

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 8 April 2003 - Civic Centre, Dagenham, 5:00 pm

Members: Councillor C J Fairbrass (Chair); Councillor C Geddes (Deputy Chair); Councillor J L Alexander, Councillor S Kallar, Councillor M E McKenzie, Councillor B M Osborn, Councillor J W Porter and Councillor T G W Wade.

Also Invited: Councillor J P Wainwright for Agenda Item 4.

Declaration of Members Interest: In accordance with Article 1, Paragraph 12 of the Constitution, Members are asked to declare any direct/indirect financial or other interest they may have in any matter which is to be considered at this meeting

28.03.03

Graham Farrant
Chief Executive

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AGENDA

1. **Apologies for Absence**
2. **Minutes - To confirm as correct the minutes of the meeting held on 18 March 2003 (Pages 1 - 6)**

Business Items

Public Items 3 and 4, and Private Items 17 to 20 are business items. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.

Any discussion of a Private Business Item will take place after the exclusion of the public and press.

3. **Health and Safety Structure (Pages 7 - 28)**
4. **Roadworks - Co-ordination (to follow)**

Discussion Items

5. **Traffic Calming Scrutiny Panel (Pages 29 - 39)**

6. **Best Value Service Review of Education Asset Management (Pages 41 - 74)**
7. **Broadway Theatre Redevelopment (Pages 75 - 78)**
8. **Regeneration and Community Partnerships (Pages 79 - 86)**
9. **Year 3 Cross Cutting Reviews (Pages 87 - 90)**
10. **External Activities - Members and Officers (Pages 91 - 101)**
11. **Any other public items which the Chair decides are urgent**
12. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Executive, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant legislation (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972).

Discussion Items

13. **Senior Officer Recruitment, Search and Selection - Final Award of Contract (Pages 103 - 105)**
Concerns a contractual matter (Paragraphs 7, 8 and 9).
14. **Land Adjoining St. Albans Church, Urswick Road, Dagenham (to follow) (Pages 107 - 111)**
Concerns a contractual matter (paragraphs 5 and 7).
15. **Land in Abbey Road - Relocation of the Canoe Club (Pages 113 - 120)**
Concerns a contractual matter (Paragraphs 9 and 10).
16. **Equal Pay Claim (Pages 121 - 124)**
Concerns an employee relations matter (Paragraph 11).

Business Items

17. Dagenham Priory Comprehensive School Art and Technology Block (Pages 125 - 128)

Concerns a contractual matter (Paragraphs 7 and 9).

18. Provision of Highways Term Contract 2003/06 and Extension of Current Term Contracts 2003/04 (to follow)

Concerns a contractual matter (Paragraphs 7 and 8).

19. Term Contract for Mechanical Services Maintenance Works in Public Buildings and Schools 2003/06 (Pages 129 - 131)

Concerns a contractual matter (Paragraph 9).

20. Major Adaptations / Disabled Facilities Grant Application (to follow)

Concerns an individual resident (paragraph 4).

21. Any other confidential or exempt items which the Chair decides are urgent

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THE EXECUTIVE

Tuesday, 18 March 2003
(7:00 - 8:59 pm)

Present: Councillor C J Fairbrass (Chair), Councillor C Geddes (Deputy Chair), Councillor S Kallar, Councillor M E McKenzie, Councillor B M Osborn, Councillor J W Porter and Councillor T G W Wade.

Also Present: Councillor W F L Barns, Councillor B Cook, Councillor J R Denyer, Councillor Mrs K J Flint, Councillor M W Huggins, Councillor Mrs V M Rush and Councillor Mrs P A Twomey.

Apologies: Councillor J L Alexander.

350. Minutes (11 March 2003)

Agreed.

351. Delivery of Housing Services

Received a report setting out details of the second round of recruitment in the community for Board members to sit on the Community Housing Partnerships (CHP).

Agreed to the placement of the successful residents on their appropriate CHP Board, as set out on the list attached to the report, in order that the Boards are up and running before the end of the financial year.

352. Barking Town Centre Market

Received a report setting out proposals to increase the rental charges levied on the Barking Town Centre market traders.

Agreed, in order to reflect inflation over the last three years whilst retaining the principle to break even, to the increase in charges from 1 April 2003 as set out in the report.

353. Programme of Twinning Events for 2003/04

Noted a report detailing events and activities to be organised in conjunction with the Borough's German twin town of Witten, Tczew in Poland and other associated towns during the forthcoming Council year.

Agreed, funding for the Dagenham Town Show and the Witten Onion Festival, as set out in the report, in order to raise the profile of the Borough on a national and international level.

354. Improving Social Services: Financial and Commissioning Framework

Received a report setting out a performance improvement and financial and commissioning framework to take Social Services to a robust position and continue the modernisation of social care.

Agreed, in order to continue to achieve improvements in the performance of Social Services, the:

1. '3 star plan' for Social Services - the vision for modernisation and performance improvement over the next two years via a review of the Commissioning Intentions 2003/04; and
2. Financial Framework for Accelerating Improvement via spending at Formula Spending Share (FSS) in 2003/04 onwards.

355. Sustaining Improvement in Educational Attainment

Noted a report setting out plans and targets for the continued drive to raise educational attainment in Schools in the Borough through funding of the Department at FSS.

This will allow the Department to continue to improve performance above national average and aim for the top quartile, address increasing problems with pupil mobility, support the Authority's application for Beacon status, assist with the implementation of the Office for Standards in Education (OFSTED) action plan and the Education Development Plan as well as meet the Department for Education and Skill's (DfES) expectations that FSS be passed on to the education service in full.

356. Bed and Breakfast Costs and Financial Forecast 2003

Received a report outlining the reasons for the increases in Bed and Breakfast expenditure and the current and expected downward trend of reliance on Bed and Breakfast accommodation.

Agreed, in order to reduce reliance on Bed and Breakfast accommodation:

1. The Bed and Breakfast budget for 2003/04;
2. To undertake a review of the percentage of all allocation of accommodation offered to homeless applicants; and
3. That a minimal target of 40% of housing allocations be made to homeless applicants.

357. Client Planning Team

Further to Minute 220 (November 2002), received a report setting out the process for engaging a consultant partner to provide advice and training within the construction planning team and the proposed structure of that team.

Agreed, in order to plan and procure more effective ways of delivering major programmes of work:

1. The Process for engaging a consultant partner; and
2. That Councillor B Osborn joins the tender evaluation team.

358. Review of Charges for the Collection of Trade and Other Waste, Emptying of Cesspools, Vehicle Crossings and MOT's

Received a report proposing increases in the charges for the collection of trade and other waste, emptying of cesspools, the construction of vehicle crossings, the carrying out of MoT vehicle tests and other services.

Agreed the increased charges as set out in the report, with effect from 1 April 2003, in line with the Charging Policy for Council services, in order to reflect the current costs of the services provided and increases in costs made to the Authority.

359. Provision of Interim Kerbside Recycling Scheme

Received a report outlining the proposed kerbside multi-material recycling scheme and details of the funding bid made to the 'London recycling fund' to part fund the project.

Agreed the introduction of a Kerbside Recycling scheme and the acceptance of the Department of the Environment, Food and Rural Affairs (DEFRA) grant funding, in order to improve recycling performance and reach national Best Value Performance Indicator targets.

360. Review of On/Off Street Parking Charges

Received a report setting out the options for setting on and off street parking charges for the 2003/04 financial year.

Agreed, in accordance with the Council's Charging Policy, to:

1. Increase off-street parking charges by approximately 14%;
2. Increase on-street parking charges by approximately 4%;
3. The appropriate traffic orders being amended accordingly; and
4. The proposals set out in paragraph 5 of the report, subject to staff consultation being carried out in respect of the Town Hall staff car park.

361. Year 3 Cross Cutting Reviews

Deferred.

362. London Riverside and Barking Town Centre

Further to Minute 232 (November 2001), received a report seeking funding in order to take forward the draft Framework Plan and other studies, which will help in the delivery of the Barking Town Centre.

Agreed to vire £100,000, included within revenue reserves as contingency, towards supporting the delivery of the Barking Town Centre Programme.

363. Barking Town Centre Action Plan 2003/04

Further to Minute 106 (August 2002), received a report outlining the draft action plan for 2003/04 (attached to the report), which sets out the objectives, outcomes, performance indicators, 5 year priorities, a key programme map and milestones for the Barking Town Centre.

Agreed, in order to deliver the proposals for the Barking Town Centre, the:

1. Draft Barking Town Centre Action Plan for 2003/04, including the objectives, outcomes and priorities; and
2. Framework Plan as the strategic basis for the Barking Town Centre, subject to further development regarding the testing of the retail and movement strategies.

364. * Reception and Re-integration Unit, St. Georges Complex

Received a report setting out proposals for the erection of a demountable building to be used for a Reception and Re-Integration Unit, catering for children with a record of poor attendance at school, which will be funded by the Government's Behaviour Improvement Programme.

Agreed to waive the normal tendering arrangements in accordance with Section 4.1(e) of the Council's Contract Rules to accept the tender price of £133,615 submitted by Borrás Construction Ltd, in order to avoid any delays and additional costs involved in carrying out another tendering exercise in light of Borrás Construction Ltd having submitted the lowest price for similar work on the same site.

365. * Budget Monitoring Report - January 2003

Received a monitoring report covering the Council's capital and revenue expenditure to the end of January 2003.

366. * "Building of the Community Priorities"

Received a presentation regarding the strategy to deliver the first target of the Government's Decent Homes Standard and integrating this with local budget devolution to the Community Housing Partnership's.

367. Private Business

Agreed to exclude the public and press for the remainder of the meeting, as the business was confidential.

368. Supporting People Contracts

Received a report highlighting those services eligible to receive Supporting People grant and interim contracts to be issued as set out in the Supporting People strategy agreed in September 2002 (Minute 130 refers).

Agreed, in order to progress the implementation of the programme in Barking and Dagenham, the issuing of the Supporting People Contracts as set out in the report.

369. Treasury Management Annual Strategy Statement

Received a report setting out the annual strategy statement for 2003/04 in respect of the Council's Treasury Management functions.

Agreed the statement in accordance with the Treasury Policy Statement.

370. Head of Finance: Corporate Services - Additional LSMR Post

Received a report seeking approval for the creation of an additional Head of Finance Post to manage the Corporate Finance, Insurance and Accounts Payable groups. The report also outlined changes to the responsibilities of Heads of Finance posts in each of the service departments.

Agreed to:

1. The creation of a new post of 'Head of Finance: Corporate Services' at a single point salary (LSMR Point 67 - £50,820).
2. The changes and regrading of the four existing Heads of Finance as set out in paragraph 3 of the report.
3. The renaming of 'The Head of Corporate Finance' to 'The Head of Financial Services'.

371. * Land Disposal Programme and Lymington Fields

Further to Minute 238 (November 2002), received a report seeking the disposal of the largest of the Borough's vacant sites (Lymington Fields) as part of a programmed approach to identifying and reusing vacant and under utilised land and property whilst meeting the Council's needs for capital receipts to fund the Capital Programme.

Agreed, in order to meet the Council's Housing Strategy and Education Strategy targets, to:

1. Approve the disposal of vacant land at Lymington Fields; and
2. Consider entering into negotiations with the company named in the report for the sale of part of the Lymington Fields site (8.5 acres) at 'housing' land values and on the terms proposed by the officers, in order to realise the full land value.

372. * Customer First - Interim Management Arrangements and Review of Secondment

Received a report providing an update on the Customer First scheme, which is entering the implementation stage, and the recruitment to the post of Head of Customer First and of staff for the Planning Team.

Agreed to:

1. End the secondment of Lawrence Ashelford to the post of Head of Customer First, with effect from 1 April 2003. Lawrence Ashelford is to return to his substantive post of Head of Policy in Health and Social Care. A further report on the arrangements for the assimilation of this post will be presented to the next meeting of the Executive; and
2. The approach taken for the interim management of Customer First.

* Item considered as a matter of urgency with the consent of the Chair under Section 100 (4)(b) of the Local Government Act 1972.

THE EXECUTIVE**8 APRIL 2003****REPORT OF THE BOROUGH PERSONNEL OFFICER**

HEALTH & SAFETY STRUCTURE	FOR DECISION	
<p><i>This report asks Members to approve a revised Health and safety structure, which is of corporate significance.</i></p> <p><u>Summary</u></p> <p>This report addresses the changes to the corporate safety structure, makes recommendations for change and gives an update on the action plan following the HSE notice. The report has been considered by TMT who support the recommendations.</p> <p><u>Recommendations</u></p> <p>The Executive is asked to agree the revision to the Corporate Safety structure and to note the additional Health & Safety costs (Appendix B) which are to be met from existing budgets</p>		
<p>Contact Officer: Alan Beadle</p>	<p>Borough Personnel Officer</p>	<p>Tel: 020 8227 2366 Fax: 020 8227 2868 Minicom: 020 8227 2413 Email: alan.beadle@lbbd.gov.uk</p>

1. Background

- 1.1 Previous reports to TMT and the Executive (14 May 2002)) covered the need to respond to the visit of the HSE to Social Services in January 2002. The key issues were lack of consistency in policies, guidelines, forms and standards applied across the Council, manifesting in inadequacies in sharing information between departments and communication issues. The HSE challenged the authority to revitalise its approach to health and safety and a number of the issues raised have been tackled on a progressive basis as part of the Health and Safety Action Plan project.
- 1.2 This report aims, as before, to affirm the commitment of the Council towards safety by supporting corporate initiatives to raise standards of safety management in a consistent and co-operative manner across the Council. There is a need to ensure that flexible and dynamic systems are in place to meet the changing needs of the workforce, and yet be robust, progressive and sustainable in the long term as workplace priorities shift.
- 1.3 The HSE visit has prompted the need for change away from a reactive traditional style of safety management, where workplace risks were merely controlled, towards an enabling culture whereby risks are assessed and managed appropriately.

- 1.4 The health and safety profession has also moved on having to incorporate risk management strategies in dealing with ever more complex workplace issues and the grade of the safety advisers should reflect this to ensure the appropriate calibre of staff fill the posts, and can be retained in them.
- 1.5 The departure of the former Corporate Safety Manager has facilitated a review of the corporate safety structure and roles of individuals within it.

2. Challenge for Change

The challenge is to go from 'Failing' to being 'Best in Class'.

- 2.1 As the Action Plan project has developed it is important that the progress that has been achieved is reinforced and sustained. There is a need to commit to:
 - Continual improvement (as a minimum meeting legal standards) with the aim of achieving compliance with ISO 18001 for Safety Management Systems (in line with the council's current commitment to seek accreditation to ISO 14001 Environmental Management and ISO 9002 for Quality Systems by the year 2006).
 - Refocusing health and safety advisers in the context of their interaction with people as part of the environment as well as the physical environment and work practices. This will move away from the traditional procedural based physical risk assessments, and will better address the needs of complex and individualised working practices
 - Realigning health and safety priorities corporately and within departments to meet HSE criticisms
 - Sharing of safety expertise and resources to facilitate information, improve the quality of safety training, and promoting consistency in policies, procedures, forms and guidelines for safety across the council's activities
 - Revising departmental health and safety work plans and integrating them with both the corporate safety workplan and the action plan to enable flexible and sustainable management of occupational health and safety
 - Providing resources for a cost effective safety advisory and support service.

Many of these are supportive of the Community Priorities not the least making the Borough Cleaner, Greener and Safer.

3. Resources

- 3.1 A revised safety structure needs to ensure information, experience and resources are shared in such a way that not only benefits individual departments but also, importantly, is of cost effective benefit to the Council as a whole.

- 3.2 A job description for the proposed corporate post is attached as Appendix A. The role has been expanded to reflect the need to adopt a more strategic approach towards occupational safety and health encompassing service elements that are demanded by the complex range of work activities and individuals in the workplace.
- 3.3 The HSE strongly advises that the corporate post should remain within the remit of the Chief Executive.
- 3.4 A proposed health and safety structure is attached as Appendix B.
- 3.5 It is also important to note that the HSE 's priority areas for training have been identified as risk assessment, manual handling and violence and aggression. A full programme of training will be needed across all Departments over the next few years to meet HSE targets. H&S training costs presently run at approx. £400 per day upwards and the creation of a full time training post to deliver risk assessment, manual handling and core V&A training in house offers a cost effective way of dealing with this issue.
- 3.6 Under the proposed structure each department would continue to fund the Departmental Safety Advisor based in its own department.

