

# London Borough of Barking and Dagenham

## Notice of Meeting

### THE EXECUTIVE

**Tuesday, 11 November 2003 - Town Hall, Barking, 7:00 pm**

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

**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

31.10.03

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 28 October 2003 (circulated separately)**

#### **Business Items**

*Public Items 3 to 8 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. **Urgent Action - Appointment of a Representative at a meeting of the Association of London Government (ALG) Leader's Committee (Page 1)**
4. **Member and Officer Study Tour of Holland in Connection with Development at Barking Reach and South Dagenham (Page 3)**
5. **Launch of the Local Business Partnership (Pages 5 - 6)**

6. **Health and Consumer Services Away Day (Page 7)**
7. **The Council's Race Equality Scheme - Year Two Action Plan (Community Involvement) (Pages 9 - 37)**
8. **The Council's Race Equality Scheme - Conducting Impact Assessments (Pages 39 - 42)**

#### **Discussion Items**

9. **Budget Monitoring Report - August 2003 (Pages 43 - 67)**
10. **Service Standards (Pages 69 - 92)**
11. **Barking Park - Heritage Lottery Fund Project Planning Grant (Pages 93 - 96)**
12. **Any other public items which the Chair decides are urgent**
13. **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**

14. **Approval to Enter Into an Education Private Finance Initiative Contract (Pages 97 - 111)**

*Concerns a Contractual Matter (paragraphs 8 and 9)*

#### **Business Items**

None.

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

**THE EXECUTIVE****11 NOVEMBER 2003****REPORT OF THE DIRECTOR OF CORPORATE STRATEGY**

<b>URGENT ACTION</b>	<b>FOR DECISION</b>	
<i>This report is submitted under Article 1, Paragraph 17.1(iii) of the Constitution</i>		
<b><u>Summary</u></b>		
<p>The following urgent action has been taken under Article 1, Paragraph 17.1 (i) of the Constitution in consultation with the Leader of the Council, the Chair of the Assembly and the Chair of the Scrutiny Management Board:</p>		
<p>Appointment of Councillor Bryan Osborn as the Council's representative at a meeting of the Association of London Government (ALG) Leader's Committee. The Council's nominated representative, Councillor Geddes, was on holiday, and his deputies, Councillors Alexander and McKenzie, had other prior commitments. Councillor Osborn was appointed as a substitute as it was essential that the Council was represented at this key external meeting.</p>		
<p>On a related point, the Executive is advised that a review will shortly be conducted of the revised arrangements for briefing Members on outside bodies, which were introduced at the beginning of August 2003.</p>		
<b><u>Recommendation</u></b>		
<p>The Executive is asked to note the urgent action taken and to recommend the Assembly to agree that, if this sort of situation arises in the future, any Member of the Executive be authorised to act as a substitute representative.</p>		
<b><u>Reason</u></b>		
<p>To ensure the Council is represented on meetings of external bodies</p>		
<p><b>Contact Officer:</b> Steve Foster</p>	<p>Democratic and Electoral Services</p>	<p>Tel: 020 8227 2113 Fax: 020 8227 2171 Textlink: 020 8227 2594 E-mail: <a href="mailto:steve.foster@lbbd.gov.uk">steve.foster@lbbd.gov.uk</a></p>

**Background Papers used in the preparation of the report:**

Correspondence relating to this urgent action

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**THE EXECUTIVE****11 NOVEMBER 2003****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

<b>MEMBER AND OFFICER STUDY TOUR TO HOLLAND IN CONNECTION WITH DEVELOPMENT AT BARKING REACH AND SOUTH DAGENHAM:</b>	<b>FOR DECISION</b>	
<p><i>This report concerns a visit out of the Borough, which will cost in excess of £1,000 and must therefore be approved by the Executive.</i></p> <p><b><u>Summary</u></b></p> <p>This report seeks approval to a Member / Officer visit to Holland, to take place on the 28 and 29 November 2003.</p> <p>To gain a first hand appreciation of the likely approach to be advocated by the Dutch Master Planners, appointed for Barking Reach and South Dagenham, a visit to a number of sites in Holland has been proposed with the London Development Agency (LDA) and English Partnerships (EP). One of the reasons these companies have been appointed by EP and the LDA is their previous experience in delivering innovative housing solutions in the Netherlands. The invitation to attend this tour has also been extended to the London Borough of Havering because of the cross boundary nature of the development at South Dagenham.</p> <p>The estimated total cost of the visit for both Members and Officers is £1,800, which will be met from the Regeneration Division's Revenue Budget.</p> <p><b><u>Recommendation</u></b></p> <p>That Executive is recommended to approve the two day study tour to sites in Holland by the Leader and Portfolio Holder for Regeneration, Director of Leisure and Environmental Services, Head of Regeneration and the Regeneration Manager - London Riverside.</p> <p><b><u>Reason</u></b></p> <p>To gain an appreciation of the likely type of housing, public spaces, car parking and other facilities that will result from the master plans being developed for Barking Reach and South Dagenham, which will assist the Council in achieving the Community Priorities of <i>"Improving Health, Housing and Social Care"</i>, <i>"Making Barking and Dagenham Cleaner, Greener, and Safer"</i> and <i>"Regenerating the local Economy"</i>.</p> <p><b><u>Wards Affected</u></b> - Thames and River</p>		
<b>Contact Officer:</b> Martin Brady	Regeneration Manager - London Riverside	Tel: 020 8227 3892 Fax: 020 8227 3896 Minicom: 020 8227 3024 E-mail: <a href="mailto:martin.brady@lbbd.gov.uk">martin.brady@lbbd.gov.uk</a>

**Consultation**  
LESD Finance

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**THE EXECUTIVE****11 NOVEMBER 2003****REPORT OF THE DIRECTOR OF HOUSING AND HEALTH**

<b>LAUNCH OF THE LOCAL BUSINESS PARTNERSHIP</b>	<b>FOR DECISION</b>	
<i>The Executive must approve discretionary meetings called by staff where the expected expenditure is likely to exceed £1000.</i>		
<p><b><u>Summary</u></b></p> <p>Development of a Local Business Partnership is part of the implementation plan for the Health and Consumer Services Balanced Scorecard. The Partnership framework is now set up and Health and Consumer Services plan to hold a launch event at the Centre for Manufacturing and Engineering Excellence ('CEME'). The total cost of the event is estimated at £5,000. The partnership is a vital development in engaging the business community along with external agencies to work closer with the Council.</p> <p><b><u>Recommendation</u></b></p> <p>The Executive is asked to agree to the proposed expenditure that will be met from a grant awarded to the Council by the Small Business Service to develop the partnership.</p> <p><b><u>Reason</u></b></p> <p>The Launch of the partnership can not go ahead without executive approval on the expenditure.</p>		
<p><b>Contact:</b> John Monk</p>	<p>General Manager - Commercial Inspections</p>	<p>Tel: 020 8227 5669 Fax: 020 8227 5699 Minicom: 020 8227 5755 E-mail: <a href="mailto:john.monk@lbbd.gov.uk">john.monk@lbbd.gov.uk</a></p>

**1. Background**

- 1.1. Local Business Partnerships involve local authorities and businesses in their area. They provide a framework to enable the business community and local authorities to work together to streamline regulation processes. The aim is to make it easier for people in business to understand and comply with regulations which, in turn, makes the job of regulators inside and outside the Council easier. For local businesses the Partnership will reduce cost and generate greater confidence that the business is getting it right. All key local authority applied regulation is covered.
- 1.2. The Government's Small Business Service has very recently awarded a grant of £15,000 to the Council to launch and develop a Local Business Partnership. The Council's bid for this money made it clear that the grant would partly be used to fund a launch promotion event. The grant must be used by 31 March 2004.

- 1.3. It is proposed that the launch will form part of an “Employers Day” event being held at CEME on 19 November which a wide range of local businesses are expected to attend. External regulatory partners including the Inland Revenue and Customs and Excise will also be attending.
- 1.4. Precise costings are not yet available but the overall cost will be in the region of £5,000. This will be met entirely from the grant.
- 1.5. In the absence of suitable facilities during the Town Hall and Civic Centre refurbishments, Officers propose to use the Centre for Manufacturing and Engineering Excellence.



**THE EXECUTIVE****11 NOVEMBER 2003****REPORT OF THE DIRECTOR OF HOUSING AND HEALTH**

<b>HEALTH AND CONSUMER SERVICES AWAYDAY 2003</b>		<b>FOR DECISION</b>
<p><i>In accordance with the Council's Constitution, the Executive must approve discretionary meetings called by staff where the expected expenditure is likely to exceed £1,000.</i></p> <p><b><u>Summary</u></b></p> <p>As part of the Balanced Scorecard business planning cycle, Health and Consumer Services plan to hold an away day at the Centre for Manufacturing and Engineering Excellence. The total cost of the event is £3,817.50 for all 63 staff.</p> <p><b><u>Recommendation / Reason</u></b></p> <p>The Executive is asked to agree to the proposed expenditure that will be met from current Health and Consumer Services estimates, in order to assist with the development of the Health and Consumer Services Balanced Scorecard.</p>		
<p><b>Contact Officer:</b> Darren Henaghan</p>	<p>General Manager - Community and Environment</p>	<p>Tel: 020 8227 5660 Fax: 020 8227 5699 Minicom: 020 8227 5755 E-mail: <a href="mailto:darren.henaghan@lbbd.gov.uk">darren.henaghan@lbbd.gov.uk</a></p>

**1. Background**

- 1.1. Each year, staff from Health and Consumer Services are invited to fully participate in the process of developing the Service's Balanced Scorecard. We find that an away day which is organised around the five scorecard perspectives is an excellent way for staff and partners to engage in the process of developing clear priorities and targets which the service will work towards. We have found that the day is very developmental for staff, promotes inclusiveness and has helped to improve the quality of service provision.
- 1.2 In the absence of suitable facilities during the Town Hall and Civic Centre refurbishments, officers propose to use the Centre for Manufacturing and Engineering Excellence.

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**THE EXECUTIVE****11 NOVEMBER 2003****JOINT REPORT OF THE DIRECTOR OF CORPORATE STRATEGY  
AND THE DIRECTOR OF EDUCATION, ARTS & LIBRARIES**

<b>THE COUNCIL'S RACE EQUALITY SCHEME - YEAR TWO ACTION PLAN (COMMUNITY INVOLVEMENT)</b>	<b>FOR DECISION</b>
<p><i>The purpose of this report is to inform the Executive of progress in implementing the Council's Race Equality Scheme (RES) as agreed in May 2002. In particular, it reports on achievements against the Year One Action Plan (Human Resources) and the contents of the Year Two Action Plan (Community Involvement)</i></p> <p><b><u>Summary</u></b></p> <p>The purpose of this report is to provide the Executive with a progress report on the achievement of its statutory duties, under the Race Relations (Amendment) Act 2000, to positively promote race equality, eliminate discrimination and promote good race relations.</p> <p>The report appraises the Executive of the Race Equality Scheme (RES) Year Two (Community Involvement) Action Plan [Appendix A]. It explains the rationale underpinning the Action Plan and outlines the specific actions under the eight strategic objectives. Also attached as [Appendix B] is a full statement of progress achieved against the 2002/03 Year one (Human Resources) RES Action Plan. For easy reference, the achievements in Year One are also concisely summarised in section 2.1 of the report.</p> <p>The theme for Year Two is Community Involvement and this will work on two levels. Firstly, the Council are planning a number of activities and targeted events designed to build and develop stronger links with the various communities resident within the borough. Secondly, all services will be required to complete the first part of the impact assessment process by consulting with BME communities, and other hard to reach groups, on their existing services, functions and policies. This is the subject of an accompanying report.</p> <p><b><u>Recommendation</u></b></p> <p>The Executive is asked to endorse the report and note the progress achieved in implementing the Council' statutory Race Equality Scheme (RES).</p> <p><b><u>Reason</u></b></p> <p>To obtain Executive endorsement of progress and achievements against the Council's statutory Race Equality Scheme (RES).</p>	
<p><b>Contact Officer:</b> W.A. Coomber</p>	<p>Corporate Equalities &amp; Diversity Adviser</p> <p>Tel: 020 8227 2105 Fax: 020 8227 2806 E-mail: <a href="mailto:bill.coomber@lbbd.gov.uk">bill.coomber@lbbd.gov.uk</a></p>

## **1. Background**

1.1 On 31 May 2002, the Council published its first Race Equality Scheme (RES) as required under the specific duties of the Race Relations (Amendment) Act 2000. The Council's Scheme was based upon a themed approach with the following prioritisation:

Year One	(2002/03)	-	Human Resources
Year Two	(2003/04)	-	Community Involvement
Year Three	(2004/05)	-	Service Delivery

1.2 The prioritisation was based upon extensive community consultation. A view arose from the consultation with the local Black and Minority Ethnic (BME) communities that the Council needed to equip its staff to deal with their specific needs. The rationale underpinning the Scheme is that Year One was dedicated to dealing with key Human Resources issues to ensure that the Council 'puts its own house in order.' This facilitated the training and preparation of staff to engage in the community involvement activity required under Year Two of the Scheme.

1.3 Year Two requires activity on two levels. Firstly, that the Council promote community involvement through a number of initiatives designed to forge and improve links with the community; and secondly, for services to engage in consultation with the community to ascertain community views on existing services, functions and policies. This process of needs assessment would, in turn, enable Council services to assemble and evaluate the data upon which services would be changed in Year Three (Service Delivery).

## **2. Progress on the Year One (Human Resources) Action Plan (2002/03)**

2.1 Having completed Year One, an evaluation against the action plan has now been undertaken. Attached for information, as [Appendix B], is a full statement of achievements against the Year One (Human Resources) Action Plan. These can be summarised as follows:

- √ Audited all existing HR policies, practices and procedures for their race equality impact
- √ Established a plan for carrying out Impact Assessments on HR policies, practices and procedures during years 2 and 3 of the RES
- √ Put in place plans to consult with BME groups in the community and the workforce on the results of the HR Impact Assessments
- √ Completed consultation with BME communities on the Council's current 5 Year Equalities and Diversity Strategy in Employment, analysed the views arising and fed in to the proposals
- √ Commissioned a research project to facilitate the creation of a representative workforce and feed its findings in to the Council's 5 Year Strategy
- √ Ensured that the above research project covers an evaluation of positive action initiatives
- √ Integrated race equality in to all person specifications, core competencies for managers, personal appraisal and performance management tools
- √ All staff trained on the Council's duty to promote racial equality through induction, staff team briefings, staff/management equalities and diversity training

courses and specific targeted sessions on the RR(Act) 2000 And the Council's RES

- √ Mainstreamed race equality in to all corporate and departmental training programmes, and work with approved consultants to achieve this objective
- √ Utilised national and regional links to identify more training providers/consultants with specialist skills
- √ Consulted with BME staff on the training and development commissioning process
- √ Began the process of mainstreaming race equality in to the strategic procurement/contracting process

2.2 The summary of achievement indicates that the Council achieved the vast majority of its targets in the Year one (Human Resources) Action Plan. There are two areas of slippage identified, which are developing a tool for managers to undertake self-assessment of equalities and diversity managerial practice and policy proofing proposals. These have been reprioritised for implementation during 2003/04.

### **3. The Year Two (Community Involvement) Action Plan (2003/04)**

3.1 At the same time, as working on the Year One targets, the Corporate Equalities and Diversity Group convened two strategic Task Groups to prepare the Action Plan for Year Two. These task groups were:

- Confronting Racism and Discrimination
- Community involvement

3.2 The action plan is based upon the strategic objectives contained within the RES. Those strategic objectives are as follows:

- Carry out needs assessment/impact studies to secure BME views on Council services and put associated mechanisms in place
- Ensure community awareness of Council's race equality commitment
- Improve view of the Council as a multi-ethnic organisation which listens and values cultural/ethnic diversity
- Build confidence in the ability of the Council to deal more sensitively with racist incidents and build more effective multi-agency initiatives
- Promote community led initiatives to address racism and support more local events to celebrate cultural diversity
- Support tenants/community groups to work effectively on race equality
- Encourage greater BME participation and involvement
- Promote community involvement with regard to gender, disabilities, sexuality, faith and age

3.3 The Year Two Action Plan, attached as [Appendix A], builds upon existing policy work and ongoing initiatives. (e.g. Customer First, Shifting Public Perceptions, Community Cohesion and existing targets in the Community Strategy Equalities and Diversity Implementation Plan).

