheduled to be a speaker at one of the conference workshop sessions – thereby further raising the profile of the borough.

2. Detail

- 2.1 The Institute's mission is expressed through its policy work and research; the advice it gives to governmental and other agencies; its educational initiatives and promotion of standards of lifelong learning and teaching; and its national and international conferences, seminars and training programmes
- 2.2 This year's conference is based around the changes facing Revenues and Benefits practitioners in the near future. It will cover topics that include
- ◆ Delivering Gershon in a Revenues and Benefits Environment
 - ◆ Emerging trends in Local government Finance
 - ◆ Comprehensive Performance Assessment-Getting your improvement planning Right
 - ◆ Modelling the 2007 Council Tax Revaluation.
- 2.3 The conference will bring together a distinguished set of speakers and presenters with diverse expertise and backgrounds relevant to Revenues and Benefits. The programme has been put together by the IRRV with a range of partners to ensure it remains at the cutting edge of policy, practice and implementation on issues pertaining to the collection and enforcement of Local Taxation and effective and efficient Benefits Administration
- 2.4 The conference is also a learning and self development opportunity for attendees. Supporting the attendance of our managers is in line with the Council's commitment to the development of its staff and our commitment to Investor in People principles.

3. Financial

- 3.1 The conference cost is £1126 plus VAT per delegate for IRRV members (£1166 for non-members). This includes accommodation, but does not include travel costs or expenses relating to subsistence. The IRRV are contributing to the costs of the Head of Revenues as he is a speaker at the conference. This reduces the cost to £417 plus VAT in his case.

Both delegates, The Head of Revenue Services and the Council Tax Manager, are members of the IRRV; this brings the total expenditure on delegate fees to £1,543 plus VAT (excludes travel and subsistence expenses).

Background Papers Used in the Preparation of the Report:

- Executive Report (Attendance at Institute of Revenues Rating Valuation Annual Conference 2004) Minute 49, July 2004.
- Promotional Brochure - IRRV Annual Conference 2005

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