4. Risk Assessment

- 4.1 A risk assessment on the current level of safety services provided in the Borough would highlight:
- Potential hazards
 - Vulnerability to further action including prosecution by the HSE
 - Failure to comply with legal requirements for corporate responsibility
 - Reluctance to give H&S priority status on a managed basis (i.e. not just reactively) which has a knock on effect on staff morale particularly those working in cramped working environments under pressure to deliver services to the community
 - Inadequate control measures
 - Under-resourcing for staff welfare
 - Lack of resources for training (V&A, manual handling, stress, asbestos awareness) and provision of safety services
 - Those at risk are
 - Chief Officers
 - Staff
 - Indirectly but importantly, members of the public reliant on Council services
 - Further action required
 - Commitment from senior management to support the development and implementation of co-ordinated safety and risk services
 - A raised profile for H&S to show support for staff who are most at risk
 - Financial backing to support safety and risk initiatives on a corporate basis

5. Examples of Key Issues

5.1 Asbestos

Management of the corporate asbestos database is based in DLES, but because the service is presently geared to non-domestic premises, secondary databases have developed within Building Services and Housing & Health. Although moves are being made to amalgamate the databases, there are a number of issues outwith this service such as provision of information for other tenants, agencies (such as the Water Board, Fire Brigade etc) and training for employees which need to be addressed. A differing approach for domestic premises means that there are cost implications for both surveying and removal of asbestos in housing stock. The present strategy for asbestos management needs to draw together independent initiatives into a co-ordinated approach. Insurance claims filtering through now indicate that more proactive systems need to be in place for the future.

5.2 Violence and Aggression

It should be noted that staff in all departments offering services to the community at some time face the potential for violence and aggression. Currently all departments have a Working Party set up to look at issues in their department including training needs and the Chief Executive has agreed to launch the Corporate V&A Group.

5.3 Workplace

The Scrutiny Management Board has reiterated its views about the importance of ensuring office accommodation is allocated appropriately and conforms to health and safety standards in the workplace. This reinforces the need to adopt appropriate standards that take account of the environment where services are being delivered, and the risks faced by staff. Many workplace issues are common across departments, but this needs to tie in with initiatives on violence and aggression, and stress.

5.4 Progress

Since the HSE notice was served last year many of the items on the H&S Action Plan have been addressed or have action underway (see attached - Appendix C). The HSE improvement notice has been discharged without the need for an extension.

The Borough has been awarded a certificate by the HSE for participation in European Safety Week, and has been asked to participate in a Cost of Risk study being undertaken by the HSE. Corporate Safety has been asked to participate in:

- Interviewing selection,
- The Risk Management Group,
- Occupational Health issues,
- Stress Working Party,
- Asbestos compliance
- Investigation of workplace issues jointly with DLES for the Scrutiny Management Board,

- Participation in Controls Assurance Workshops and Improving Working Lives initiatives within the PCT,
- Working groups set up to implement the Action Plan, such as Violence and Aggression.

We now have the potential to become a model authority for how safety and risk can be more effectively managed.

6. Costs

The estimated cost of implementing the Action Plan to the end of March 2003 is £59,495. The costs for this will need to be re-charged to departments. It is intended that having regard to the effort required to-date that this will be on the basis of a split of 60% to Social Services with 10% to each of the remaining four departments. In order to avoid delays once served with the Improvement notice, we appointed Aureon to progress the action plan. Standing orders requires that for expenditure in excess of £30k alternative quotes should be obtained. In view of the urgency of the notice we had to get on with the work required. This was reported to the Corporate Monitoring group, along with progress being made. It was also reported that additional costs involved in doing this work would need to be re-charged to departments. Quotes obtained show costs vary from £300 to £500 per day for the work required. Therefore, overall costs would have been equal to or more than the cost of using Aureon.

7. Priorities & Timescale

The estimated timescale to put safety and risk management back on track is 2 years. Priority areas for action will include:

- Continuing development of policy, procedure and guidance to provide a framework for good safety and risk practice;
- Development of next generation management of risk through better integrated risk assessment, moving away from solely physical environment based assessment to encompass aspects of employee well being, health and personal safety;
- Review of workplace standards;
- Violence and aggression; and
- Asbestos.

8. Summary

The corporate role needs to be strengthened and strategically shifted towards a more flexible risk based approach, which can address the complex and diverse needs of the services provided throughout the Council. The progress made in management of safety and risk needs to be maintained if we are to become a model authority and in order to sustain the momentum, the revision needs to:

- Address both legal and HSE requirements

- Update and rationalise the level of service provided to meet the needs of differing occupational groups
- Meet Community Priorities
- Provide consistent management of risk within the organisation
- Support and sustain a risk management strategy for the future

Once coherent strategies are in place across all departments, this would place the Council in a stronger position to achieve ISO 18001 Safety Management Status in line with the commitment to meet ISO 9002 by 2006.

Background papers

None.

Title:-	Head of Safety & Risk
Grade:	
Division:	Organisational Development and Employee Relations
Department:	Corporate Strategy
Reporting To:	Head of Organisational Development and Employee Relations

1. Introduction

- 1.1 The council has very clear expectations of its Managers. Those requirements are set out in three documents.
- Competencies for Managers
 - Standards for Everyone
 - Job Description for this post
- 1.2 In order to meet the requirements of the job you will be required to comply with all three.

2. Purpose of the Job

- 2.1 Be aware of, focus on and engage with Members and the community; ensure that services are developed and delivered to achieve agreed outcomes and standards.
- 2.2 Manage all aspects of the job or service for which you are responsible to ensure that:
- Agreed outcomes are delivered in time, within budget and to the expected standards, and
 - There is a process of planned, continuous improvement in the quality, efficiency and effectiveness of provision.
- 2.3 Monitor performance and take corrective action to achieve the Council's policies and service plan aims. Maximise use of information systems to support the working ensure robust practices and procedures are in place to deliver the service plans.
- 2.4 Provide strategic and corporate direction for occupational health and safety areas, anticipating changing needs and developing policies and service plans to meet them.
- 2.5 Be responsible for setting service plan aims and objectives, in line with the Council's Strategic Objectives for Community First, Customer First, Performance Counts and People Matter involving relevant staff, based on a clear understanding of the business aims of the organisation.
- 2.6 Develop a teamwork approach, coach, train, develop and instruct staff to encourage better performance and involve staff in the way the job is done. Participate in other teams and understand the different roles and responsibilities that you have in each.

3. Main Activities

In relation to the provision of workplace health, safety, welfare and risk services for employees and service users, on a corporate basis

- Manage the health, safety welfare and risk services
- Develop the Council's occupational health, safety and risk strategy together with appropriate policies and procedures to deliver elements of the strategy
- Facilitate understanding and good practice relating to risk management enabling managers to manage risk
- Communicate at all levels within the organisation
- Liaise with external agencies both enforcement and advisory to promote best practice
- Co-ordinate initiatives across the Council to manage risk
- Promote awareness of health, safety welfare and risk issues through education and training programmes
- Ensure corporate compliance with health, safety and welfare legislation by monitoring and review of workplace practices.

4. General

- Attend meetings including meetings of Members and outside bodies as required.
- Write reports and give presentations where necessary
- Provide training and briefing sessions for elected Members and other relevant parties on any aspects of the service.
- Attend panels, projects team meetings, working parties, and meetings of external bodies etc., in a support / advisory capacity or as the departmental representative.
- Comply with the Competencies and Standards requisites agreed by the Council as relevant to your post and the Council's Equal Opportunities in Employment Policy.
- Comply with the Data Protection Act 1998 (all employees of the Council will not disclose or make use of, for their private advantage, any information held on manual or computer records, which is not available to the public, however acquired).
- The above-mentioned duties are neither exclusive nor exhaustive and the post holder may be required to carry out such other duties as directed by the Chief Officer within the grading level of the post and the competence of the post holder.

You can expect:

To have an Annual Performance Appraisal based upon your receiving clear responsibilities and accountabilities. Each appraisal will be linked to these and will involve setting both general and specific objectives for the year and the review of performance in achieving previously set objectives. The process will involve identifying and meeting any development needs in order to maintain a high level of performance.

NB Objectives will be set for you by the Borough Personnel Officer and Senior representatives of the Council. You will be party to agreeing objectives. These will be measurable and subject to regular review.

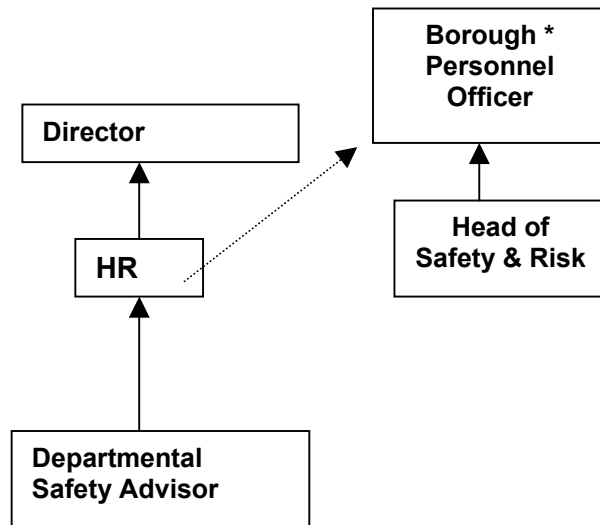
Political Restriction

Appendix A

This post is Politically Restricted in accordance with S2 (2) (a); S2 (3) (a) and S2 (3) (b) of the Local Government and Housing Act 1989.

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Health & Safety Structure



* To become Head of Organisation Development and Employee Relations.

Summary of Additional Costs

Corporate

Head of Safety and Risk LSMR	£ 47,355	£ 47,355
<u>less</u>		
Corporate Safety Manager P03 (Redundant)	34,831	
Corporate Safety Advisor P01 (Vacant Post)	<u>30,474</u>	(65,305)
		Saving <u>17,950**</u>

Departmental

Social Services/PCT Safety Advisor regrading from P03 to P06 (paid for by Social Services/PCT)		<u>6,779</u>
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Optional

Health & Safety Trainer P02		32,151 +
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NB ** The savings will initially be used to fund the capital costs of the redundancy of the Corporate Safety Manager who retired at the end of September 2002. The capital cost amounts to £70,442 and will therefore take just under 4 years to repay thereafter savings will accrue as shown.

+ Cost to be recovered via recharge to departments.

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LONDON BOROUGH OF BARKING & DAGENHAM

HEALTH & SAFETY ACTION PLAN

Key: PM = Project Manager; CS/M = Corporate Safety/Manager; SS = Social Services; DSA = Departmental Safety Adviser; HR = Human Resources; TF = Training Facilitator; AP = Action Point All dates 2002 unless otherwise stated

Action Point 14	The Borough should review the policies for the management of violence and aggression and ensure that they clearly correspond with one another.					
Paragraphs 9 – 16	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments	
	1. Review role and function of the Violence & Aggression Group, establishing revised terms of reference with the DOH National Taskforce Guidelines.	PM	Sept	Ongoing	All Departmental Groups have been set up. Corporate Group awaiting nomination from TMT.	
	2. Revise V&A policy and guidelines in line with National task Force recommendations.	PM	Sept	Ongoing	The departmental groups are addressing this. Social Services /PCT also incorporating NHS 'No Tolerance Zone' initiatives.	
	3. Produce risk assessment criteria for defined work activities where staff are at risk.	PM/CSM	Sept	Ongoing		
	4. Appoint Training Facilitator	PM/SS HR TF	June	ASAP	No appointment made.	
	5. Carry out rolling programme of Training Needs Analysis (TNA)		On app'tment of TF	Ongoing	The TNA for Social Services V&A is complete. Other training needs being picked up by departmental groups.	
	6. Set up training programme and implement		SS to start Sept Other Depts. to follow on	Ongoing	Social Services training programme is underway. Other training initiatives started in DLES, &H&H for priority risk groups.	

APPENDIX C

	<p>7. Produce corporate risk assessment guidelines and standard forms. a)Employee b)Service Users</p> <p>8. Produce V&A Risk Assessment form [Linked to AP54 for Manual Handling]</p> <p>9. Develop/formalize mechanisms for communicating safety policies, guidance and information a) Corporate, b) Social Services c) other Depts</p> <p>10. Establish audit protocols a) Corporate b) Depts (guidelines and procedures) [Audits already planned to start Sept; see new Corp Safety Policy]</p> <p>11. Set up and implement report/feedback system for safety a) Corporate b) Other Depts</p>	<p>CS</p> <p>PM/CSM</p> <p>a) CS b) SS HR/DSA c) HR/DSAs</p> <p>a) CS b) CS/DSAs</p> <p>a) CS b) CS/DSAs/HR</p>	<p>Done</p> <p>Sept</p> <p>))Oct)</p> <p>)Oct)Dec</p> <p>)Nov)</p>	<p>Done</p> <p>Ongoing</p> <p>Ongoing</p> <p>Progressing</p> <p>In progress</p>	<p>Service User Risk Assessment Form to be integrated onto SWIFT system in Social Services.</p> <p>Revisions to general Risk Assessment training will include guidelines on V&A assessment.</p> <p>Related to issue of updated corporate and departmental safety policies.</p> <p>In progress. Discussion with DSAs on going.</p> <p>Incident response is being looked at by each departmental group.</p>
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<p>Action Point 20 Paragraphs 17 – 25</p>	<p>I am concerned about the lack of training provided for the management of violence and aggression for employees who are facing this risk on a regular basis. The provision of adequate health and safety training is a statutory requirement. Consequently, an improvement notice is being served on the Borough. This will require the Borough to take specific action within a certain timescale. The timescale will be agreed with HSE once the action plan has been produced by the Borough, as outlined in 5 above.</p>				
<p>Action Proposed</p>		<p>Responsible Officer</p>	<p>Original Timescale</p>	<p>Revised Timescale</p>	<p>Comments</p>
<p>1. Appoint training Facilitator (see AP 14/7)</p>		<p>PM/SS HR</p>	<p>June</p>	<p>ASAP</p>	<p>As AP 14 above</p>
<p>2. Undertake Training needs Analysis for Violence and Aggression in parallel to Manual Handling and Risk Assessment</p>		<p>Phased</p>	<p>In progress</p>		
<p>3. Corporately 3.1 Identify training facilitator for all safety-related training. Priority Violence and Aggression, Manual Handling and Risk Assessment</p>		<p>CS/Training</p>	<p>June</p>	<p>ASAP</p>	<p>As AP 14 above</p>
<p>3.2 Produce implementation plan on phased basis and report on specific areas of priority, responsibilities and identify resources required</p>			<p>July</p>	<p>Follows appointment – of TF</p>	
<p>3.3 Devise audit/inspection strategy to monitor implementation of action plan on risk priority basis. (Groups to be set up for each Dept.) This action plan will be reported regularly to the Corporate Monitoring Team.</p>		<p>PM/DSAs/ HR</p>	<p>On going</p>	<p>On going</p>	<p>Following the retirement of the Corporate Safety Manager, corporate audit/inspection strategy will be reviewed as part of the development of a corporate safety plan.</p>

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Action Point 27 Paragraphs 26 – 27	The Borough should review its method of communicating policy, procedures and risk assessments to staff so that they are familiar with how they are expected to work in a safe manner in order to reduce risk.				
	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
	<ol style="list-style-type: none"> Review corporate mechanisms for communicating health and safety issues to external agencies and contractors (see AP 14) Devise/formalize communications strategy within Social Services and establish review systems (Quarterly first year, annual thereafter) As above, all Depts. to follow on 	<p>PM/CS/HR/DSAs +Head of Corporate Communications</p> <p>PM/SS HR/DOSA</p>	<p>Dec</p> <p>Oct</p> <p>Dec</p>	<p>No change</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Discussions have started as to how the SWIFT system can be used to disseminate information.</p> <p>Initial management briefings held in Social Services.</p>

Action Point 32 Paragraphs 28 – 32	The Borough should establish a consistent procedure for communicating the risk of violence and aggression to employees within Social Services who are at risk and also between Departments.				
	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
	<ol style="list-style-type: none"> Development of process to share V&A data between all Depts in line with Caldicott and the Data Protection Act See also AP 35 	<p>SS to lead V&A Working Party (Sub group)</p>	<p>Dec and on-going to ensure legal and professional advice is incorporated</p>	<p>No change</p>	<p>A feasibility study of setting up a database to share information corporately has been proposed. Some information will be available via the SWIFT system (est. from mid 2003). Developing an acceptable and sufficient system to share data is likely to take 6–9 mths. Experience of other authorities indicates this may be a lengthy process, which is difficult to resolve satisfactorily. See AP27 above.</p>

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The Borough should establish a consistent procedure for communicating the risk of violence and aggression to external agencies working with service users.						
Action Point 35	Paragaphs 33 - 35	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
		<ol style="list-style-type: none"> 1. Seek urgent legal and national guidance from professional bodies on the recording, storage and sharing of data in respect of service users, their friends and neighbours. 2. Develop data base for Violence and Aggression as AP 32 3. Carry out a feasibility study to examine potential systems for sharing information with external agencies 	<p>SS/HR</p> <p>SS to lead</p>	<p>Start May</p> <p>Mar 2003</p>	<p>In progress</p>	<p>Contacts have been made with other authorities. Responses to dealing with this issue have been varied, and work is ongoing. Linked to SWIFT implementation.</p> <p>As above.</p> <p>The Social services Working Group on V&A will consider this issue as part of their remit. See also AP27.</p> <p>Linked to SWIFT.</p>

The Borough should review the information regarding behaviour and the potential for violence and aggression on service user assessment forms. Training should be provided to all staff completing these forms.						
Action Point 39	Paragaphs 36 – 39	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
		<ol style="list-style-type: none"> 1. Review, rationalize and complete service user assessment forms to ensure that within legal and good practice parameters they outline risks to staff as well as service users (Information to include health and safety-related information as well as violence and aggression and manual handling). 2. Provide training on risk assessment practice for both employee and service users (mandatory training for all employees in all Depts). 	<p>PM/SS/CS/ DSA plus Reps from other Agencies</p> <p>CS/DSAs/TF</p>	<p>General employee RAs in place now</p> <p>Service Users .</p> <p>Following TNA (AP14)</p>	<p>No change</p> <p>Done</p> <p>In progress</p>	<p>Social Services User Risk Assessment Group to finalize recommendation by end Dec.</p> <p>Risk assessment training to incorporate Assessment for V&A. DSAs in process of revising course material.</p>

The Borough should establish safe working arrangements for lone workers, including procedures for those working outside of normal office hours.					
Action Point 43 Paragraphs 40 – 44	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
	1. Procedures for lone workers to be reviewed/implemented and guidelines devised a) Corporate b) within Depts.	a) PM/ CSM b) PM/ CS/DSAs	a) Sept b) Oct	End March	Corporate guidelines in final draft. Not yet started in Depts.
	2. Formalize interim arrangements for tracking lone worker staff e.g. file coding system	SS	ASAP	In progress	
	3. Finalize review of communications/emergency contact packages and report on costings	SS	Sept	In progress	
	4. Provide training on new systems		To start once system is in place	No change	

The Borough should review the protective measures at offices to ensure that they are suitable and sufficient.					
Action Point 49	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
	Review measures in place in offices to ensure vulnerable staff are identified and strategies are in place to ensure their safety.	PM/CSM/SS/ DSAs	Oct	Ongoing	Office staff have been included in the training needs analysis for V&A. Linked to risk assessment.