#### **4. Broadening out of the RES - Rationalising Corporate Equalities & Diversity Work**

4.1 In Year Two, the Scheme will begin the process of broadening out to encompass and make reference to other areas of equalities and diversity work. These include:

- Article 13 (work on gender, age, sexuality, disability and faith)
- Community cohesion
- Progress against the Equalities standard for Local Government

4.2 In this way we wish to move towards the creation of an Equalities and Diversity Scheme [incorporating both the Race Equality Scheme and the Council's Corporate Equalities Plan] that pulls together and provides a single focus for the Council's equalities and diversity work; whilst establishing clear links with the Council's partnership work through the Community Strategy.

4.3 It is intended that this will greatly assist Council service departments by rationalising and providing a central point of reference for equalities and diversity priorities and commitments.

#### **5. Consultation with DMTs and Submission to TMT**

5.1 The work to date on the RES has been undertaken within existing policy parameters, as laid down by the Executive in May 2002. This includes:

- Implementing the Year One (Human Resources) Action Plan
- Developing and progressing the Year Two (Community Involvement) Action Plan
- Putting in place the necessary training, guidance and structures to ensure that Council services undertake impact assessments

5.2 The Corporate Equalities and Diversity Steering Group agreed that it would adopt a 'bottom up' approach to getting Council services signed up to the specific details of the Year Two Action Plan. In effect this meant taking the proposals to DMTs prior to submission to TMT.

5.3 A report on progress in Year One and the Action Plan for Year Two has been submitted and adopted by all 6 DMTs. They are now working to put in place the necessary mechanisms and resources to deliver the Year Two Action Plan.

5.4 As part of the process of taking the report to DMTs, they were asked to identify the necessary staffing and financial resources to contribute towards the delivery of the action plan.

## **6. Community Consultation**

6.1 In keeping with statutory requirements both specific, targeted and general consultation on achievements under the Year One (Human Resources) Action Plan and the Council's plans in its Year Two (Community Involvement) Action Plan will be carried out.

6.2 This will include:

- Specific consultation meetings with the borough's BEM communities
- The production of a Community Summary of work on the RES, that will be available in community languages, other formats and distributed widely within the borough
- Canvassing the views of BME representative organisations
- The production of a special four page insert in the The Citizen, seeking the community's views
- An article for all staff in People Matters, reporting on progress
- Consultation with relevant Staff Groups and local trade unions
- Use of the Council's intranet/internet web-sites

### **Background Papers**

- CRE Statutory Guidance (November 2001)
- The Council's Statutory Race Equality Scheme (May 2002)

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The Year Two (Community Involvement) Action Plan

[Appendix A]

Key Objective 1:

Carry out needs assessment/impact studies to secure BME views on Council services and put associated mechanisms in place

No.	Action	Lead	Completion	Output
1.	All services/functions/policies designated as high and medium, in the Council's RES, to have consulted and assembled BME base line data  BME data evaluated to assess impact in advance of implementation of service improvements	DMT's  DMT's	May 2004  May 2004	All relevant services have consulted, assembled data and evaluated it, in advance of service improvements  Service improvement plans in place and ready for implementation
2.	All services designated high and medium, in the Council's RES, to have completed an audit of service monitoring in advance of the introduction of a corporate service monitoring, evaluation and review system	DMT's	May 2004	All relevant services have completed their audits and have produced a list of the service areas and functions that are to be monitored.  The agreed corporate system ready for implementation in 2004/05
3.	Adoption of good practice guidelines for the consultation and engagement of BME and other hard to reach groups	Corporate Equalities & Diversity Team	May 2004	Good practice guidelines agreed and published

Key Objective 2:

Ensure Community Awareness of Council's Race Equality Commitment

No.	Action	Lead	Completion	Output
4.	Extensive community consultation on the a Community version of the Council's Year Two Scheme (Community Involvement)	Corporate Equalities & Diversity Team	February 2004	Both targeted and general consultation completed and feed back and evaluated for publication
5.	2 inserts in The Citizen borough magazine on the Year two Race Equality Scheme	Corporate Equalities & Diversity Team	October 2003 & April 2004	Inserts included in the relevant editions of The Citizen
6.	Production and distribution of a innovative corporate leaflet and poster on the Council's race equality policy Specific campaign via the borough's JC DeCaux Boards	Corporate Equalities & Diversity Team Corporate Equalities & Diversity Team	October 2003 January 2004	Corporate leaflet and poster distributed and displayed as widely as possible JC DeCaux Boards display race equality posters
7.	Specific public consultation on the council's year two Scheme via the six Community forums	Corporate Equalities & Diversity Team	Autumn 2003	All six Community forums consulted and views included for publication
8.	Agree and implement second phase community delivery programme for the Council's 'Shifting Public Perceptions' Cultural Diversity films	Corporate Equalities and Diversity team	May 2004	Films shown and public engaged as specified in the second phase delivery programme

9.	Specific cultural diversity work undertaken with schools. Celebrating Cultural Diversity Class Packs distributed. Integrated in to the Citizenship & Personal Development part of the schools curriculum and cultural diversity films available in VHS, DVD and CD Rom formats	LEA/Corporate Equalities & Diversity Team	June 2003	Films rolled out via the class packs in all of the borough's schools.
10.	Each service to produce one major community involvement initiative to promote the Council's race equality and equality and diversity policies and spell out it's relevance for service users	All Departments	May 2004	Each service able to evidence the major initiative that planned and delivered.
11.	Targeted work with the local press and radio stations to place positive stories/features/interviews on the Council's policies	Corporate Communications Team	May 2004	At least 4 positive stories/features/interviews to appear in the local press and on local radio stations.

Key Objective 3:

Improve view of the Council as a multi-ethnic organisation which listens and values cultural/ethnic diversity

No.	Action	Lead	Completion	Output
12.	All services to prepare for and to contribute to the Borough Partnership Community Cohesion Strategy.  All services to have concrete plans in place to mainstream Community Cohesion in to service/policy planning	DMTs  DMTs	May 2004  From October 2004/03 onwards	Minutes of DMTs showing discussion of the Community Cohesion Strategy  All services to prepare plans for publication
13.	Put in place a mechanism to proof all corporate and departmental publications and leaflets to ensure that they include positive images that promote the Council's policy on celebrating the cultural, ethnic and other forms of diversity	Corporate Communications/ DMTs	April 2004	Evidence of cultural and ethnic diversity in all council publications and leaflets.
14.	Council Departments/services to collaborate in the organisation of further Open Days, or other innovative initiative, to ask the opinion of BME and other marginalised groups on Council services.	DMTs	May 2004	Evidence of publicity for events, target groups and the evaluation of data that will be fed into the planning of service provision.

15.	Council Departments/services to collaborate in the organisation of an E&D Road Show. The Road Show tour the borough and provide information about equalities and diversity in B&D and Council services.	DMTs	May 2004	A programme of Road Show Tours publicised and staged over the municipal year
16.	As part of the Customer First initiative, review provision of public information and staff guidance at all Council reception areas. In particular, make changes to ensure a welcoming and supportive environment for marginalized groups, including BME groups	Customer First	April 2004	Review undertaken, recommendations agreed and associated action commenced
17.	Contribute to and utilise the Borough Partnership's planned Cultural Diversity Directory in terms of staff, user services and contractors	Corporate Equalities & Diversity Team	May 2004 onwards	Directory available and in use

Key Objective 4:

Building confidence in the ability of the Council to deal more sensitively with racist incidents and build more effective multi-agency initiatives

No.	Action	Lead	Completion	Output
18.	Review the effectiveness of the racist reporting system across the Council and make recommendations to improve it	Corporate Community Safety Team	April 2004	Evidence of meetings/minutes that consider the issue and report making recommendations for change
19.	Agreement sought through the multi-agency Racist Incidents Panel to implement improvements in the racist reporting system and reporting of other discriminatory incidents/domestic violence/hate crimes	Corporate Community Safety Team	April 2004 onwards	Minutes of Racist Incidents panel and other relevant multi-agency bodies
20	Agree corporate policy for the suspension/withdrawal of services in the event of racist or other discriminatory incidents  Corporate policy adopted and adapted within each service department in light of service specific circumstances  All staff briefed on the operation of the policy at a departmental level	Corporate Equalities & Diversity Team  DMTs  DMTs	November 2003  March 2004  May 2004 onwards	Corporate policy agreed by TMT and Executive  Corporate policy considered by DMTs and SMTs  Evidence of staff briefing having taken place.

21.	<p>Race equality and anti-discriminatory conduct and practice mainstreamed in to the conditions of use for all Council services and facilities</p> <p>Associated guidance on suspension/withdrawal of service operative.</p>	DMTs	March 2004	Evidence of changes to conditions of use for Council services and facilities
		DMTs	May 2004	Policy operative. All suspensions/withdrawals of service reported to DMTs
22.	<p>Guidance and training on the use of the new TIS corporate translation and interpretation contract roll out across the Council</p> <p>Targeted training and briefings for managers and front line staff</p>	Corporate Equalities & Diversity Team	January 2004	Evidence of the roll out programme
		Corporate Equalities & Diversity Team	May 2004	Evidence of training and briefings having taken place
23.	The Council to review its procedures and guidance for the translation of documents and the use of interpreters and Language Line	Corporate Equalities & Diversity Team	April 2004	Review taken place, recommendations produced and action implemented

Key Objective 5:

Promote community led initiatives to address racism and support more local events to celebrate cultural diversity

	Action	Lead	Completion	Output
24.	The council to agree and celebrate/commemorate a programme of annual equalities and diversity events	Corporate Equalities & Diversity Team	From Autumn 2003 onwards	Series of planned equalities and diversity celebrations/commemorations planned and delivered. Specific anti-racist and cultural diversity events to be included in the programme
	This programme to be supported by a communications strategy	Corporate Communications Team	From Autumn 2003 onwards	Number of positive local press stories/reports
25.	Commence the process of Restructuring the Town Show to ensure the mainstreaming of equalities & diversity in to the structure and contents of the annual event	Events Section:DLES	July 2003 onwards	Begin to mainstream Equalities & Diversity in to the event and this to become an annual feature



26.	<p>The Council to collaborate with strategic partners in the organisations of a month long programme of diversity events in October 2003</p> <p>Within this context ask EMPA/REC to organise a cultural diversity day</p>	Arts Section: DEAL	October 2003	<p>Programme of diversity events publicised and staged. Each event to specific provide information on Council policy</p> <p>EMPA/REC planned and staged the cultural diversity day</p>
27.	<p>Within the context of the programme of diversity events, organise specific events for Black History Month, targeting libraries and schools</p>	Arts Section: DEAL	October 2003	<p>Specific Black History events publicised and staged in libraries and schools. Each event to provide specific information on Council policy</p>
28.	<p>The Council to collaborate with the Community Sector to celebrate a Community Languages Day</p>	Corporate Equalities & Diversity Team	April 2003	<p>Community Languages Day planned and delivered</p>

Key Objective 6:

Support tenants/community groups to work effectively on race equality

No.	Action	Lead	Completion	Output
29.	Tenant and community groups signed up to the objective of positively promoting equalities and diversity, including race equality  Achievements routinely audited and publicised.	Tenants Participation/Community Development	October 2003 onwards  April 2004	The commitment to positively promote equalities and diversity, including race equality, included in constitutions  Audit completed and publicity obtained
30.	Develop training for tenant and community groups on equalities and diversity, including race equality, and the composition of the borough	Tenants Participation/Community Development	April 2004	Training pack produced and delivered to at least 50% of groups  Plan in place to deliver to the other 50% of groups by October 2004
31.	Tenants and community groups signed up to the Borough Partnership's Anti-Discrimination Charter and formally launched	Tenants Participation/Community Development	April 2004	Charter signed and launch publicised in Spotlight and The citizen and through leaflets and posters

Key Objective 7:

Encourage Greater BME participation and Involvement

No.	Action	Lead	Completion	Output
32.	Monitor current levels of involvement against the 2001 Status survey to establish a benchmark	Tenants Participation/Community development	October 2003	Comparative data available
33.	Obtain BME views on the barriers to involvement	Tenants Participation/Community development	January 2004	Identify major barriers to BME involvement and produce a plan to overcome them
34	Conduct a review of the use of tenant/community group resources, such as Tenants Resource Centre and Community Halls	Tenants Participation/Community development	May 2004	Compare current levels of usage with ward and borough statistics and produce a plan to improve access by BME and other hard to reach groups
35.	Conduct a review of the involvement of BME and hard to reach groups in the Tenants Participation Compact and Voluntary Sector Compact	Tenants Participation/Community development	May 2004	Ensure that the Tenants Participation Compact and voluntary Sector Compact reflect the needs of the whole community

36.	Community Housing Partnerships (CHPs) and the Community forums (CFs) to monitor attendance at meetings by ethnicity, gender and disability.  The CHPs to survey to monitor satisfaction with services by ethnicity, gender and disability	Tenants Participation/Community Development  Tenants Participation	May 2004  May 2004	Monitoring data published annually and evaluated for potential action  Survey data published annually and evaluated for potential action
37.	Monitor BME participation in the Community Empowerment Network Programme	Community Development/CVS	April 2004	Plans drawn up to address barriers to participation
38.	Review BME groups involvement in accessing grants for the delivery of services/projects	Community Development/CVS	April 2004	Results of the review published and plans drawn up to address barriers to participation
39.	Monitor the participation of BME groups in signing up to the local Voluntary sector Compact	Community Development/CVS	April 2004	Results of monitoring published and plans to address barriers to participation agreed through local Compact
40.	Monitor by ethnicity the following: <ul style="list-style-type: none"> <li>• School governors</li> <li>• Adult literacy Participants</li> <li>• Funding of arts projects</li> <li>• Participants in arts projects and library membership</li> </ul>	DEAL	May 2004	Monitoring procedures in place, initial baseline data assembled for evaluation and feeding in to service planning

Key Objective 8:

Promote Community involvement with regard to gender, disabilities, sexuality, faith and age

No.	Action	Lead	Completion	Output
41.	Assess progress against the Council's 3 year equalities (2001-2004) and diversity strategy and identify priorities for a second 3 year Scheme (2005-2008)	Corporate Equalities & Diversity Team	March 2004	Evaluation against existing three year strategy and production of new strategy through the generic equalities scheme
42.	Monitor progress against the achievement of objectives in the Council's Corporate Equalities and Diversity Policy Framework	Corporate Equalities & Diversity Team	April 2004	Checklist of objectives in the Framework produced and audit undertaken
43.	Incorporate the Council's Corporate Equalities Plan (CEP), for progressing against the Equalities standard for Local Government, in to its corporate equalities and Diversity Scheme from 2003/04 onwards	Corporate Equalities & Diversity Team	May 2003 onwards	Evidenced in final published version of the Scheme
44.	Seek to achieve level 2 of the Equalities Standard for Local Government by the end of 2003/04 and Level 3 by the end of 2005/6	Corporate Equalities & Diversity Team	March 2004 & March 2006	PI data included in the Best Value Performance Plan

45.	<p>Review the Council's equalities and diversity policies and practices against the new proposals under EU Article 13, prioritise those to be introduced in December 2003</p> <p>Support the work of the forthcoming Policy Commission on age discrimination and feed it's recommendations in the new regulations on age due for introduction in 2006</p>	<p>Corporate Equalities &amp; Diversity Team/Corporate HR</p> <p>Corporate Equalities &amp; Diversity Team</p>	<p>May 2004</p> <p>May 2004</p>	<p>Article 13 checklist produced and audit undertaken</p> <p>Policy Commission recommendations fed in to the Council's preparatory work the introduction of the age regulations in 2006</p>
46.	<p>Review the Council's access programme and it's targets for meeting the requirements of the DDA(1995) by 2004</p> <p>Convene specific focus groups on disabilities to secure the views of disabled people on the Council and it's service provision</p> <p>Review the provision of information in Braille, audio-tape and large print and it's use by staff, particularly front line staff</p>	<p>Council Access Officer</p> <p>All Departments</p> <p>All Departments</p>	<p>May 2004</p> <p>May 2004</p> <p>April 2004</p>	<p>Review completed and Council on target to meet its statutory obligations</p> <p>Construction of baseline data on the views of disabled people on Council services</p> <p>Review completed, recommendations made and changes planned for implementation</p>

