

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 22 March 2005 - 7:00 pm
Council Chamber, Civic Centre, Dagenham

Members: Councillor C J Fairbrass (Chair); Councillor C Geddes (Deputy Chair); Councillor J L Alexander, Councillor G J Bramley, Councillor H J Collins, Councillor S Kallar, Councillor M A McCarthy, Councillor M E McKenzie, 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

11.3.05

Rob Whiteman
Chief Executive

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AGENDA

1. **Apologies for Absence**
2. **Minutes - To confirm as correct the minutes of the meeting held on 15 March 2005 (to follow)**

Business Items

Public Items 3 to 5 and Private Items 12 to 16 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. **Corporate Grants Programme 2005 / 2006 (to follow)**
4. **Information, Communication and Technology Strategy (Pages 1 - 30)**

5. **Trade and Other Waste, Emptying of Cesspools, Vehicle Crossings, MOTs, Passenger Transport and Other Charges 2005 / 2006 (Pages 31 - 37)**

Discussion Items

6. **Budget Monitoring April 2004 to January 2005 (Pages 39 - 49)**
7. **Social Services Charging and Benchmark Prices for 2005 / 2006 (Pages 51 - 59)**
8. **Local Implementation Plan and Consultation Strategy (Pages 61 - 86)**
9. **British Urban Regeneration Association Annual Conference 2005 (to follow)**
10. **Any other public items which the Chair decides are urgent**
11. **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

None

Business Items

12. **Application to Extend Term Contract for Building Maintenance Works in Public Buildings and Schools 2000 / 2005 (Pages 87 - 90)**
Concerns a Contractual Matter (paragraphs 8 and 9)
13. **Term Contract for Maintenance of Security and Protection Systems 2005 / 2009 (Pages 91 - 95)**
Concerns a Contractual Matter (paragraph 8)
14. **Transfer of Land for Off Street Parking (Pages 97 - 101)**
Concerns a Contractual Matter (paragraphs 8 and 9)

15. Urgent Action - Extension of Contract (Pages 103 - 104)

Concerns a Contractual Matter (paragraph 8)

16. Financial Services Division - Staffing Matter

Concerns a Staffing Matter (paragraph 1)

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

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THE EXECUTIVE

22 MARCH 2005

REPORT OF THE DIRECTOR OF FINANCE

INFORMATION, COMMUNICATION AND TECHNOLOGY STRATEGY	FOR DECISION	
<p><i>This report sets the future direction of Information and Communication Technology (ICT) over the next 3 years for the Council. It ensures clear integration of customer needs with ICT along with guidance and actions on ICT development of infrastructure and systems to support the business needs of the Council.</i></p> <p>Summary</p> <p>This ICT Strategy has been established to ensure the Council is focussed on the development of ICT in an integrated way and that resources are managed effectively to meet the business needs in providing technical, enabling solutions.</p> <p>Recommendations</p> <p>The Executive is requested to agree the implementation of the ICT Strategy 2005-2007.</p> <p>Reason</p> <p>This ICT Strategy has been established to provide consistency, direction, focus and clarity for the development of ICT throughout the Council.</p>		
<p>Contact Officer Sarah Bryant</p>	<p>Head of Information Management & Technology</p>	<p>Tel: 020 8227 2015 Fax: 020 8227 2060 Minicom: 020 8227 2685 E-mail sarah.bryant@lbbd.gov.uk</p>

1. Background

1.1 The Information Management and Technology Department (IM+T) is responsible for the development, research and maintenance of:-

- ICT infrastructure, including voice and data
- Project and programme management of ICT
- Systems development and integration
- System implementation
- User support, advice and guidance
- Desktop environment
- Security and integrity of information
- Procurement of ICT

- 1.2 As technological developments change the way in which information and data is managed, stored, accessed, and used it is vital that a strategy is in place. This will ensure maximum benefit is made from existing ICT and future investment in ICT.

2. ICT Strategy

- 2.1 The ICT Strategy underpins the community priorities, providing seamless and transparent, integration of technical solutions to the Council's business needs. IT provides the foundation on which to develop technology to enable the transformation of Services Council-wide.
- 2.2 It is further linked to the Implementation of the E-Government (IEG) Statement and delivers a solid foundation on which to develop systems, applications and information management.
- 2.3 Research within the ICT market, along with consultation with all departments has been carried out in establishing this strategy to ensure the Council's business needs are fully understood along with the future direction of the Council.

3. Monitoring and Review

- 3.1 The ICT Strategy will be reviewed on a frequent basis as technology advances rapidly and business needs change. Monitoring and analysis of the actions and progress made will be undertaken by the Head of IM+T in consultation with Heads of Service.
- 3.2 Development of and amendment to the ICT Strategy will be published on the intranet.

4. Financial Implications

- 4.1 The costs associated with the introduction of an ICT Strategy are identified within the attached Action Plan and are mainly to be met from within existing Council budgets. It will also be necessary to address parts of the Strategy through the budget process and the Council's Medium Term Financial Strategy as and when the Strategy develops.

5. Consultation

- 5.1 The ICT Strategy has been developed and progressed in consultation with:

Heads of Service
Councillor McCarthy
IM+T Department
SOCITM (Society of IT Management)

Workshops were also attended by all departments and input/feedback gained to develop the ICT Strategy.

Background papers used in the preparation of the report:

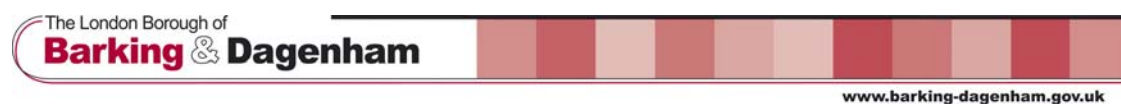
- IEG Statement (4)
- Balanced Scorecard

SOCITM Literature/Documents

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London Borough of
Barking and Dagenham

Information, Communications and Technology (ICT) Strategy 2005 - 2007



Introduction

As much as the finished document itself, the process of building an ICT strategy is essential to shaping the way in which the local authority will exploit ICT to support its service ambitions. It is an implicit but discreet activity within the overall service planning process. The local circumstances, and thus the output, will be unique to each organisation.

For too long, the ICT function has been seen as a technical activity that is left to the technical experts. The modernisation agenda – particularly the requirement to ‘e-enable’ all services by December 2005, along with the e-priorities, - has done much to demonstrate that information is a resource like any other that the whole organisation must participate in managing. Similarly, when it comes to building a strategy to govern the organisation’s future approach to exploiting ICT, the work is not the responsibility of the ICT function alone.

Developing an ICT Strategy concerns forward planning to ensure that:

- The vision for ICT is shared
- The whole organisation is focused on the same outcomes;
- That adequate resources are available to achieve the desired outcome; and
- That the resources are prudently used.

Full participation by those involved in ICT governance is essential. The strategy itself will provide the guidelines for taking the critical decisions relating to strategic choice, such as sourcing alternatives, priorities for resource allocation, structure and organisation of ICT service delivery. Consequently, those involved in ICT governance must not only understand but also fully own the new strategic framework.

The ICT Strategy requirements are set out below in seven sections:

- External Environment: the context within which the local authority exists and makes its contribution
- Strategies: how the local authority plans to organise and discharge its functions and responsibilities, including the management of information and other resources.
- Governance for ICT: the arrangements by which the local authority ensures that its application of ICT resources provides the maximum benefit
- ICT Service Planning: the formulation and control of plans to deliver the ICT work programmes.
- Information Management: the framework for originating, organising, maintaining information, and making it available to those who are entitled to make use of it.
- ICT Service Delivery: the processes concerned with the effective delivery of ICT services within the local authority

- Technology Architecture: the ICT building blocks: equipment; networks; software; and tools that enable delivery of the required information-based services, and their interconnections

Note that this document sets out the council's corporate ICT Strategy. Each Department should have its own ICT Strategy linking to this, and recognising the supremacy of the corporate ICT Strategy in setting out commonality. Wider ICT Strategies should be established for each local strategic partnership - for example the Barking and Dagenham Partnership.

1 External environment

1.1 Vision

1.1.1 Customer expectations

Customers in future will expect the Council to be accessible 24x7 by telephone or web site; to provide a reasonable (and consistent) level of response to queries. They will also expect to be able to use the People's Network to access the Internet and to have e-learning facilities available to them.

Customers in their communities will expect the council to provide help for communities in using technology for administration, and in order to publicise themselves and their activities.

This is set out in the 2020 vision emerging from consultation and conference developing the community priorities. The delivery of the Community Priorities will be linked to the responsiveness of ICT and residents access to it.

1.1.2 Government policy

Government policy is to use electronic methods to modernise government: to provide joined-up transparent government that uses ICT to streamline service delivery, to empower the front-line and reduce costs in the back office. 100% of local authority services are to be e-enabled (where practicable) by 31 December 2005.

In addition, the Government has published a set of e-Government Priority Outcomes for local authorities to achieve by 1 April 2006 (29 'required outcomes', which must be delivered online) and 1st April 2006 (25 'good outcomes', where individual Local Authorities can choose how these are delivered).

1.1.3 Organisation's expectations of ICT

The council expects ICT to:

- contribute to service delivery efficiency/effectiveness;
- be available on demand, wherever and whenever it is wanted;
- be well-co-ordinated and well planned;
- meet statutory obligations, notably e-Government and the requirements of the Data Protection Act (DPA); and Freedom of Information Act (FOI)
- be proactive in identifying technologies of benefit to the council;
- provide demonstrable value for money;
- achieve excellent performance and quality – in the upper quartiles of comparators;
- be responsive to/supportive of service needs;
- employ good information management practice (including good practice relating to the ownership, security and sharing of information);
- support business continuity of the council and its services;
- achieve maximum efficiencies from use of ICT in back office.