The Borough should review the policy for the management of manual handling in the Department.						
Action Point 54	Paragraphs 50 – 54	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
		1. Develop revised corporate manual handling policy 2. Develop departmental supplements to main policy 3. Policy to include 3 phase guidance: a) General materials and Equipment Management b) Care of the Back c) Moving and Handling People	CS CS/DSAs	End May End July a) Done b) June c) June	Done)End)March	General policy on manual handling covered in the revised corporate safety policy issued in April 2002. Guidance issued for comment.

The Borough should have a programme for training staff to ensure that they are competent to undertake moving and handling tasks.						
Action Point 56	Paragraphs 55 – 56	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
		(AP54 & 14) 1. Carry out Training Needs Analysis for Manual Handling on corporate basis 2. Develop policy and procedures 3. Develop training programme (immediate and on-going for all staff) priority a) staff moving service users b) staff moving equipment and materials on a routine basis 4. Determine resource implications and consider in the budget cycle.	TF/CS/DSA CS/SS HR	Phased to March 03 July	No change	Training started DLES, H&H, Homecare Partially dependent on appointment of TF and restructuring in Corporate Safety.

<p>Action Point 58 Paragraph 58</p>	<p>The Borough should have access to a competence source of advice for moving and handling.</p>				
	<p>Action Proposed</p> <p>Social Services to source via Primary Care Trust or other route.</p>	<p>Responsible Officer</p> <p>SS HR</p>	<p>Original Timescale</p> <p>June</p>	<p>Revised Timescale</p> <p>In progress</p>	<p>Comments.</p> <p>Joint training initiatives for H&S under discussion with PCT.</p>
<p>Action Point 60 Paragraphs 28 – 32 & 59 – 60</p>	<p>The Borough should review its method of communicating policy, procedures and risk assessments to staff so that they are familiar with how they are expected to work in a safe manner in order to reduce risk. Providers of care, including external contractors, must receive sufficient information of enable them to carry out the moving and handling of service users in a way that reduces the risk so far as is reasonably practicable. Employees who are providing care in people's homes should receive sufficient information to ensure that the risks to their health and safety are reduced so far as is reasonably practicable.</p>				
	<p>Action Proposed</p> <p>See AP 27 and 39</p>	<p>Responsible Officer</p>	<p>Original Timescale</p>	<p>Revised Timescale</p> <p>In progress</p>	<p>Comments</p> <p>Risk assessment training programme started in Social Services</p>

Action Point 71	The Borough and trade unions should revise the methods for employee involvement and actively encourages and support consultation in the planning, measuring and reviewing of health and safety.				
Paragraphs 69 – 72	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
	<ol style="list-style-type: none"> 1. Review employee safety representation arrangements to promote greater employee involvement 2. Include aspects of health and safety in employee appraisals 3. Ensure health and safety is included as a standard item on TMT/DMT meeting agendas (Re-issue CE instruction). 4. Audit frequency and content of departmental health and safety committees 	<p>To be decided</p> <p>Rossana Kendall</p> <p>CE HR</p> <p>CS</p>	<p>Nov</p> <p>Oct</p> <p>May</p> <p>Sept</p>	<p>In progress</p> <p>Done</p> <p>First quarter 2003</p>	<p>Review of Safety Committees and membership with regard to improving effectiveness to be part of Corporate safety plan.</p>

Action Point 73	In order to ensure that the policies and procedures are being implemented and are effective, you should have arrangements to monitor health and safety practice.				
Paragraph 73	Action Proposed	Responsible Officer	Original Timescale	Revised Timescale	Comments
	<ol style="list-style-type: none"> 1. Develop and implement a Corporate audit/inspection system and report back protocol 2. Devise an audit system for each Department. 	<p>CS</p> <p>CS/DSAs</p>	<p>Oct</p> <p>Dec</p>	<p>In progress</p> <p>Likely first quarter 2003</p>	<p>Existing systems under review.</p>

TRAFFIC CALMING SCRUTINY PANEL

10 MARCH 2003

SCRUTINY MANAGEMENT BOARD

19 MARCH 2003

THE EXECUTIVE

8 APRIL 2003

THE ASSEMBLY

14 MAY 2003

DRAFT FINAL REPORT OF THE TRAFFIC CALMING SCRUTINY PANEL

TRAFFIC CALMING SCRUTINY PANEL	FOR DECISION
<p><i>Final reports for Scrutiny Panels are submitted to relevant parts of the political structure, as set out in paragraph 11 of Article 5B of the Council Constitution.</i></p>	
<p><u>Summary and Recommendations</u></p>	
<p>This report outlines the work of the Traffic Calming Scrutiny Panel with recommendations for the way forward. Having regard to the Panel's terms of reference, the report makes the following key points:</p>	
<p>GENERAL</p>	
<p>1. The Panel accepts that (a) traffic calming measures aim to reduce vehicle speed in order to reduce accident levels and the severity of accidents, and (b) area-wide traffic calming tends to reduce 'rat-running' (channelling of traffic to side streets).</p>	
<p>CONSULTATION/COMMUNICATION</p>	
<p>2. The current consultation processes could be improved and information could be better communicated.</p>	
<p><i>Recommendations:</i></p>	
<p>a) Go to each Community Forum on an annual basis with the list of traffic calming schemes in the Forum area to be funded through the Borough Spending Plan. This is to give attendees the opportunity to discuss the proposals for implementation and inform them that, in accordance with established practice, consultation will also be carried out directly with residents of affected streets. Then report back to relevant Forum/s with the feedback from the consultation and the final proposals, to give attendees a further opportunity to comment before implementation.</p>	
<p>b) Revise the current method for handling requests from members of the public regarding the installation/removal of traffic calming measures as follows:</p>	

1. Respond to resident, advising whether or not the request can be met (on usual basis of accident statistics) and that the request and outcome will be reported to the relevant Community Forum/s for information.
 2. Submit details of request/outcome to relevant Community Forum/s. Should the Forum disagree with a decision not to allow a resident's request, they could make representations to the Assembly through a petition containing at least 50 signatories from separate households which will be administered in accordance with the Council's Constitution. However, funding for traffic calming is received from Transport for London (TfL) through the Borough Spending Plan. Therefore, any proposal that does not meet TfL's criteria would need to be met from other Council budgets.
- c) Ensure information provided when consulting with residents, the ACCESS group and emergency services is as clear as possible and includes pictures of the various types of traffic calming measures available, with a stated preference.
 - d) Provide Members with information (appropriate to their Forum area) on traffic calming/restrictions, road safety data, outcome data, and monitoring / evaluation data in regards to schemes currently being carried out, any requests, and on schemes being planned. This should be provided prior to implementation of a scheme.
 - e) Provide information in the Citizen twice a year regarding proposed traffic calming/restrictions, consultation exercises, and measures recently implemented and how to use them properly.
 - f) Submit proposed schemes in the Council's programme for financial planning to the Executive for approval, prior to submission to Transport for London (TfL).
3. The traffic section needs to keep up to date on issues raised by the ACCESS group regarding traffic calming.

Recommendation:

- a) Improve and maintain liaison with the ACCESS group and the Council's ACCESS Officer and undertake access audits on all schemes.

EFFECT OF CURRENT MEASURES

4. Speed tables and other similar measures on bus routes are shown to cause passenger discomfort. The Panel's view, having spoken to invited representatives, is that they also cause damage to vehicles. They may also cause increased maintenance costs and the Panel is recommending that the officers investigate this.

Recommendations:

- a) Take the first opportunity within available budgets to:

1. Remove speed tables and cushions from bus routes and replace them with alternative measures, which would be decided through consultation.
 2. Survey all road humps, speed tables and cushions in the Borough to ensure that they have a height of 75mm and no more.
- b) That any future road humps, speed tables and cushions have a height of no more than 75mm
 - c) Look into the Panel's concerns about speed tables, humps and cushions and the issue of maintenance costs and report to the Executive accordingly.
5. Home Zones look to be a promising solution for new areas, based on the limited information available to the Panel.

Recommendations:

- a) Monitor and assess Home Zones, including the proposed Home Zone in the Fanshawe area.
- b) Home Zones must be considered for any significant new residential development

DATA ANALYSIS

6. The data, and how it is analysed, does not always give a true reflection of the 'weight' or priority of an area for traffic calming measures.

Recommendation:

Make better use of the available data to weight proposed schemes by type, nature and severity of the accidents.

CONSTRUCTION

7. There appears to be a lack of consistency in the construction of traffic calming measures.

Recommendation:

Improve monitoring of contractors to ensure traffic calming measures are installed consistently and to the correct specifications.

EDUCATION

8. Cars parked at traffic calming schemes prevent them being used effectively as designed.

Recommendation:

Send residents a leaflet post-implementation of a traffic calming scheme, explaining the changed traffic conditions and outline any restrictions (eg parking), which would impact negatively on the scheme.

- 9. People need more education about safe driving and using traffic calming measures appropriately.

Recommendation:

Increase participation in national, regional and local education campaigns on areas such as:

- safe driving/not speeding (eg 'Twenty's Plenty')
- use of speed tables as a pedestrian
- the different types of traffic calming measures available
- correct procedures through traffic calming measures
- not obstructing traffic calming measures

VISIBILITY/SIGNAGE

- 10. Traffic calming measures should be made more visible.

Recommendation:

When installing traffic calming measures, also improve kerb visibility.

- 11. In some areas it can be difficult to determine the speed limit.

Recommendations:

- a) Make more use of temporary and speed advisory signage and include in education campaigns (as recommended for point 9).
- b) Make more use of coloured surfacing and high visibility signage on approach to and around schools where funding is available.
- c) Make more use of Section 106 planning agreements to fund improved signage

The Executive is asked to advise of any comments it may have on this report.

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1. Introduction

- 1.1 The Scrutiny Management Board at its meeting on 10 April 2002 received a 'topic for scrutiny' from Councillor Wainwright. This raised concerns about the installation of traffic humps on major roads and asked what information and criteria are used to justify the increased use of road humps on major through-routes in the Borough. Arising from this, the Board agreed to set up a Scrutiny Panel.

2. Membership

- 2.1 The Panel comprised Councillor Wainwright (Lead Member), Councillors Mrs Bruce, Mrs Cridland, Denyer, Jamu and Smith and Mr V Ferridge (external representative, co-opted member).
- 2.2 Mike Livesey, Group Manager, Traffic and Highways, Leisure and Environmental Services Department, was the Lead Client Officer. Jeremy Grint, Head of Regeneration, was the Independent Support Officer and Kylie Bourne, Democratic and Electoral Services, supported the Panel.

3. Terms of Reference

- 3.1 The terms of reference for the Panel were:
- (i) To examine the criteria used for the provision of road humps and other traffic calming measures, the overall effect on the road structure across the Borough, and the implications for future maintenance programmes. Also, to look at subsequently monitoring arrangements once traffic calming measures have been introduced.
 - (ii) In doing so to:
 - (a) look at the process followed from start to finish in respect of a random sample of roads already subjected to traffic calming provision;
 - (b) examine the consultation process (with local residents, transport organisations and the emergency services) and their impact on the overall risk analysis; and
 - (c) have due regard to any Government requirements in relation to accident reduction targets and general road safety obligations.
 - (iii) To have regard to any related equalities and diversity issues.
 - (iv) To report back with recommendations.

4. Work Programme

- 4.1 The Panel met according to the following work schedule:

Date	Action
22 July 2002	First meeting to agree work plan.
2 August 2002	Site visits to look at traffic calming measures used in this Borough and the neighbouring Boroughs of Redbridge, Newham and Havering.

6 August 2002	Attended ACCESS group meeting (disabled representatives from different voluntary groups for disabled people) for views/issues regarding traffic calming measures used in the Borough.
21 August 2002	Consulted with representatives of the Metropolitan Police, London Buses and Fire Services.
16 September 2002	As requested, attended Abbey, Gascoigne and Thames Community Forum for views/issues on traffic calming measures used in the Borough.
17 September 2002	Consulted with the Freight Transport Association, London Ambulance Service and Transport for London (TfL).
22 October 2002	Consulted with Barbara Cronin, Council Road Safety Officer, and Kay Wagland, Groundwork Trust. Received presentation on the Council's current traffic calming practice.
9 December 2002	Consulted with Colin Reynolds, Assistant Fleet Manager, Terry Bevan, Transport and Cleansing Manager, and Mr G Shaw, resident.
15 January 2003	Considered conclusions and recommendations (without Lead Client Officer).
27 January 2003	Considered final draft report.
4 February 2003	Considered final draft report with Lead Client Officers.
10 March 2003	Agreed final draft report.

5. Criteria/Process

- 5.1 Traffic calming is reducing the adverse impact of motor vehicles on built-up areas by reducing vehicle speeds, providing more space for pedestrians and cyclists, and improving the local environment.
- 5.2 A wide range of measures have been designed to complement each other in both speed reduction and environmental terms. Schemes are designed to be self-enforcing, although the effectiveness of this varies according to the measures used.
- 5.3 The current process for implementing traffic calming measures is as follows:
- Look at raw accident/casualty data provided by the London Accident Analysis Unit.
 - Look at worst 20 accident/casualty sites from previous year (post Christmas) at each of the following sites:
 - Junctions
 - Length of roads

- Residential areas
- Analyse data to assess the cause/s and possible remedial action.
- Select sites which show the best rate of return in terms of reducing casualties – about five from each.
- Investigate cause/s of accidents (lighting, sighting problems etc).
- Undertake speed/volume of traffic surveys where considered appropriate.
- Consult with local residents regarding perceived problems in the area and objectives of the scheme.
- Look at costing.
- Bid for TfL funds through Borough Spending Plan
 - TfL funds boroughs considered to have undertaken thorough investigations and wide consultation to determine the most effective traffic calming schemes to achieve the desired results.
 - TfL fund schemes of quality, including finishing touches such as adequately reinforcing side roads, rather than cost cutting schemes causing future consequential problems.
- Implement schemes based on funding provided.
- Consult with local residents on proposed works and to resolve any conflicts that arise.
- Monitor site locations for three-year period after scheme implementation.

5.4 When a member of the public makes a request for traffic calming measures to be installed:

- The accident history of the site is checked.
- If *no* accidents have occurred in the previous three years, the resident is advised of this fact and of the Council's criteria for implementing traffic calming measures.
- If there *is* a history of accidents and the data indicates that traffic speed has been a contributory factor, a speed/volume of traffic survey is undertaken.
- The data is analysed and a cost analysis conducted to determine the site's priority against other schemes.
- The proposed scheme is included in the Council's programme for financial bidding either via the Council Capital Programme or to TfL.
- The resident is advised that a scheme for traffic calming has been put forward for funding.
- The resident is advised whether or not funding has been approved. And if so, that a scheme of traffic calming will be implemented subject to consultation.
- Consultation with residents and emergency services conducted.
- On basis of consultation, an agreed scheme is implemented.

5.5 The Group Manager, Traffic and Highways, is responsible for ensuring all traffic calming measures meet Government requirements. The Guidelines set down by London Buses must also be regarded when installing traffic calming measures on bus routes.

5.6 In addition to public consultation, formal consultations with emergency services, bus operators and the statutory undertakers are carried out.