47.	Produce a study, with detailed recommendations, on the service needs of the lesbian, gay and transgender communities.	Corporate Equalities & Diversity Team	April 2004	Study produced and recommendations considered by TMT and DMTs for implementation
48.	Identify appropriate and sensitive mechanisms for consulting and engaging with the lesbian, gay and transgender communities.	Corporate Equalities & Diversity Team	May 2004	Mechanisms identified and included in planned guidance on 'hard to reach' groups
49.	Convene specific focus groups on gender issues to secure the views of women, of all ages, on the Council and it's service provision	All Departments	April 2004	Construction of baseline data on the views of women on Council services
50.	Work with local faiths groups to produce a joint statement on promoting inter-community and inter-denominational understanding between different faith groups.	Corporate Equalities & Diversity Team	May 2004	Joint statement agreed and publicised within the borough
50.	Utilise the Borough Partnership Anti-Discrimination Charter in its broad work with the community on equalities & diversity issues	Corporate Equalities & Diversity Team	March 2004	Number of initiatives using the Charter.
	Participate in the Borough Partnership Equalities and Diversity Conference and use as a tool to empower marginalized groups	Corporate Equalities & Diversity Team	December 2003	Conference staged and this contributes to better networking between our various target groups under the Council policy

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## [Appendix B]

### Report Back on Achievements against RES Year One Action Plan and Time table (Human Resources) (2002/03)

No.	Action	Target	Completion Date	Achievements
1.	Audit all existing Human Resources policies, procedures and practices, both written and unwritten, and carry out impact assessments.	100% of existing HR policies, procedures and practices audited and impact assessments programmed for years 2 & 3	31 May 2003	Achieved.  All Corporate HR Policies prioritized for their race equity impact, using the high, medium and low definitions provided by the CRE  All Departmental HR Policies were prioritised for their race equity impact by the Departmental Equality & Diversity Officers, using the initial assessment grid.
2.	Arrangements put in place to policy proof all future policies for race equality impact. This will form part of the corporate equalities and diversity policy proofing arrangements that will be put in place during 2002/03.	A clear policy proofing mechanism put in place to ensure race equality is mainstreamed in to all future HR policies.	31 May 2003	Report drafted and awaiting consideration. To be submitted to the Executive in 2003/04.
3	Analyse results and draw up plans to amend either immediately or during years 2 and 3 of the RES and report.	A report on HR impact studies produced. Immediate action taken or action plans in place for implementation.	31 April 2003	Achieved.  Action plan for Years 2&3, in line with the themed approach, is being developed.
4	Report findings on impact and proposals for change and consult with BME groups both in the workforce and the community	The report on HR impact is the basis upon which the Council consults with staff and the community.	31 May 2003 onwards	Reports on impact and proposals for change consulted on from 31 May 2003 onwards

5.	Consult with BME communities on current five strategy on Equalities and Diversity in employment - Assess perceived and actual impact and amend proposals accordingly	Views arising from the consultation on the wider 5 year strategy are considered and feed in to proposals.	31 December 2002	Achieved. Consultation completed and the views analysed and fed in to the proposals
6.	<p>Address the lack of cultural diversity in the workforce, particularly in higher management posts.</p> <p>With a view to this, commission a research project to determine priorities for action to facilitate the creation of a representative workforce at all levels. Issues to be considered by the consultant will include:</p> <ul style="list-style-type: none"> <li>- Trainee Schemes</li> <li>- Targeted advertisements</li> <li>- Outreach projects</li> <li>- Profile raising</li> <li>- Reputation management</li> <li>- Positive action initiatives</li> </ul> <p>Report findings to the workforce and community and take appropriate action.</p>	<p>Specification drawn up for the project, objectives identified and consultant commissioned.</p> <p>Project completed and a report produced which puts forward recommendations for action.</p> <p>Consultation commences with staff and the community.</p> <p>Remedial action plan in place and implementation begins</p>	<p>31 October 2002</p> <p>31 January 2003</p> <p>28 February 2003</p> <p>31 May 2003</p>	<p>Achieved.</p> <p>Research project undertaken and report produced with detailed recommendations. Report finalized and fed in to the Council's five year equalities and diversity in employment strategy.</p>

7.	<p>Ensure that the specification for above research project includes the evaluation of positive action initiatives by other local authorities and recommendations on the development of new innovative schemes to encourage a more representative workforce at all levels. Thus, equipping us to be increasingly responsive to the needs of all our local communities.</p>	<p>A study on the options for positive action initiatives is project planned and commenced.</p> <p>A report with detailed recommendations is produced.</p> <p>The report is consulted upon with BME staff and appropriate action planned.</p>	<p>31 October 2002</p> <p>31 January 2003</p> <p>30 April 2003</p>	<p>Achieved.</p> <p>Evaluation of Positive Action initiatives is included in the above report.</p>
8.	<p>Race equality to be integrated in to all:</p> <p>8.1 New person specifications</p> <p>8.2 Core competencies for managers</p> <p>8.3 Personal appraisal</p> <p>8.4 Performance management tools</p>	<p>Corporate HR to take the necessary action and proof the race equality content in these key areas.</p> <p>Appraisal Working Party to be reconvened and BME staff consulted</p>	<p>31 May 2003</p> <p>30 September 2002</p>	<p>Achieved.</p> <p>New person specification format and guidance issued.</p> <p>New Leadership competencies for managers developed and generic competencies introduced for all staff. Both sets of competencies include equalities and diversity.</p> <p>Equalities and diversity targets included in both the corporate and Heads of Service Balanced Scorecards.</p> <p>Specific national and local equalities and diversity PIs. Equalities and diversity mainstreamed in to Best Value review process.</p> <p>The appraisal working party reconvened and BME staff consulted and invited to attend the meetings.</p> <p>The personal appraisal system revised to ensure that the equalities and diversity skills and knowledge of staff are assessed. The Personal appraisal guidelines revised to include a summary of the Council's policy and ask managers to think about individual differences.</p>

9.	<p>All staff trained on the Council's duty to promote racial equality through:</p> <ul style="list-style-type: none"> <li>9.1 Corporate and departmental induction</li> <li>9.2 Staff team briefings</li> <li>9.3 Targeted staff/manager training sessions/courses</li> <li>9.4 Inserts on People Matters</li> </ul>	<p>100% of inductions covered.  90% of Staff Briefings Delivered  90% Targeted sessions/courses delivered  2 inserts in People Matters</p>	<p>30 April 2003  28 February 2003</p> <p>30 April 2003  31 May 2003</p>	<p>We are reviewing all our training programmes to ensure they mainstream Equalities and Diversity issues and this includes Appraisal training for managers.</p> <p>Achieved.</p> <p>Corporate Induction – the race equality content updated and strengthened. It covers factual information about the RR(A)A and the fact that the Council and its staff have general/specific duties under the Act.</p> <p>Departmental induction revised accordingly.</p> <p>Targeted staff/manager training sessions/courses – in order to meet our obligations under the RR(A)A and our RES we have reviewed our current provision of equalities and diversity training. A training needs analysis was undertaken to see what training had achieved and what was required to fully meet our obligations under the Race Equality Scheme and the RR(A)A.</p> <p>Targeted training on the RR(A) 2000, the Council's RES, and their obligations under it, organized for:</p> <ul style="list-style-type: none"> <li>▪ Elected members</li> <li>▪ Senior manager</li> <li>▪ Managers</li> <li>▪ HR managers</li> <li>▪ Staff</li> <li>▪ Frontline staff</li> </ul> <p>Impact assessment training targeted at managers whose services/functions/policies were prioritized as high and medium in the Council's RES</p>
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10.	Mainstream race equality in to all corporate and departmental training	<p>Research in to mainstreaming/integration to be project planned and carried out with the assistance of an external consultant.</p> <p>Evidence of the race equality contents of all corporate and departmental training and development</p> <p>Programmes proofed at the development stage.</p>	<p>31 March 2003</p> <p>31 May 2003</p> <p>31 May 2003</p>	<p>Achieved.</p> <p>Research undertaken into mainstreaming equalities into development and training. The outcome of this was that tools were developed for:</p> <ul style="list-style-type: none"> <li>▪ assessing potential contractors/tenders and contracts and for</li> <li>▪ developing and auditing current practice among providers/trainers</li> </ul> <p>The tools for assessing potential trainers have been incorporated into our new contract, specifications and application procedures for the approved list.</p> <p>This has been used to audit our training programmes for its equalities and diversity content. Programmes proofed as part of the process of finalizing the new Staff Development Programme for 2003/04.</p>
11.	Work with all approved consultants to achieve the above objective	Six monthly sessions with approved consultants undertaken to facilitate the mainstreaming process	31 October 2002 & 31 April 2003	<p>Achieved.</p> <p>Six monthly sessions held with approved consultants to facilitate the mainstreaming process. Sessions held on 19 February 2002, and 22 October 2002 and 15 November 2002. Minutes of the meetings were sent out to all consultants on the approved list to ensure they know our intentions regarding mainstreaming and have the knowledge to be able to apply this to the work they do for us.</p>

12.	<p>All Managers to evaluate their Human Resources management and Training and Development practices and produce concrete action plans to ensure that each service positively promotes race equality in employment.</p>	<p>Each Head of Service to ensure that each manager in their area has completed the evaluation process and concrete action plans are in place.</p> <p>Each Department should collate their action plans and put these forward for consultation with BME staff.</p> <p>Consultation completed and implementation of action plans has commenced.</p>	<p>31 March 2003</p> <p>31 March-31 May 2003</p> <p>31 May 2003 onwards</p>	<p>Not achieved. A managerial self-assessment tool is being developed. Discussion to be held with corporate HR on rolling this out during 2003/04.</p>
13.	<p>Use links with organisations locally and nationally to identify further key training providers and consultants with specialist skills.</p> <p>Consult BME staff on the Training and Development commissioning process</p>	<p>% of new providers and consultants identified.</p> <p>A formal mechanism in place to facilitate consultation with BME staff.</p>	<p>31 April 2003</p> <p>31 September 2002</p>	<p>Achieved.</p> <p>The number of consultants on the approved list with specialist skills has increased by 60%. Trainers have been recommended by other local authorities and the Association of Local Government (ALG).</p> <p>BME staff have been consulted on all development and training issues (including commissioning of consultants) through the Black Ethnic Support Network meetings.</p> <p>Achieved.</p>
14.	<p>Advice and procedures for contractors, and targeted training and development to equip our staff, to interact with the community and forge meaningful partnerships that result in better quality services.</p>	<p>Equalities and diversity mainstreamed into present training and development plans. Review of the workforce's future equalities and diversity training and development needs, with a resource and delivery plan, completed and in place for implementation</p>	<p>31 May 2003</p>	<p>All new contracts contain details of the obligations under the Race Relations Amendment Act</p> <p>Appropriate performance targets relating to race and other equality issues in place in new contracts.</p> <p>New training scheme for staff (to be implemented 2003) includes Race and other equalities issues.</p>

		<p>All contractors provided with detailed guidance on their obligations under the Race Relations (Amendment) Act 2000</p> <p>Systematic procedures for the monitoring of contractors on race and other equality issues put in place.</p>	<p>31 January 2003</p> <p>31 May 2003</p>	<p>Procurement manual updated for staff with the requirements to cover equalities issues including obligations under the RES.</p> <p>Training carried out for the Barking and Dagenham Chamber of Commerce included coverage of equalities issues.</p> <p>Equalities and Diversity Policy Framework currently being circulated to contractors through client managers</p>
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**THE EXECUTIVE****11 NOVEMBER 2003****JOINT REPORT OF THE DIRECTOR OF CORPORATE STRATEGY  
AND THE DIRECTOR OF EDUCATION, ARTS AND LIBRARIES**

<b>THE COUNCIL'S RACE EQUALITY SCHEME - CONDUCTING IMPACT ASSESSMENTS</b>	<b>FOR INFORMATION</b>	
<i>This report is to inform the Executive of the corporate arrangements put in place to conduct impact assessments under the RES Year Two (Community Involvement) Action Plan.</i>		
<b><u>Summary</u></b>		
This report appraises the Executive of the corporate arrangements that have been put in place to conduct impact assessments under the RES Year Two (Community Involvement) Action Plan.		
In 2003/04 all services/functions/policies designated as of high and medium priority, in terms of relevance to race equality, need to be assessed to ascertain areas of potential adverse impact for BME communities. It is a feature of this Council's approach that, in undertaking impact assessments, we also require managers to consider wider equalities and community cohesion issues as part of the process.		
The impact assessment process can be summarised as eight key steps which need to be carried out over 2003/04 and 2004/05. This process is summarised in section 2 of the main body of this report. Specific training has been provided for officers and detailed Corporate Equalities & Diversity Impact Assessment Guidance has been developed and circulated for use by service managers.		
This report has been considered by all 6 DMTs and they are in the process of putting the necessary mechanisms in place to manage the consultation processes to avoid duplication and overload; as well as ensuring the results of the impact assessments can be evidenced and that the results are fed back via the departmental Equalities and Diversity Officers.		
<b><u>Recommendations</u></b>		
The Executive is asked to note the arrangements put in place to carry out equalities and diversity impact assessments across the Council.		
<b><u>Reason</u></b>		
To update the Executive on the arrangements in place to carry out equalities and diversity impact assessments, in line with the Council's statutory obligations and existing policy		
<b>Contact Officer:</b> W.A. Coomber	Corporate Equalities & Diversity Adviser	Tel: 020 8227 2105 Fax: 020 8227 2806 E-mail: <a href="mailto:bill.coomber@lbbd.gov.uk">bill.coomber@lbbd.gov.uk</a>

## **1. Introduction**

- 1.1 The Council published its first Race Equality Scheme (RES) on the 31 May 2002, in keeping with its statutory obligations under the Race Relations (Amendment) Act 2000.
- 1.2 The Scheme sets out the Council's race equality policies, principles and values and the way that it intends to fulfil the statutory obligation. Under the legislation, the Council is required to carry out impact assessments to ascertain potential adverse impact upon any racial groups within the borough. The purpose of this paper is to apprise the Executive of the Council's approach and the arrangements that have been put in place to deliver the impact assessments

## **2. Conducting Impact Assessments - Barking & Dagenham's Approach**

- 2.1 An Impact Assessment is a systematic evaluation of a policy, service or function from an equalities and diversity perspective. It requires that officers examine the available baseline data to determine whether there is evidence of adverse impact with regard to one or more groups in the local community.
- 2.2 It is designed to identify and tackle institutional discrimination in the way in which a policy, service or function is framed, constituted or delivered. It involves the assembling and evaluation of data to determine those areas or aspects of the service that are institutionally discriminatory and making the necessary changes to rectify this.
- 2.3 In order to do this it is necessary to assemble baseline data on what groups think of the service. Where this does not exist then services need to consult and assemble the data as a matter of urgency.
- 2.4 The Council are using an eight step process for conducting Impact assessments. This process will run over Years Two (2003/04) and Three (2004/05) of the Council's Race Equality Scheme.
- 2.5 In year Two (2003/04), in keeping with the RES theme of community involvement, all services prioritised as high and medium will be expected to follow steps 1-5 of the process, which are:
  1. Identifying the Aims of your Service/Function and how it currently works
  2. Examine Data and Research Available
  3. Assessing the Impact upon Race Equality & other groups identified by our Corporate Equalities and Diversity Policy
  4. Consider Other Ways of Achieving Your Goals
  5. Consulting People Who Are Likely to be Affected by the Policy/Service/Function
- 2.6 The key issue in Year Two will be the amount and quality of existing baseline data for each policy/service/function. Where such data exists then it will be a fairly simple matter to achieve steps 1-3 and progress to steps 4-5. In cases where little or no data exists then the priority will be to assemble reliable baseline data upon which an evaluation can be made. In those cases, then the lead officers may decide to slip stage 4-5 to Year Three (2004/05).

2.7 In year Three (2004/05), in keeping with the RES theme of Service delivery, all services prioritised as high and medium will be expected to complete steps 6-8 (4-8 where services have had to assemble baseline data) as follows:

- Deciding Whether to Introduce Your Policy and Service Development Options
- Making Arrangements to Monitor and Review the Policy/Service/Function and its Impact
- Publishing the Results of Assessments

Included in the Corporate Guidance is a concise Corporate Impact Assessment Checklist that summarises and guides officers through the eight stage process.