1.1.4 Technology opportunities

The following emerging technologies are currently recognised as influencing the council's ICT strategy:

- universal broadband and wireless communications – enabling unrestricted mobile working and working from home including different ways of working;
- open source software – where there is sufficient industry-wide usage there are substantial savings to be achieved by adopting software for which no licence fees are payable
- digital TV – providing an alternative electronic channel to those homes without PCs

1.2 Current position

- 1.2.1 Telephone contact is to individual services – usually in office hours only. Emergency services are available at other times. Customer First provides an 8am to 8pm telephone service including a range of environmental services, expanding over the next few years to cover initial contacts across all services.
- 1.2.2 The council's web site is available 24x7, although full support in the event of problems is only available during normal office hours. Information guidance and access to forms, plans etc, is available.
- 1.2.3 Peoples Network access to the Internet is available via Libraries.
- 1.2.4 Out-of-hours ICT support to services is provided by IM&T on a best endeavours basis which relies on the goodwill of staff.
- 1.2.5 The council is on target to implement e-Government providing that, in particular, e-procurement is adopted by December 2005. Progress against the government's Priority Outcomes is mixed: A full review of BVPI was completed by December 2004 for Implementing E-Government Statement (4) and is at 53%.
- 1.2.6 IM&T division of Finance Department provide ICT services to the council with a mixture of packages supplied by third parties. It is IM+T policy to work closely with Departments to determine current and future business needs, and to deliver on integrated ICT solutions whereby third party ICT packages are the preferred method of implementation.

1.3 Getting there

- 1.3.1 Out of hours support needs to be determined - for Customer First; web site; Libraries; Leisure Centres; members/home workers, etc.
- 1.3.2 Research and development into new technologies will be determined within each team in IM+T to ensure London Borough of Barking and Dagenham keep abreast of new developments.
- 1.3.3 There needs to be a more explicit client/deliverer partnership to ensure that the council makes best use of ICT.

- 1.3.4 IM&T need to work closer with Departments to understand their business needs and work as 'one' team to ensure commonality and consistent approach to ICT and programme/project management corporately.
- 1.3.5 There needs to be a more explicit client/deliverer partnership to ensure that the council makes best use of ICT
- 1.3.6 Seeking partnership working with other Councils, public, private and voluntary sector organisations and agencies, to work to:
- 1) Avoid duplication of roles and responsibilities
 - 2) Share data and information
 - 3) Share skills, experience and learning
 - 4) Minimise risk of project delay and dependencies
 - 5) Provide increased value for money
 - 6) Challenge the norm and implement different ways of working.

2 Strategies

2.1 Vision

2.1.1 Community strategy

The Barking and Dagenham Partnerships Community Strategy "Building Communities Transforming Lives" exists to provide a clear framework to make Barking and Dagenham a place where people feel proud to live, work and spend leisure time. It sets out the area for improvement that local residents and service providers would wish to see. These are reflected in the extensive consultation on the 2020 Vision for the Borough and further consultation that has been undertaken in the development of various strategies on a range of topics. The purpose of the Community Strategy is to give all those partners involved, especially local communities, a clear sense of purpose.

The overall role of the Barking and Dagenham Partnership is to provide a forum for the key stakeholders in the Borough to facilitate and monitor the delivery of the Community Strategy and to influence and make decisions that assist in its implementation.

The council's community strategy is (in summary) to

- promote equal opportunities and celebrating diversity;
- make Barking and Dagenham cleaner, greener and safer;
- provide better education and learning for all;
- develop rights and responsibilities with the local community;
- improve health housing and social care;
- raise general pride in the Borough;
- regenerate the local economy

2.1.2 Corporate Plan

The Council's Corporate Plan is embodied in the Best Value Performance Plan, and reflected in Balanced Scorecards.

2.1.3 Strategic partnership

The Barking & Dagenham partnership brings together a range of local public sector, private sector, voluntary sector and community organisations to improve life for the Customers of the borough. It is vital that IM&T work with partners to ensure the integration of systems to enable the sharing of data and information where appropriate.

2.1.4 Access strategy

Access to council services is to be provided primarily by Customer First for mediated services (i.e. staff respond to requests by helping the Customer to access/receive services), and by the council's web site for self-service.

2.1.5 Information management strategy

The council should adopt principles for managing information systematically and robustly, and making it readily available to those who need it (subject to compliance with legislation on information security and on information-handling generally).

2.2 Current position

2.2.1 There are informal links between the council/service priorities and ICT strategy, but no formal interrelationships.

2.2.2 Sharing of information with partners electronically is approached on a service by service and partner by partner basis.

2.2.3 Customer First have gone live on a call centre with an initially limited range of services offered. There are future plans for one-stop shops in Barking and Dagenham which are to be phased in along with other services.

2.2.4 The council has no information management strategy, although Data Protection principles are applied.

2.3 Getting there

2.3.1 There should be active liaison between IM&T and Corporate Strategy to ensure alignment between ICT Strategy and other plans of the council (in order to achieve and maintain a common vision).

2.3.2 The council should formulate, adopt and implement an Information Management strategy.

2.3.3 Key areas for information sharing (that improve the delivery of services and access to information and services for customers) such as Children's Services, and Health will be priorities for the Council.

3 Governance for ICT

3.1 Vision

3.1.1 ICT investment

Investment in ICT should be linked to council objectives and provide sustainable funding for the ICT infrastructure

3.1.2 ICT policies

There should be a cogent and coherent set of ICT policies covering:

- security and confidentiality;
- access to and use of ICT services;
- information sharing;
- ICT skills that the council's workforce need;
- project management.

3.1.3 Organisation of ICT function

ICT should be organised and delivered through a rational combination of corporate and departmental service delivery responsibilities within a common overall direction.

3.1.4 Risk management

ICT projects and services should be subjected to systematic risk assessment to support a consistently high standard of service delivery. Risk mitigation should be applied as appropriate.

3.1.5 Prioritisation process

New developments (and other major projects) in ICT should be supported by well-structured documentation/business case. Competing priorities of proposed projects should be assessed by the application of weighting criteria that reflect council priorities and service imperatives (eg compliance with legislation).

3.1.6 Business continuity

The business continuity of council services (which is the prime responsibility of the relevant heads of service) should be supported by service level agreements. Given the similar nature of business continuity provisions, there should be a co-ordinated approach to alternative ICT service delivery routes and methods, and to ICT disaster planning.

3.2 Current position

3.2.1 There is no formal process of ICT investment priorities, nor of assessing the business case for ICT projects. In particular the need to provide for infrastructure renewal or strengthening (due to additional/richer computerisation) is often forgotten.

- 3.2.2 There are a raft of ICT policies that have been developed over time, with the inevitable inconsistencies and gaps that results. In particular, information sharing policies need establishing to allow for the evolving real-time joint service delivery with partners.
- 3.2.3 The Head of IM&T reports to Director of Finance, who in turn is a member of TMT. Departmental ICT staff are part of IM&T except for the team in DEAL (who also manage the council's web site content).
- 3.2.4 A Departmental IM+T Risk Register has been established and Risk Management is incorporated into every project.

3.3 Getting there

- 3.3.1 Formal consideration, prioritisation, monitoring and review will be established in the following areas:
- ICT Strategy formulation monitoring and review and evaluation
 - Forward planning and research into use of ICT within LBB
 - Accountabilities, standards, policies and guidelines on the use of ICT
 - Embedding Balanced Scorecard objectives and implementation plan
 - Work programme formulation and monitoring
 - Risk management
 - Business Continuity of ICT services
 - Co-ordination (including of training), dissemination of good practice
 - Monitoring of ICT service delivery performance, security, quality and best value
 - Oversight of (relevant) applications acting as corporate client (Financials & HR; asset management; GIS; e-mail; Intranet; Decision support)
 - ICT Infrastructure client rôle: ICT architecture; ICT security; integration of corporate and departmental systems; disaster recovery and back-ups; corporate networks; desktop services

4 ICT service planning

4.1 Vision

4.1.1 Development plan

A comprehensive managed, prioritised programme that co-ordinates corporate and departmental programmes and projects.

4.1.2 Investment plans

Proactive seeking of external funding, working in partnership with other public, private and voluntary organisations.

Co-ordination of procurement to optimise resources used in procurement and to ensure economies of scale. This includes collaboration with other councils/public bodies in partnership for procurement effectiveness. Benchmarking of the buying and selling of ICT services against external provision and against best practice.

Planning of resources required to implement projects and deliver services once implemented.

Ensuring the sustainability, stability and performance of the council's ICT infrastructure through capacity planning and lifecycle planning.

4.1.3 Skills plans

Planning of training and development of ICT staff to meet demand. Planning and delivery of training for users of ICT to ensure that they have the skills necessary to get the best out of the ICT and information available.

Develop training programme (to include ECDL) to ensure skills of staff are maximised through use of technology.

4.1.4 Programme and project management

A standard project management methodology based on Prince2 should be adopted. Standard project documentation with a corporate programme office for support, co-ordination and monitoring across projects.

4.2 Current position

4.2.1 There is informal co-ordination within IM&T across the various ICT projects.

4.2.2 There are no formal investment plans nor skills plans. Infrastructure planning is not rigorously applied.

4.2.3 Prince2 has been adopted as the council's project management standard for ICT projects, but is not consistently applied. There is no programme office for ICT projects.

4.2.4 Budget provision has been made to introduce project co-ordination and a programme office within IM&T.

4.3 Getting there

- 4.3.1 Create, develop and maintain a comprehensive programme of ICT projects to underpin e-government and ICT Strategy.
- 4.3.2 Establish and maintain sustainable budgets for infrastructure support and renewal; seek to deliver corporate approach to Desktop Refresh.
- 4.3.3 Establish consistent application of Prince 2 Project Management methodology to all projects.
- 4.3.4 Introduce formal programme management to ensure the effective delivery of programmes.
- 4.3.5 Establish skills, training and development plans - with appropriate resources, assignment of responsibilities and processes to carry them out.

5 Information Management

5.1 Vision

5.1.1 Freedom of Information (Fol) and Data Protection Act (DPA)

Ensure that the council conforms with statutory requirements

5.1.2 Content management

Apply common processes and tools throughout the council. This allows the website (and Intranet) content to be created, managed and presented efficiently and effectively. It also serves to provide a consistent set of processes for content providers and managers, which greatly eases training and support.

5.1.3 Security framework

Compliance with the relevant standard, ISO 17799. (nb: this is mandatory for inter-working with the Health Service's network NHS-Net)

5.1.4 Information sharing

The adoption of information sharing agreements with partners (So that respective responsibilities are agreed and understood, especially in respect of security). Agreement is also needed as to the codification and interpretation of data.

The consistent application of standards for data quality and classification. This includes standardisation as to the identification of customers of the council, and of their basic information (name, address etc).

5.1.5 Custodianship

The assignment of ownership responsibilities for information management, including formal regimes for the retention, archiving and disposal of information.

5.2 Current position

5.2.1 Content management responsibilities and procedures have been established by DEAL web team, but are not yet fully implemented.