6. Impact and Effectiveness

- 6.1 Roads are monitored before and after traffic calming measures are introduced to monitor impact.
- 6.2 The effectiveness of the different types of traffic calming measures are regarded by traffic as follows:
- Vertical shifts in the carriageway are considered the most effective and reliable measure.
 - Horizontal shifts in the carriageway are considered less effective than vertical ones in achieving reductions in speed. However, their impact is significantly increased when used in combination with a vertical shift or doubled one after the other.
 - Road narrowing may be considered a supporting measure to vertical deflections rather than a speed-reducing device in itself. It can act as a reminder or encouragement to drive slowly or calmly.
- 6.3 Measures are usually installed on the following basis:
- road humps in residential roads
 - speed tables for school areas
 - speed tables or cushions for bus routes
 - chicanes for bus routes
 - rumble strips for non-residential areas to slow approach
- 6.4 The cost of traffic calming measures varies considerably from scheme to scheme. The cost rises significantly where considerable environmental measures are used to complement the physical measures of traffic calming.
- A single road hump, including signing and marking (but not lighting) ranges from £1000-1500.
 - Road narrowings are quoted at £3000 for single way and £5000 for two-way.
 - Speed tables (plateaus) range from £6000-15000 per table. The lower price range is where speed tables are constructed in standard bitumen with no road narrowing or re-kerbing required. The more expensive measure would include re-paving, re-kerbing to narrow the road, and construction in block-paving or asphalt.
 - Chicanes range from approximately £8000-10000
- 6.5 Implications for future maintenance programmes include the ongoing costs of traffic calming measures. For example, when re-surfacing a road, all traffic calming measures need to be replaced. Therefore the cost of installing particular traffic calming measures needs to be found each time the road is resurfaced.
- 6.6 The overall effect on road structure and consequent costs is not known, as no relevant data is available at present
- 6.7 Cost to vehicles – minimal to Council vehicles. Buses and Ambulances etc have identified that traffic calming measures may cause damage to vehicles.

7. Site Visits

- 7.1 A site visit around the Borough and the neighbouring Boroughs of Redbridge, Newham and Havering provided an opportunity to see the various traffic calming measures used and to compare the different methods of construction for each.
- 7.2 The Panel considered visiting a Home Zone site (a residential area where the dominance of the car is removed and the street is also used by residents for other activities). However the most comprehensive and complete of these projects is located in Plymouth. There were no funds to support an overnight visit and a day-trip was considered inappropriate.

8. Consultation

- 8.1 Consultation with the various groups (identified in the work schedule) resulted in some differing opinions. However the general views were as follows:

- Traffic calming was regarded as necessary to reduce traffic accidents and improve road safety.
- Emergency services generally oppose schemes that will slow down their vehicles, as they have to meet Government response time targets. (Each road hump encountered adds six to ten seconds to journey times).
- Traffic calming measures slow street cleansing and refuse collection services and increase costs.
- Traffic calming only marginally affects Council transport services such as Members' transport. However, vehicles that have multi-collection points have reported passengers feeling sickly and disoriented.

- 8.2 Preferences for the main types of traffic calming measures were expressed in the following order:

1. *Chicanes*. More car-friendly and comfortable for passengers and cause less driver fatigue. However, they need to be clearly marked to avoid being hit, and they reduce available residential car parking space. If used they must be positioned carefully and placed where traffic flow is light and flows equally in both directions.



2. *Speed tables (plateaus)*. These are okay at junctions and crucial points but should not be placed in a great series. They create less bumping and offer the possibility of a raised crossing point. However, they also cause the most damage to buses.



3. *Cushions*. More car-friendly and comfortable for passengers. However they don't really slow traffic down, cause some damage to vehicles, are obstacles for buses, and need to have their sides kept clear to ensure they can be straddled properly or they become like humps.



4. *Humps*. TfL preferred them where there is high-speed traffic. However they damage vehicles, affect emergency service response times. If they are installed, the preference is for them to be built at a maximum height of 75mm.



8.3 Additional traffic calming measures were considered as follows:

- *One-way streets*. Can work well in residential areas. They may not necessarily reduce speed if drivers do not have to be mindful of oncoming traffic or decide to 'chance' short stretches. If installed, there must be enough space for large vehicles to turn and streets must be properly named and numbered to ensure isolated sections can be easily accessed in an emergency.
- *Road closures*. Are considered appropriate if not placed on primary roads. They delay emergency response times and can displace channelled traffic elsewhere. If lockable gates are used, measures must be taken to ensure parked cars do not block access. Knock-down posts would be better.
- *20mph zones*. Are not enforced so require physical measures to slow traffic down. This affects emergency response times.
- *Rumble strips*. Very noisy, especially when vans with light loads go over them. Not a good option for residential areas.

9. Equalities and Diversity

9.1 The Traffic Section usually consults with the ACCESS group about any proposed traffic calming measure. However the Panel recommend establishing a reporting system to ensure that they are not only consulted about all proposed measures but that they can report on any issues that arise.

9.2 Information about traffic calming and consultations for any proposed measure/s is available in the local community languages on request.

10. Observations

- Traffic calming measures aim to reduce vehicle speed in order to reduce accident levels and the severity of accidents. Area-wide traffic calming tends to reduce 'rat-running' (channelling of traffic to side streets).

- The current consultation process could be improved and information could be better communicated.
- The traffic section needs to keep up to date on issues raised by the ACCESS group regarding traffic calming.
- Speed tables and other similar measures on bus routes are shown to cause passenger discomfort. The Panel's view, having spoken to invited representatives, is that they also cause damage to vehicles. They may also cause increased maintenance costs and the Panel is recommending that this be investigated.
- Home Zones look to be a promising solution for new areas, based on the limited information available to the Panel.
- The data, and how it is analysed, does not always give a true reflection of the 'weight' or priority of an area for traffic calming measures.
- There appears to be a lack of consistency in the construction of traffic calming measures.
- Cars parked at traffic calming schemes can prevent them being used effectively as designed.
- People need more education about safe driving and using traffic calming measures appropriately.
- Traffic calming measures should be made more visible.
- In some areas it can be difficult to determine the speed limit.

Background papers used in the preparation of this report:

- Agendas and minutes of the Scrutiny Panel.
- 'A Review of Traffic Calming Techniques' report.

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THE EXECUTIVE**8 APRIL 2003****REPORT OF THE DIRECTOR OF EDUCATION, ARTS AND LIBRARIES**

BEST VALUE SERVICE REVIEW OF EDUCATION ASSET MANAGEMENT		FOR DECISION
<p><i>This report sets out the findings of the Best Value Review. The report makes reference to recommendations on the future of Education Asset Management. Decisions relating to Best Value are reserved to the Assembly for final decision.</i></p> <p><u>Summary</u></p> <p>The Best Value Review for Education Asset Management was undertaken over a period of 21 months between January 2001 and September 2002. In accordance with statutory guidance the review included a number of stages, namely challenge, consult, compare and compete for the future delivery of the service.</p> <p><u>Recommendation</u></p> <p>The Executive is asked to recommend to the Assembly to agree the recommendations outlined in the Action/ Improvement Plan included in the main report.</p> <p><u>Reason</u></p> <p>The preferred option for future service delivery is in line with the principles of best value. The proposed Action/ Improvement Plan will lead to significant improvement over the next five years.</p>		
Contacts:		
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Councillor J Porter	Lead Member	Tel: 020 8491 5025

1 Outline of Service Under Review

- 1.1 The service provides support to schools and other establishments for all building related issues. It sets a goal to ensure capital projects are delivered utilising professional technical support and manages the information held for the Education Asset Management Plan. The service also acts as agent for letting school accommodation.

2 Main Findings

2.1 Challenge

2.1.1 Challenge exercises were undertaken utilising the Best Value Group and extended to include other interested parties and the staff in the section.

2.2 Consultation

2.2.1 The Best Value Review utilised information gathered from the survey conducted from users of the service, the annual survey of schools and the information gathered as part of the Ofsted inspection of the LEA last year.

2.3 Compare

2.3.1 Attempts were made to make comparisons with benchmarking data. However, this process was not particularly fruitful. What was useful was information from the DfES demonstrating that Barking and Dagenham have the lowest backlog of condition work. This information underpins the investment made in the fabric of our schools.

2.3.2 The survey carried out by the Audit Commission as part of the Ofsted inspection showed that the service provided through the Assets Section was valued in the top quartile when compared to 102 other LEAs.

2.4 Compete

2.4.1 In order to undertake this exercise, the true cost of the service had to be established and compared with that of other providers. As the service undertaken differs from Authority to Authority, establishing comparative costs proved to be difficult.

2.4.2 As part of the procurement process to secure new building, alterations and maintenance provision elements of the procurement process are tested and subjected to best value principles.

3 Achievements of the Review so far

3.1 During the course of the Best Value Review, improvements to the service have been undertaken as follows:

- The LEA's **Annual Consultation with Schools** survey shows an increase in overall satisfaction level with Property and Facilities Services from 52% in 2000 to 67% in June 2001. This had further improved when OFSTED surveyed schools in November 2001 and the service was deemed to be performing at top quartile compared to 102 Authorities nationally.

- The section has been instrumental in the development, in partnership with schools and DLES, of redrafted term maintenance contracts which now offer greater flexibility and value for money by tailoring them to individual school's needs.
- The initial development of the Assets Management Plan has been acknowledged, by the DfES, OFSTED, the Audit Commission and the Government Office for London, as being robust and producing demonstrable improvements in the targeting of resources.
- The Section has instigated a more diverse and responsive set of procurement options in response to the varying demands created by projects involving multiple funding streams and partnering client groups. By drawing upon a combination of internal and external expertise the Section can identify the most appropriate methods for delivering projects and blockages in the delivery of the capital programme are beginning to be eased.
- The section has contributed to the securing of external funding through the Private Finance Initiative and New Opportunities Fund streams and will continue to pursue capital and revenue to be invested in the authority's property portfolio.
- Working closely with, and in response to, the demands of the Headteachers' Assets Working Group the section has formulated a new role of Schools Property Officer which will take the responsibility and burden of routine premises management issues away from the headteacher. The service is due to be piloted and will be offered to schools at cost.
- The School Premises Lettings service has increased its turnover whilst simultaneously reducing its staffing resource. Improvements in publicity and awareness have yielded greater interest and demand from the community leading to the need to increase the range of facilities being made available for hire. Proposed new lettings software system will further streamline the service.

4 Conclusion

4.1 The Best Value Review Group considered the seven options available to them and, using the evidence gathered under challenge, compare, consult and compete, together with the appraisal matrix, favoured:

Action 1: Continue market testing via the tendering of term contracts for repairs and maintenance.

Seek and test alternative providers in the supply chain for the delivery of the capital programme in conjunction with DLES.

Action 2: Continue to pursue alternative procurement methods as part of the capital strategy and subject to the Council's approval.

Action 3: Restructure of the existing service and staffing resource to better reflect the needs of both the Council and the schools as stakeholders.

Action 4: Continue to represent stakeholders interests through the periodic renegotiation of term contracts

Action 5: Continue to monitor and explore the developing opportunities for joint commissioning and partnership with other authorities/agencies e.g. early years/ childcare/ health/ adult education provision

4.2 In accordance with standard good practice, the Best Value Group have requested a review meeting to examine the developments contained in the Improvement Plan.

Background Papers

Best Value Review Report

BEST VALUE ASSETS IMPROVEMENT PLAN

PUBLIC PERSPECTIVE					
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Strengthen the rôle of the AMP in respect of its contribution to raising educational standards.	Improve information flow.	Ongoing.	Schools better informed and actioning building improvements by use of their own resources.	Development of Web-browser for AMP and improved use of IT.	RH/AC with support from Information Technology.
Promote more effective communication with schools.	Set up regular meetings with Headteacher Assets Working Group. Explore different media for communication.	July 2002. Immediate	Meetings established and improved dialogue. No longer dependent upon paper information systems.	Time set aside for meetings. None.	AC/MF. Whole Team - Assets.
Improve physical access to buildings.	Undertake full DDA audit of all buildings. Seek resources and implement programmes of work.	Start August 2002. Complete August 2003. Commenced and ongoing.	Audit complete. Reduction in baseline access issues by 5% per year.	Existing staff. Capital funding £100k per annum. Bids to be made.	AC/RH. AC/MF.

PUBLIC PERSPECTIVE <i>contd.</i>					
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Implement Environmental Management System and contribute to the Council's policy on sustainability. Develop environmental strategy for the design and procurement of capital projects and major maintenance programmes.	Develop policy document and apply for ISO14001 (see <i>Appendix B</i>). Implement strategies following from recommendations.	March 2003. Ongoing.	Real reduction in CO ₂ emissions and energy usage.	½ time officer required £15k.	AC.
Develop with schools disaster recovery plans for major loss situations.	Policy and process documents to assist schools.	Ongoing.	Each school to have developed a plan.	Work with Health and Safety Officer and School representatives and Insurers.	AC/ Health and Safety.

COMMUNITY FIRST					
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Improve publicity and raise awareness of school lettings service to promote wider community use of school facilities.	New promotional materials to be developed. Develop software booking system. Link booking system to Oracle.	June 2002. August 2003. August 2003.	Materials available and in use. Software in use. Links formed.	Printing costs £4k. Training of staff costs already incurred. Development costs.	AC/CK/CG. CK/CG. AC with IT support.
Review the pricing structure of school lettings.	Review with schools in the context of market forces and inflation.	February 2002.	Review completed.	Existing staff.	CG/CK with Financial Services.
Explore the possible combination of school letting with community hall lettings.	Progress discussions with Community Development Team.	July 2002.	Better management of lettings arrangements.	None - training taking place.	AC/CG/CK.

FUNDING THE FUTURE						
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD	
Clear strategy proposals for long term investment of capital.	Development of strategy document and identify any shortfall in pupil place provision.	October 2002.	Report written and adopted. Clear strategy developed for bidding to attached investment.	None, existing staff. None, existing staff.	JC/JH/MF. JC/JH/MF.	
Update data to inform the AMP and identify investment requirements.	Update AMP database as per DfES guidance for AMP appraisal.	2002/2005. Yearly appraisal.	More up to date information, identifying investment requirements. Satisfying DfES requirements for resource allocation.	Review of current staff structure (see <i>People Matter</i>).	AC/RH.	

PERFORMANCE COUNTS					
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Adopt performance indicators in line with DfES AMP Appraisal Guidance 2003/04 and maintain benchmarking data on construction projects.	Production of AMP improvement targets.	September 2002.	Targets established. (see <i>attached Improvement Targets paper submitted to DfES</i>).	Review of staffing structure to deliver programme.	MF/AC/RH.
Improve project management and scheme delivery.	<p>Introduce principles of Value Engineering.</p> <p>Develop standardised project delivery model to increase efficiency and ensure best practice on all projects.</p> <p>Introduce post-contract reviews and formalise client feedback process.</p> <p>Establish service level agreements with supply chain providers.</p>	Commenced immediately.	<p>Longer term reduction of repair costs.</p> <p>Improved timescale for delivery.</p> <p>As above.</p> <p>As above.</p>	Embedded in existing costs.	AC/RH/NA/RF.

PERFORMANCE COUNTS *contd.*

IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Standard levels of expectation for consultant/advisers.	Develop SLA model.	April 2003.	Model in place.	None.	MF/AC.
Pursue the introduction of "Patch Officer" rôle to better support schools and release officer time for more strategic work.	See Schools' Agreement to implement on a trial basis. Implement and appoint.	September 2002. April 2003.	Agreement established.	£30k.	MF/AC.
Implement revised term maintenance contract for schools.	Produce tender documentation to invite bidders to perform maintenance contract for schools.	October 2002.	Contract in place.	Consultant/technical advice fee cost.	AC.

PEOPLE MATTER						
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD	
Review of staffing structure.	<p>Review staff resources and training with particular regard to project management skills.</p> <p>Review staff resources with particular regard to the continual development and implementation of the AMP.</p> <p>Optimise use of officer time to place greater emphasis on strategic planning, brief development, procurement of capital programme, securing of external funding.</p>	December 2002.	New staff structure in place.	Existing staff to carry out review but implications to be assessed.	MF/AC.	
Seek more suitable and adequate office accommodation for the service.	Develop programme of improvement to office facilities.	October 2002.	Improved office accommodation.	Redecoration and equipment cost £2k.	AC.	
More responsive to service purchasers regarding reactive repairs system.	Research potential "call centre"/facilities management software systems for reactive repair.	May 2003.	Identified system which will link to existing software applications.	Own staff.	AC.	