### **3. Conducting impact assessments - Key Issues and Supporting Systems**

3.1 The starting point for the assessment is to consider the existing baseline data on what BEM and hard to reach groups think of Council services. It must be emphasised that officers, wherever possible, should draw upon data secured via:

- Consultation/surveying exercises
- Best Value reviews
- Service monitoring, evaluation and review

3.2 Each department has been asked to put mechanisms in place to ensure that:

- There is an impact assessment implementation plan in place, based upon the prioritisation in the RES
- Heads of service in departments co-ordinate and share their consultation to avoid duplication and overload
- Services utilise the Council's Consultation strategy and Toolkit to guide activity
- Audit trails are in place for each assessment and these can be evidenced
- The result of each assessment is reported to the departmental Equalities and Diversity Officer
- A programme is designed for changing services in Year Three (2004/05)

3.3 It is planned to place a page on the equalities and diversity section of the Council intranet site for impact assessment reports. Once the reports have been cleared at departmental level, responsible officers should post them on the appropriate website and ensure that a copy of their report is available in the public libraries.

### **4. Establishing Service Monitoring, Evaluation and Review and Policy Proofing Systems**

4.1 The Impact assessments will be supplemented through the following two mechanisms:

- Service monitoring, evaluation and review
- Policy proofing

4.2 As part of the Impact Assessment process, officers will be asked to consider the future monitoring arrangements with regard to their service. It is the intention to

ensure that as Impact Assessments are completed, comprehensive monitoring arrangements will be put in to place. In advance of this departmental Equalities and Diversity Officers are being asked to undertake an audit of the services currently monitored within their departments and those that need to be monitored in future.

- 4.3 This will be supported by a policy proofing system specifically designed to address equalities and diversity issues when policies, functions or services are being developed or adapted. A report on this will be submitted to the Executive in due course.

## **5. Resource Implications**

- 5.1 The Impact Assessment process will have obvious financial implications in terms of officer time. There will also be implications in terms of the service changes arising from the Impact Assessments. These need to be managed within the context of the Council's existing budgets.

### **Background Papers**

- CRE Statutory Guidance (November 2001)
- Council's statutory Race Equality Scheme (May 2002)
- Council's Corporate Guidance on Conducting Impact Assessments

**THE EXECUTIVE****11 NOVEMBER 2003****REPORT OF THE DIRECTOR OF FINANCE**

<b>BUDGET MONITORING REPORT - AUGUST 2003</b>		<b>FOR DECISION</b>
<i>This report is submitted to the Executive as part of its monitoring role.</i>		
<b><u>Summary</u></b>		
<p>This report covers the council's revenue expenditure from the beginning of April to the end of August 2003. It highlights continuing pressures on Education and Social Services totalling about £2.1 million with remaining Council services targeted to meet their budget requirements by the year-end. In order to alleviate these projected overspends by the year-end the Director of Education and Libraries and Director of Social Services have introduced action plans to address the situation. In respect of the Social Services action plan the latest position is that the projected overspend has now reduced to around £650,000 by the year end.</p> <p>For the Housing Revenue Account, pressures of around £1.3m exist which are to be contained within the relevant working balance.</p>		
<b><u>Recommendation</u></b>		
The Executive is asked to:		
<ol style="list-style-type: none"> <li>1. Note the current position of the Council's revenue budget;</li> <li>2. Agree that the Director of Education and Libraries and the Director of Social Services ensure continued delivery of their proposed Action Plans and that Members receive further updates on their progress in future budget monitoring reports; and</li> <li>3. Note the position and projected out-turn for the Housing Revenue Account.</li> </ol>		
<b>Contact Officer:</b> Joe Chesterton	Head of Financial Services	Tel: 0208 227 2932 Fax: 0208 227 2995 E-mail: <a href="mailto:joe.chesterton@lbbd.gov.uk">joe.chesterton@lbbd.gov.uk</a>

**1. Overview**

- 1.1 At the end of August 2003 the Council had a net underspend of about £76,000 against a profiled budget for the same period of £60.5million. Current projections indicate that there are significant financial pressures within Education and Social Services that may impact on the position by the end of the current financial year. The position at the end of August is that for Education there is a projected overspend of £1.157 million and for Social Services a projected overspend of some £0.944 million.

	<b>Expenditure to end August 2003</b>	<b>Over / (under) spend to end August 2003</b>	<b>Full year: Projected Out-turn</b>	<b>Full year: Projected Over / (under) Spend</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
• General Fund Services	60,461	(76)	200,961	2,101

## **2. Service Position**

2.1 Details of each service's current financial position are provided in Appendix A. There are a number of variations to individual service accounts that should not be regarded as significant at this point in the financial year. It is expected that such variances will reduce as the year progresses and out-turns for the full year are currently expected to be within the budgets agreed, except for those identified above for Education and Social Services unless there is remedial action to reverse this position.

### **2.2 Education**

In respect of Education projections show an anticipated overspend of £1,157,000 which arises from: -

- SEN Transport (home to school) - £350,000. This has been demand-led, but is being partially abated by a reduction in the number of pupils educated outside the borough. A revised transport policy is also being developed reducing dependence on taxis and there will be a review of school bus routes.
- Non-maintained School Fees - £287,000. The Authority has a statutory duty to place pupils at specialist establishments. The costs involved have risen steeply and are difficult to predict, although demand and costs are being carefully monitored and some in-house provision has been developed.
- Education Administration Staff Costs - £320,000. Restructuring in 2002-03 was not completed when the budgets were set. Action is now being taken to agree a fixed establishment, the costs of which will be met from existing resources. In addition, there is the use of agency staff and one-off adaptation costs of additional office accommodation.
- Nursery Education Funding - £200,000. The Nursery Education Grant ceased in 2003/2004 and LEA's are required to continue payments to providers of external nursery places for 3 and 4 year olds.

In the light of this projected overspend the Director of Education and Libraries has produced an Action Plan aimed at bringing the budget back into line by the year end. The Action Plan proposed is attached as Appendix B(i).

## 2.3 Social Services

In respect of this Service it is anticipated that an overspend of £944,000 will arise if no further action is taken. The areas where the overspend arises from are: -

- Children's Social Work: Agency costs and advertising to fill vacant posts accounts for some £620,000 of the projected overspend. The relevant Directors are reviewing all agency costs with a view to reducing these and ensuring that the recruitment programme reduces dependence on agencies as soon as possible.
- Older Persons: There is increased demand for the provision of care packages for the elderly following discharge from hospital, and there are significant cost pressures around agency and contract payments. The net effect of these demand-led pressures amounts to a potential overspend of around £300,000. Contracted care packages are now being reviewed and the expected overspend is expected to be eliminated by the end of the financial year.

An Action Plan has been introduced by the Director of Social Services to address the anticipated overspends to ensure a balanced budget is achieved by the year end and this is attached as Appendix B(ii) The Action Plan has already started to impact on the overspend and at the time of writing this report the projected overspend for Social Services is now estimated to be about £650,000 by the year end.

## 3. Housing Revenue Account

- 3.1 The latest position for the Housing Revenue Account shows that there is a reduction in rental income of around £700,000 than originally estimated, due to a higher level of right to buy sales. Coupled with this are the redundancy costs agreed by Members earlier in the year following the outsourcing of the repairs service to Accord. Overall, these and other pressures are amounting to some £1.3 million for the year but are being managed within the working balance. The level of balances is still expected to be around the budgeted figure of £1.4m by the end of this financial year.

## 4. Interest on Balances

- 4.1 The current position is that this area of the budget is relatively buoyant with further detailed work being undertaken on the expected end of year position. Future monitoring reports will include the appropriate information.

## 5. Savings Implementation Plan

- 5.1 The Savings Implementation Plan previously agreed by Members is being monitored by relevant Directors and the Director of Finance. The latest position for 2003/04 is that there is a small gap of £100,000, which should be bridged by the end of the year. Further detailed updates will be provided in future monitoring reports.

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# **COUNCIL REVENUE BUDGET MONTHLY MONITORING STATEMENT**

**APRIL TO AUGUST 2003/04**



**AUGUST 2003  
COUNCIL WIDE SUMMARY**

**EMPLOYEE COSTS**  
**PREMISES COSTS**  
**TRANSPORT COSTS**  
**SUPPLIES & SERVICES**  
**AGENCY AND CONTRACTED SERVICES**  
**TRANSFER PAYMENTS**  
**SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)**  
**CAPITAL FINANCING**  
**RECHARGES TO OTHER ACCOUNTS**

ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	PROJECTED OUTTURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
170,011,227	181,984,537	82,195,459	81,985,090	-210,369	183,043,207	1,299,470	0.58%
30,562,460	29,099,939	13,815,204	13,845,936	30,732	28,823,139	-276,800	-0.95%
14,703,567	14,754,145	5,013,751	5,008,182	-5,569	15,163,145	409,000	2.77%
59,021,050	73,270,867	20,956,403	20,872,510	-83,893	73,794,867	524,000	0.72%
84,830,013	81,900,192	27,341,386	27,528,446	187,060	82,270,192	370,000	0.45%
40,680,140	40,341,530	16,768,820	16,765,848	-2,972	40,341,530	0	0.00%
58,703,128	59,872,973	22,651,836	22,594,802	-57,034	59,902,973	30,000	0.05%
8,193,238	8,193,218	215,732	215,732	0	8,193,218	0	0.00%
-87,085,492	-87,504,582	-34,078,606	-35,048,736	-970,130	-90,058,316	-2,553,734	2.92%
<b>379,619,331</b>	<b>401,912,819</b>	<b>154,879,985</b>	<b>153,767,810</b>	<b>-1,112,175</b>	<b>401,473,955</b>	<b>-198,064</b>	<b>-0.11%</b>

**TOTAL EXPENDITURE (INCLUDING RECHARGES)**

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**INCOME**

-180,036,585	-202,812,683	-94,342,919	-93,306,761	1,036,158	-200,513,619	2,299,064	-1.13%
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**TOTAL NET EXPENDITURE**

<b>199,582,746</b>	<b>199,100,136</b>	<b>60,537,066</b>	<b>60,461,049</b>	<b>-76,017</b>	<b>200,960,336</b>	<b>2,101,000</b>	<b>0.93%</b>
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**AUGUST 2003  
EDUCATION (B)**

ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE VARIANCE % tage	PROJECTED OUTTURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
89,848,291	98,510,597	48,889,785	49,149,785	260,000	0.53%	98,760,597	250,000	0.25%
6,602,360	5,303,863	3,422,322	3,442,322	20,000	0.58%	5,373,863	70,000	1.32%
2,579,887	2,764,345	1,163,088	1,193,088	30,000	2.58%	3,114,345	350,000	12.66%
18,549,397	32,181,365	6,441,759	6,491,759	50,000	0.78%	32,668,365	487,000	1.51%
14,514,217	9,698,345	4,039,903	4,039,903	0	0.00%	9,698,345	0	0.00%
775,200	389,200	162,165	162,165	0	0.00%	389,200	0	0.00%
8,638,900	9,498,850	3,957,590	3,957,590	0	0.00%	9,498,850	0	0.00%
19,460,070	19,460,070	8,107,960	8,107,960	0	0.00%	19,460,070	0	0.00%
-9,723,752	-9,762,352	-4,067,620	-4,067,620	0	0.00%	(9,762,352)	0	0.00%
<b>151,244,570</b>	<b>168,044,283</b>	<b>72,116,952</b>	<b>72,476,952</b>	<b>360,000</b>	<b>0.50%</b>	<b>169,201,283</b>	<b>1,157,000</b>	<b>0.69%</b>
<b>-25,352,570</b>	<b>-39,177,759</b>	<b>-30,105,004</b>	<b>-30,105,004</b>	<b>0</b>	<b>0.00%</b>	<b>(39,177,759)</b>	<b>0</b>	<b>0.00%</b>
<b>125,892,000</b>	<b>128,866,524</b>	<b>42,011,948</b>	<b>42,371,948</b>	<b>360,000</b>	<b>0.86%</b>	<b>130,023,524</b>	<b>1,157,000</b>	<b>0.90%</b>

EMPLOYEE COSTS  
PREMISES COSTS  
TRANSPORT COSTS  
SUPPLIES & SERVICES  
AGENCY AND CONTRACTED SERVICES  
TRANSFER PAYMENTS  
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)  
CAPITAL FINANCING  
RECHARGES TO OTHER ACCOUNTS

TOTAL EXPENDITURE (INCLUDING RECHARGES)

INCOME

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AUGUST 2003  
ARTS, LIBRARIES AND CULTURAL SERVICES (J)

ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE Variance % tage	PROJECTED OUTTURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
2,788,800	3,107,730	1,294,725	1,274,166	(20,559)	-1.59%	3,107,730	0	0.00%
630,570	589,331	275,688	275,688	0	0.00%	589,331	0	0.00%
20,760	20,760	8,600	8,600	0	0.00%	20,760	0	0.00%
1,045,173	1,148,925	282,000	278,881	(3,119)	-1.11%	1,148,925	0	0.00%
95,000	105,130	43,715	43,715	0	0.00%	105,130	0	0.00%
0	0	0	0	0	0.00%	0	0	0.00%
571,480	571,480	238,000	238,000	0	0.00%	571,480	0	0.00%
943,217	943,217	392,935	392,935	0	0.00%	943,217	0	0.00%
-580,000	-580,000	-241,665	-241,665	0	0.00%	(580,000)	0	0.00%
<b>5,515,000</b>	<b>5,906,573</b>	<b>2,293,998</b>	<b>2,270,320</b>	<b>(23,678)</b>	<b>-1.03%</b>	<b>5,906,573</b>	<b>0</b>	<b>0.00%</b>
<b>-493,000</b>	<b>-570,160</b>	<b>-237,530</b>	<b>-237,530</b>	<b>0</b>	<b>0.00%</b>	<b>(570,160)</b>	<b>0</b>	<b>0.00%</b>
<b>5,022,000</b>	<b>5,336,413</b>	<b>2,056,468</b>	<b>2,032,790</b>	<b>(23,678)</b>	<b>-1.15%</b>	<b>5,336,697</b>	<b>0</b>	<b>0.01%</b>

TOTAL EXPENDITURE (INCLUDING RECHARGES)

INCOME

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TOTAL NET EXPENDITURE

AUGUST 2003  
SOCIAL SERVICES (K)

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE VARIANCE % tage	PROJECTED OUTFURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTFURN Variance % tage
EMPLOYEE COSTS	24,943,410	25,589,450	9,600,100	9,774,030	173,930	1.81%	25,999,450	410,000	1.60%
PREMISES COSTS	958,150	966,230	320,000	316,394	(3,606)	-1.13%	891,230	(75,000)	-7.76%
TRANSPORT COSTS	5,061,850	4,831,740	1,260,000	1,256,322	(3,678)	-0.29%	4,931,740	100,000	2.07%
SUPPLIES & SERVICES	8,936,060	7,421,600	1,150,000	1,114,608	(35,392)	-3.08%	7,346,600	(75,000)	-1.01%
AGENCY AND CONTRACTED SERVICES	45,045,620	46,723,620	15,900,000	16,128,912	228,912	1.44%	47,182,620	459,000	0.98%
TRANSFER PAYMENTS	264,690	312,080	90,000	87,028	(2,972)	-3.30%	312,080	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	13,206,750	13,206,750	3,534,425	3,534,425	0	0.00%	13,206,750	0	0.00%
CAPITAL FINANCING	1,063,270	1,063,250	442,880	442,880	0	0.00%	1,063,250	0	0.00%
RECHARGES TO OTHER ACCOUNTS	(9,215,510)	(9,507,650)	(2,137,585)	(2,137,585)	0	0.00%	(9,507,650)	0	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>90,264,290</b>	<b>90,607,070</b>	<b>30,159,820</b>	<b>30,517,014</b>	<b>357,194</b>	<b>1.18%</b>	<b>91,426,070</b>	<b>819,000</b>	<b>0.90%</b>
<b>INCOME</b>	<b>(31,139,020)</b>	<b>(31,481,800)</b>	<b>(13,171,905)</b>	<b>(12,868,241)</b>	<b>303,664</b>	<b>-2.31%</b>	<b>(31,356,800)</b>	<b>125,000</b>	<b>-0.40%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>59,125,270</b>	<b>59,125,270</b>	<b>16,987,915</b>	<b>17,648,773</b>	<b>660,858</b>	<b>3.89%</b>	<b>60,069,270</b>	<b>944,000</b>	<b>1.60%</b>

**AUGUST 2003  
HOUSING GENERAL FUND (GA)**

ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE VARIANCE % tage	PROJECTED OUTFURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTFURN Variance % tage
399,090	426,590	177,720	177,720	0	0.00%	426,590	0	0.00%
0	0	0	0	0	0.00%	0	0	0.00%
4,280	11,530	4,795	4,795	0	0.00%	11,530	0	0.00%
66,200	134,840	56,155	56,155	0	0.00%	134,840	0	0.00%
0	0	0	0	0	0.00%	0	0	0.00%
1,967,250	1,967,250	819,680	819,680	0	0.00%	1,967,250	0	0.00%
824,350	824,350	343,475	343,475	0	0.00%	824,350	0	0.00%