5.2.2 IM&T are exploring the implications of BS 7799 and liaising with other departments – notably Legal, Human Resources and Customer First.

5.2.3 No formal information sharing agreements are in place.

5.2.4 The council has no overall information management strategy or council-wide policies.

5.2.5 There is patchy liaison between the various corporate ICT-based information management activities:

- IM&T - in respect of ICT systems (across the council) and their linkages
- Education Web Team - website content organisation and management
- Demographic and Economic Information

- Geographical Information Systems (GIS) team – working towards a completed LLPG and maintenance programme once complete more analysis can be undertaken and greater access to relevant data for the general public
- Data Protection

5.3 Getting there

- 5.3.1 Formal liaison mechanisms should be introduced between information workers across the Council.
- 5.3.2 Consider more consolidation of corporate information management/advice activities to eliminate duplication and improve cohesiveness.
- 5.3.3 Establish an information management group to drive forward policies and standards.
- 5.3.4 Progress, develop and implement security measures to comply with BS 7799.
- 5.3.5 Draw up and implement information sharing agreements with partners.
- 5.3.6 Assign responsibilities for development of an information management strategy across the Council.

6 ICT Service Delivery

6.1 Vision

6.1.1 ICT service management

Business plans for ICT service delivery incorporating objectives, aims and Performance Indicators are reflected in the relevant Balanced Scorecards.

Excellence in performance and quality in the upper quartiles of comparators.

Delivering an excellent ICT service that adds value to the business through the transformation of services for customers by offering information and services via various access channels.

ICT services consistently managed and delivered in accordance with service level agreements, KPI's with accompanying performance management and charging regimes.

6.1.2 Improvement plans

Identifying objectives for improving services, informed by benchmarking against others. (SOCITM Benchmarking Survey) Ongoing review of targets and processes. Regular review of technology standards, and how technology is applied.

Proactive research on best practice for recommended use in London Borough of Barking and Dagenham.

6.1.3 Disaster planning

Rugged procedures for the restoration of ICT services in the event of disaster. Effective data back-up and restore procedures. Full documentation to enable restoration of ICT services. Testing of disaster recovery procedures.

6.2 Current position

6.2.1 There is a Balanced Scorecard for the IM&T division.

6.2.2 ICT service provision is generally stable. Service review is ongoing as needs change and as technology changes.

6.2.3 ICT benchmarking is done annually against other London councils, and best practice sought out, albeit not on a formal/comprehensive basis.

6.2.4 The costing and charging basis (of IM&T services) is straightforward.

6.2.5 Disaster recovery plans need establishing.

6.3 Getting there

6.3.1 Work closer with Departments to identify enabling ICT solutions to business needs, using business process re-engineering (BPR) to ensure technology delivers efficiencies through effective processes.

- 6.3.2 Challenge existing technology development; Develop robust infrastructure to support 'e' transformation of services both back office and front office.
- 6.3.3 Develop a culture of continuous improvement including seeking out of best practice for recommended use in the council.
- 6.3.4 Redefine roles, responsibilities and structures to enable effective ICT service delivery requirements.
- 6.3.5 Consult on and implement Disaster Recovery Plan to provide critical Services and Systems.
- 6.3.6 Recognising the skills and abilities, strengths and development areas of the IM&T team. Researching and exploring the external market to ensure the best possible IM&T service is provided throughout the Council.

7 Technology architecture

7.1 Vision

7.1.1 Contact channels (web, e-mail, post, telephone, personal visit, etc)

Provision of these facilities should relate to the demand from customers (in terms of what, when, where and how) but customer demand should be managed where reasonable to do so, to promote the use of contacts that optimise effective service delivery against cost.

7.1.2 Service applications

The adoption of business-led, top tier software packages where available in order to:

- gain cost-effective procurement and delivery of ICT;
- minimise the risk of non-compliance with relevant service standards and legislation;
- ease the integration of information between council systems (because of commonly available interfaces);
- ease of information transfer and sharing with other agencies
- eliminate bespoke software - development and therefore minimise ongoing Maintenance and Support.

The use of system architecture and integration tools that conform with e-GIF (e-government interoperability framework standards that are mandatory for local authorities).

7.1.3 Application support tools

Minimisation of the support and integration problems involved in accessing data across multiple systems through common search and reporting facilities - eg by adoption of simply-structured data warehouse techniques.

7.1.4 Common infrastructure services

The use of standard software for workflow; office software; back-up and resilience.

7.1.5 Infrastructure

Migration from the IBM mainframe in order to avoid having to continue to maintain skills and processes.

Use a standard desktop with the provision for regular technology refresh (allowing remote management, and sign-on to the council's network from anywhere)

Unified voice and data networks – taking advantage of the latest technology that allows the common transport of voice (which requires consistent two-way traffic for the duration of a call) alongside data (which is very variable as to the quantity, source and direction and is transmitted in bursts)

Rationalisation of servers, maximising use of technology.

Ongoing review of standard ICT platforms/software: balancing ease of management with the need to keep up-to-date.

Adopt a corporate standard for electronic document and records management (EDRM).

7.2 Current position

7.2.1 The advent of Customer First promotes the capability to manage contact channels across the council for the first time. A Customer Relationship Management system (CRM) has been installed to manage relationships across services and across channels.

7.2.2 Mature IBM mainframe usage, which was based on in-house systems, is now limited to Revenues & Benefits systems, the Corporate Building Maintenance system (CORMIS), Housing systems and part of the council's cash-receipting system. Revenues & Benefits are procuring replacement systems. Housing are reviewing their strategy. Consideration is being given to replacing the residual mainframe element of cash receipting (most cash receipting processes are already off the mainframe).

7.2.3 Where systems have already migrated from the mainframe (or otherwise been procured over the last few years) it is standard policy to choose from best-of-breed products.

7.2.4 Use of e-GIF is standard policy.

7.2.5 A data warehouse has been built for Housing data.

7.2.6 Desktop and file services are primarily based on 'Microsoft NT' (2003 and XP servers, office software and Exchange/Outlook e-mail).

7.2.7 Unix and Linux servers are used for some applications.

7.2.8 Oracle and SQL are the main database software products.

7.2.9 The council's voice network is based on ISDX switchboards. The data network uses the IP family of protocols over in-house LANs and leased WAN circuits. There is some triangulation in both networks for resilience. Customer First has installed call 'management' equipment from McFarlane.

7.3 Getting there

7.3.1 Complete the migration from the IBM mainframe to third party Packaged Solutions.

7.3.2 Widen the server standard to embrace Unix and Linux as core products as preferred by implementing enabling ICT Solutions.

- 7.3.3 Allow non-standard infrastructure components only where they are properly justified, and plans are made to ensure future consistency (either by an expected revision of the standard or by replacement/revision of a time-limited solution). In particular, the corporate applications are mandated : Financials and HR (Oracle); GIS (ESRI suite of software); e-mail (MS Exchange); CRM (Northgate).
- 7.3.4 Manage MS-office software versions (generally support two versions only concurrently) so as to ease support and reduce compatibility problems.
- 7.3.5 Introduce common management and support of desktops, including remote management software.
- 7.3.6 Appraise open source software for future use on desktops, applications and infrastructure.
- 7.3.7 Investigate national e-government projects for applicability to LBBD and share with other Councils with possible development of transformation of services through ICT.
- 7.3.8 Introduce web services software and procedures for partnership working, within Barking and Dagenham and more widely as a sub-regional activity.
- 7.3.9 Investigate, research and migrate voice network from ISDX to Voice over IP over (say) five years.
- 7.3.10 Adopt, implement and develop a corporate EDRM System to enable improved access to and processing of information, enable sharing retrieval and storage of documents.

8 Summary Action Plan

MM Mike Mickleburgh

MF Mick Franklin

SB Sarah Bryant

JMcK Jack McKeown

AG Ann Gravestock

PM Peter Millett

SW Steve Winman

JT Jay Taylor

	Action	Responsibility	Resources	Timescale	Comments
External Environment	Out of hours support needs to be regularised - for Customer First; web site; Libraries; Leisure Centres; members/home workers	MM	2 weeks	Jan-Mar 05	In Progress
	The council should commission targeted research into appropriate new technologies	MF	Consultancy as required or member of staff	Ongoing	Could form part of a new role in restructure.
Strategies	Active liaison between IM&T and Corporate Strategy to ensure alignment between ICT Strategy and other plans of the council (in order to achieve and maintain a common vision)	SB			Role for Strategy Group
	The council should formulate, adopt and implement an Information Management strategy		Corporate Lead + Resources Required	TBA	Role for Strategy Group

	Action	Responsibility	Resources	Timescale	Comments
Governance for ICT	Establish an ICT Governance Group	SB	CMT + Cllr McCarthy	June 05	
	ICT Service Planning				
	Create and maintain a comprehensive programme of ICT projects	JMcK	Programme Office	March 05 Ongoing	Dependant on Programme office being in place
	Establish and maintain sustainable budgets for ICT infrastructure support and renewal	MF	Investigation into total IT spend.	April 2006	Needs high level support and devolving of Departmental budgets to IM&T.
	Establish consistent application of Prince 2 project management methodology	JMcK	Programme Office/Projects Managers	July 2005 Ongoing	Prince training for all Project Managers Feb 2005
	Introduce formal programme management to ensure the effective delivery of projects	JMcK	Programme Office	July 2005- Ongoing	Dependant on Programme being in place
	Establish skills training + development plan - with accompanying resources, assignment of responsibilities and processes to carry them out	AG	EL/Business Support	End of Feb 2005	PDP's rec'd. Database for T&D plan being established.