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ASSET MANAGEMENT PLAN

IMPROVEMENT TARGETS

2002 - 2006

Target	Baseline	Investment Required	Desirable Outcomes
<p>School Organisation Plan</p>			
<p>1. Ensure sufficient supply of school places in accordance with the School Organisation Plan</p>	<p>Primary: Between 2001/2002 – 2006/2007 the demand for primary school places is forecast to increase by 2%. This represents 309 pupil places. Demand is estimated to increase year on year thereafter.</p> <p>Secondary: Between 2001/2002 – 2006/2007 the demand for secondary school places is forecast to rise by 11%. This represents an additional 1155 pupils. Demand is estimated to exceed capacity within the longer-term plan period.</p>	<p>For the longer term forecast picture there is an ongoing assessment of both primary and secondary schools through PFI and PPP. Additionally, the LEA continues to look at the best utilisation of existing stock and the school estate.</p> <p>In order to ensure investment at the right level a PFI bid has been submitted which gives £35m of PFI credits. This funding provides a new school creating 1500 new secondary school places and refurbishment and eradicating a split site school where there are 1800 pupils.</p> <p>Bids will be made to secure additional resources through the Council's own capital resources, and to the DfES for consideration under PFI and the capital bidding round.</p> <p>According to the standard number and to the number on roll as at January 2002 (PLASC) Northbury Infant School currently has only 1 school place available (reception – year 6). The physical capacity of the school as calculated using the new sufficiency calculation includes an annex to the main school building which is no longer in use for educational purposes. Future use of the annex is currently being discussed.</p>	<p>The LEA meets its statutory duty to provide school places to all pupils who require one.</p> <p>LEA delivers DfES policy on surplus places.</p> <p>Best utilisation of resources, community benefits in line with the Council priorities.</p>
<p>2. Removal of Surplus Places where practical to ensure that there is no school with more than 25% spare capacity or over 30 spare pupil places.</p>	<p>Number of schools with greater than 25% surplus places:</p> <p>Primary Phase: 1 Infant School</p> <p>Secondary Phase: None</p> <p>There are no schools with more than 30 spare places.</p>		

Target	Baseline	Investment Required	Desirable Outcomes
<p>3. Reduce the number of pupils in excess of capacity.</p>	<p>There are few schools with pupils in excess of capacity. Currently the borough figures for both phases are as follows: Primary: 1.1% (pupils in excess of school capacities) Secondary 0.4% (pupils in excess of school capacities)</p>	<p>The LEA strives to ensure that no school has pupils exceeding capacity. Localised demand for popular schools means that some schools are shown to be over 100% occupancy. Additional primary school provision will ensure a wider spread of surplus places and reduce pressure on these schools. This will aid the LEA in meeting an increased number of parental preferences.</p>	<p>Increased number of parental preferences met. Help to maintain the recommended 5% spare capacity to balance supply and demand for school places.</p>
<p>4. Reduce the amount of temporary accommodation and HORSAs buildings on school sites.</p>	<p>There are currently 45 temporary classrooms and 4 HORSAs buildings still being used throughout the School estate. AMP Database July 2002</p>	<p>At the following schools projects are planned to remove facilities of a temporary construction and provide modern permanent facilities:</p> <ul style="list-style-type: none"> • Barking Abbey Comp. • Robert Clack Comp. • Dagenham Priory Comp. • Valence Infants and Juniors • Thames View Infants • John Perry Primary • Monteagle Primary • Roding and St Teresa Primary Schools <p>Overall the investment package amounts to £9.29m over a 4 year period leading to 2006.</p>	<p>In total around 6,500 pupils and in some cases the wider community as some of these schemes involve provision of wider community access. The new facilities have been developed to allow the delivery of whole class interactive teaching using the Council's preferred pedagogy.</p>

Target	Baseline	Investment Required	Desirable Outcomes
5. New classroom provision in support of the pedagogy adopted by the LEA.	The LEA has been developing new teaching methodology based on European teaching methods. This groundbreaking work has gained national recognition, and is pivotal around whole class interactive teaching.	<p>The securing of provision through PFI credits gives the LEA opportunity to take forward this teaching style by specifying the size and layout requirements of classroom and other teaching spaces, through the output specification.</p> <p>PFI credits of £35m have been approved, and additional funding from the Council has been set aside to support the development of the schools and community areas.</p> <p>The proposed nursery facilities at Thames View will also enshrine the Council's preferred pedagogical model.</p>	There is compelling evidence to support the adoption of the preferred teaching method and we now need to develop the facilities to accommodate it. These proposals will begin the process of further improvement in achievement.
6. Standards for school sizes.	There are a variety of school sizes and complexities and there exists a need to standardise provision as far as this is possible.	The intention is to set down a policy document which would recommend maximum and minimum school sizes, and the type of provision which should be developed.	Clear policy document which establishes schools for the 21 century.

Target	Baseline	Investment Required	Desirable Outcomes
<p>Early Years Development and Childcare Plan (EYDCP)</p> <p>7. To sustain universal, high quality nursery education and to create significant new child care places and improving provision for early years education.</p>	<p>The Borough have pursued a policy of provision for nursery education. All Infant and Primary Schools have attached to them nursery classroom accommodation. Together they provide places for 2,150 children which represents 88.3% of the children born in 1997/8. Being at the forefront of providing education for 3 year olds the Council intends to build on this provision in co-operation with the Early Years Partnership established in the Borough.</p>	<p>There are particular projects at Thames View and John Perry which will enhance the provision for early years education. This scheme works, in conjunction with the Sure Start Initiative, to address the need for child care places in a part of the Borough where there are clear economic disadvantages.</p>	<p>This scheme works to support the specific strategic goal of creating 2,250 new child care places.</p>
<p>Behaviour Support Plan</p>			
<p>8. Development of improved accommodation for the Pupil Referral Unit</p> <p>9. Provision of learning resource areas and reintegration unit.</p>	<p>There is currently a secondary age unit based in a former youth centre with identified needs to improve and enhance provision through expansion of accommodation to provide facilities for primary aged pupils as well as improving facilities for secondary aged pupils.</p> <p>There is limited resources within individual school provision but the LEA has identified the need to pursue opportunities to create a reception and reintegration unit to address the needs of long term truants and pupils excluded for brief periods.</p>	<p>It is intended to expand the existing former youth club facilities to provide improved accommodation. Further additional facilities for primary aged youngsters is to be developed on a separate site.</p> <p>These investments will attract £0.75m.</p> <p>Investment of £240k from the BEST programme to establish the units attached to individual schools throughout the Borough. Further £100k will be invested in the reintegration unit.</p>	<p>Adequate facilities are in place to assist pupils with time out of mainstream schools. This facility will be in place by Easter 2003.</p> <p>This will help to create opportunities for the development of alternative learning programmes for pupils whom the traditional school based provision has proved inappropriate. This new provision will be in place by Easter 2003.</p>

Target	Baseline	Investment Required	Desirable Outcomes
<p>Life Long Learning</p> <p>10. To increase learning opportunities for adults, improve quality and accessibility, and widen participation.</p>	<p>There significant suitability and sufficiency issues around accommodation for life long learning opportunities. This has often been through the adaptation of redundant buildings rather than building specifically developed for the purpose.</p>	<p>The following schemes will be progressed:</p> <ul style="list-style-type: none"> • Adult College £334k - new nursery and adaptations to form administration and reception facilities • Broadway Theatre £4m – redevelopment to improve theatre provision and widen access to community use, and adult learning opportunities • Beacon Youth Centre £466k – adaptation of existing building to create music and recording facilities • Youth Shop £189k – new facility • Barking and Dagenham Training Services £1.5m – seek resources for new accommodation. 	<p>Broaden the opportunity and facility for adult/second chance learning.</p>
<p>ICT Development Plan</p> <p>11. To continue to support the ICT Development Plan as part of future building development proposals.</p>	<p>The 4 year ICT Development Programme is now in its final year. All schools are connected to the internet, and have access to the National Grid for Learning. Further improvements and rationalisation of local cabling systems has been undertaken.</p>	<p>As part of any building development we will invest in the infrastructure costs necessary to deliver the preferred teaching methods.</p>	<p>To ensure that ICT is fully embedded into all learning environments.</p>

Target	Baseline	Investment Required	Desirable Outcomes
Access			
12. To undertake a full access audit of the Education, Arts and Libraries Department's premises.	<p>Basic information regarding access has been collected through the suitability exercise to help inform the AMP. This has identified access improvement schemes as follows:</p> <ul style="list-style-type: none"> • Westbury Centre lift installation £300k • Rush Green Infants and Junior lift installation £150k. <p>These projects are currently on site and under construction.</p>	To carry out full DDA audit of all premises over a 12 month period.	To produce a prioritised action plan, with a costed programme of works. Further, to be in a position to justify bids for additional resources to implement improvements.
13. To undertake the prioritised programme of works, with the objective of ensuring compliance with DDA.	There have only been minor modifications to school premises and other public buildings to ensure accessibility, this has usually been to respond to particular needs of identified individuals.	Investment of £300k has been set aside from the capital programme over a three year period to begin this process.	Improved access to all buildings over the baseline assessment.
14. Increase provision for the Early Years Intervention project.	The LEA currently has a base in the south of the Borough providing intensive help for 10 pupils in reception or year 1.	Develop a brief and identify sites which would be appropriate for expansion of this service are delivery.	To complete a brief and identify a site making a bid for capital resources in summer 2003.
Asset Management Plan: Specific Condition Targets			
15. To further reduce the backlog of previously identified repairs by 50% over 3 years and by 80% over 5 years	The LEA currently has the lowest backlog of repairs in England.	<p>The projected investment through the AMP improvement programme is:</p> <ul style="list-style-type: none"> • Ripple Infants £90k – reception administration area • Parsloes Primary £144k – reception administration • There are a range of projects addressing condition aspects funded from NDS6, and LEA capital amounting to <ul style="list-style-type: none"> • £2.12m 2002/3 • £1.70m 2003/4 	Reduced day to day repair costs and enhanced learning environments.

Target	Baseline	Investment Required	Desirable Outcomes
<p>Asset Management Plan: Specific Suitability Targets</p> <p>16. Address identified shortcomings related to suitability issues at specific schools.</p>	<p>The LEA has identified and prioritised suitability problems having direct impacts on education. Some funding has been set aside from the Council's capital programme to address these most pressing issues, but it is intended that further funding be sought. This links with requirements for basic need provision and addressing some condition elements.</p>	<p>The following schemes are considered a priority:</p> <ul style="list-style-type: none"> • Barking Abbey £2.5m – science rooms • Robert Clack Sec. £4m – provision for PE (part Sport England funded) • Warren Sec £1.8m – new science block • Sydney Russell £2.30m – IT and Technology block 	<p>Redress deficiencies having direct educational impacts where clear links have been identified with the inability to deliver the curriculum, or adversely affects the organisation and running of the school</p>
<p>Asset Management Plan: Specific Sufficiency Targets</p> <p>Respond to demands for additional building provision and the creation of pupil places.</p>	<p>This has been previously discussed at Items 1-3 above.</p>	<p>The development of a capital investment strategy informed by the School Organisation Plan, Asset Management Plan and Education Development Plan over a 10 year cycle. This will include bids for resources from:</p> <ul style="list-style-type: none"> • Council's own capital fund • Annual Capital Guideline [DfES] • Public Finance Initiative and Public Private Partnership [DfES] • Other external funding, i.e. lottery <p>Review sufficiency data in the light of advice and discussion with DfES and then explore impacts on other targets in this action plan.</p>	<p>Secure and construct adequate buildings of suitable quality to support the pedagogy embraced by the Borough. This could include the development of the full service school.</p>

Target	Baseline	Investment Required	Desirable Outcomes
<p>Sustainability and Environmental Commitments</p> <p>18. To contribute to the Government's Kyoto Agreement to reduce CO2 emissions. Reduce energy consumption in the Borough's schools by 15% in the second year of the programme.</p>	<p>Following submission of school energy data as part of the AMP process it was analysed against national performance indicators and found to be in the high range of consumption.</p> <p>The Borough has now completed 6 pilot studies and implemented the recommendations to contribute to the reduction of CO2 emissions.</p>	<p>Following the implementation of the recommendations of the pilot schools it will cost £1.5m with a payback within a 5 year period of revenue savings for schools.</p> <p>Continue to develop environmental management system which will underpin and contribute the AMP, forming part of the Department's procurement process.</p> <p>Projects commencing this year will undergo the Schools Environmental Assessment Method (SEAM), which reduces the impact of the building in its built-in environment.</p>	<p>Disseminate the good practice arrangements to all schools, with potential for some schools to reduce energy usage by 50%, with financial benefits.</p> <p>Obtaining ISO 14001 certification.</p>

Target	Baseline	Investment Required	Desirable Outcomes
School Security			
19. To contribute to the Council's priority for a safer environment.	We have worked in partnership with schools to develop improved security arrangements on school sites in the light of national incident.	Investment in schools to design out potential problems related to security intrusions. This will include involvement with the Crime Prevention Officer from the Local Police as well as working with our Security Advisers. Increased provision of CCTV on school sites.	Reduction of reporting incidents and restricted access for undesirables. Reduced non availability of facilities and reduced insurance costs.
Asset Management – Best Value Review and Outcomes from OFSTED Inspection			
20. To implement the Best Value Review Action Plan and any appropriate action points that support the implementation of the OFSTED Action Plan.	The Best Value review has now concluded and we are in the process of preparing the Action Plan which will incorporate aspects of the outcomes of the OFSTED Inspection.	There is a need to strengthen the service in terms of resources to ensure delivery of the Best Value Action Plan and take forward the good work already identified through the OFSTED Inspection.	The service delivery is improved and we are responding to schools demands for support.

BEST VALUE REPORT INTO ASSET MANAGEMENT

Introduction

Background

The Asset Management Review is submitted under the Council's five year Best Value Review programme. The Review commenced in January 2001 and was completed by September 2002.

The Review Team consisted of:

Councillor H Collins	Elected Member
Councillor J W Porter	Elected Member
Councillor F C Jones	Elected Member
Mike Freeman	Lead Officer
Andy Carr	Project Manager
Richard Hills	Deputy Project Manager
Jane Tricker	Critical Friend (LB Waltham Forest)
John Clark	Junior Headteacher
Gary Wilder	Junior Headteacher
Bill Coley	Assets Manager, Secondary School
Michele Moloney	BV Improvement & Development Team
Duncan Blackie	Head of Property Services (<i>since left the Authority</i>)
Ian Saxby	Head of Architectural Services
Alan Russell	Head of Audit
Derek Butcher	Union Convenor

Scope of the Review

Asset Management within the Department of Education, Arts and Libraries was identified as a second year Best Value Review. It covers the following areas:

- Asset Management Condition, suitability, sufficiency, monitoring and review.
- Supporting schools Repairs and maintenance, lettings agent.
- Capital programme New build, external funding, major maintenance, preparation of bids for the DfES, Private Finance Initiatives.
- All premises-related services, outlined above, provided by DEAL Assets Section.
- How to maintain and develop an excellent premises management service, suited to its clients' needs and to ensure competitiveness in the delivery of school places.

Objectives of the Review

- To review the service using the four principles of Best Value:
 - Challenge
 - Consult
 - Compare
 - Compete
- To carry out a comprehensive review of the activities/responsibilities currently undertaken by the Assets Section.
- To produce a Service Provision Statement of the existing structure and service, together with costings.
- Through a consultation process, with the selected Review Team, to gain insight into the relative merits of the service provided. Considering alternative methods of delivering a service more effectively, whilst fulfilling the needs of both client users and the statutory requirement of Local and Central Government.
- Using recognised performance indicators/benchmarking assess the provision and cost of service against other comparable Authorities/ organisations. Identify areas for potential service improvement/cost savings.
- To produce an action plan and to ensure the effectiveness of the service delivery for the future.

Self Evaluation of Current Position

In the Business Review phase the Section undertook a self-evaluation of the service to determine its current position and performance. The full findings of this evaluation can be found in the Service Position Statement; the main points considered are summarised below;

- **What is the service?**

The Assets Section of the Department of Education, Arts & Libraries performs the practical role of creating, improving and maintaining the premises necessary to provide school places. This function is in direct response to the statutory requirement placed upon the Council's LEA under the terms of the School Standards and Framework Act of 1998 and the Department for Education and Skills (DfES) Assets Management Plan (AMP) strategy.

The section operates from Barking Town Hall and staffing currently comprises six permanently established posts, two temporary posts and two unfilled posts

- **How much does the service cost to provide?**

The cost to the Council of providing the Assets Section's services is £280,090, this price base is at May 2002. This is made up of the following components:

Item	£
Salaries	218,930.00
"Vacancy Factor"	-4,229.00
Accommodation	17,710.00
Central Personnel	1,280.00
Computer Services	7,310.00
Indirect Employers Expenses	8,872.00
Car Allowance/Travel	4,000.00
Furniture/Equipment	940.00
Other Suppliers/Services (Direct)	13,600.00
Other Suppliers/Services (Indirect)	11,677.00
Total	280,090.00

Since the introduction of the Fair Funding in 1998 budgets for the upkeep of premises have been delegated directly to individual schools. This has given schools the freedom to source professional/technical services required to maintain and improve their premises outside of the LEA structure or the Council's organisation. Schools have the opportunity to "buy back" the Assets Section's services and to date all have elected to do so. The total income received by the LEA for these "buy-back" services stands at £67,520. This sum is equivalent to 24% of the total cost of the service, and is equal to the estimated value of work performed by the section which relates to a delegated function or responsibility, which falls under the management of schools. This service is set out in a Service Level Agreement agreed with schools. The balance of the funding relates to the cost of statutory duties of the LEA.

In a comparison exercise with other London Boroughs Barking and Dagenham's arrangement with schools was found to be cost effective and positive. Apart from support to secure repairs, improvements and address general building difficulties, the service also extends to a lettings agent for community activities where schools feel able to facilitate such activities.