EMPLOYEE COSTS  
 PREMISES COSTS  
 TRANSPORT COSTS  
 SUPPLIES & SERVICES  
 AGENCY AND CONTRACTED SERVICES  
 TRANSFER PAYMENTS  
 SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)  
 CAPITAL FINANCING  
 RECHARGES TO OTHER ACCOUNTS

3,261,170	3,364,560	1,401,825	1,401,825	0	0.00%	3,364,560	0	0.00%
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TOTAL EXPENDITURE (INCLUDING RECHARGES)

-831,170	-878,270	-365,935	365,935	0	0.00%	(878,270)	0	0.00%
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INCOME

2,430,000	2,486,290	1,035,890	1,035,890	0	0.00%	2,486,290	0	0.00%
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TOTAL NET EXPENDITURE

**AUGUST 2003  
HEALTH AND CONSUMER SERVICES (E)**

ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE VARIANCE % tage	PROJECTED OUTFURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTFURN Variance % tage
2,082,860	2,049,360	853,820	853,820	0	0.00%	2,049,360	0	0.00%
72,190	72,190	30,045	30,045	0	0.00%	72,190	0	0.00%
70,360	70,780	29,395	29,395	0	0.00%	70,780	0	0.00%
238,170	175,530	72,915	72,915	0	0.00%	175,530	0	0.00%
77,630	77,630	32,325	32,325	0	0.00%	77,630	0	0.00%
0	0	0	0	0	0.00%	0	0	0.00%
370,780	391,760	162,645	162,645	0	0.00%	391,760	0	0.00%
14,990	14,990	6,240	6,240	0	0.00%	14,990	0	0.00%
<b>2,926,980</b>	<b>2,852,240</b>	<b>1,187,385</b>	<b>1,187,385</b>	<b>0</b>	<b>0.00%</b>	<b>2,852,240</b>	<b>0</b>	<b>0.00%</b>
<b>-366,980</b>	<b>-348,530</b>	<b>-145,205</b>	<b>-145,205</b>	<b>0</b>	<b>0.00%</b>	<b>(348,530)</b>	<b>0</b>	<b>0.00%</b>
<b>2,560,000</b>	<b>2,503,710</b>	<b>1,042,180</b>	<b>1,042,180</b>	<b>0</b>	<b>0.00%</b>	<b>2,503,710</b>	<b>0</b>	<b>0.00%</b>

EMPLOYEE COSTS  
 PREMISES COSTS  
 TRANSPORT COSTS  
 SUPPLIES & SERVICES  
 AGENCY AND CONTRACTED SERVICES  
 TRANSFER PAYMENTS  
 SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)  
 CAPITAL FINANCING  
 RECHARGES TO OTHER ACCOUNTS

TOTAL EXPENDITURE (INCLUDING RECHARGES)

INCOME

ag

TOTAL NET EXPENDITURE

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**AUGUST 2003  
DLES PLANNING AND DEVELOPMENT (HA, HB, HE, HM)**

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE Variance % tage	PROJECTED OUTTURN £	PROJECTED (UNDER/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
EMPLOYEE COSTS	1,759,160	1,880,160	804,243	804,243	0	0.00%	1,988,160	108,000	5.74%
PREMISES COSTS	32,500	32,500	24,693	24,693	0	0.00%	32,500	0	0.00%
TRANSPORT COSTS	48,820	48,820	17,427	17,427	0	0.00%	48,820	0	0.00%
SUPPLIES & SERVICES	216,480	246,480	105,125	121,625	16,500	15.70%	288,480	42,000	17.04%
AGENCY AND CONTRACTED SERVICES	436,680	436,680	142,927	142,927	0	0.00%	486,680	50,000	11.45%
TRANSFER PAYMENTS	0	0	0	0	0	0.00%	0	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	2,682,610	2,682,610	1,117,754	1,117,754	0	0.00%	2,682,610	0	0.00%
CAPITAL FINANCING	7,980	7,980	0	0	0	0.00%	7,980	0	0.00%
RECHARGES TO OTHER ACCOUNTS	-2,348,830	-2,348,830	-978,660	-978,660	0	0.00%	(2,348,830)	0	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>2,835,400</b>	<b>2,986,400</b>	<b>1,233,509</b>	<b>1,250,009</b>	<b>16,500</b>	<b>1.34%</b>	<b>3,186,400</b>	<b>200,000</b>	<b>6.70%</b>
<b>INCOME</b>	<b>-1,080,330</b>	<b>-1,080,330</b>	<b>-592,521</b>	<b>-672,521</b>	<b>(80,000)</b>	<b>13.50%</b>	<b>(1,280,330)</b>	<b>(200,000)</b>	<b>18.51%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>1,755,070</b>	<b>1,906,070</b>	<b>640,988</b>	<b>577,488</b>	<b>(63,500)</b>	<b>-9.91%</b>	<b>1,906,070</b>	<b>0</b>	<b>0.00%</b>

**AUGUST 2003  
REGENERATION PLANNING AND DEVELOPMENT**

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE Variance % tage	PROJECTED OUTTURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
EMPLOYEE COSTS	210,000	1,425,565	513,604	513,604	0	0.00%	1,425,565	0	0.00%
PREMISES COSTS	0	60,025	6,333	6,333	0	0.00%	60,025	0	0.00%
TRANSPORT COSTS	0	101,500	26,669	26,669	0	0.00%	101,500	0	0.00%
SUPPLIES & SERVICES	33,300	1,944,446	638,502	638,502	0	0.00%	1,944,446	0	0.00%
AGENCY AND CONTRACTED SERVICES	6,149,250	6,808,154	120,042	120,042	0	0.00%	6,808,154	0	0.00%
TRANSFER PAYMENTS	0	0	0	0	0	0.00%	0	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	1,125,110	1,125,110	472,925	472,925	0	0.00%	1,125,110	0	0.00%
CAPITAL FINANCING	0	0	0	0	0	0.00%	0	0	0.00%
RECHARGES TO OTHER ACCOUNTS	0	25,000	0	0	0	0.00%	25,000	0	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>7,517,660</b>	<b>11,489,800</b>	<b>1,778,075</b>	<b>1,778,075</b>	<b>0</b>	<b>0.00%</b>	<b>11,489,800</b>	<b>0</b>	<b>0.00%</b>

<b>INCOME</b>	<b>-5,782,250</b>	<b>-10,331,390</b>	<b>-1,295,375</b>	<b>-1,295,375</b>	<b>0</b>	<b>0.00%</b>	<b>-10,331,390</b>	<b>0</b>	<b>0.00%</b>
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<b>NET TOTAL NET EXPENDITURE</b>	<b>1,735,410</b>	<b>1,158,410</b>	<b>482,700</b>	<b>482,700</b>	<b>0</b>	<b>0.00%</b>	<b>1,158,410</b>	<b>0</b>	<b>0.00%</b>
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**AUGUST 2003  
TECHNICAL SERVICES (F)**

ORIGINAL BUDGET	REVISED BUDGET 2003/04	YEAR TO DATE BUDGET	ADJUSTED YEAR TO DATE ACTUAL	YEAR TO DATE VARIANCE	YEAR TO DATE Variance % tage	PROJECTED OUTTURN	PROJECTED (UNDER)/ OVER SPEND	PROJECTED OUTTURN Variance % tage
£	£	£	£	£	% tage	£	£	% tage
15,766,620	15,757,650	6,254,250	6,254,250	0	0.00%	15,757,650	0	0.00%
1,429,220	1,429,220	952,180	952,180	0	0.00%	1,429,220	0	0.00%
5,492,730	5,500,200	2,004,000	1,983,104	(20,896)	-1.04%	5,459,200	(41,000)	-0.75%
2,345,640	2,348,140	752,500	779,009	26,509	3.52%	2,428,140	80,000	3.41%
9,998,860	9,947,860	4,139,845	4,095,799	(44,046)	-1.06%	9,837,860	(110,000)	-1.11%
0	0	0	0	0	0.00%	0	0	0.00%
9,039,984	9,009,984	3,754,160	3,754,160	0	0.00%	9,009,984	0	0.00%
6,625,920	6,625,920	0	0	0	0.00%	6,625,920	0	0.00%
-30,094,624	-30,014,624	-12,506,090	-12,506,090	0	0.00%	(30,014,624)	0	0.00%
<b>20,604,350</b>	<b>20,604,350</b>	<b>5,350,845</b>	<b>5,312,412</b>	<b>(38,433)</b>	<b>-0.72%</b>	<b>20,533,350</b>	<b>(71,000)</b>	<b>0.00%</b>
<b>-3,268,560</b>	<b>-3,268,560</b>	<b>-1,164,000</b>	<b>-1,125,567</b>	<b>38,433</b>	<b>-3.30%</b>	<b>(3,197,560)</b>	<b>71,000</b>	<b>-2.17%</b>
<b>17,335,790</b>	<b>17,335,790</b>	<b>4,186,845</b>	<b>4,186,845</b>	<b>0</b>	<b>0.00%</b>	<b>17,335,790</b>	<b>0</b>	<b>0.00%</b>

EMPLOYEE COSTS  
 PREMISES COSTS  
 TRANSPORT COSTS  
 SUPPLIES & SERVICES  
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 RECHARGES TO OTHER ACCOUNTS

TOTAL EXPENDITURE (INCLUDING RECHARGES)

INCOME  
 2003/04  
 TOTAL NET EXPENDITURE

**AUGUST 2003**  
**LEISURE AND AMENITIES (L)**

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE Variance % tage	PROJECTED OUTTURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
EMPLOYEE COSTS	5,596,330	5,596,330	2,377,572	2,511,268	133,696	5.02%	5,887,000	531,470	5.19%
PREMISES COSTS	1,440,180	1,440,180	677,546	692,832	15,286	2.26%	1,168,380	(271,800)	-18.87%
TRANSPORT COSTS	1,124,160	1,124,160	378,573	379,023	450	0.12%	1,124,160	0	0.00%
SUPPLIES & SERVICES	977,980	977,980	468,157	483,307	15,150	3.24%	967,980	(10,000)	-1.02%
AGENCY AND CONTRACTED SERVICES	3,675,960	3,675,960	1,222,858	1,228,062	5,204	0.43%	3,646,960	(29,000)	-0.79%
TRANSFER PAYMENTS	0	0	0	0	0	0.00%	0	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	2,909,023	2,909,023	891,696	893,591	1,895	0.21%	2,939,023	30,000	1.03%
CAPITAL FINANCING	3,169,150	3,169,150	1,317,068	1,317,068	0	0.00%	3,169,150	0	0.00%
RECHARGES TO OTHER ACCOUNTS	-8,403,053	-8,403,053	-2,846,510	-2,857,030	(10,520)	0.37%	(8,653,723)	(250,670)	2.98%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>10,489,730</b>	<b>10,489,730</b>	<b>4,486,960</b>	<b>4,648,121</b>	<b>161,161</b>	<b>3.59%</b>	<b>10,248,930</b>	<b>0</b>	<b>-2.30%</b>
<b>INCOME</b>	<b>-2,280,530</b>	<b>-2,280,530</b>	<b>-971,283</b>	<b>-1,003,742</b>	<b>(32,459)</b>	<b>3.34%</b>	<b>(2,280,530)</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>8,209,200</b>	<b>8,209,200</b>	<b>3,515,677</b>	<b>3,644,379</b>	<b>128,702</b>	<b>3.66%</b>	<b>7,968,400</b>	<b>0</b>	<b>-2.93%</b>

AUGUST 2003  
LAND (P)

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE Variance % tage	PROJECTED OUTTURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
EMPLOYEE COSTS	324,950	324,950	124,277	129,566	5,289	4.26%	324,950	0	0.00%
PREMISES COSTS	445,230	445,230	171,955	171,007	(948)	-0.55%	445,230	0	0.00%
TRANSPORT COSTS	6,030	6,030	1,854	1,763	(91)	-4.91%	6,030	0	0.00%
SUPPLIES & SERVICES	69,710	69,710	26,462	27,210	748	2.83%	69,710	0	0.00%
AGENCY AND CONTRACTED SERVICES	696,150	696,150	138,892	135,694	(3,198)	-2.30%	696,150	0	0.00%
TRANSFER PAYMENTS	0	0	0	0	0		0	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	1,209,840	1,209,840	504,100	504,100	0	0.00%	1,209,840	0	0.00%
CAPITAL FINANCING	1,031,660	1,031,660	0	0	0		1,031,660	0	0.00%
RECHARGES TO OTHER ACCOUNTS	-691,630	-691,630	-417,943	-417,943	0	0.00%	(691,630)	0	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>3,091,940</b>	<b>3,091,940</b>	<b>549,597</b>	<b>551,397</b>	<b>1,800</b>	<b>0.33%</b>	<b>3,091,940</b>	<b>0</b>	<b>0.00%</b>
<b>INCOME</b>	<b>-2,251,290</b>	<b>-2,251,290</b>	<b>-620,309</b>	<b>-442,554</b>	<b>177,755</b>	<b>-28.66%</b>	<b>(2,251,290)</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>840,650</b>	<b>840,650</b>	<b>-70,712</b>	<b>108,843</b>	<b>179,555</b>	<b>-253.92%</b>	<b>840,650</b>	<b>0</b>	<b>0.00%</b>

AUGUST 2003  
CORPORATE STRATEGY ( C )

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE Variance % tage	PROJECTED OUTFURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTFURN Variance % tage
EMPLOYEE COSTS	7,888,286	6,995,146	2,890,417	2,890,417	0	0.00%	6,995,146	0	0.00%
PREMISES COSTS	551,330	551,330	315,705	315,705	0	0.00%	551,330	0	0.00%
TRANSPORT COSTS	79,080	76,230	31,573	31,573	0	0.00%	76,230	0	0.00%
SUPPLIES & SERVICES	3,004,110	3,006,380	1,277,662	1,277,662	0	0.00%	3,006,380	0	0.00%
AGENCY AND CONTRACTED SERVICES	1,208,840	1,208,840	534,235	534,235	0	0.00%	1,208,840	0	0.00%
TRANSFER PAYMENTS	0	0	0	0	0	0.00%	0	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	5,849,940	5,414,840	2,240,472	2,240,472	0	0.00%	5,414,840	0	0.00%
CAPITAL FINANCING	223,591	223,591	93,070	93,070	0	0.00%	223,591	0	0.00%
RECHARGES TO OTHER ACCOUNTS	-9,805,060	-8,497,100	-3,497,390	-3,497,390	0	0.00%	(8,497,100)	0	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>9,000,117</b>	<b>8,979,257</b>	<b>3,885,744</b>	<b>3,885,744</b>	<b>0</b>	<b>0.00%</b>	<b>8,979,257</b>	<b>0</b>	<b>0.00%</b>
<b>INCOME</b>	<b>-1,391,949</b>	<b>-1,383,949</b>	<b>-576,610</b>	<b>-576,610</b>	<b>0</b>	<b>0.00%</b>	<b>(1,383,949)</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>7,608,168</b>	<b>7,595,308</b>	<b>3,309,134</b>	<b>3,309,134</b>	<b>0</b>	<b>0.00%</b>	<b>7,595,308</b>	<b>0</b>	<b>0.00%</b>

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**AUGUST 2003**  
**THAMES GATEWAY (Z)**

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE VARIANCE % tage	PROJECTED OUTTURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
EMPLOYEE COSTS	361,590	806,689	284,287	284,287	0	0.00%	806,689	0	0.00%
PREMISES COSTS	22,640	49,600	15,417	15,417	0	0.00%	49,600	0	0.00%
TRANSPORT COSTS	22,040	5,000	7,433	7,433	0	0.00%	5,000	0	0.00%
SUPPLIES & SERVICES	386,520	423,031	88,901	88,901	0	0.00%	423,031	0	0.00%
AGENCY AND CONTRACTED SERVICES	742,726	500,263	184,384	184,384	0	0.00%	500,263	0	0.00%
TRANSFER PAYMENTS	0	0	0	0	0	0.00%	0	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	35,710	56,825	21,405	21,405	0	0.00%	56,825	0	0.00%
CAPITAL FINANCING	0	0	0	0	0	0.00%	0	0	0.00%
RECHARGES TO OTHER ACCOUNTS	-13,750	0	0	0	0	0.00%	0	0	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>1,557,476</b>	<b>1,841,408</b>	<b>601,827</b>	<b>601,827</b>	<b>0</b>	<b>0.00%</b>	<b>1,841,408</b>	<b>0</b>	<b>0.00%</b>
<b>INCOME</b>	<b>-1,557,476</b>	<b>-1,841,408</b>	<b>-601,827</b>	<b>-601,827</b>	<b>0</b>	<b>0.00%</b>	<b>(1,841,408)</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0.00%</b>