	Action	Responsibility	Resources	Timescale	Comments
	Consider more consolidation of corporate information management/advice activities to eliminate duplication and improve cohesiveness	MM		April 2005 to March 2006	Needs stakeholders particularly Corporate Strategy
	Establish an information management group to recommend on policies and standards	SB	Business Development	ASAP	
	Establish and implement security measures to comply with BS 7799	MF	Gap analysis undertaken. In house or targeted consultancy needed to drive this forward.	March 2006	Part of PWC controls audit
	Draw up and implement information sharing agreements with partners	SB	Business Development	ASAP	Working with NHS
	Assign responsibilities for information management	SB	Business Development	ASAP	Will be part of policies and procedures
ICT Service Delivery	Ensure that the next iteration of the IM&T Balance Scorecard embodies stretching objectives	SB	N/A	NOW	

	Action	Responsibility	Resources	Timescale	Comments
	Embrace a culture of constant improvement including seeking out of best practice for recommended use in the council	All	N/A	NOW	
	Redefine responsibilities and structures to suit ICT service delivery requirements	SB	Realignment of existing resources	Dec 05 (ongoing)	
	Consult on and implement Disaster Recovery Plan	MF	Budget Required	May 2005 & ongoing	Awaiting Third Party Responses for input to report for CMT.
Technology Architecture	Complete the migration from mainframe	PM	Ongoing	2-3 years from now	Need to identify all systems, and interactions that utilise the mainframe and replace with alternative solution.
	Widen the server standard to embrace Unix and Linux as core products	MF	Staff training, members of staff	Ongoing	This is already happening for Oracle + Revs + Bens
	Allow non-standard infrastructure components only where properly justified	MF	5 man days/ consultation	July 2005	Process required for authorisation.

	Action	Responsibility	Resources	Timescale	Comments
	Manage office software versions so as to ease support and reduce compatibility problems	SW	Tech Support. It Support	April 2006	This ties in with the sustainable budgets and new ways of working in IT Support.
	Introduce common management and support of desktops, including remote management software	SW	Budget agreed	July 2005	VNC interim measure. Ongoing. Links with above.
	Appraise open source for future use on applications and infrastructure	MF	Ongoing	Ongoing	Application driven. Eg Oracle ERP on Linux
	Investigate national e-government projects for applicability to LBBDD	JMcK	Programme Office	Ongoing	This will develop with the delivery of the e-gov programme
	Introduce web services procedures for partnership working, within Barking and Dagenham partnership and more widely as a sub-regional activity	Deal			
	Strengthen network between Barking and Dagenham for resilience + contingency purposes	SW	TBA	March 2006	Scope to be agreed
	Migrate voice network from ISDX to Voice over IP over (say) five years	SW	TBA	March 2006	Business case to be drafted

	Action	Responsibility	Resources	Timescale	Comments
	Adopt and develop and implement Corporate EDRM System.	JT	TBA		Secure Corporate Buy-in and develop Business Case

9 Appendix A – Relevant files

- Priority Outcomes (Defining E-Government Outcomes for 2005 to support the delivery of Priority Services & National Strategy Transformation Agenda for local authorities In England – Version 1.0 to be found at <http://www.odpm.gov.uk/pns//pnattach/20040112/1.doc>)
- Customer First Business Plan
- Council Balanced Scorecard
- IEG3 Statement
- Local Public Service Agreement
- Comprehensive Performance Assessment
- ICT Workshop 18 June 2004 – Notes
- Community Priorities <http://www.lbbd.gov.uk/9-council/comm-priorities/comm-priorities-main.html>
- Community Strategies
- 2020 Vision <http://www.lbbd.gov.uk/9-council/vision-2020/vision-main.html>
- Neighbourhood Renewal Strategy
- Barking & Dagenham Partnership Handbook
- Best Value Performance Plan 2004-05
- Customer First Business Case
- Procurement Strategy
- IS Strategy June 03 (draft)
- IT Strategy April 03 (draft)
- Freedom of Information Publication Scheme 1/5/03

THE EXECUTIVE

22 MARCH 2005

REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

TRADE AND OTHER WASTE, EMPTYING OF CESSPOOLS, VEHICLE CROSSINGS, MOT's, PASSENGER TRANSPORT AND OTHER CHARGES 2005 / 2006	FOR DECISION
<p><i>The Constitution (Scheme of Delegation) reserves the determining of Fees and Charges to the Executive.</i></p> <p>Summary</p> <p>The Charging Policy Commission set out a number of fundamental principals that should be considered, including the starting presumption that charges should be set to recover the full cost of the service and that subsidising charges may only be considered in certain circumstances. A decision now needs to be made with regard to the charges for the following as of 1 April 2005:</p> <ul style="list-style-type: none"> • Collection of Trade and Other Waste. • Emptying Of Cesspools. • Construction of Vehicle Crossings. • Carrying Out of Ministry of Transport Vehicle Tests. • Passenger Transport Services – Coach and Minibus Hire • Skip Permits <p>Ward Affected: No specific Ward affected, charges apply across the whole Borough.</p> <p>Recommendation</p> <p>The Executive is recommended to approve the increased Charges as detailed in Appendix A for:</p> <ul style="list-style-type: none"> • Collection of Trade and Other Waste. • Emptying Of Cesspools. • Construction of Vehicle Crossings. • Carrying Out of Ministry of Transport Vehicle Tests. • Passenger Transport Services – Coach and Minibus Hire. • Skip Permits <p>Reason</p> <p>To set the Fees and Charges for the services provided by the Environmental Management Division for the forthcoming financial year 2005 / 2006 in accordance with the principles of the Charging Policy Commission.</p>	

Contact: Mike Mitchell	Head of Environmental Management	Tel: 020 - 8227 2677 Fax: 020 - 8227 2221 Minicom: 020 - 8227 3034 E- mail: mike.mitchell@lbbd.gov.uk
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1. Background

- 1.1 The fundamental principles, which must be considered when reviewing fees and charges for Council services, were set by the Charging Policy Commission in 2001 and approved by the Assembly on 4 July 2001. There is a starting presumption that Charges should be set to recover the full cost of service, including all overheads, and that any subsidy must be transparent, and demonstrably support or promote Council Priorities and policy objectives in an effective manner.
- 1.2 It is normal practice to review all charges at this time of year, in order that increases can be made effective from the 1 April 2005.

2. Collection and Disposal of Trade, Clinical and Other Waste

2.1 Overall Costs

With effect from 1 April 2005 Landfill Tax will increase by £3.00 to £18.00 per tonne. The advice from the East London Waste Authority (ELWA) is that estimated charges for the transportation and disposal of waste will increase from £30.50 to £31.50 (3.30%); this will have the effect of increasing their Charge from £45.50 to £49.50 per tonne.

- 2.2 A schedule of existing costs, charges and proposed charges for the 2005 / 2006 financial year is set out as Appendix A to this report. The increase in charges contained in this report includes departmental costs, materials, transport and the cost of disposal of the waste for which the net weighted average increase is 4.61%.

3. Clinical Waste Services

- 3.1 A schedule of existing costs, charges and proposed charges for 2004 / 2005 is set out as Appendix A/1 to this report. The increase in charges contained in this report includes departmental costs, materials, transport and the cost of disposal of the waste for which the net weighted average increase is 3.03%.

4. Cesspool Emptying

- 4.1 The Council provides a service to a decreasing number of sites where we empty cesspools. Of these, 12 are private properties and two are Borough cemetery sites. Of the private sites, two are visited monthly and 10 visited once / twice a year. The two Council cemeteries are visited weekly.

- 4.2 As part of the Cemeteries Best Value Review, this aspect of Cemeteries' costs was examined and the Review found that the cost of making these connections would be in excess of £55,000. In addition there would be annual charges for sewage disposal. The recovery period would be in excess of six years depending on sewage disposal costs.
- 4.3 The cost of disposal of waste effluent for 2004/2005 was charged at £0.159 per liter. This charge is levied by the Thames Water Authority and is expected to increase to £0.168 for 2005 / 2006 (Approx. 5.75%).
- 4.4 In addition, operational costs will increase by an average of 5% and will therefore, the overall weighted increases for this service will be 5.42%. (see Appendix A/1)

5. Reuse and Recycling Centre (RRC) (formerly Civic Amenity Site)

- 5.1 The Executive will be aware that disposal domestic and garden waste at the RRC is free of charge to the residents of the Borough.
- 5.2 Shanks Waste Services Ltd. Also provide for the deposit of commercial waste at the Reuse and Recycling Centre, but there is a charge for the service.

6. Vehicle Crossings

- 6.1 The provision of a crossing facility for householders to park their vehicles off the highway is authorised by Section 184 of the Highways Act 1980. This Act gives the local Highway Authority the power to construct a properly surfaced vehicles crossing over the footway and to charge the occupier of the premises with the cost.
- 6.2 The proposed charges (see Appendix A/1) include known inflation, unfortunately, the new Highways Maintenance Contract awarded during the 2003/04 financial year increased the schedule of rates by almost 30% as a result of the prevailing market conditions in the highways civil engineering industry. The significant rise in unavoidable costs for the Council manifested itself in a reduction in the number of residents proceeding with vehicle crossings over the footway after receipt of the initial estimated quote. This caused a significant increase in the amount of administration work being undertaken to process quotes and, in the event of proven breach of the Highways Act 1990, the enforcement of the Regulations where crossovers are needed.
- 6.3 A charge of £25 was introduced last year to reduce the amount of estimates for vehicle crossovers that were being provided to owners and residents which subsequently did not progress to completion. To improve on this further, a dedicated Highways Officer will shortly be concentrating on increasing the acceptance rate as well as the efficiency and cost effectiveness of this service.

7. MOT Vehicle Inspection

- 7.1 Through the Council's Transport Workshop Ministry of Transport (MOT) inspections are provided in Class 4 and Class 7 categories. Class 5 and Motor Cycle inspections were introduced during 2004 and it is intend to further expand this service in the coming year.

7.2 Class 5 and Class 7 MOT tests are charged at a rate determined by the Ministry of Transport and are in line with charges made by local garages. The suggested rate for Class 4 is £33.50, which is again comparable with local competitors. (see Appendix A/1).

8. Passenger Transport

8.1 Prior to 1 April 2004, the Passenger Transport Service (PTS) was the responsibility of the Education Department to operate and manage.

8.2 Coach and Minibus Hire Charges have not previously been agreed by the Executive. The Officers in Department of Regeneration and Environment have now undertaken a review of the cost of the service and are proposing the charges in Appendix A/3.

8.3 If accepted the proposed Coach and Minibus Hire Charges will cover the cost of the providing the service.

9. Skip Permits

9.1 Charges are reflective of the cost of providing the services and are similar to those charged by neighboring boroughs. The proposed charges are shown in Appendix A/2.