- **Does the service overlap with other services?**

The Assets Section undertakes the landlord's function on behalf of the LEA, a duty that is shared with the Diocesan Boards or Trustees in the case of voluntary aided schools. The amalgamation of the Department of Education, Arts & Libraries will bring the responsibility for all premises into the Assets Section. There exists a possibility of a duplication of roles within job descriptions for a small number of officers (one or two) who have property related functions as part of their role, once the Assets Section assume full responsibility for all of the amalgamated property portfolio. Discussion about this issue is taking place.

Letting of Heritage properties is carried out by other parts of the Education, Arts & Libraries Department. There is also within the Chief Executive's Department a role in letting Community Halls premises. These roles are similar and as a direct result of this review there mutual cross department management of facilities. It is intended to expand on this development.

- **How does the service impact on the Council's vision and priorities?**

The Section strives to create better opportunities for all by creating learning facilities suitable for wider community use.

The Section is one of two pilot areas instigating an Environmental Management System and preparing the service for ISO14001 accreditation. By responsible and informed commissioning the Section will be able to honour the Council's commitment to a cleaner, greener and safer borough.

Working with external partners and client organisations the Section is instrumental in the securing and delivery of projects which offer social and economic opportunities across the community.

By improving the quality of the built environment the Section raises general pride in the borough and projects a positive image.

- **What are the Council's requirements for the service?**

The Section is responsible for the strategic management of DEAL's property portfolio and the development and implementation of the Assets Management Plan. Its core responsibility is to deliver suitable and sufficient premises to provide school places in keeping with the Council's statutory obligation under the Schools Standards Framework Act 1998.

- **How is the service monitored/benchmarked?**

The service is subjected to both national and the Council's own corporate performance indicators.

- **National Indicators**

- Each stage of the Assets Management Plan process is subject to a nationally benchmarked audit/appraisal by the DfES and, at a corporate level, and DTLR as part of the ACG Single Pot Allocation
- OFSTED Inspection of the LEA's performance cross-references with the AMP. This showed the LEA to be in the top quartile overall.

- **Council/ Local Indicators**

LPI A&A1: Project Delivery Targets - measured as delivery 90% of projects within time and under budget.

LPI A&A2: External funding bid completion targets – these were 100%

These local PI's have been superseded by the integrated approach of the Balanced Scorecard as they were considered not to be sufficiently robust.

How good is the service?

The main strengths of the service are;

- Continuing commitment by the Council to improve and invest in educational premises
- Quality of Assets Management Plan – good levels of data
- Good and effective links with the schools
- High standard of maintenance and repair of school buildings, (nationally the lowest backlog repairs)
- Highly valued and well-used Hall Lettings service

The main weaknesses of the service;

- Acknowledged shortcomings in current methods of delivering the capital programme leading to slippage and under-spending.
- Need for adequate staff resources to meet increased programme of internal/external expenditure.
- Strategic Asset Management Planning – interpretation of AMP data.
- Securing external funding.
- Meeting the raised expectations of client users.
- Exploring alternative procurement methods

How likely is the service to improve?

The service has already demonstrated the capacity to improve:

- The LEA's **Annual Consultation with Schools** survey shows an increase in overall satisfaction level with Property and Facilities Services from 52% in 2000 to 67% in June 2001. This had further improved when OFSTED surveyed schools in November 2001 and the service was deemed to be performing at top quartile compared to 102 Authorities nationally.
- The section have been instrumental in the development, in partnership with schools and DLES, of redrafted term maintenance contracts which now offer greater flexibility and value for money by tailoring them to individual school's needs.
- The initial development of the Assets Management Plan has been acknowledged, by the DfES, OFSTED, the Audit Commission and the Government Office for London, as being robust and producing demonstrable improvements in the targeting of resources.

The Section have instigated a more diverse and responsive set of procurement options in response to the varying demands created by projects involving multiple funding streams and partnering client groups. By drawing upon a combination of internal and external expertise the Section can identify the most appropriate methods for delivering projects and blockages in the delivery of the capital programme are beginning to be eased.

- The section has contributed to the securing of external funding through the Private Finance Initiative and New Opportunities Fund streams and will continue to pursue capital and revenue to be invested in the authority's property portfolio.
- Working closely with, and in response to the demands of, the Headteachers' Assets Working Group the section has formulated a new role of Schools Property Officer which will take the responsibility and burden of routine premises management issues away from the headteacher. The service is due to be piloted and will be offered to schools at cost.
- The School Premises Lettings service has increased its turnover whilst simultaneously reducing its staffing resource. Improvements in publicity and awareness have yielded greater interest and demand from the community leading to the need to increase the range of facilities being made available for hire. Proposed new lettings software system will further streamline the service.

The service is well placed to secure further improvement in the short to medium term:

- Given the greater awareness of property, prompted by central government's modernising agenda, the Assets Section is well placed to manage the Department's property portfolio as a resource and continue to develop the AMP with their fellow stakeholders.
- By continuing to improve the already strong communication links with schools, via such forums as the Headteachers Assets Working Group, the section will be better able to interpret and articulate the clients' needs when acting as intermediary with other external agencies.
- The development of future PFI/PPP projects will secure long-term investment from private sector partners in the Borough's schools which will compliment and support the Council's own capital strategy.
- By continuing to explore alternative procurement options, as recommended in the *Egan Report* and The Audit Commission's *Hot Property* publication, and drawing upon a broader supply chain better value and overall performance can be achieved. Furthermore it is suggested that, by bringing greater specialist expertise into the Borough, the quality of the built environment and the general profile of the area will be improved.

The Review Team concluded that the service is a good one and looks certain to improve providing that the appropriate staffing structure and resources are put in place. By making judicious changes now it is possible for the section to ensure that Community Priorities and the Council's policies are realised.

Challenge, Consult, Compare & Compete

The Review Team approached all 32 London Borough LEAs seeking comparisons with their Education property management services. Using the responses received contacts were made and meetings arranged to explore their differing methods.

Using data provided by the National Best Value Benchmarking Club, OFSTED/Audit Commission, the Royal Institute of Chartered Surveyors, DfES *Education Building Projects Cost and Performance Data Construction Costs*, Construction Best Practice Programme *Key Performance Indicators* and the Council's own Internal Audit Reports the Team sought to benchmark the Assets section's building procurement and asset management performance.

The LEAs own *Annual School Consultation*, OFSTED's *Consultation with Schools* report and most recently OFSTED's *LEA Inspection Report* were used as the background to the Challenge, Consult, Compare and Compete phases of the Review.

The Best Value Review Team attended a Challenge Event to consider all of the issues surrounding the service and to question how the service is delivered was held on 18 September 2001 at Eastbury Manor House.

A package of information outlining the services currently undertaken by the Assets Section was issued to a number of private sector providers. They were invited to submit expressions of interest together with indicative cost estimates for providing a similar service. Regrettably, these companies felt unable to release cost data for comparison. This is clearly an area for development in partnership with the private sector.

A survey of London Boroughs was also made to establish comparative data. Six LEA's responded and the outcome demonstrated our costs were favourable and a broader service to schools was being provided.

Challenge

The most challenging findings of the Review are;

- Schools need to be better informed of the LEAs intended longer-term expenditure strategy to determine the most effective way of targeting their own spending.
- Frustration with the current CORMIS system for tracking repairs and financial transactions. Headteachers decision making is hampered by the lack of concise and up to date information.
- Schools reported a wide variety of experiences, from very poor to highly satisfactory, with regard to the performance of technical/professional contractors/consultants. These criticisms apply to both internal and external providers.
- Anxiety has been expressed at the "missed opportunities" where external funding has not been secured due to the lack of resources to research and submit bids.
- Emergency planning, particularly disaster recovery, is inadequate and overly reliant upon the goodwill of some officers.
- There are shortcomings in the whole procurement cycle and a history of spending "bottlenecks" are acknowledged; OFSTED state "*....there has been some slippage in the authority's management of capital programmes. Steps have been taken to remove some of the blockages, but more active management is needed*". Client functions requiring improvement include long-term planning, earlier identification of need and approval of schemes, more accurate cost forecasting and programming. It is noted that the overall value of the capital programme has grown from under £3m in 1990 to £15.2m in 2002/03 and yet the staff establishment level for building projects at 1990 was 3FTE and now equals only 4FTE. In both cases this includes the Asset Manager who has a wider responsibility than day to day project delivery. Weaknesses found in the supply chain include late project planning, delayed approval system, poor client consultation, and consequential late delivery on some projects.

Note: This synopsis excludes minor repairs, lettings, facilities management issues, and day to day maintenance where there have been no changes in staffing levels.

The number of schemes which Project Officers are required to supervise and monitor has increased significantly from 1990 when there were around 10-12 schemes (2 major the others medium costs) to 50/60 schemes with several turning into and over the £1m marker.

Consult

The consultation exercise reveals the following;

- OFSTED find that the Assets Section provide “*good support and advice to schools on property matters. Schools are helped to make best use of all available resources, for example by programming work funded from delegated funds to take place alongside LEA funded work in order to get best value*”. Their report also states “*Asset management planning is good, and in some respects, excellent*”.
- The LEA’s *Annual School Consultation* indicates a demand amongst headteachers for more complete involvement whereby a “Patch Officer” assumes responsibility for **all** premises issues at their school.
- The Hall Lettings service is highly regarded both by the users and participating schools. There is a need for greater publicity and information to be readily available.
- Schools require a more dynamic and competitively priced minor repairs service from contractors.
- There is a lack of awareness amongst client users regarding the position of Assets within the Council structure.

Compare

- OFSTED state that “*School buildings are in good condition*” and that “*support provided for school improvement is of very high quality*”. Underpinning this are a number of particular strengths one of which is “*asset management planning*”..
- OFSTED find that “*standards of maintenance and repair in school buildings are high. DfES figures show Barking & Dagenham to have the lowest backlog of condition work, at £147 per pupil of any LEA in England. This compares very favourably with the second lowest LEA at £344 and an England national average of £901*”. The report went on to say “*The LEA wisely continued to spend money on building repair and maintenance during the 1980’s and 1990’s when others did not.*”
- The results of the Audit Commission’s *LEA Schools Survey Analysis (Spring 2002)*, undertaken on behalf of OFSTED, place the services provided by the Assets Section in the top quartile when benchmarked against the 102 LEAs inspected between Spring 2000 and the present. This survey was carried out under strict guidelines by the Audit Commission as AMP formed a focal point of the inspection. This included a focus group discussion to support the review inspection.
- Responses received from other LEAs suggest that not every authority offers the Assets services currently being “bought back” by schools in Barking & Dagenham. However three of the responding authorities did provide a meaningful comparison; the range of costs charged to schools were closely grouped and showed Barking & Dagenham to be marginally the cheapest and this is endorsed in the BV file. It was noted that none of the other three provided as broad a range of services as our own; services not offered included the letting of school facilities.
- The BV Group commissioned an independent study to examine the interaction between the LEA and its consultant advisors. This prompted open and frank positive dialogue between DEAL and DLES, which has brought about changes and improved working relationships. Further, it has increased mutual understanding from both parties about issues that the other faces.

Compete

- The Review Team accepted that certain key functions performed by the Assets Section are central to the LEA's ability to meet its statutory obligations, particularly the provision of school places, and are integral to the work of the LEA as a whole. The DfES bases its strategy for the improvement of educational facilities, and hence achievement, upon the principles of effective assets management planning. The AMP is integral to the Department Management Team's capital strategy planning, which underpins the delivery of the Education Development Plan. Removing this function to an external source is considered to be a risk that may jeopardise the authority's ability to perform its statutory role.

This point is confirmed by Jane Foot, in her reference work *How to do Best Value Reviews* warns that, *"there are some circumstances when competition may not be appropriate.....'core' and democratic services.....services which are critical to the Council's ability to deliver its overall objectives.....strategic or purchasing functions....."*

- The experience of authorities that have opted to outsource elements of their Education Assets services has not been encouraging. This is endorsed through recent OFSTED reports. As an example, OFSTED's report on Bedfordshire County Council, who outsourced the majority of the service, found that, *"schools report a high level of dissatisfaction with the service because of such factors as lack of understanding of their needs, poor communication, failure to deliver projects on time and to budget, variability of technical support, lack of supervision on site and poor remedying of defects at the end of contracts"*. It is acknowledged that it is early days and the market for this type of service needs time to expand and evolve.
- It is acknowledged that all of the planned and reactive maintenance contracts within Barking and Dagenham, excepting cleaning and grounds maintenance, have already been outsourced to competitive tendering in the private sector marketplace. The outsourcing has been undertaken as part of the authority-wide procurement process which reaps the benefits of large scale purchasing power. There is no evidence currently available to suggest that removing the Education client group from this arrangement would achieve a more attractive economy of scale.

Furthermore it is noted that the more recent contracts, negotiated following consultation with and on behalf of schools, have been successfully tailored to meet their specific requirements; concerns have been raised regarding the ability of private sector providers to recognise and cater for the particular needs of schools.

- The Review Team accept that direct competition for the core business of the Assets Section is becoming available, in the burgeoning private sector area of facilities management, although financial evidence has not been forthcoming from which a meaningful comparison could be made. The Review Team agree that it will be appropriate to review the services that the private sector is able to offer and to cost therefore as the market expands.
- The Department is actively engaged in examining different ways to secure schemes and in particular the end product through partnering and PPP. Arrangements are already in place to work with external providers to ensure service delivery at reasonable cost.

Options Appraisal

The options appraisal exercise, to consider the future of the service, was carried using the Council's Best Value template as a basis for discussion. It was agreed that the service be broken down into the following areas for the purposes of options appraisal;

Strategic Planning

Capital Programme

Repairs & Maintenance

School Lettings

1. Market testing

The Team agreed that the "core business" of the service, namely the strategic delivery of school places and the assets management planning function, is integral to the LEA as a whole and therefore should not be considered for possible externalisation. Given the positive feedback from DfES and OFSTED on the quality of these elements there is not sufficient cause for concern to prompt further exploration of alternatives at present.

Significant areas of the supply chain, through which the service is delivered, are already subject to market testing by virtue of being offered to competitive tendering. Other Council services, including Architectural Services, Building Surveyors and Mechanical/Electrical Engineers, used by the section will be undertaking their own Best Value Reviews to determine their ability to perform the role in the future.

It was agreed that there are potential alternative providers of the School Lettings service. However, it is noted that schools already have the option to "buy back" this service and have, to date, elected to do so. This needs to be reviewed with schools through a re-drafted SLA. Further to explore the opportunities to work with community halls.

2. Formation of a public/private partnership

The Section is already pursuing this route as a part of its capital strategy through the Public Finance Initiative (PFI) for the provision of school places. It is further exploring this avenue through partnership procurement, and the securing of external service providers to support in house provision. The Council continues to review all the procurement options and has begun to develop options in line with a revised capital strategy.

3. Transfer or externalisation

The Team concluded that the strengths of the service outweigh the weaknesses and that the service has the capacity to continue to improve. Transfer or externalisation of the service was therefore judged inappropriate given the current circumstances.

4. Restructuring or repositioning of the in-house service

The Team concluded that restructuring of the services would be the most viable option. The service is recognised as being central to the Council's objectives and that it should remain within the Council's operation. Restructuring would strengthen strategic planning, capital programme delivery, securing of external funding and ensure greater responsiveness to the needs of schools.

5. Re-negotiation

Those parts of the supply chain for property related issues, that are put out to external contractors, are already subject to periodic re-negotiation at the time of re-tendering. This needs to continue having regard for best value.

6. Joint commissioning or delivery of the service

The possibility of joint commissioning with other LEAs/client organisations was discussed. Individual projects have been undertaken with external partners but it is advisable to consider each project on its own merits. The role of asset management planning, however, could become problematic with a larger, more unwieldy structure, and encounter difficulty in agreeing priorities across a wider portfolio of clients and properties. It is felt that the introduction of external partners may be to the detriment of the acknowledged strengths of the existing AMP and enviable record for schools maintenance and improvement enjoyed by the Borough.

The Team agreed that the issue of joint commissioning must not be dismissed or ignored in the future and that opportunities need to be pursued. Examples were given of work already taking place when preparing or procuring schemes with:

- Health Authority
- Early Years Partnership
- Sure Start Initiative
- Sport England
- New Opportunities Fund
- Diocesan Boards of Education
- Department of Education and Skills

This is in addition to cross departmental activities which includes a repair and maintenance contract for non-housing clients which has been led and funded by the LEA.

7. Cessation of the service, in part or whole

Given the Council's statutory obligations under the Schools Framework Act 1998 this cannot be seen as a viable option.

Conclusion

It will be beneficial to pursue a combination of actions, each appropriate to the varying activities undertaken by the Section to ensure continued success and improvement in delivering the Council's objectives. It is proposed that the following options are applied to the areas shown below;

- Action 1: Continue market testing via the tendering of term contracts for repairs and maintenance.

Seek and test alternative providers in the supply chain for the delivery of the capital programme in conjunction with DLES.
- Action 2: Continue to pursue alternative procurement methods as part of the capital strategy and subject to the Council's approval.
- Action 3: Restructure of the existing service and staffing resource to better reflect the needs of both the Council and the schools as stakeholders.