**AUGUST 2003  
FINANCE (MB)**

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL	YEAR TO DATE VARIANCE £	YEAR TO DATE VARIANCE % tage	PROJECTED OUTFURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTFURN Variance % tage
EMPLOYEE COSTS	10,325,880	11,444,050	4,768,354	4,802,714	34,360	0.72%	11,444,050	0	0.00%
PREMISES COSTS	0	0	0	0	0		0	0	0.00%
TRANSPORT COSTS	141,640	144,490	60,204	48,850	(11,354)	-18.86%	144,490	0	0.00%
SUPPLIES & SERVICES	4,285,590	4,332,840	1,805,350	1,651,061	(154,289)	-8.55%	4,332,840	0	0.00%
TRANSFER PAYMENTS	0	0	0	0	0		0	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	2,050,263	2,380,053	991,689	932,760	(58,929)	-5.94%	2,380,053	0	0.00%
CAPITAL FINANCING	435,370	435,370	181,404	181,404	(0)	0.00%	435,370	0	0.00%
RECHARGES TO OTHER ACCOUNTS	-16,209,283	-17,724,343	-7,385,143	-7,385,143	(0)	0.00%	(17,724,343)	0	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>1,029,460</b>	<b>1,012,460</b>	<b>421,858</b>	<b>231,646</b>	<b>(190,212)</b>	<b>-45.09%</b>	<b>1,012,460</b>	<b>0</b>	<b>0.00%</b>
<b>INCOME</b>	<b>-1,029,460</b>	<b>-1,012,460</b>	<b>-421,858</b>	<b>-752,703</b>	<b>(330,845)</b>	<b>78.43%</b>	<b>(1,012,460)</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-521,057</b>	<b>(521,057)</b>		<b>0</b>	<b>0</b>	<b>0.00%</b>



**AUGUST 2003**  
**GENERAL FINANCE (MA)**

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE Variance % tage	PROJECTED OUTFURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTFURN Variance % tage
Contingency MY01	1,913,000	1,913,000	797,085	0	(797,085)		1,913,000	0	0.00%
PREMISES COSTS	0	0	0	0	0		0	0	0.00%
TRANSPORT COSTS	0	0	0	0	0		0	0	0.00%
SUPPLIES & SERVICES	17,497,100	17,453,350	7,249,030	7,249,030	0		17,453,350	0	0.00%
AGENCY AND CONTRACTED SERVICES	0	0	0	188	188		0	0	0.00%
TRANSFER PAYMENTS	815,000	815,000	339,580	339,580	0		815,000	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	1,052,998	1,052,998	438,735	438,735	0		1,052,998	0	0.00%
CAPITAL FINANCING	-47,213,910	-47,213,910	-19,672,450	-19,672,450	0		(47,213,910)	0	0.00%
RECHARGES TO OTHER ACCOUNTS	0	0	0	0	0		0	0	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>-25,935,812</b>	<b>-25,979,562</b>	<b>-10,848,020</b>	<b>-11,644,917</b>	<b>(796,897)</b>	<b>7.35%</b>	<b>(26,794,562)</b>	<b>0</b>	<b>0.00%</b>
<b>INCOME</b>	<b>-6,995,000</b>	<b>-10,283,937</b>	<b>-3,813,947</b>	<b>-3,813,947</b>	<b>0</b>	<b>0.00%</b>	<b>(10,283,937)</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>-32,930,812</b>	<b>-36,263,499</b>	<b>-14,661,967</b>	<b>-15,458,864</b>	<b>(796,897)</b>	<b>5.44%</b>	<b>(36,263,499)</b>	<b>0</b>	<b>0.00%</b>

**AUGUST 2003**  
**HOUSING REVENUE ACCOUNT (RA00)**

	ORIGINAL BUDGET 2003/04 £	REVISED BUDGET 2003/04 £	YEAR TO DATE BUDGET £	ADJUSTED YEAR TO DATE ACTUAL £	YEAR TO DATE VARIANCE £	YEAR TO DATE Variance % tage	PROJECTED OUTTURN £	PROJECTED (UNDER)/ OVER SPEND £	PROJECTED OUTTURN Variance % tage
EMPLOYEE COSTS	5,802,960	6,157,270	2,565,220	2,565,220	0	0.00%	6,157,270	0	0.00%
PREMISES COSTS	18,378,090	18,160,240	7,603,320	7,603,320	0	0.00%	18,160,240	0	0.00%
TRANSPORT COSTS	51,930	48,560	20,140	20,140	0	0.00%	48,560	0	0.00%
SUPPLIES & SERVICES	1,369,620	1,406,250	541,885	541,885	0	0.00%	1,406,250	0	0.00%
AGENCY AND CONTRACTED SERVICES	2,189,080	2,021,560	842,260	842,260	0	0.00%	2,021,560	0	0.00%
TRANSFER PAYMENTS	36,858,000	36,858,000	15,357,395	15,357,395	0	0.00%	36,858,000	0	0.00%
SUPPORT SERVICES (INCLUDING INTERNAL RECHARGES)	9,135,390	9,538,500	3,982,765	3,982,765	0	0.00%	9,538,500	0	0.00%
CAPITAL FINANCING	22,431,930	22,431,930	9,346,625	9,346,625	0	0.00%	22,431,930	0	0.00%
RECHARGES TO OTHER ACCOUNTS	0	0	0	-959,610	(959,610)		(2,303,064)	(2,303,064)	0.00%
<b>TOTAL EXPENDITURE (INCLUDING RECHARGES)</b>	<b>96,217,000</b>	<b>96,622,310</b>	<b>40,259,610</b>	<b>39,300,000</b>	<b>(959,610)</b>	<b>-2.38%</b>	<b>94,319,246</b>	<b>(2,303,064)</b>	<b>-2.38%</b>
<b>INCOME</b>	<b>-96,217,000</b>	<b>-96,622,310</b>	<b>-40,259,610</b>	<b>-39,300,000</b>	<b>959,610</b>	<b>-2.38%</b>	<b>(94,319,246)</b>	<b>2,303,064</b>	<b>-2.38%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0.00%</b>

<b>Summary of DEAL Action Plan to Reduce Budget Overspend</b>
---

**Projected Overspends**

	<b>Budget £000</b>	<b>Projected Outturn £000</b>	<b>Projected Overspend £000</b>
1. Admin Department	2,952	3,272	320
<p>Additional costs arising from the restructure of the Department, use of agency staff and non-recurring adaptation costs of additional office accommodation</p> <p>ACTION</p> <ul style="list-style-type: none"> <li>• Formal staff establishment lists</li> <li>• Review of all staffing levels</li> <li>• Review of accommodation provisions</li> </ul>			
2. Non-maintained School Fees (SEN)	1,263	1,550	287
<p>The LEA has a statutory duty to fund this if it is specified as the appropriate provision on pupils' statements of SEN</p> <p>ACTION</p> <ul style="list-style-type: none"> <li>• Develop in house provision</li> </ul>			
3. SEN Home to School Transport	1,800	2,150	350
<p>It is a statutory requirement to provide home to school transport if specified on pupils' SEN statements.</p> <p>ACTION</p> <ul style="list-style-type: none"> <li>• Reduce numbers transported by rigorous assessment of need</li> <li>• Reduce use of taxis</li> </ul>			
4. Early Years External Providers	300	500	200
<p>The Nursery Education Grant ceased in 2003/2004 and LEA's are required to continue payments to providers of external nursery places for 3 and 4 year olds.</p> <p>ACTION</p> <ul style="list-style-type: none"> <li>• Revise nursery class funding in schools formula to allow resources to be transferred to this area.</li> </ul>			
<b>Totals</b>	<b>6,315</b>	<b>7,472</b>	<b>1,157</b>

**Appendix B (i)****£000****Proposed Funding of Overspend**

1. Freeze on all further non-committed expenditure from centrally held standards funds and redirection of this funding to cover appropriate expenditure within the revenue budget (actual value of this to be quantified)

600

2. Funding arising from the pupil number adjustment of school delegated budgets.

200

3. Freezing of two advisory teacher posts

50

4. Freeze on expenditure from other EAL budgets. (to be determined)

307

**Total****1,157**

## SOCIAL SERVICES REVENUE MONITORING - ACTION PLAN

Action plans to address the departments projected £944k year end overspends were drawn up and agreed by the Director of Social Services, the Head of Finance, and the three Heads of Service after August's figures. The action plans have helped reduce the projected overspend to circa £650k after a month. Significant improvements have been made in the Adults division areas, and also with the further usage of Grants. Further pressures have been curbed in children's social work and Older Persons, and attention is now focussed on further net reductions in these areas.

Social Services Management Team will continue to take appropriate action to eliminate the projected overspend by the year end.

This Appendix is a summary of the three divisional documents.

### Older Persons Division

	<u>£</u>
<b>Care Packages overspend -</b>	<b>394,000</b>
** Review packages over £300 p.w.	
** Utilise residential home closure savings	
** Protocol needed, to limit care packages growth	
** Maximise use of Grants ( Access, DTOC, and Fining ) to mitigate current overspends.	
<b>Care Management Overspend -</b>	<b>64,000</b>
** Utilise Access Grant to cover ICAT team overspend.	
<b>Occupational Therapy Overspend -</b>	<b>274,000</b>
** Review the structure of the Team - Including use and number of agency staff.	
** Maximise recharge of O.T.s to Capital budget	
** Maximise use of Grants ( Access, DTOC, and Fining ) to mitigate current overspends.	
<b>Emergency Duty Team Overspend -</b>	<b>50,000</b>
** Resolve HR issues contributing to overspend.	

### Children and Families Division

<b>Social workers agency costs Overspend -</b>	<b>620,000</b>
** Review the use of all agency staff - Snr Management re-approvals to be sought.	
** Re-look at highest cost agency with a view to reduce.	
** Where possible speed up current Overseas recruitment ( N.Zealand Nov - Feb )	
** Ensure no slippage on current recruitment activity ( Interviews Oct. )	
** Reduce agency staff overall .	
<b>LAC ( Looked After Children Costs ) Overspend -</b>	<b>287,000</b>
** Analyse and review Section 17 and Section 20 budgets use for LAC	
** Review all Out of Borough placements expenditure - cases	
** Immediate action in relation to implement ceiling on external placements, to be approved by Head of Service.	
** Day Care and Placement Team overspend to be reduced to zero to mitigate.	

### Adults with Disabilities Division

<b>Care Packages &amp; Divisional Overspend -</b>	<b>247,000</b>
** Expedite work on Lodge Ave. contract regarding DLA / ILF contributions.	
** Review all agency staff usage and re-see approval	
** Review all care packages	
** Freeze current underspends within service	
** Maximise use of Grants to mitigate current overspends.	

<b>TOTAL PROJECTED OVERSPEND,S</b>	<b>£1,936,000</b>
<b>LESS DEPARTMENTAL CONTINGENCY S &amp; UNDERSPENDS</b>	<b>-£ 992,000</b>
<b>CURRENT NET PROJECTED END OF YEAR OVERSPEND</b>	<b>£ 944,000</b>

FIGURES AS AT END OF AUGUST

Although the overspend as projected at the end of August amounted to nearly £1m, it is salient to remind Members that Social Services Gross expenditure is over £90m per annum, which together with income in excess of £30m amounts to equivalent turnover of £120m plus - In this context a projected overspend of approx. £1m is less than 1% of activity, and not insurmountable.

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**THE EXECUTIVE****11 NOVEMBER 2003****REPORT OF THE DIRECTOR OF CORPORATE STRATEGY**

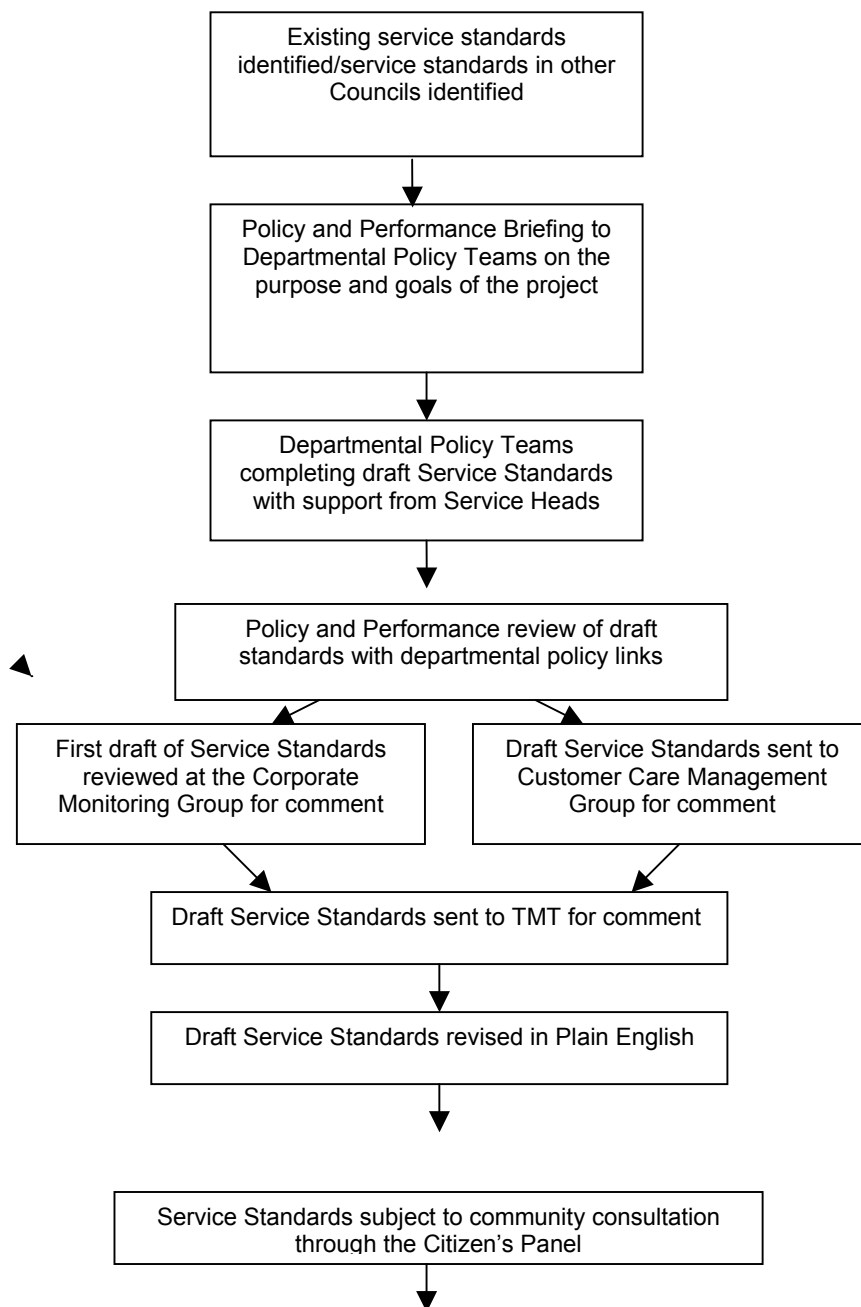
<b>SERVICE STANDARDS</b>	<b>FOR DECISION</b>	
<i>This report makes recommendations about adopting service standards across the Council, and how they will be publicised and reviewed.</i>		
<b><u>Summary</u></b>		
<p>This report provides the finalised version of the Council's Service Standards. In the report on Service Standards presented to TMT on the 18<sup>th</sup> March 2003, it was agreed that these standards should be produced and made available to the public by January 2004. The CPA self-assessment identified that the Council did not currently have information about all our services. The progress in completing this work has been overseen by the Corporate Monitoring Group. These standards have been produced following extensive consultation, which is outlined in this report.</p>		
<b><u>Recommendation</u></b>		
The Executive is asked to agree:		
<ol style="list-style-type: none"> <li>1. The Council's Service Standards in the current format;</li> <li>2. That the January 2004 edition of the Citizen is a special issue devoted to the Service Standards;</li> <li>3. That the Standards are put on the Council's website;</li> <li>4. That Service Standards will be reviewed in light of targets being set and improved on a constant basis; and</li> <li>5. That a full review of the standards will be undertaken once every three years, and that the review of these standards will be integrated into the Customer First programme.</li> </ol>		
<b><u>Reason</u></b>		
The standards are completed in order to provide better information to the community about our services.		
<b>Contact Officers:</b> Robin Tuddenham    Jennie Duffy	Interim Head of Policy & Performance    Head of Customer First	Tel: 020 8227 2343 Fax: 020 8227 2806 E-mail: <a href="mailto:robin.tuddenham@lbbd.gov.uk">robin.tuddenham@lbbd.gov.uk</a>  Tel: 020 8227 5730 Fax: 020 8227 5705 E-mail: <a href="mailto:jennie.duffy@lbbd.gov.uk">jennie.duffy@lbbd.gov.uk</a>

## 1. Background

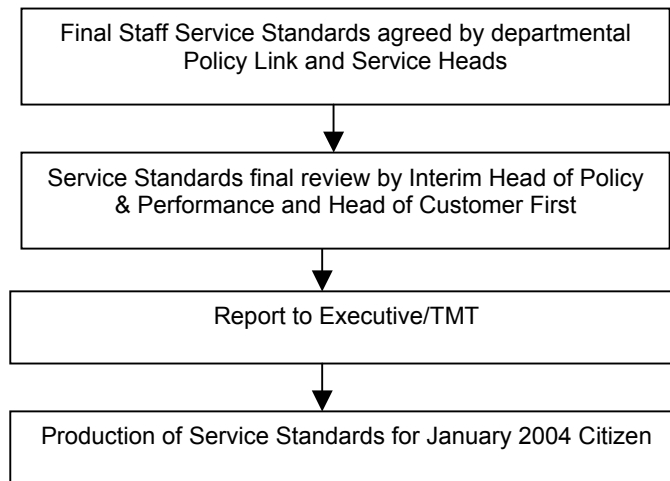
- 1.1 During the CPA self-assessment completed in 2002, the Council identified that it did not currently have service standards, which informed the local community about the services it provides, and what the public could reasonably expect.
- 1.2 These standards have been completed following extensive consultation, which have involved all service departments, and the local community. The project has also recently benefited from a collaborative approach to this work with the Customer First division.