10. Consultation

10.1 Lead Members

The following Lead Members have been advised of the proposals in this report and have raised no objections:

Making Barking and Dagenham Cleaner, Greener and Safer, Councillor McKenzie.
Developing Rights and Responsibilities with the Local Community and Providing Equal Opportunities and Celebrating Diversity (Income and Charging), Councillor H Collins

10.2 The following people have also been consulted on this report:

Terry Bevan, Group Manager - Transport and Waste Services
David Waller, Interim Head of Finance, DRE
Philip Horner, Senior Accountant, DRE

Background papers used in the preparation of this report:

- The Mayor of London's Municipal Waste Management Strategy
- Executive Minute 325, 18 March 2003 re: Fees and Charges
- Executive Minute 164, 19 October 2004. re: Passenger Transport Service
- Executive Minute 315, 9 March 2004 re: Review of Charges for the Collection of Trade and Other Waste, Emptying of Cesspools, Vehicle Crossings and MOT's
- Executive Minute 470, 20 February 2001 re: Best Value Review of the Cemeteries Service

Fees And Charges Estimates For 2005/06

Service	Costs	Income	Surplus	Costs	Income	Surplus	% Increased Costs	% Increased Income
	2004/05	2004/05	2004/05	2005/06	2005/06	2005/06		
	£	£	£	£	£	£		
<u>Waste Services</u>								
Commercial Waste	245,510	251,870	6,360	256,828	258,167	1,339	4.61	2.50
9 Yard Skips	89,960	96,930	6,970	93,558	107,698	14,140	4.00	11.11
Clinical Waste	87,330	90,000	2,670	89,980	91,850	1,870	3.03	2.06
Refuse Container Hire	37,540	37,620	80	39,342	39,555	213	4.80	5.14
<u>Other Services</u>								
Cesspool Emptying	27,980	27,980	-	29,497	29,497	-	5.42	5.42
Footway Crossings	324,070	324,070	-	333,598	333,598	-	2.94	2.94
MOT Testing	22,940	22,940	-	23,930	23,930	-	4.32	4.32
Skip Licences	24,456	24,456	-	25,620	25,620	-	4.76	4.76
<u>Passenger Transport</u>								
Coaches	Figures Not Available			470,545	470,545	-	N/A	N/A
22 Seat Vehicles	Figures Not Available			972,820	972,820	-	N/A	N/A
18 Seat Vehicles	Figures Not Available			253,370	253,370	-	N/A	N/A
13 To 17 Seat Vehicles	Figures Not Available			1,683,700	1,683,700	-	N/A	N/A
12 Seat Vehicles	Figures Not Available			88,250	88,250	-	N/A	N/A

Existing And Proposed Charges

Appendix A1.2

	Current Charge	Current VAT	Current Total	Proposed Charge	Proposed VAT	Proposed Total	% Increase
	£	£	£	£	£	£	
<u>Waste Services</u>							
<u>Trade Refuse Collection</u>							
Refuse Sacks	1.32	0.23	1.55	1.36	0.24	1.60	3.23
Euro or Paladin Bin Per Collection	6.64	1.16	7.80	6.81	1.19	8.00	2.56
Euro or Paladin Bin Per Collection where there are more than six units on site	4.64	0.81	5.45	4.68	0.82	5.50	0.92
Euro or Paladin Bin Annual rental	35.74	6.26	42.00	38.30	6.70	45.00	7.14
<u>9 Cubic Yard Demountable Container</u>							
Charge per Collection	76.60	13.40	90.00	85.11	14.89	100.00	11.11
Annual Rental	297.87	52.13	350.00	297.87	52.13	350.00	-
<u>Clinical Waste Collections</u>							
Annual Charge For Weekly Collections	216.34	37.86	254.20	221.28	38.72	260.00	2.28
Charge Per Sack	4.34	0.76	5.10	4.43	0.77	5.20	1.96
Charge Per Box	4.34	0.76	5.10	4.43	0.77	5.20	1.96
<u>Miscellaneous Services</u>							
Cesspool Emptying	113.02	19.78	132.80	119.15	20.85	140.00	5.42
Provide Footway Crossing Estimate	25.00	-	25.00	25.00	-	25.00	-
Construct Standard Footway Crossing	408.00	-	408.00	420.00	-	420.00	2.94
Motor Cycle MOT	-	-	-	15.55	-	15.55	N/A
Motor Cycle with sidecar MOT	-	-	-	25.45	-	25.45	N/A
Class IV MOT Test	32.00	-	32.00	33.50	-	33.50	4.69
Class V MOT Test (13 to 16 seats)	45.70	-	45.70	46.80	-	46.80	2.41
Class V MOT Test (Over 16 seats)	61.95	-	61.95	63.45	-	63.45	2.42
Class VII MOT Test	44.40	-	44.40	45.60	-	45.60	2.70
Skip Permit	10.50	-	10.50	11.00	-	11.00	4.76

Notes

Trade Refuse Collection

Where the trade premises include residential accommodation e.g. public houses, where NO SEPARATE DOMESTIC COLLECTION IS UNDERTAKEN, an allowance equal to the charge for 2 bins/sacks per week is deducted from the collection charges for each unit of residential accommodation for the account period.

MOT Tests

Class V and Class VII MOT tests are charged at the rates determined by the Ministry and are in line with charges made by local garages. The suggested rate for class IV tests is £37.60, however, no local competitors charge the full rate.

Existing And Proposed Charges

Appendix A1.3

	Current Charge	Current VAT	Current Total	Proposed Charge	Proposed VAT	Proposed Total
	£	£	£	£	£	£
<u>Passenger Transport Services</u>						
<u>Coaches (Including Driver)**</u>						
Hourly	-	-	-	36.00	6.30	42.30
Half Day	-	-	-	180.00	31.50	211.50
Full Day	-	-	-	361.00	63.18	424.18
<u>22 Seat Vehicles (Including Driver)</u>						
Hourly	-	-	-	30.00	5.25	35.25
Half Day	-	-	-	149.00	26.08	175.08
Full Day	-	-	-	299.00	52.33	351.33
<u>18 Seat Vehicles (Including Driver)</u>						
Hourly	-	-	-	28.00	4.90	32.90
Half Day	-	-	-	141.00	24.68	165.68
Full Day	-	-	-	283.00	49.53	332.53
<u>13 / 17 Seat Vehicles (Including Driver)</u>						
Hourly	-	-	-	19.00	3.33	22.33
Half Day	-	-	-	96.00	16.80	112.80
Full Day	-	-	-	193.00	33.78	226.78
<u>12 Seat Vehicles / Minibuses (With Driver)</u>						
Hourly	-	-	-	17.00	2.98	19.98
Half Day	-	-	-	83.00	14.53	97.53
Full Day	-	-	-	166.00	29.05	195.05

** Coach hire costs are dependant upon the proposed hours of use and mileages of hirers. In many cases the above prices will be adjusted to reflect this

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THE EXECUTIVE

22 MARCH 2005

REPORT OF THE DIRECTOR OF FINANCE

BUDGET MONITORING REPORT APRIL 2004 TO JANUARY 2005	FOR DECISION
<p><i>This report relates to the regular monitoring of the Council's budget.</i></p>	
<p>Summary</p>	
<p>The report updates the Executive on the Council's revenue and capital position from the beginning of April to the end of January 2005.</p>	
<p>For revenue, it highlights continuing pressures on Education and Corporate Strategy totalling about £0.4 million and a projected underspend of £1.5 million for Social Services with other remaining Council services broadly on target to meet their budget requirements by the year end. This is offset by a favourable position of interest on balances of about £1.25 million giving an overall projected underspend for the Council's budget of around £2.6 million.</p>	
<p>In order to alleviate the projected service overspends by the year-end the Director of Education, Arts and Libraries is continuing to review elements of his Service's budget to ensure a limited overspend by the year end. In the meantime, he is continuing to closely monitor the position. The Director of Corporate Strategy is also continuing to address the position where possible within his Department to limit the overspend by the year end.</p>	
<p>For the Housing Revenue Account, minimal pressures currently exist but these are being favourably offset by better income through service charges and interest. The resultant position expected is for the relevant working balance to increase by the year end to £2.9 million.</p>	
<p>For capital, the latest position is that there has been spend of around £45 million on the overall budgeted programme of £91.772 million, with a current projection of a total spend of nearly £82 million (89%) by the year end. This aspect will need to be closely monitored by Directors to ensure maximum programmed spend is achieved by the year end.</p>	
<p>Recommendation</p>	
<p>Members are asked to:</p>	
<ol style="list-style-type: none"> 1. Note the current position of the Council's revenue and capital budget; 2. Note that the Directors of Education, Arts and Libraries and Corporate Strategy continue to review their budgets to ensure where possible a balanced position; 3. Note that the position of overspends and any roll-forward requests are considered in the context of the overall outturn position of the Council's revenue budget; and 4. Note the position and projected out-turn for the Housing Revenue Account. 	

<u>Reason</u>		
As a matter of good financial practise, the Executive should be regularly updated with the position on the Council's budget.		
Contact Officer Joe Chesterton	Head of Financial Services	Tel:020 8227 2932 Minicom: 020 8227 2413 E-mail joe.chesterton@lbbd.gov.uk

1. Overview for Revenue Budget

- 1.1 At the end of January 2005, the Council has a projected underspend of around £2.6 million for the year end. Current projections indicate that there are still financial pressures within the Education and Corporate Strategy budgets and that these will now impact on the final position by the end of the current financial year. The position at the end of January is that for Education there is, as in the last monitoring report, a projected overspend of about £250,000. For Corporate Strategy there is now projected overspend of £130,000. For Social Services it is indicated that an underspend of around £1.5 million is now likely to be the end of year position. Offsetting these factors is currently a very favourable position on interest on balances of around £1,250,000.

2. Service Position

2.1 General

- 2.1.1 Details of each service's current financial position are provided in Appendix A. It is expected such variances are now becoming close to the expected outturn position of the year but in areas of service overspend continual work is required by Directors to ensure a reduction in these current forecasts.
- 2.1.2 At the Executive meeting on 16th November, Members were advised that roll forwards from 2003/04 for the revenue budget amounting to some £1.9 million had been added to the relevant Departmental budgets. It is important to remind Members that Directors use these funds to deliver the relevant services associated with the agreed roll forwards and as part of a recent exercise the roll forwards required from 2004/05 are now being collated. These will need to be considered in the context of the overall outturn position of the Council's budget.

2.2 Education

- 2.2.1 The Director of Education, Arts and Libraries reported the Education budget position to the Executive on 19 October. The report highlighted in year pressures on the Education Service of £846,000. In addition, it was also approved that there is the need to meet £300,000 of the 2003/04 overspend position. An action plan totalling £923,000 to address this overspend position of £1,146,000 was approved and if fully delivered would enable the position to reduce to £223,000.