- Action 4: Continue to represent stakeholders interests through the periodic renegotiation of term contracts
- Action 5: Continue to monitor and explore the developing opportunities for joint commissioning and partnership with other authorities/agencies e.g. early years/childcare/health/adult education provision

Improvement Plan

The improvement plan focuses on the principle objective of maintaining the LEA's Assets Management planning performance in the top quartile of Local Authorities nationally. The proposed improvements will be informed by the DfES AMP Appraisal agenda which emphasises the strategic importance of property in the raising of standards.

In its most recent circular to the Director of Education, Arts & Libraries, dated 30 April 2002, the DfES states, *"We want AMP's to become more strategic, to join up funding streams and to deliver more and larger modernisation projects that deliver best value facilities. We also want to use AMP appraisal to strengthen the contribution that schools capital funding makes towards raising standards and delivering key government priorities, particularly those included in the transforming secondary education and transforming the school workforce agendas"*.

The DfES intend to work more closely with Chief Officers to *"explore the links between capital investment strategies and the delivery of government priorities, and to examine investment plans up to 2005/06"*.

The improvement plan also responds to the findings of the Best Value Review process, particularly those revealed by the Challenge, Compare and Consult phases.

The improvement plan reflects the service's continuing commitment to delivering the Council's priorities, Balanced Scorecard and core objectives set out in its Education Development Plan, and complements the Improvement Targets established for the development of the Asset Management Plan

Appendices

The Improvement Plan is attached as Appendix A to this report. The AMP Improvement Targets for 2002/06 are also attached. These support the AMP Local Policy Statement.

THE EXECUTIVE**8 APRIL 2003****REPORT OF THE DIRECTOR OF EDUCATION, ARTS AND LIBRARIES**

BROADWAY THEATRE REDEVELOPMENT		FOR DECISION
<p><i>This report asks the Executive to agree the appointment of Trustees to the Broadway Theatre Trust to run the Broadway Theatre on behalf of the Council and Barking College.</i></p> <p><u>Summary</u></p> <p>This report provides an update on progress with the redevelopment of the Broadway Theatre. The Executive is asked to agree the recommendations set out below in order to allow the scheme to progress.</p> <p><u>Recommendations</u></p> <p>The Executive is asked to note the report and agree the Council's nominated Trustees, as set out in the report; to be reviewed in December 2004.</p> <p><u>Reasons</u></p> <p>To progress the redevelopment scheme.</p>		
<p>Contact Officer: Jane Hargreaves</p>	<p>Head of Literacy and Cultural Services</p>	<p>Telephone: 020 8270 4818 Fax: 020 8270 4860 E-mail: jane.hargreaves@lbbd.gov.uk</p>

1. Background

- 1.1 The Executive of December 19th 2000 approved a proposal to redevelop and refurbish the theatre as a partnership between the Council and Barking College.
- 1.2 Following an architectural design competition the Executive of the 26 June 2001 approved the proposal to engage the winning architect Tim Foster Architects, as architect to the project.
- 1.3 The development work was overseen by a Steering Group chaired by the Director of Education, Arts and Libraries and including the Principal of Barking College. This group has met regularly and continues to closely monitor the scheme's progress.
- 1.4 Outline proposals were presented by Tim Foster to the Executive on 26th February 2002 and were approved. However, owing to uncertainty regarding the College's financial contribution, further detailed design work was halted so as to avoid the possibility of abortive fees being paid.

- 1.5 The College has to obtain funding and approval from the Learning Skills Council (LSC) and regrettably the LSC were unable, owing to the unique nature of the project, to give approval until early this year. Approval was received in January 2003. Detailed design work is now under way in order to complete the project on programme, by September 2004, ready for the College's new term.

2. **Main Body of the Report**

2.1 **Design and building update**

- 2.1.1. Following agreement to re-commence detailed design work a new programme was agreed by the Steering Group as follows:

Out to tender	28/04/03
Tender to return	26/05/03
Authority to proceed	June 03
Commence on site	21/07/03
Work complete	12/07/03
Fit out	August 04
Occupation	30/08/04

Detailed design work is currently under way and is proceeding to programme. Planning permission has been obtained for both the new front extension and the change of use of the lower ground floor for educational purposes.

- 2.1.2. Consultation with the main user groups has taken place plus a public consultation exercise involving the possible other users, outside the Council and College. Observations received have, wherever possible been included within the scheme.
- 2.1.3. A risk register is now in place so as to assist bringing the project out on time, within budget and to quality. Preliminary investigations including structure, archaeology, asbestos, etc. have been completed, so as to reduce contractor's risk (that increases cost) and no particular adverse conditions have been found.
- 2.1.4. At present the contractors who will be invited to tender are being selected following a European advert, to which there were 31 responses.
- 2.1.5 Tender prices remain a concern. The construction market is at present quite volatile caused by concerns, for example, regarding the Middle East situation and the effect that major projects within the south-east e.g. Wembley Stadium and Terminal 5, will have on the market place. Although every effort is being made to mitigate increased costs the true cost will not be known until the tenders are returned.

2.2 Legal update

2.2.1 The legal documents that have been prepared to date are:

The Development Agreement relating to the Broadway Theatre, Barking;

Lease of the Broadway Theatre, Barking to be granted pursuant to Development Agreement;

(The Executive is asked to note that as the lease is for more than seven years at a peppercorn rent the consent of the Secretary of State will be obtained under s123 of the Local Government Act 1972);

The Facilities Management Agreement to be entered into pursuant to Development Agreement;

2.2.2 In addition, as part of the Development Agreement, a Trust will be set up to run the Broadway Theatre on behalf of the Council and Barking College.

2.2.3 This Trust will be a Company limited by guarantee and will be known as the Broadway Theatre Company Ltd. In respect of this Company the Memorandum of Articles and Association have been prepared.

2.2.4 The total number of trustees will be eleven of which three will be nominated by the Council and another three by the College. The remaining five will be nominated jointly by the Council and Barking College.

2.2.5 Authority is sought to appoint the Council three trustees. In the first instance, they will be:

The Director of Education, Arts and Libraries - Roger Luxton
The Head of Literacy and Cultural Services - Jane Hargreaves
The Head of Arts Services - Tracey McNulty

These officers will stay in post until the Theatre is open and running. At this point the Executive will be asked to review the nominated Trustees. It is hoped that Members will then wish to act as Trustees.

3. Consultations/financial and other implications

3.1 Financial Update

3.1.1. The Quantity Surveyor's latest assessment forecasts a total cost of around £4.76m. This is £364,000 more than the budget of £4.4m. In addition to the main project cost there is a commitment to fund landscaping and maintenance work amounting to £160,000. In view of this additional cost the Broadway Theatre Steering Group have considered a number of options and saving measures to ensure that spending is maintained within the approved budget. This included a

bid to the London Development Agency for a contribution towards the project. The Steering group have also earmarked some possible saving options as a fall back measure to meet the possibility of additional building costs.

3.1.2. The exact financial position will be confirmed when the tendering process has been completed towards the end of May. It is anticipated that further information and/or a decision on the LDA funding bid will be available at the meeting (verbal report).

3.1.3. The actual costs of the project to date are £392,000; the main payments relate to Architect, Quantity Surveyor and Legal fees.

3.2 Non-domestic rate discretionary rate application

The Theatre Trust will on completion of the legal documentation make a formal application to the Council for discretionary rate funding. It is estimated that if accepted the cost to the Council would be less than £5,000.

3.3 VAT Implications for the Council

The Financial Director (Acting) has received the legal documentation. This has been forwarded to Customs and Excise, with a letter from Deloitte & Touche setting out the Council's priorities in taking on this capital project and the Council's responsibilities towards the Trust. We are waiting their decision.

4. Conclusion

A further report will be presented to the Executive in June, when tenders have been received. This will include a full financial report.

Public background papers (used in preparation of the report)

- Report to the Executive 19th December 2000
- Report to the Executive 26th June 2001
- Report to the Executive 26th February 2002

THE EXECUTIVE**8 APRIL 2003****REPORT OF THE EXECUTIVE DIRECTOR OF HEALTH AND SOCIAL CARE**

REGENERATION AND COMMUNITY PARTNERSHIPS		FOR DECISION
<p><i>This item is submitted to the Executive as it contains issues of strategic importance to the Council</i></p> <p><u>Summary</u></p> <p>The proposals for next stages of integration were endorsed by the PCT Board and the Executive. They included an increased focus on regeneration and the development of community partnerships. Significant amounts of funding are currently and potentially tied up in this - particularly in relation to children and it was for this reason that this function was identified in the new Community Directorate.</p> <p>Since that date a Job Description and Person Specification have been drawn up (Annex 1) and a bid submitted to the Neighbourhood Renewal Fund (NRF) for part funding of the post for 2003/4. This is subject to appraisal and the agreement of the Executive.</p> <p>Recommendations</p> <p>The Executive is asked to endorse:</p> <ol style="list-style-type: none"> 1. The function of the Regeneration and Community Partnerships Manager post as set out in the attachments 2. The funding of the post on the basis of NRF for 2003/4 £35,000; PCT £17,500; Social Services £17,500.¹ 		
<p>Contact Officer Cathryn Williams</p>	<p>Interim Director of Community</p>	<p>Tel: 020 8227 2332 E-mail: cathryn.williams@lbbd.gov.uk Minicom: 020 8227 2685</p>

¹ There are few partnership funded posts elsewhere to model this on. The one that we have found is based on 50% PCT and 50% NRF funding – set up this way in order to ease the transitions to pick up the NRF funding. Given the lack of sponsorship, lottery and other funding in the Borough, we would expect the post to generate public and private capital for Barking and Dagenham and will review the funding basis during 2003/4.

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**LONDON BOROUGH OF BARKING AND DAGENHAM
SOCIAL HEALTH & CARE**

PERSON SPECIFICATION

INTERVIEW ANALYSIS

1. <u>Post Designation:</u> Regeneration & Community Development Manager <u>Post No:</u> <u>Grade:</u> <u>Section:</u>	Information available from:			Invited applicant for interview	Comments to be completed by interviewer(s) at the time of considering the application form and as a result of the interview.	Offer applicant the position
	Appl. Form	Interview	Skills Test	YES/NO	YES/NO	YES/NO
<p>2. KNOW HOW</p> <p>(i) Education</p> <ul style="list-style-type: none"> • Qualification in Social Work, Health Community Development/ Voluntary work or equivalent vocational/professional qualification D • Management Qualification D <p>(ii) Experience</p> <ul style="list-style-type: none"> • Experience in managing complex projects E • Experience of Senior & Strategic Management in the Public Sector E • Ability to manage budgets, staff and information E <p>(iii) Training</p> <ul style="list-style-type: none"> • Ability to transfer skills and knowledge to others E <p>REMARKS</p>						

(E) = Essential
(D) = Desirable

NAME OF APPLICANT:

LONDON BOROUGH OF BARKING AND DAGENHAM

PERSON SPECIFICATION

INTERVIEW ANALYSIS

	Appl. Form	Inter-view	Skills Test	
<p>3. <u>COMMUNICATION:</u> Listening, verbal & written</p> <ul style="list-style-type: none"> • Excellent communication, negotiator and persuader E • Literate and numerate E • Ability to influence and involve internal and external bodies E 				
<p>4. <u>DISPOSITION:</u></p> <ul style="list-style-type: none"> • Able to work successfully in partnerships E • Able to work with people from a range of backgrounds, professional staff and managers at all levels across range of organisations E • Able to demonstrate a track record of developing effective networks E 				
<p>5. <u>INITIATIVE/MOTIVATION</u></p> <ul style="list-style-type: none"> • Self starter E 				

LONDON BOROUGH OF BARKING AND DAGENHAM

INTERVIEW ANALYSIS

PERSON SPECIFICATION

PERSON SPECIFICATION	Appl. Form	Interview	Skills Test	
<p>6. SPECIALIST KNOW HOW</p> <ul style="list-style-type: none"> • Demonstrate a through understanding of current issues, policies and developments at a local and national level relating to statutory, community/voluntary sector responsibilities and regeneration • Knowledge of government and other funding streams and experience of successful funding <p style="text-align: right;">E</p>				
<p>7. PROFESSIONAL JUDGEMENT/DECISION MAKING:</p> <ul style="list-style-type: none"> • Able to demonstrate experience of developing and implementing initiatives, successful project management • Child Protection Awareness • Adult Protection Awareness <p style="text-align: right;">E</p>				
<p>. MANAGERIAL REQUIREMENTS:</p> <ul style="list-style-type: none"> • Previous experience of managing staff, budgets information and performance <p style="text-align: right;">D</p>				
<p>8. CIRCUMSTANCES: e.g. car/evening meetings/accommodation limitations</p> <p>Own transport</p> <p style="text-align: right;">D</p>				

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JOB SPECIFICATION

BARKING AND DAGENHAM HEALTH AND SOCIAL CARE

Name: **Supervising Officer:** Director of Community
Grade: **Post No:**
Designation: Regeneration & Community
Partnership Manager
Directorate: Community **Date:** January 2003

PURPOSE OF THE JOB

Over the next ten years Barking and Dagenham will be the location for one of the biggest regeneration schemes in London with up to 20,000 population growth, new homes, jobs and new transport links. In addition the Borough has a number of Neighbourhood Renewal sites and schemes. This post has been created to focus the work of health and social care in relation to this and:

1. To foster, encourage and lead in tackling inequalities, particularly in relation to health and social wellbeing for Barking and Dagenham PCT and Social Services and to link with regeneration and renewal activity in the Borough.
2. To develop and deliver initiatives to achieve service delivery for and greater participation from excluded/under-represented groups. In relation to health and social care aspects of the Community Strategy, Neighbourhood Renewal Strategy, Thames Gateway Partnership Health Strategies and health tasks.

The post will be located in the Community Directorate and will be expected to co-ordinate the work across, and work closely with, the PCT and Social Care, including public health Primary Care and to link with Borough Regeneration teams, London Regional and Strategic Health Authority initiatives.

PRINCIPAL ACCOUNTABILITIES

1. To act as a member of the Management Team of the Community Directorate
2. To lead and co-ordinate the strategic focus of the PCT and Social Services Department tackling inequalities and regeneration and to manage initiatives linked to the delivery of:
 - Future major physical regeneration projects, LIFT and capital programmes
 - Neighbourhood Renewal Strategy
 - Child centred initiatives (e.g. Sure Start, Early Years, Childrens Fund etc. Teenage Pregnancy initiatives) as investment in children as the future of the Borough.
And other schemes across the PCT and Social Services Department
3. To ensure effective links with the Borough Partnership, the Council, Strategic Health Authority and other Regeneration and Renewal Schemes.
4. To ensure that the above initiatives link with mainstream services and vice versa.
5. To ensure that Regeneration and Renewal Schemes strategically address social regeneration and addresses health inequalities.

6. To work with teams and units to support mainstream and targeted services for excluded groups and those in poor health ensuring links with major policies for children, people with disabilities, mental health problems and older people.
7. To lead on planning health and social care service for new communities and populations and for excluded groups.
8. To seek to exploit and lever in external funding and investment.
9. To service the Health Task Force of Thames Gateway Partnership and the Neighbourhood Renewal subgroup of the LSP
10. To develop links with corporate, other agencies, the CVS, voluntary and community groups and regional and national organisations.
11. To support partnerships and develop community initiatives between the PCT/Social Services, other statutory agencies and community and voluntary groups, especially from excluded or under-represented groups, building voluntary and independent capacity. To work in partnership with the Community Development Officer (Hard to Reach Groups).
12. To undertake research and projects, in accordance with the needs of the service.
13. To ensure that mainstreaming and learning takes place across the organisation.
14. To develop effective communication and identify processes for meaningful consultation with the community/voluntary sector.
15. To manage the Sure Start Strategic Co-ordinator and Community Capacity Builder, including recruitment, supervision, appraisal and development, welfare, discipline, deployment and motivation according to Council policy.

GENERAL

1. To participate in supervision with the Line Manager and to identify development and training needs.
2. To undertake training as required and to promote the development of skills.
3. To undertake all duties and responsibilities at all times in accordance with the Trust's and the Borough's Equal Opportunities policy.
4. To be thoroughly conversant with and use information technology as a requirement to carry out the duties of the post.
5. To comply at all times with the requirements of the Data Protection Act and confidentiality policies.
6. Ensure compliance with Health & Safety Legislation.

The above mentioned duties are neither exclusive nor exhaustive and the postholder may be required to carry out such other appropriate duties as may be required by the Executive Director of Health and Social Care within the grading level of the post and the competence of the postholder.