## 2. The Process involved in completing the Service Standards

The following chart outlines the sequence of events, which have lead to these service standards.







### **3. Review of Service Standard Project**

3.1 The completion of this project has presented challenges in producing clear, accessible, and realistic standards, which can be agreed by all.

3.2 The Executive are asked to consider the following issues which arose from the consultation:

- The timescale for standards have been set to ensure they are realistic and achievable and provide the best possible service within existing resources.
- These standards represent a starting point for which the Council can work towards continuous improvement and revision year on year.
- Consultation with the Citizens' Panel demonstrated that local residents valued the idea of service standards, and confirmed that they were clear and easy to understand.
- The Citizens' Panel agreed with the view that the standards would be best produced within the Citizen, but also requested that they are available on the Council's website.
- The Citizens' Panel stated that they welcomed information on service standards on all services, including those they have not previously used. One example of this was planning. This challenged our initial assumption that the standards may be too lengthy, and suggests that their current length is appropriate.

#### **4. Conclusion**

- 4.1 The production of these standards is clearly not a one off activity. The Executive are asked to agree that these standards are revised once every three-years, and to consider in what format it is best to do this. The Executive are also asked to note that Policy & Performance and Customer First will undertake any further work on these standards as a collaborative project in the future.

#### **Background papers:**

TMT report on Service Standards (20<sup>th</sup> March 2003)

CPA Improvement Plan

## **Barking and Dagenham Council's Service Standards**

These are the Council's service standards which tell you what you can expect from Council Services. They also help us to meet the seven Community Priorities, which are:

- Promoting Equal Opportunities and Celebrating Diversity;
- Better Education and Learning for All;
- Developing Rights and Responsibilities with the Local Community;
- Improving Health, Housing and Social Care;
- Making Barking and Dagenham Cleaner, Greener and Safer;
- Raising General Pride in the Borough; and
- Regeneration the Local Economy.

We would like to hear from you if you feel any of these standards are not being met or you are unhappy with the service being provided. Should you wish to complain or comment on a service please contact:

Chris Bolton  
Corporate Complaints Manager  
Room 196  
Civic Centre  
Dagenham  
RM10 7BN

Tel: 020 8227 2127  
Fax: 020 8227 2471  
Textlink: 020 8227 2594  
Email: [chris.bolton@lbbd.gov.uk](mailto:chris.bolton@lbbd.gov.uk)

### **Complaints about Services**

We will:

- acknowledge a complaint within 5 working days;
- give a full response at Stage two (this is a formal complaint) within 20 working days; and
- give a full response at Stage three (this is an appeal to the Chief Executive) within 20 working days.

## **Street Lighting**

We will:

- check the street lights at night every 2 weeks to make sure they are working;
- carry out repairs to normal faults within 6 working days of you reporting the fault to us;
- have a contractor on site within 2 hours of an emergency situation being reported to us (an example of an emergency situation: a lamp column has been struck in a road traffic accident and is leaning across the public highway);
- carry out repairs within 24 hours should a report show that there could be a hazardous night-time situation (an example of a hazardous situation: a number of street lights are out in the same area); and
- restore supply within 15 days of notification in the case of a faulty underground cable.

## **Abandoned Vehicles**

We will:

- inspect an abandoned vehicle within 2 days of receiving details;
- stick a notice on the windscreen (if the officer considers the vehicle to be abandoned) giving any interested parties 14 days to remove it; and
- write to a registered keeper giving them a further 7 days to remove the vehicle, if the DVLA give us their details.

## **Domestic Waste**

We will:

- collect your household refuse weekly;
- let you know in advance, by letter or in the local press, of any planned change in your collection day (for example bank holidays); and
- pick up any missed collections by the end of the next working day.

## **Bulky Household Waste**

**Beds, furniture, fridges, cookers and up to 20 bags of household or garden waste**

We will:

- collect these items free of charge; and
- aim to remove them within 30 working days from the time you contact us and agree an appointment.

**Toilet and bathroom fittings, boilers, building rubble, garden sheds, fences, large DIY waste from households**

We will:

- collect these items for a nominal fee which will be estimated within 5 working days of your call; and
- make an appointment to collect the items within 30 days of us confirming that your payment has been made.

## **Clinical Waste**

**Clinical waste disposal from private households includes the safe collection and disposal of items like hypodermic needles, incontinence pads and dialysis waste.**

We will:

- provide you with yellow bin bags and boxes for sharp items; and
- arrange a first collection within 5 days of your first enquiry.

## **Street Cleansing**

We will:

- clean every road in the Borough at least once a week;
- deep clean every road in the Borough every 6 weeks; and
- clean areas in front of shops at least once a day.

## **Planning Services**

We will:

- acknowledge receipt of all planning applications and allocate them to a case officer within 3 working days;
- make a decision on at least 70% of all planning applications within 8 weeks;
- make a decision on at least 85% of all planning applications within 13 weeks;
- issue a decision notice and inform those who have submitted representations about an application within 5 working days of the decision being made; and
- carry out an inspection to investigate the nature of any enforcement complaint within 10 working days.

## **Building Control**

We will:

- acknowledge receipt of all plans and allocate them to a case officer within 3 working days;
- look at all plans and give a first response within 3 weeks;
- make a decision on all plans within 8 weeks of submission.

## **Births, Deaths and Marriages**

We will:

- meet requests for copies of certificates within 24 hours.

You can:

- register a birth or death in the Borough, in person, while you wait; and
- declare a birth or death outside the Borough, in person, while you wait.

For more information about any of these services, please contact:

Matthew Whiddet

Telephone: 020 8227 3190

Email: [matthew.whiddett@lbbd.gov.uk](mailto:matthew.whiddett@lbbd.gov.uk)

## **Street Warden Service**

We aim to improve people's quality of life by making our streets and public spaces cleaner. We also aim to reduce crime and the fear of crime in our communities.

We will:

- respond to urgent complaints immediately;
- give free advice to residents and traders on how to dispose of rubbish responsibly;
- provide high visibility patrols in a selected areas; and
- take enforcement action against those who abuse our streets and public places.

For more information about the street warden service, please contact:

Tony Chapman

Telephone: 020 8227 5652

Email: [tony.chapman@lbbd.gov.uk](mailto:tony.chapman@lbbd.gov.uk)

## **Housing Benefits**

We will:

- process your claim for Housing Benefit within 42 days of receiving it;
- process your claim following a change in your circumstances within 25 days of you notifying us;
- aim to deal with your enquiry within 40 minutes when you visit our offices (our office is open Monday to Friday between 8.45am and 4.15pm); and
- give advice and answer your queries over the phone between 8.30 am and 4.15 pm, Monday to Fridays.

For more information about housing benefits, please contact:

Telephone: 020 8227 2970

Email: [benefits@lbbd.gov.uk](mailto:benefits@lbbd.gov.uk)

## **Council Tax and Business Rates**

We will:

- give you 14 days notice of any new amount if we need to make a change to your payments;
- contact you and let you know within 25 days if you miss a payment;
- tell you of any change in your Council Tax or Business Rates within 10 days of the change being notified to us; and
- take legal action to make you pay any overdue Council Tax or Business Rates within 1 month of reminding you that you have missed a payment.

For more information about Council Tax services, please contact:

Telephone: 020 8227 2926

Email: [ctax@lbbd.gov.uk](mailto:ctax@lbbd.gov.uk)

For more information about Business Rates, please contact:

Telephone: 020 8227 2934

Email: [nndr@lbbd.gov.uk](mailto:nndr@lbbd.gov.uk)

## **Cashier's Services**

You can:

- visit our Cashier's offices at Barking Town Hall and at the Civic Centre between 9 am and 4.15 pm, Monday to Fridays;
- expect a cashier to take your payment within 5 minutes; and
- make payment by telephone using our automated payment service or on-line at [www.barking-dagenham.gov.uk](http://www.barking-dagenham.gov.uk) 24 hours a day.

For more information about the cashiers services, please contact:

Telephone: 020 8227 2049

Email: [cashiers@lbbd.gov.uk](mailto:cashiers@lbbd.gov.uk)

## **Rent Accounts**

We will:



- credit payments made at the Post Office to your rent account within 4 working days;
- let you know within 10 days if you miss a payment;
- send you a new payment card (if you need one), within 10 working days;
- let you pay weekly, fortnightly or monthly by direct debit: and
- take action to end your tenancy if you are more than 4 weeks in arrears with your rent.

For more information about rent accounts, please contact:

Telephone: 020 8227 2922

Email: [rent@lbbd.gov.uk](mailto:rent@lbbd.gov.uk)

## **Social Services - Children and Families**

When you first contact us concerning a problem about a child or young person we will:

- ask you some questions to make sure that we understand the problem; and
- write to you within 3 working days if the case concerns a matter of child protection.

To understand your needs better, we will:

- treat you, and others we speak to with respect;
- listen to your opinions carefully and make sure we take account of them;
- record what you and others have to say and make sure you know what we have decided (you can see this record if you give us notice);
- complete our initial assessment within 7 working days;
- complete a more detailed assessment within 35 working days, where the needs are complicated; and
- make sure that the child or young person, and their family, have a written statement which will explain what services we intend to provide and why.

### **When we provide longer term services**

From time to time, we will need to review the services we provide to make sure that they are still appropriate. You, your family and others who look after you or know you well, will always have an opportunity to be involved in this review.

We will:

- always listen to your opinions about what you need and the services you receive;
- sometimes charge for some of our services; and
- take every opportunity to help you to develop confidence and to celebrate your achievements.

For more information about Children and Family Services, please telephone:  
020 8227 3852 – during office hours  
020 8594 8356 – at all other times

### **Social Services - Older Peoples Services**

We will:

- work together with you to understand your needs and decide how best to help (this is called an assessment);
- begin your assessment within 48 hours of a first contact being made with Social Services;
- complete your assessment within 4 weeks;
- work with health colleagues to make sure that your assessment takes account of all your needs and saves you time and effort;
- always offer carers an assessment; and
- give you a written copy of your care plan which sets out what help you may need.

### **When we provide longer term services**

We will:

- always consider with you whether rehabilitation or recovery services are appropriate before starting long-term care services;
- review your care plan within 3 months, and afterwards at least once each year;
- provide community equipment (aids and minor adaptations) within 7 days;
- offer you a choice of hot meals from our Meals on Wheels services, and offer meals that meet any cultural or health requirements you may have;
- deliver your meal to your home between 11.30 am and 2.30 pm;
- provide you with good quality, reliable, timely and non-intrusive home support services;
- make sure all our home support assistants wear a uniform and name badge; and
- make sure that if you are assessed as needing residential or nursing home care, you can choose to have a short stay in a home, and after you move in, a time to see if you like it before making a permanent decision.

## **Social Services - Adult Services**

We will:

- publish information in plain language about our services, how we make decisions, who we can help and any services for which there is a charge; and
- make sure that our information is available in other formats.

### **When you contact us**

We will:

- work with you to understand your needs and decide how best to help (this is called an assessment);
- carry out your assessment which may be completed by a Health or Social Services professional;
- listen and respond to matters relating to your language, religion or culture;

- always offer carers an assessment; and
- give you a written copy of your care plan which sets out what you may need.

### **When we provide longer term services**

We will:

- work with you to develop a care plan which promotes your independence, rehabilitation and individual aims and supports you having control over your life;
- try to make sure your care plan puts together the range of health, social care and other services provided;
- make sure your care plan is reviewed whenever there is a significant change in your circumstances or at least once a year; and
- consider with you how you can be supported to stay in your own home before considering alternative supported accommodation.

For more information please contact the Initial Contact Service:

Telephone: 020 8227 2915

Minicom: 020 8227 2462

Email: [ics@lbbd.gov.uk](mailto:ics@lbbd.gov.uk)

Social Services have published more detailed standards in the “Better Care Higher Standards” Charter. For a copy of this document, please contact Elaine Crawford at the Civic Centre on 020 8227 2420 or email your request to [elaine.crawford@lbbd.gov.uk](mailto:elaine.crawford@lbbd.gov.uk)

### **Public Meetings**

We will:

- make sure that agendas for all Council meetings can be looked at, at least 5 working days before the meeting at our Civic Centre offices;
- make sure that the Forward Plan (a plan which sets out when key Council decisions are to be made) is available in paper form from our Civic Centre offices, and on our website;
- give a written response to questions arising from the Community Forums and BAD (Barking and Dagenham) Youth Forum forums within 10 days of a

meeting, when we are required to do so;

- make sure that a response is available at the next forum meeting when a written response is not required; and
- we will respond to all enquiries or complaints within 2 working days.

## **Pest Control**

We will:

- respond to an enquiry within 2 working days;
- give free advice about controlling common pests; and
- sometimes make a charge for the removal of certain pests.

## **Noise and nuisance**

- our late night nuisance patrol will respond to urgent complaints within one hour.

## **Environmental Protection**

The Environmental Protection Team investigates complaints regarding commercial and industrial premises, monitors the quality of the environment and responds to requests for information about the environment. The team issues permits for specified industrial processes as defined by the Integrated Pollution Prevention Control Act (formerly Environmental Protection Act).

We will:

- respond to complaints about pollution from commercial or industrial premises within 2 working days;
- issue permits to specified processes within 4 months of receipt of an application; and
- respond to requests for Environmental Searches within 10 working days.

## **Trading Standards**

We will:

- give free advice to businesses to help them comply with legal regulations; and
- give free advice on any civil complaints you may have.

## **Food Safety and Health and Safety**

We will:

- give free advice to businesses on areas of good practice;
- give a hand written report on inspecting a business before we leave; and
- provide a full report of our visit within 5 working days.

## **Licensing**

We will:

- send you an application pack on the same day as we receive a license application;
- acknowledge completed application forms within 2 working days; and
- Send you a license within 2 working days, if the license is granted.

For more information any of these services contact Health and Consumer  
Customer Services:  
Telephone: 020 8227 5640

## **Applying for a Council property**

We will:

- register your completed housing application within 5 working days;
- register any completed request for a housing transfer within 5 working days;
- offer you an appointment to view the premises within 1 working day of being allocated a council property; and
- provide you with a handbook on your rights and responsibilities when you have signed a tenancy agreement.