- 2.2.2 The current position is that a projected overspend of £247,000 is now likely to be the outturn for the year. This is made up of a positive position of £53,000 for in year activities but offset by the £300,000 requirement from 2003/04. The Director is continuing to pursue detailed monitoring of the position at his regular Policy and Strategy group of all senior Education staff and will continue to examine other areas of his budget to ensure maximum savings are delivered this year. Any final overspend figure for the year will need to be considered for being carried forward into 2005/06.
- 2.2.3 The position is being continually monitored by the Director alongside support from the Finance Department and Members will be apprised of the ongoing situation in future monitoring reports.

2.3 Other Services

- 2.3.1 The position to date for Social Services is showing an underspend around £1.5 million. However, as is usual for this service demand pressures are still likely to affect this underspend position. However, as we are now ten months into the monitoring of this year's budget further work by the Director has ascertained that the expected position for the year is at last expected to be as indicated above. Consideration of this underlying revenue position for social services has been taken into account as part of the 2005/06 budget setting process by identifying this sum as a roll forward amount, which will enable utilisation of £1.5 million in 2005/06.
- 2.3.2 For Corporate Strategy, the Director has implemented a relevant action plan after highlighting overall pressures for his Department of about £230,000 earlier in the year. However, the latest position now indicates an overspend by the year end of £130,000, which primarily results from a continuing downward trend in Local Land Charges (LLC) income as a result of changing market conditions. This particular issue amounts to an additional £100,000 loss of income.

The Director of Corporate Strategy has identified that the potential impact in 2005/06 could be that income of around £485,000 could be generated and that a review of the service delivery and relevant action plan would be implemented to maximise the LLC income. The issue of lower levels of income has been addressed as part of the 2005/06 budget process by including £200,000 to support the initial loss of income and a further sum to come from contingency following the review of service provision and outcome of the action plan. This sum could potentially be a further £100,000 to £200,000 based upon the above projections.

- 2.3.3 In respect of the Finance Department there is an underspend position of about £100,000 against budget for this time of the year but agreed recruitment and other pressures is likely to reduce this to an underspend of around £50,000 by the year end.

2.3.4 The Housing Department is currently showing an underspend against its total budget of £5.1m of around £175,000. This arises from additional cost pressures on homelessness being more than offset by lower housing benefit costs.

2.3.5 The Regeneration and Environment Department is currently indicating a broadly balanced position against budget at the end of January with pressures in planning and leisure being offset by favourable positions in car parking, land and property. It is also anticipated that the Department will have a balanced budget by the year end.

3. Housing Revenue Account (HRA)

3.1 The HRA working balance as at the 31st March 2005 was originally estimated to be £2.6 million. Although some pressures have been identified within the newly created Neighbourhood Environmental Services Division, these are relatively small and can be contained within the overall budgets. Underspends are arising from additional income from leaseholder service charges due to more sales of flats than originally estimated. Additional benefit has arisen from better interest on balances due to higher interest rates. It is, therefore, anticipated at this stage of the year that the working balance will rise to around £2.9 million by the end of 2004/05.

4. Interest on Balances

4.1 The current position is that this area of the budget is continuing to show signs of much better performance and that current projections show a very favourable variance by the end of the year. As at the end of January this is now estimated at about £1,250,000. The favourable position is arising due to the recent increases in interest rates, performance on investments being better than expected coupled with a larger investment base due to earlier Capital receipts being generated from land disposals and right to buy sales. More recently this has also improved due to a lower than expected spend on the Capital Programme. This positive position will allow the strengthening of Council balances at the year end.

5. Savings and Growth – Budget Decisions 2004/05

5.1 The Savings and Growth items approved by Members as part of the 2004/05 budget process is being closely monitored by relevant Directors and the Director of Finance. Total savings for the EPCS block amounted to £ 3.479 million and growth of £2.583 million. A summary by Department on their performance to date for meeting these targets is shown at Appendix B. The latest position for 2004/05 is that the majority of the level of savings required and growth commitment is being contained within relevant Departmental budgets. Where specific savings items are not being actioned the relevant Directors have reviewed their budgets appropriately. This relates to both the Corporate Strategy and Housing & Health Departments where the Directors have identified other areas of savings to ensure the identified target has been met for the year.

6. Capital Programme

- 6.1 The Capital Programme is being managed by the Capital Programme Management Office (CPMO) team in the Department of Regeneration and Environment alongside financial input from the Finance Department. A Summary of the latest position for the 2004/05 programme is shown in Appendix C.
- 6.2 As at the end of January, approximately £45 million of this year's programme has been spent out of an overall original budget for the year of around £91.8 million. This compares with an actual spend at the end of June of only £9.3 million and at the end of September of £20.5 million. It is quite usual for the majority of spending on capital schemes to occur in the latter part of the year as a result of tender exercises, consultation etc, however, the spend to the end of January is indicating a lower pattern of spend than in the last financial year. It must be noted that currently, ten months through the year, only 49% of the original programme has actually been spent.
- 6.3 The Capital Programme has reduced from the original programmed level of £91.772 million by around £4 million to a working budget of £87.871 million, due mainly to recent Executive decisions on reprofiling of schemes and new external funding. The current projections indicate that there will be an overall spend by the year end of some £82 million (89% of the original budget and 93% of the working budget).
- 6.4 Regular liaison between the CMPO and project sponsors is taking place to ensure that projections of spend on the remaining capital schemes are robust and achievable by the year end. It is important, therefore, that Directors are closely monitoring this position to achieve identified spend of their programmed budgets by the year end.
- 6.5 The slippage in the capital programme for this year has highlighted the need for a further examination of the monitoring procedures in place between the CPMO and project sponsors, which is now taking place. This is part of a continuous review process to ensure that there is appropriate project management in the organisation to enable effective budget management.

Background Papers

Oracle reports
CPMO reports

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REVENUE BUDGET 2004/2005**SUMMARY OF POSITION - APRIL TO JANUARY 2005**

	<u>Original Budget</u>	<u>Working Budget</u>	<u>Projected Outturn</u>	<u>Projected Outturn Variation</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
<u>Department</u>				
Corporate Strategy	1,543	2,013	2,143	130
Education, Arts & Libraries	132,778	134,328	134,575	247
Finance	-	-	-50	-50
Housing & Health	5,105	5,499	5,324	-175
Regeneration and Environment	28,396	29,733	29,733	0
Social Services	66,380	66,826	65,326	-1,500
Total for Department's	234,202	238,399	237,051	-1,348
<u>Other Services</u>				
Corporate Management	5,533	5,638	5,638	0
General Finance	-25,965	-30,277	-31,527	-1,250
Contingency	863	873	873	0
Levies	5,535	5,535	5,535	0
Total for Other Services	-14,034	-18,231	-19,481	-1,250
Total Council Budget	220,168	220,168	217,570	-2,598

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BUDGET SAVINGS AND GROWTH 2004/05
(EPCS SERVICES)

SAVINGS

BUDGET SAVINGS 2004/05		
SUMMARY		
Department	Amount £'000	Projected Outturn £'000
Corporate Strategy	713	512
Education, Arts and Libraries	45	45
Finance	340	340
Housing and Health	527	444
Regeneration and Environmental Services	1,768	1,768
Social Services	86	86
TOTAL	<u>3,479</u>	<u>3,195</u>

Comments:

Overall current projections by Directors indicate that there will be a shortfall of £284,000 in the agreed savings target of £3.479 million and this arises within the Housing and Health and Corporate Strategy Department's. This position mainly relates to staff saving options. Further work has been undertaken by Directors to ensure the full savings figure is delivered by the year end.

GROWTH

BUDGET GROWTH 2004/05		
SUMMARY		
Department	Amount £'000	Projected Outturn £'000
Corporate Strategy	0	0
Education, Arts and Libraries	240	240
Finance	230	230
Housing and Health	205	205
Regeneration and Environmental Services	1,280	1,280
Social Services	213	213
Corporate	415	415
TOTAL	<u>2,583</u>	<u>2,583</u>

Comments:

Directors currently anticipate the full use of the agreed growth in the budget of £2.583 million.

Of the above sum for Corporate growth, £315K relates to provision for Cleaner, Greener, Safer initiatives. Plans have been approved by the Executive to commit this budget. However, arising from this it will be necessary for a budget carry forward to be agreed for this area.

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CAPITAL PROGRAMME 2004/2005SUMMARY OF EXPENDITURE - APRIL TO JANUARY 2005

	<u>Original Budget</u>	<u>Working Budget</u>	<u>Projected Outturn</u>	<u>Projected Outturn Variation against Working Budget</u>	<u>Projected Outturn Variation against Original Budget</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
<u>Department</u>					
Corporate Strategy	500	2,710	2,677	-33	2177
Education, Arts & Libraries	28,215	21,210	20,468	-742	-7747
Finance	1,950	1,929	1,943	14	-7
Housing & Health	34,596	36,725	35,067	-1,658	471
Regeneration and Environment	18,261	18,356	15,912	-2,444	-2349
Social Services	8,250	5,699	5,114	-585	-3136
Total for Department Schemes	91,772	86,629	81,181	-5,448	-10,591
<u>Accountable Body Schemes</u>					
Regeneration and Environment	-	1,242	820	-422	820
Total for Accountable Body Schemes	-	1,242	820	-422	820
Total for all Schemes	91,772	87,871	82,001	-5,870	-9,771

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THE EXECUTIVE

22 MARCH 2005

REPORT FROM THE DIRECTOR OF SOCIAL SERVICES

SOCIAL SERVICES CHARGING AND BENCHMARK PRICES FOR 2005 / 2006	FOR DECISION
<p><i>This report requires a decision in respect of the level of charging and payments for a variety of Social Care Services in 2005 / 2006.</i></p> <p>Summary</p> <p>This report reviews the level of charging for Social Care Services for 2005 /2006 and proposes Benchmark Prices for Care placements. The level of increase in charges to users from the proposed recommendations amount to an average of 3%.</p> <p>Recommendations</p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. Endorse Option 1 for the level and range of non-residential home care charging at Paragraph 4.2 and 4.3 of the report; 2. Endorse Supporting People Charging as outlined in paragraph 6.2 and 6.3 of the report; 3. Endorse the level of charge for Welfare Meals as per paragraph 8.4 of the report; 4. Agree the Residential and Day Care charges for other Local Authorities (and full payers) together with benchmark prices alluded to at Paragraph 10.5, 10.6 and 10.7 of the report; and 5. Agree the level of charges for Nursery Places at Paragraph 9.1 of the report. <p>Reason</p> <p>To implement the required changes to the above charging from the 11th April 2005 (the date at which state benefits are increased), except for Nurseries from 1 May.</p>	
<p>Contact Officers:</p> <p>Julia Ross</p>	<p>Director of Social Services</p> <p>Tel: 020 8227 2300 Fax: 020 8227 2241 Minicom: 020 8592 5363 E-mail: julia.ross@lbbd.gov.uk</p>