THE EXECUTIVE**18 MARCH 2003****REPORT OF THE BOROUGH OFFICER FOR POLICY**

YEAR 3 CROSS CUTTING REVIEWS		FOR DECISION
<p><i>This report requires Executive approval, as the Best Value Review Programme is the responsibility of the Executive.</i></p> <p><u>Summary</u></p> <p>This report: -</p> <ul style="list-style-type: none"> • Provides the rationale for the recommended 2003-5 Best Value Review Programme, taking on issues raised both in our Comprehensive Performance Assessment (CPA) Self Assessment, the CPA report itself and follow up meetings with the various inspectorates on improvement planning. • Highlights that we need to develop and undertake one further cross-cutting review for 2003-05, on Procurement. This will replace the reviews based on the community priorities in the existing programme. • Details a draft outline Scope for the review in Appendix A. Further work will need to be undertaken on this. <p><u>Recommendation</u></p> <p>The Executive is asked to agree that we undertake the cross-cutting review identified and note that changes will made to the outline scope in Appendix A.</p>		
<p>Contact: Sandra Hamberger</p>	<p>Interim Improvement & Development Manager</p>	<p>020 8227 2484 (telephone) 020 8227 2806 (fax) 020 8227 2685 (minicom) e-mail: sandra.hamberger@lbbd.gov.uk</p>

1. Background

- 1.1 The Council is no longer required to review all of its functions within a 5 year period.
- 1.2 The existing Best Value Programme needs reviewing in response to specific Comprehensive Performance Assessment (CPA) comments and areas we have identified in our self assessment.
- 1.3 We are currently undertaking one cross-cutting review, Regenerating the Local Economy. The review of social care is not proceeding because of other initiatives to improve services in this area. Two areas have been identified for Best Value Reviews in the draft CPA improvement plan that has been previously tabled at the Executive - Procurement and Improving Officer Capacity. After positive discussion with the various inspectorates, it is recommended that we proceed with these two reviews, the

review of Officer Capacity in light of the re-organisation of Chief Executives department, will not be a formal Best Value Review.

- 1.4 The draft outline scope for the “Procurement” is shown in Appendix A.
- 1.5 Further work will need to be undertaken to develop the draft scope and it will need to change in response to this.
- 1.6 Members will be identified to join panels overseeing all cross-cutting reviews (Regenerating the Local Economy and Procurement) by Assembly.

Background papers used in the preparation of the report

- LBBB self assessment May 2002
- LBBB CPA report December 2002

Title: Procurement

Outline Scope

What are we trying to tackle through this review?

1. What steps we need to take to bring our procurement practice up to the level of the best.
2. Capacity issues;
 - Resources/skills/training/distribution
 - Commitment/culture
 - Process and procedures

What quality or policy issues will be looked at?

How we can embed procurement options to drive up performance
Procurement Policy and Principles

What are the issues that need to be tackled?

Are the current processes and procedures appropriate
Compliance with internal and external rules and regulations
Are our monitoring procedures appropriate
E procurement
Joint commissioning
Procurement and Best Value
Green Procurement

What outcomes do we want to achieve?

Clear view on Byatt, Egan and PWC and how we will respond
Strategy for culture change
Willingness to change procurement practice
Commitment to making the right decisions
Organisation has the appropriate skills to make the right decisions

What is in and what is out?

List all the services/activities/functions that **should** be included in the review

Central Procurement
Purchasing
Social Services Contracts
Assets/Development Support Services as a case study
Shape Up (assessment of policies and procedures)

List all the services that **could** be included but are not, and why they are not

N/A

What are the givens?*

None

*Although the principles of best value ensures that nothing is taken for granted in reality, especially with a cross-cutting review of a key area, there will be may be givens, for example a recent policy decision or strategy.

THE EXECUTIVE**8 APRIL 2003****JOINT REPORT OF THE BOROUGH OFFICER FOR DEMOCRATIC SUPPORT
AND LEGAL SERVICES AND THE BOROUGH PERSONNEL OFFICER**

EXTERNAL ACTIVITIES - MEMBERS AND OFFICERS		FOR DECISION
<p><i>This report is submitted to the Executive at the request of the Chief Executive.</i></p> <p>This report sets out the known current position of external activities undertaken by Members and Senior Officers, and the benefits to the Council as far as the individuals involved are concerned. This work has been undertaken as a result of a recommendation from the Corporate Performance Assessment.</p> <p><u>Recommendation</u></p> <p>The Executive is asked to support all Members and senior managers in participating in external activities to benefit the Council and the Borough.</p>		
<p>Contact Officers: Pauline Bonella</p>	<p>Members' Services Manager</p>	<p>Tel: 020 8227 2895 Fax: 020 8227 2162 Minicom: 020 8227 2685 E-mail: pauline.bonella@lbbd.gov.uk</p>
<p>Alana Hughes</p>	<p>Corporate HR Policy Manager</p>	<p>Tel: 020 8227 2143 Fax: 020 8227 2918 Minicom: 020 8227 2685 E-mail: alan.hughes@lbbd.gov.uk</p>

1. Background

The Audit Commission reported on the Corporate Assessment (CPA) on Barking and Dagenham Council in December 2002 and commented that:

"Officers are beginning to look more widely at different ways of doing things from more successful authorities. Until recently much of this was limited to neighbouring east London councils. This is now beginning to be much more focussed on London wide and some national comparators. However, councillors, even at a senior level are still very inwardly focussed and rarely obtain a round external perspective".

2. Current Postion

- 2.1 Members and Senior Officers have been asked to provide a list of external professional activities and how they benefit the Council. These are attached as appendices to this report. Despite two reminders some responses are still outstanding. Where no response has been received, despite three reminders, we have answered that there are none.

- 2.2 When the list of agreed representation on external bodies was provided to Members to assist them, it seems that some were not aware of their nomination, although they were agreed by the Executive and the Assembly and recorded in the minutes. In addition, some had never been provided with any papers although, until this point this issue had not been raised with Members Services or Democratic and Electoral Services.
- 2.3 Members and TMT previously agreed that, to maximise the Council's membership on outside bodies and use this as a vehicle to raise the Council's profile, it is necessary to identify a core list of key policy committees on which to focus and to ensure rigorous briefing/debriefing and support arrangements for these meetings. Clearly, the Association of London Government (ALG) and Local Government Association (LGA) committees are pivotal. Chief Officers were provided with guidelines in October 2002 on briefing Members on outside bodies and the criteria for reporting back through the Executive. Despite being reminded, there has still not been a full response identifying the key areas and this needs to be addressed before procedures can be introduced. Any Members experiencing problems in achieving this should contact either the relevant Chief Officer, or Pauline Bonella (Members Services Manager).

Background Papers

None.

Members External Activities

Name	External Activities	Benefits
Councillor Alexander	<p>Association of London Government Education Panel</p> <p><i>Education Business Partnership Management Group</i></p> <p><i>Excellence in Cities Partnership Board</i></p>	<p>Useful to find out what is going on in other Boroughs and other political views.</p> <p>Reflects partnership work. Getting too large to maximise usefulness</p> <p>Not yet invited to meeting</p>
<i>Councillor Baker</i>	None	
Councillor Barns	<i>Barking & Dagenham Sports Council</i>	Able to ensure that funds are distributed equally for the benefit of residents in the Borough
<i>Councillor Best</i>	None	
<i>Councillor Mrs Blake</i>	None	
Councillor Mrs E E Bradley	Barking & Ilford Charities	Ensures that the people benefit by the charities funds.
Councillor Bramley	<i>Barking College Corporation</i>	Plays a role in providing a link between the local authority, community and the major provider.
Councillor Mrs Bruce	<p><i>Age Concern</i></p> <p>East Thameside SRB Board</p> <p>LGA Unitary Development Plan Group</p>	<p>Acts as liaison representative between Council and Age Concern.</p> <p>Carried out SRB aims and objectives for Borough'</p> <p>Preparing future plans re. Borough Strategy</p>
<i>Councillor Clark</i>	None	

Name	External Activities	Benefits
Councillor H Collins	<i>Barking & Dagenham Racial Equality Council</i>	Awaiting Response
Councillor L Collins	Association of London Government General Assembly	Keeps Members/Officers in touch both locally and in wider areas. Also makes one aware to conduct themselves in a more sensible manner in line with the Code of Conduct.
	Thames Chase Joint Committee	Keep Members in touch. Helps to regenerate riverside areas and the environment.
Councillor Mrs Conyard	None	
Councillor Cook	None	
Councillor Cooper	None	
Councillor Mrs Cooper	None	
Councillor Mrs Gridland	<i>Barking & Dagenham Sports Council</i>	Through this body we encourage people of all ages to take part in sport and also to take courses to teach various sporting activities, which are of benefit to the community as a whole. It is also of benefit to the Council by teaching and helping and encouraging young and old into sports of all kinds, when any competitor gains awards of a good or high standard this reflects on the Borough because these sports people have been taught and nurtured in the Borough. In my opinion any achievement of this kind reflects well on the Borough, because it is often a nation wide event.

Name	External Activities	Benefits
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Councillor Curtis	<i>Education Business Partnership Management Group</i>	Benefits education especially secondary education.
Councillor Dale	East London Waste Authority	Economical, more waste disposal
Councillor Davis	<i>Barking & Dagenham Citizens Advice Bureau</i>	Only as Chair
Councillor Denyer	<i>Community Health Council</i>	Yes as delegate from group
Councillor Fairbrass	None	
Councillor Fani	None	
Councillor Felton	<i>Barking & Dagenham Racial Equality Council</i>	Awaiting Response
Councillor Mrs Flint	None	
	<i>Barking & Dagenham Sports Council</i>	To ensure that Barking and Dagenham's sports facilities are kept up to date and that local people can access them.
	<i>Community Health Council</i>	To act as a watchdog for the community health problems.
	Barking & Ilford Charities	Councillor Mrs Flint has just joined.
Councillor Geddes	Association of London Government Leaders Committee	Shares information, lobbying. Has potential to share good ideas, maintains our profile in London.

Name	External Activities	Benefits
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Councillor Geddes Continued....	London Government Association General Assembly	Keeps us abreast of Central Government thinking and the feelings of other local authorities.
	London Government Association Urban Commission	Valuable for regeneration matters.
<i>Councillor Gibbs</i>	None	
<i>Councillor Huggins</i>	None	
<i>Councillor Hunt</i>	None	
Councillor Jamu	<i>Barking & Dagenham Sports Council</i>	Awaiting Response
	<i>Barking College Corporation</i>	Awaiting Response
<i>Councillor Jeyes</i>	None	
Councillor Jones	<i>Barking & Dagenham Gospel Oak Line</i>	Brings Council influence to bear on the rail transport service which runs between Barking (East London) and Gospel Oak (North West London) and brings together the Boroughs of Newham, Waltham Forest, Islington and Camden in joint transport policies and affects all its citizens.
	<i>Kingsley Hall Settlement</i>	A communication channel between the citizens of the Borough and the Council, which involves the Council in the social, educational and religious work that is carried out by the Kingsley Hall Management and all voluntary workers.

Name	External Activities	Benefits
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<i>Councillor Justice</i>	None	
Councillor Kallar	<p><i>Lea Valley Partnership</i></p> <p><i>Association of London Government Economic Development Regeneration & Europe Panel</i></p> <p><i>Association of London Government Transport & Environment Committee</i></p> <p><i>Barking Reach Development Company Limited & Enabling Board</i></p> <p><i>East Thameside SRB Board</i></p> <p><i>Greater London Enterprise</i></p> <p><i>Heart of Thames Gateway Partnership</i></p> <p><i>Greater London Association Urban Commission</i></p> <p><i>Public Transport Liaison Group</i></p> <p><i>Thames Gateway London Partnership</i></p>	<p>Allows residents of this Borough to use all the facilities including nature reserve/walks/sports etc.</p> <p>Promotes the Council on Regeneration EU funding.</p> <p>Awareness of other Boroughs transport plus an opportunity to work together.</p> <p>Partnership work with private companies, opportunity to express views of this nature.</p> <p>Regeneration programme</p> <p>Provides funding for Regeneration particularly small businesses.</p> <p>Provides funding for improving Borough facilities</p> <p>Provides the opportunity to communicate with other Boroughs nation-wide.</p> <p>Involves all London Boroughs and Central Government with Barking & Dagenham, with head offices.</p> <p>Developing sites in this Borough all linking to regeneration of East London.</p>

Name	External Activities	Benefits
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Councillor McCarthy	<p><i>Barking & Dagenham Sports Council</i></p> <p><i>Association of London Government Transport & Environment Committee</i></p> <p><i>Sector Police Working Party (Dagenham)</i></p> <p><i>Association of London Government London Irish Councillors</i></p>	<p>The benefit to the Council is the co-ordinated activities of sport within the Borough.</p> <p>I am one of Councillor Kallar's deputies. The benefit is that if Councillor Kallar cannot attend a meeting or function then a member who has some knowledge deputises.</p> <p>I attend meetings as a Ward Councillor. The benefit to the Borough is to raise community concerns, receive feedback and foster good relations with the Police.</p> <p>The benefit to the Borough is that we do have a number of residents of Irish descent in the Borough, and the role of the committee is to engineer positive working and highlight areas of discrimination that do exist.</p>
Councillor McKenzie	<p><i>Local Government Association Community Safety & Policing Panel</i></p> <p><i>Association of London Government Ethnic Minorities</i></p>	<p>Asset for local Government. Gives us recognition with all Authorities. We lead in community safety providing information and good practice to the Local Government Association using Barking and Dagenham as a yardstick.</p> <p>Recognising the needs and diversity of people. We have demonstrated the role of diversity and promoted equalities, e.g. gender, disability, race etc.</p>

Name	External Activities	Benefits
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Councillor McKenzie Continued.....	<p><i>Cross-Party at the House of Commons</i></p> <hr/> <p><i>Thames Gateway London Partnership – Community Safety Strategic Board</i></p>	<p>Fostering relationships with all parties across the political spectrum, to ensure there is no racism and promoting Barking and Dagenham as a good example.</p> <hr/> <p>Gateway to the Regeneration Project – We have the opportunity to play a lead role and to continually promote the Borough.</p>
Councillor Miles	None	
Councillor O'Brien	None	
Councillor Osborn	<p><i>Association of London Government Health & Social Services Panel</i></p> <hr/> <p><i>Association of London Government Housing Panel</i></p> <hr/> <p><i>Barking & Dagenham Partnership</i></p> <hr/> <p><i>Barking College Corporation Search Committee</i></p>	<p>This is London wide. Very useful, moving towards East London having a more regional vision for health and social services.</p> <hr/> <p>Again this is London wide, helping us to have a dialogue with the government over regional strategy.</p> <hr/> <p>Very useful to input for health in Barking and Dagenham Thames Gateway area.</p> <hr/> <p>Ensures overview of governors and keeps a balance in community input.</p>
Councillor Mrs Osborn	<i>Community Health Council</i>	Awaiting response
Councillor Porter	<i>Association of London Government Culture & Tourism Panel</i>	Contact with wider local government cultural community across London and kept in contact with London wide developments.

Name	External Activities	Benefits
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<i>Councillor Mrs Rawlinson</i>	None	
<i>Councillor Mrs Rush</i>	None	
<i>Councillor Smith</i>	None	
<i>Councillor Thomas</i>	None	
<i>Councillor Mrs Twomey</i>	Greater London Provincial Council	Links with London Boroughs regarding all staffing matters and finance plus a negotiating body.
	<i>Barking & Dagenham Sports Council</i>	Links with local clubs and community
	London Arts Forum	Communication with what is going on in the country also could help with financial opportunities.
	ALG Scrutiny Members Meeting	Too early to discuss benefits
<i>Councillor Wade</i>	London Borough Grant's Committee	Promotes the interests of Barking and Dagenham
<i>Councillor Wainwright</i>	None	
<i>Councillor Waker</i>	None	
<i>Councillor Mrs West</i>	None	

Bold = Outside the Borough/Regional/National
Not bold = Within the Borough

Name	Dept	Job Title	External Activities	Benefits
Jenny Crossley	EAL	Head of Policy and Planning	<p>1. EiC Plan - London Co-ordinators Group.</p> <p>2. Justice of the Peace on the East Herts Board and sit on the Family Panel Bench.</p>	<p>1. Share experiences in the EiC and discuss issues such as the London agenda, have forums with relevant speakers, e.g. Tim Brighouse and to look at new initiatives and their impact.</p> <p>2. Enables me to take a role in the community and have a wider perspective about vulnerable children and families.</p>
Justin Donovan	EAL	Head of Lifelong Learning	<p>1. Director of the London East Connexions Partnership (LECP), Chair of the General Purpose Committee.</p> <p>2. Member of Centre Economic Performance, establish a series of seminars to inform national policy on 14-16 curriculum.</p> <p>3. East Thames Lifelong Learning Partnership, established to co-ordinate 16-19 and adult education.</p>	<p>1. Connexions have brought considerable resources to Council, benefit of young people. Being on the Board and by chairing key committees, able to influence the development of the partnership.</p> <p>2. Participation in seminars allows Council to influence national policy to the benefit of local residents.</p> <p>3. Enhances the Council's reputation by recognising at national level, the Borough as an example of excellent practice.</p>
Jane Hargreaves	EAL	Head of Literacy and Cultural Services	No activities	Not applicable
Roger Luxton	EAL	Director of Education, Arts and Libraries	1. Qualifications and Curriculum Authority - Member of the Curriculum Committee.	1. Exert considerable influence on the national literacy and numeracy strategies on vocational GCSEs and on teaching and learning strategies to the advantage of the children and young people of this Borough.

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