## **Dealing with problems relating to your housing needs**

We will:

- investigate reports of neighbour nuisance and anti-social behaviour within 2 working days;
- investigate reports of racial harassment within 1 working day;
- remove racist graffiti within 1 working day; and
- give you initial advice on the day that you contact us, if you are experiencing domestic violence.

For more information about housing needs, please contact:

John Evans on 020 8227 2725 if you live in Heath, Eastbrook, Alibon, Chadwell Heath or Whalebone wards

Bill Jennings on 020 8227 5024 if you live in Village, Goresbrook or River wards

Joan Prior on 020 8227 3820 if you live in Abbey, Gascoigne or Thames wards

Anthony Alexander on 020 8227 2210 if you live in Longbridge, Mayesbrook or Eastbury wards

Thomas Oyetunde on 020 8227 5029 if you live in Valence, Becontree or Parsloes wards

## **Housing Repairs**

We will:

- record your repair requirements immediately you contact us;
- make appointments for urgent repairs that require access to your property and have to be completed within 3 or 7 working days; and
- keep a check on tenants' satisfaction of the repair service.

For more information about repairs, please contact:

Thames Accord

Telephone: 020 8592 7388

Email: [repairs@thamesaccord.com](mailto:repairs@thamesaccord.com)

## **Council Property Renovations**

- our site manager will visit the site every day during the refurbishment;

- all rubbish caused by the work will be cleared away by the contractors every day;
- you will receive 14 days notice if it is necessary to put up scaffolding; and
- you will not be left without cooking, water or toilet facilities overnight.

For more information about Council Property Renovations, please contact:

Keith Harriss  
 Telephone: 020 8227 5259  
 Email: keith.harriss@lbbd.gov.uk

## **Tenant participation**

We will:

- hold open Community Housing Partnership meetings every 2 months;
- advertise these meetings within the borough and through the local press;
- encourage tenants to become involved with their local Community Housing Partnership; and
- post an application for board membership to you within 1 working day if you are a tenant and would like to apply to sit on the board of your Community Housing Partnership.

For more information about tenant participation, please contact:

Paul Dawson  
 Telephone: 020 8227 2845  
 Email: paul.dawson@lbbd.gov.uk

## **Home ownership**

**If you are thinking of buying your Council home, we will:**

- send you a 'Right to Buy' application pack within 1 working day; and
- process your 'Right to Buy' application within 4 weeks of receiving your completed form.

For more information about buying your Council home, please contact:

Dave Carter  
 Telephone: 020 8227 2453  
 Email: dave.carter@lbbd.gov.uk



## Private Sector Housing

- if you have a complaint against your landlord and you live in rented accommodation that isn't Council owned, we will respond to your complaint within 2 working days;
- if you are facing eviction which we consider is illegal, we will respond on the same day; and
- we will inspect all houses that are in multiple occupation.

For more information about private sector housing, please contact:

Martin Davies

Telephone: 020 8227 5079

Email: [martin.davies@lbbd.gov.uk](mailto:martin.davies@lbbd.gov.uk)

## Schools

Schools will:

- provide an annual report on each pupil; and
- hold parent teacher evenings once a term.

We will work with schools to raise standards:

- at Key Stage 2 so that by 2004 83% and 85% of 11 year olds within the borough achieve level 4 or above in English and maths respectively.

For more information about Key Stage 2 standards, please contact:

Roger Medhurst

Telephone: 020 8227 4827

Email: [roger.medhurst@lbbd.gov.uk](mailto:roger.medhurst@lbbd.gov.uk)

- at Key Stage 3 so that by 2004 73% of 14 year olds within the borough achieve level 5 or above in English and maths; and
- at Key Stage 4 so that by 2004 99% of 16 year olds achieve at least one GCSE and 48% achieve at least five GCSEs, or equivalent, graded A\* -C.

For more information about Key Stage 3 and 4 standards, please contact:

Steve Rowe

Telephone: 020 8227 4820

Email: [steve.rowe@lbbd.gov.uk](mailto:steve.rowe@lbbd.gov.uk)

## **Children's Information Service**

- every 3 and 4 year old will have access to a free education place within the borough;
- we will provide accurate information to parents about early year's education and childcare provision in the Borough free of cost through our website and information in libraries. This range of information applies to children between the ages of 0 and 14;
- we will ensure that all childcare providers are registered with the government in line with The Children Act and will ensure that any changes to this status are updated with 2 working days upon receipt of this information; and
- we will ensure that accurate information on childcare provision is available specifying opening hours, fees and ability to cater for children with particular learning needs.

For more information about the Children's Information Service, please contact:

Christine Prior

Telephone: 020 8270 5552

Email: [Christine.pryor@lbbd.gov.uk](mailto:Christine.pryor@lbbd.gov.uk)

## **Additional support or needs for Students**

- all statements of Special Educational Needs (SEN) will be reviewed on an annual basis;
- all parents and schools will be provided with a named casework officer during the Statutory Assessment process;
- we will aim to complete the statutory assessments within the prescribed timescales (18 weeks);
- all schools will be provided with named specialist officers to deal with cases as part of the area inclusion teams. These officers will include an advisory teacher, educational psychologist, SEN assessment and review team, an access and attendance officer and where necessary, a social worker; and
- parents and schools will receive a response to urgent referrals within 3 working days.

For more information about support or needs, please contact:

Liesel Batterham

Telephone: 020 8270 3282  
Email: [liesel.batterham@lbbd.gov](mailto:liesel.batterham@lbbd.gov)

## **The Adult College**

We will work to ensure that we:

- give you comprehensive information about the courses we offer and the fees we charge via the prospectus and course information sheets;
- deal with all applications fairly and efficiently;
- provide high standards of teaching from appropriately qualified teachers; and
- give fair and impartial feedback on your progress and performance.

For more information about the Adult College please contact:

Nick Hatch

Telephone: 020 8270 4730

Email: [nhatch@adult-collegebardaglea.org.uk](mailto:nhatch@adult-collegebardaglea.org.uk)

## **Admission to schools**

- parents and schools will be notified of pupils allocated a place in reception class at local primary schools by the end of the spring term;
- parents and schools will be notified of pupils allocated a place in Year 7 at local secondary schools by the end of the first half of the spring term;
- parents and schools will be notified of pupils allocated a place after the start of the school year within 10 working days of receipt of the appropriate documentation at the Town Hall; and
- we will consult with school governing bodies annually on the admissions criteria in the Borough by 1st March and will update the parents' brochures, Road to Learning and The Right Secondary School, by 15th April each year.

For more information about admissions to schools please contact:

Janet Mitchell

Telephone: 020 8270 3032

Email: [janet.mitchell@lbbd.gov.uk](mailto:janet.mitchell@lbbd.gov.uk)

## **How to Appeal about a School Place**

### **We will:**

- acknowledge an appeal within 2 working days of receiving it;
- make sure that parents receive an invitation to an appeal hearing at least 10 working days before the date given for the appeal to be heard;
- make sure that parents receive the agenda for the hearing at least 5 working days before the date given for the appeal to be heard;
- send an initial decision letter to parents within 2 working days after the appeal hearing; and
- send a detailed decision letter to parents within 20 working days after the appeal hearing.

For more information about school appeals or public meetings, please contact:

John Dawe  
Telephone: 020 8227 2135  
Email: [john.dawe@lbbd.gov.uk](mailto:john.dawe@lbbd.gov.uk)

## **Permanent exclusions**

- we will arrange a Governors Discipline Meeting within 15 days of a pupil being excluded by the school;
- we will provide post exclusion advice to parents at the Governors Discipline meeting; and
- we will provide individual pupil files within 2 working days to the Tuition Service where alternative tuition for pupils whose exclusion has been upheld will be arranged.

For more information about permanent exclusions, please contact:

Bal Gill  
Telephone: 020 8270 3024  
Email: [bal.gill@lbbd.gov.uk](mailto:bal.gill@lbbd.gov.uk)

## **Pupil and Students Services**

we will ensure that:

- applications for the Education Maintenance Allowance are processed within 3 weeks;
- applications for the Disabled Student allowance receive a response within 24 hours;
- free school meals are provided on a temporary basis from the day after a request is made;
- applications for a school clothing grant are processed within 2 weeks and you will receive a cheque before the start of the school term;
- applications for 16+ travel allowance are processed within 2 weeks;
- applications for home to school transport are processed within 2 weeks;
- applications for incapacitated travel receive a response within 24 hours; and
- applications for student support are processed within 6 to 8 weeks.

For more information about pupil and student services, please contact:

Yvonne Benjamin

Telephone: 020 8270 3414

Email: Yvonne.benjamin@lbbd.gov.uk

## **Eastbury Manor House Heritage Centre**

We will work to ensure that:

- the house is open to members of the public with a guided tour every Monday and Tuesday between March and December; and
- a themed visitor day open to the public is held on every first Saturday of the month between March and December.

## **Valence House Museum**

We will work to ensure that:

- the museum is open to the public between 9am and 4.30pm Monday to Friday and 10am to 4pm of Saturdays;
- the Local Studies Centre is open to the public from 10am to 4pm Monday and Tuesday, from 10am to 7pm on Thursdays and 10am to 4pm on Friday and Saturday; and

- a variety of events and courses open to the public are staged regularly as advertised at the museum and on the website.

For more information about Eastbury Manor or Valence House, please contact:

Kirsty Briody  
Telephone: 020 8270 6769  
Email: [kirsty.briody@lbbd.gov.uk](mailto:kirsty.briody@lbbd.gov.uk)

## **LIBRARIES**

We will work to ensure that:

- all households in Barking and Dagenham are within 1 mile from a static library;
- all libraries are open during the published opening hours and that 25% of opening hours are outside of the normal working week of Monday – Friday, 9 a.m. to 5 pm;
- all libraries provide free access to an online catalogue and the internet;
- books are issued for three weeks and at least 12 items can be borrowed at any one time;
- our services and stock are continuously reviewed and updated to respond to the needs of all library users and potential users;
- library staff are trained to support library users in the use of ICT; and
- library users and potential users are regularly surveyed to establish their views of the library service.

For more information about the Library service, please contact:

David Bailey  
Telephone: 020 8270 3610  
Email: [david.bailey@lbbd.gov.uk](mailto:david.bailey@lbbd.gov.uk)

**THE EXECUTIVE****11 NOVEMBER 2003****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

<b>BARKING PARK: HERITAGE LOTTERY FUND PROJECT PLANNING GRANT</b>	<b>FOR DECISION</b>
<p><i>This report concerns the submission of an external grant application, which needs to be approved by the Executive.</i></p>	
<p><b><u>Summary</u></b></p>	
<p>The Executive approved the submission of a Stage 1 Application to the Heritage Lottery Fund on 12 November 2002 for Barking Park.</p>	
<p>Notification has now been received from the Heritage Lottery Fund that the application has been unsuccessful and the three main reasons why are:</p>	
<ul style="list-style-type: none"> <li>• A need for better integration of the individual project elements.</li> <li>• A need for a better design solution for the former open air swimming pool site that demonstrates value for money.</li> <li>• A need for greater focus on security, access, interpretation and education</li> </ul>	
<p>The Heritage Lottery Fund has recommended that the Council apply for a Project Planning Grant to fund the appointment of consultant(s) to prepare a revised Stage 1 Application.</p>	
<p>Officers also investigated potential funding from London Development Agency for the redundant open-air swimming pool; however, the site did not meet the funding criteria.</p>	
<p><b><u>Recommendation</u></b></p>	
<p>The Executive is recommended to approve the application for a Project Planning Grant for Barking Park and note the revised outline project timetable for Barking Park and the proposed re-profiling of funds within the Capital Programme</p>	
<p><b><u>Reason</u></b></p>	
<p>If successful external funding will be secured that will support the refurbishment of Barking Park, which will assist the Council in achieving its Community Priorities of <i>“Making Barking and Dagenham Cleaner, Greener and Safer”</i>, <i>“Raising General Pride in the Borough”</i> and <i>“Regenerating the Local Economy”</i>.</p>	
<p><b><u>Wards Affected</u></b>: Longbridge and Abbey Wards.</p>	

<b>Contact:</b> Simon Swift	Leisure & Community Services Division	Tel: 020 8227 3179 Fax: 020 8227 3129 Minicom: 020 8227 3034 E-mail: <a href="mailto:simon.swift@lbbd.gov.uk">simon.swift@lbbd.gov.uk</a>
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## 1. **Background**

- 1.1 Feasibility funding of £16,105 was secured from the Urban Parks Programme to appoint Land Use Consultants to prepare a Restoration Plan for the refurbishment of Barking Park in September 2000. (Former Leisure & Amenities Committee, Minute No. 1025 (iii), March 2000 refers.)
- 1.2 The Restoration Plan is a detailed document that forms the business case for securing funding (Stage 1 Application). The Restoration Plan outlines the historical development and value of the Barking Park and identifies the main issues that need to be addressed through the implementation of a master plan.
- 1.3 The Stage 1 Application was unsuccessful. The three main reasons why the Stage 1 Application failed are:
  - A need for better integration of the individual project elements.
  - A need for a better design solution for the redundant former open air swimming pool site that demonstrates value for money.
  - A need for greater focus on security, access, interpretation and education.
- 1.4 The Heritage Lottery Fund has now recommended that the Council apply for a Project Planning Grant to fund the appointment of consultant(s) to prepare a revised Stage 1 Application.
- 1.5 Separate to the Stage 1 Application, investigations were made into potential funding from London Development Agency for the redundant former swimming pool site. However, the site did not meet the funding criteria.

## 2. **Project Planning Grant**

- 2.1 Organisations can bid for between £5 and £50,000 of funding; of which 10% must be match funded either in cash or in kind. Project Planning Grants can be used to fund a range of specialist reports such as conservation management plans, access audits and audience development plans.
- 2.2 The Council has been advised by the Heritage Lottery Fund to submit a grant application for a Project Planning Grant for £50,000 (the maximum amount). This is to ensure that all of the issues are revisited and addressed in the revised Stage 1 Application by utilising the expertise of consultants and the provision of adequate resources to appoint them.



### 3 Financial Implications

- 3.1 The estimated total capital costs for Barking Park of £2,305,940 will need to increase to fund the required improvements. Therefore the Council's twenty-five percent match funding currently £576,485 - £116,000 of which relates to improvements already undertaken will need to increase also. (Executive Minute 200, 12 November 2002 refers). However, until a new Master Plan has been produced and costed, a revised capital figure can not be calculated. The increased capital match funding costs (subject to the approval of the Executive and successful project appraisal) will be met from the Capital Programme block provision (2005/2008) for the Parks & Green Spaces Strategy.
- 3.2 The existing Capital Programme for Barking Park is split over financial years 2004/05 to 2005/06. It is proposed that the Council capital match funding for Barking Park is re-profiled to 2006/07 and 2007/08.

	2004/05	2005/06	2006/07	2007/08
Current Programme	£1,094,970	£1,094,970		
<b>Proposed Programme</b>			£1,094,970	£1,094,970

The above table does not include the £116,000 of improvement work that the Council has already undertaken at Barking Park (Executive Minute 200, 12 November 2002 refers).

- 3.3 The ten percent match funding for the Project Planning Grant will be met from feasibility funding that has already been approved in principle for the delivery of Phase 1 projects for the Parks & Green Spaces Strategy.

### 4. Timetable

- 4.1 A revised outline timetable for Barking Park has been identified. All dates shown are for the end of the month. The grant award dates are based on Heritage Lottery Fund guidelines and represent the maximum decision dates for these three stages. Executive approval will be required for project stages three, five and seven.

Stage No	Project Stage	Estimated Timescale
1	Prepare and submit Project Planning Grant	November 2003
2	Project Planning Grant Award	February 2004
3	Prepare and submit Stage 1 Application	August 2004
4	Stage 1 Award	February 2005
5	Prepare and submit Stage 2 Application	June 2005
6	Stage 2 Award	October 2005
7	Prepare tender and award contract	March 2006
8	Commence works	March 2006 – March 2008

## **5. Consultation**

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

Leisure and Environmental Services Department:  
Jim Mack, Head of Assets & Development  
Laura Williams and Bob Cooper, Acting Head of Finance  
Peter Parkin, Group Manager Parks & Countryside

### **Background Papers**

- Executive Minute 200, 12 November 2002 re: Barking Park Heritage Lottery Fund Application to the Urban Park Programme.
- Former Leisure and Amenities Committee Minute 1025 (iii), March 2000, re: Appointment of Consultants to prepare a Restoration Plan for the refurbishment of Barking Park in relation to the Heritage Lottery Fund.

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