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Steve Whitelock	Head of Finance - Social Services	Tel: 020 8227 2834 Fax: 020 8227 2241 Minicom: 020 8592 5363 E-mail: steve.whitelock@lbbd.gov.uk

1. Background - Social Services Charging

- 1.1 This report takes forward previous reports to the Executive on charging for Social Care services. It presents options and makes recommendations regarding levels of charges for the 2005/6 financial year.
- 1.2 There is statutory guidance "Fairer Charging" on Councils in deciding on charges for any non-residential services. The Guidance was issued under Section 7 of the Local Authority Social Services Act 1970, as such the Guidance is mandatory and must be followed if the Council implements a non-residential charging scheme.
- 1.3 To recap, the framework described by the guidance includes a number of key points, the main ones being:-
 - The Fairer Charging guidance requires non-residential charges to take account of both the users ability to pay and the level of service received.
 - The level of charge should be set in order to prevent service users net disposable income from falling below basic levels of Income Support plus a 25% buffer (£137 per week for 2005/6). Service users with an assessed weekly income below this level **should not be charged**. This requirement in effect necessitates the need for a form of means test to be undertaken.
 - Full account should be taken of an individual's disability related expenditure when assessing net income available for charging. Previous charging policies had assumed disability benefits are a form of income to pay charges. It is strongly argued by User Groups that these allowances are entirely to meet the additional costs related to disabilities (i.e. heating, clothing, aids and equipment) and not to pay for care.
- 1.4 The Fairer Charging Guidance is very similar in its principles to the Council's Charging Policy Commission. The Council set up a Policy Commission on Charging in 2001. The commission recommended that full cost recovery charges should be levied wherever possible, and where powers exist for all services except where subsidies are agreed to meet community priorities.

2. Current Charging Policy and (Income Base)

- 2.1 Social Services charging policy was revisited in 2003 / 2004, with the introduction of new guidance eluded to at 1.2 (Fairer Charging) This was informed by a Consultation process with Users. It is not proposed to change the policy this year, and only to review levels.
- 2.2 Income levels from Service Users are not large, being in the order of £200k for home care and £4m for residential and nursing care. In context, total gross expenditure in Social Services is in the region of £110m.
- 2.3 The current charges for **Home Care services** are:

Bands of Services	Charge 2004/2005
0 to 2 hours per week	£16.00 per week
2 to 10 hours per week	£18.50 per week
10 hours plus per week	£21.00 per week
Variable – Full paying Service Users	£7.50 per hour of service

- 2.4 **Welfare meals** (meals on wheels) are provided to approximately 360 clients per week, by Appetito Catering Services and the current charge to the Service User is £1.98 per meal.
- 2.5 **Residential care charges** are governed by statute (National Assistance Act 1948), whereby service users are financially assessed (including their properties) to pay towards their care. The charges levied on Users range from between £87 and £515 per week. The full charge also applies to other Local Authorities who place people in Barking & Dagenham establishments, although this is rare.
- 2.6 Charging can also be viewed as a component to contribute to service change and promoting inclusion and independence. Current Policy is that the department only charges for traditional residential and home care services, not for supported or sheltered employment, or for forms of independence building support.
- 2.7 There are some services Social Services currently do not charge for, these are Transport, Day Centres and Clubs, and Mental Health services. The Council also has the power under Schedule 3 of the Childrens Act 1989 to make a charge for Childrens Services. At present (in line with the vast majority of Boroughs) the council does not charge, but retains the option to charge in appropriate cases.

3. Ability to Pay and Assessment Process (“Means Testing”)

- 3.1 Social Services provide services to some of the most disadvantaged residents in the Borough. Consultation found that many clients find the financial assessments required under the statutory guidance as being intrusive and confusing. Complex means testing is also labour intensive and has its own costs, which may outweigh the income

generated, (particularly in a Borough where residents have demonstrably low incomes, poor health and high disability levels).

3.2 Therefore, given the above factors it was agreed that the financial process and assessment adopted include the following aspects:-

- 75% of a users disability benefits will be disregarded for charging purposes, to go towards their additional disability related expenditure. Service users have the option of asking for a full review if they feel that their disability related expenditure is greater than this. This is not un-common in low income Boroughs.
- There are approximately 10 questions to ascertain a client's weekly income, largely in a simple tick-box format.
- In line with residential care statutory guidelines for 2005/6, a service user with in excess of £20,500 capital (i.e. savings and investments) will be assessed to pay the full cost of their home care services (based on current average unit costs). Approximately 5% of Service Users fall into this category.

3.2 Members are advised that the above policy and approach, has greatly assisted Users in completing their assessment forms, and has kept financial administration to a minimum.

4. Charging Levels for Home Care – Options

4.1 Home care income reduced with the introduction of Fairer Charging, due to the number of service users falling into the non-paying income support levels. Currently, approximately 75% of current service users do not pay and receive a full subsidy. This is not un-common in low income Boroughs, some neighbouring Boroughs do not levy a charge at all, as the costs of the assessment and collection process outweigh the revenue collected.

4.2 Three options for Home Care charges are provided for illustrative purposes. It is recommended to go for Option 1, which represents an average increase of 2.75% per week for the 164 users assessed to pay, and an increase of £0.25p per hour for full payers (approx 59, which equates to approximately 3%). Option 3 is based upon a full cost recovery and could equate to circa 200% increase in some cases, this is included for indicative purposes only, and is included to give an indication of the levels of charge required for full cost recovery. It is not viable due to service user income levels in the Borough.

4.3

Option 1 – increase current charges by 2.75% average across bands.

Hours of Service Per Week	Charge Per Week £	Subsidy Per Week £	Service Users	Annual Income £'000	Estimated Subsidy pa £'000
Up to 2 hours	16.50	3.50	7	6	1
2 to 10 hours	19.00	31.00	92	91	148
10 hours plus	21.50	128.50	65	73	434
	TOTAL		164	170	583

Option 2 – increase current charges by an average rate of 5% across bands.

Hours of Service Per Week - Bands	Charge Per Week £	Subsidy Per Week £	Service Users	Annual Income £'000	Estimated Subsidy pa £'000
Up to 2 hours	17.00	3.00	7	6	1
2 to 10 hours	19.50	30.50	92	93	146
10 hours plus	22.00	128.00	65	74	433
	TOTAL		164	171	582

Option 3 – Full Cost Recovery

Hours of Service Per Week	Charge Per Week £	Subsidy Per Week £	Service Users	Annual Income £'000	Estimated Subsidy pa £'000
Up to 2 hours	20.00	0.00	7	7	0
2 to 10 hours	50.00	0.00	92	239	0
10 hours plus	150.00	0.00	65	507	0
	TOTAL		164	753	0

It should be noted that even if Members chose to adopt Option 3, because of the means test, actual income collection would not be significantly different to 1-2. Assessment information has indicated that approximately 75% of clients who are assessed to pay have less than £30 of assessable income to pay charges.

5. Other Service Areas (currently not charged)

5.1 Transport Services and Day Care

It is not recommended by Social Services that Policy changes, and charges be made for transport and day centres at this stage (approximately 100 clients). The Fleet Operators have previously advised that under the Public Passenger Vehicle Act 1981, the direct or indirect charging for transport services will contravene current fleet licensing regulations. It is also estimated that charging in this area will result in minimal income due to the assessable income of the client groups (possibly 15 to 25 clients only). The majority of them who could pay will be assessed to pay for home care services also. This service to Users is thus subsidised fully, in the order of £800k per annum.

5.2 Frail Elderly Centres

The Council is commissioning approximately 120 places at 5 Frail Elderly Centres since May 2003, the majority (estimated at approximately 80%+) of frail centre users will also be receiving home care and are thus being assessed accordingly for those services. A separate charge would not raise significant income due to clients not having sufficient disposable income to pay (if anything) on top of their home care charge of up to £22. This service to a very frail elderly client group is thus subsidised fully by approximately £100 per week (approximately £650k per annum).

5.3 Mental Health Day Care Clients

Under Section 117 of the Mental Health Act 1983, it is not permissible to charge mental health clients for services (deemed as aftercare services). A significant number of clients fall under the provision of S117. It is also proposed to continue to not charge the remaining non S.117 mental health clients. They are not receiving the traditional home care services as other client groups. The service is more a “bridge to independence”, and a “key to engagement” with the emphasis on maintaining a contact with clients who might otherwise disengage. A charge for such services is likely to discourage service users from engaging. It is estimated that the costs of this subsidy is in the order of £20k per annum.

5.4 All areas of non-charging will be reviewed during 2005/6 and annually for reconsideration.

6. Supporting People

6.1 Supporting People is the national government programme aimed at developing a strategic, integrated policy and funding framework for providing “housing-related support” to vulnerable adults. It is a relatively new funding regime drawing together various legacy funding sources (including Transitional Housing Benefit, Supporting Housing Management Grant, Probation Accommodation Grant, and Home Improvement Agency) to form the Supporting People Grant (SPG). A grant of approximately £5m is paid to a range of service providers e.g. LBBB Housing, Outlook Care, London Quadrant) via block gross contracts for short-term support services and block subsidy contracts for long-term support services.

6.2 Short-term schemes are exempt from charging and funded through block gross contracts. Long-term service users who receive Housing Benefit are also not charged for Supporting People services. Where long-term service users are not receiving benefits, they are eligible for client charging. The contracts will be paid to the providers net of the estimated income collected from clients. Collection of charges will remain with the service provider, and the financial assessment of clients to pay charges is aligned with Fairer Charging Guidance. This applies to only a small proportion of clients (approximately 5% - 10%), the majority are older people in sheltered housing who will be paying charges which range from £2 to £46, depending on the diverse range of support services offered by each provider. The charge is based on full cost recovery.

- 6.3 People living in Council sheltered accommodation are receiving a Supporting People service and this includes the warden and Careline service. The funding for these services has been un-pooled from the Housing Revenue Account and is paid as SP subsidy at a standard rate of £12.77 per unit per week.
- 6.4 Existing tenants prior to the inception of the Supporting People regime as of the 31st March 2003 have been transitionally protected to ensure that they were not worse off due to loss of HB or introduction of new charging. The length of the transitional protection is locally determined and lasts until the first service review (prior to April 2006), at which time we can assess the funding needed to protect people for the duration of the tenancy.

7. Welfare Benefits Advice

- 7.1 We have had considerable success with Independent Sector partners in increasing benefits uptake in recent years. Social Services has a service agreement with the Disablement Association to provide benefits advice to Borough residents and service users. We will continue to work with partners to ensure service users maximise the uptake of benefits.

8. Welfare Meals

- 8.1 In line with other charging it is proposed to increase the charge to service users for Welfare Meals. Currently Appetito (External Meals Provider) is providing an estimated 128,800 meals (full year figure) and their charge for 2003/4 was £4.05 per meal to the Council. Approximately 360 service users benefit from the service. The charge to Social Services is determined in accord with demand levels, as per the contract.
- 8.2 Currently service users pay £1.98 per meal (which represented a £2.07 subsidy per meal). The meals service is categorised as 'moderate plus' service in terms of "Fair Access to Care Eligibility Criteria", i.e. a service that should be provided to prevent a person falling into critical / substantial care needs, thus justifying the subsidy levels in the region of £260,000 per annum.
- 8.3 Appetito have increased the charge for their meals in accordance with demand levels and allowable inflation from September 2004 (the anniversary of the contract) – and the price is now £4.12 per meal.
- 8.4 Members are recommended to apply to service users a 3.5% increase from £1.98 to £2.05, in effect matching Appetito's increase of 7p to the Council, which would maintain current subsidy levels at just over £2 per meal.

9. Nursery Charges

- 9.1 It is necessary to review Nursery Place Charges to working parents at Eastbury and Kingsley Hall Nursery – It is proposed to increase the current charge of £140 pw to £145 per week from May 1st (increase 3.5%). This is felt acceptable in the current "market" and is further supported by the benefits available to working parents to help towards such costs.

10. Charges to Full Cost Fee Payers and Other Local Authorities for LBB&D Residential and Day Care Places in 2005/6 and Benchmark Prices.

- 10.1 It is necessary to determine the charge to be applied to other local authorities on the rare occasions where their residents occupy places in the Council's residential homes and day centres. The charge also applies to a relatively small number of London Borough of Barking & Dagenham residents (approximately 5%) who are statutorily financially assessed to pay full costs for their residential care.
- 10.2 Basically the method of calculating the charge is the estimated running costs of the homes divided by the number of places provided (i.e. a full cost recovery basis), subject to a statutory means test for contributions under the National Assistance Act 1948.
- 10.3 Proposed Charges for 2005/6
- 10.4 The proposed charges are based on the principle mentioned in 10.2 above. Previous advice of the Director of Finance Officer that all income estimates should be increased in aggregate of at least inflation has also been a salient factor in determining charges.
- 10.5 The proposed charges are summarised below (they will affect approximately a dozen clients), and will come into effect from 11th April, 2005, the increases range between 2.4% to 4.9%.

	Present Charge	Proposed Charge
Elderly Residential Homes	£505 pw	£530 pw
Learning Disability Res. Homes	£726 pw	£754 pw
Mental Health Day Centres	£29 per day	£ 30 pw
Gascoigne Centres	£50 per day	£ 52 pw
Heathlands	£123 per day	£126 pw*

* Up to 3 sessions per day (at £42 each)

10.6 Benchmark Prices 2005 / 2006

With regard to Nursing Homes, this Authority has a 'bench-mark' price of £515 per week. This is the limit at which the Authority would normally pay for nursing home accommodation, and the level at which if exceeded, residents' relatives would normally be asked to 'top up' charges. Given current resources, demand and market conditions, also after consultation with the Head of Older People's Services, Placements and Commissioning Managers, it is recommended that Members endorse a benchmark price of £530 (+2.9%) for 2005/2006. This will assist discharge from hospital, and prevent un-necessary fining by the Hospital Trusts.

- 10.7 It is also proposed to increase the benchmark price for Residential Care Homes from £406 to £420 (i.e. a 3.4% increase). Again this is the limit at which the Authority would normally pay for older people's residential accommodation, and the level at which, if exceeded, residents' relatives would normally be asked to 'top up' charges. The market for residential care beds is becoming competitive, the increase in benchmark should allow the department to continue to place clients speedily and local.
- 10.8 The benchmark prices also act as guidelines and limits for packages of community care, in accord with the Department's Scheme of Delegation.
- 10.9 The department has recently reviewed its standard contract for residential care placements, in particular clauses regarding annual price increases, and in future years benchmark increases will be governed by the appropriate inflation indices.

Background Papers

- Department of Health – Charging for Residential Accommodation Guide
- National Assistance Act 1948 – (Assessment of Resources Amendment) Regulation 2002
- Fairer Charging Statutory Guidance – Department of Health 2001 / 2002

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THE EXECUTIVE

22 MARCH 2005

REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

LOCAL IMPLEMENTATION PLAN (LIP) AND CONSULTATION STRATEGY	FOR DECISION
<p><i>This report concerns issues of a strategic nature and the decision is reserved to the Executive by the Council's Constitution.</i></p> <p>Summary</p> <p>This report sets out the background to the Local Implementation Plan (LIP), a summary of its content, the programme for its preparation, and a consultation strategy.</p> <p>The LIP is a statutory document which needs to be produced by every London Borough. In effect it is a local transport plan, the main purpose of which is to implement and realise at a local level the Mayor of London's Transport Strategy.</p> <p>The Local Implementation Plan (LIP) will provide the Borough with an up to date comprehensive statement of Council transport policy and a long-term programme of transport schemes to facilitate the delivery of the Mayor's Transport Strategy (MTS) and meet local transport needs. In particular, the LIP will assist the Borough in delivering regeneration and development programmes; social inclusion objectives; and making Barking and Dagenham Cleaner, Greener and Safer. As well as being a transport policy document the LIP will include a long-term (five year) programme of transport schemes for implementation within the Borough.</p> <p>As part of the preparation of the LIP each borough is required to undertake consultation on it. A 'consultation draft' LIP is the subject of this report and the Executive is requested to approve it for the purpose of consultation. A consultation strategy / programme is also considered in this report for the Executive's approval.</p> <p>Following consultation the Council will submit the LIP to the Mayor of London / Transport for London (TfL) by the end of July 2005 for consideration, with a view to final approval by December 2005.</p> <p>Recommendation</p> <p>The Executive is recommended to agree:</p> <ol style="list-style-type: none"> 1. The 'consultation draft' Local Implementation Plan (LIP) as described in this report, for the purpose of later consultation; 2. The outline consultation programme as set out in Appendix A of this report; and 	

3. The consultation strategy for the 'consultation draft' Local Implementation Plan as set out in Appendix B to this report.

Wards Affected - All Wards

Reason

To assist the Council in achieving its Community Priority of making Barking and Dagenham Cleaner, Greener, Safer and Regenerating the local economy

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1. Background

- 1.1 The Mayor of London is responsible for overall transport strategy in London, as well as strategies covering spatial development (the London Plan), economic development, noise, waste and culture.
- 1.2 The Mayor of London's Transport Strategy (MTS) sets out the policy framework for transport in London and provides a context for the various transport (implementation) agencies. These include Transport for London (TfL) and the London Boroughs. The MTS was published in July 2001.
- 1.3 Under Section 145 of the Greater London Act 1999, London local authorities must prepare Local Implementation Plans (LIPs) containing their proposals for the implementation of the Mayor's Transport Strategy in their area "as soon as reasonably practical" after the publication of the MTS. In effect the LIP is the Council's own transport plan.
- 1.4 During March and April 2004, the Mayor of London (the Mayor) produced draft guidance for LIP preparation for consultation with the Boroughs. Final guidance was prepared taking into account the results of consultation and this was published in July 2004 as final Local Implementation Plan (LIP) Guidance. Boroughs are required to follow this Guidance in the preparation of their LIPs.
- 1.5 This Guidance is to ensure that LIPs preparation and content are co-ordinated across London, and that LIPs are effectively implemented and monitored.

2. The Purpose of a Local Implementation Plan (LIP) as Described in LIP Guidance

- 2.1 The LIP is a statutory document that must set out a plan of how the Borough proposes to implement the Mayor's Transport Strategy (MTS) in its area. The document gives London local authorities the opportunity to present their full range of transport policies, initiatives and projects and to show how and when they will address local transport issues through the delivery of the Mayor's Transport Strategy.
- 2.2 The Borough must demonstrate clearly how their proposals within the LIP cover the necessary policy efforts, projects, programmes, implementation mechanisms, planning and co-ordination activities. Within the LIP relevant timescales must be clearly set out, with resource assumptions and performance measures.
- 2.3 The LIP must be based on realistic planning assumptions and should not be used for aspirational bidding. The proposals included within the LIP should be practical, sustainable and fundable (as far as can currently be predicted). All proposals must represent good value for money and have the support of relevant partners.
- 2.4 The LIP needs to include programmes and major schemes planned or underway during 2005/06. However, the LIP must also contain proposals for the next three years (i.e. from April 2006 to the end of the financial year 2008/09). For the following two years, the Borough should indicate whether the project or programme in question will continue at a similar level, increase or decrease, or have been completed. The guidance also states that only projects or programmes costing more than £100,000 need be detailed in the LIP.
- 2.5 Once a LIP has been approved, a performance and progress report needs to be prepared by the Borough at the end of July each year. This report will support a high level review of the Borough's LIP progress and performance. An outcome from this is anticipated to be the context and justification for further funding.

3. LIP Programme as Shown in LIP Guidance

- 3.1 The programme for the preparation of LIPs as contained in LIP Guidance is as follows:

	Start	Finish
Mayor issues LIP Guidance		July 2004
Each borough prepares and submits LIP production timetable (to TfL)	July 2004	September 2004
Boroughs prepare draft LIPs	July 2004	December 2004
Boroughs issue 'consultation draft' LIPs	January 2005	April 2005
Initial LIPs feed back and queries (from TfL) discussed with relevant boroughs	January 2005 onwards	

Boroughs redraft LIPS	April 2005	July 2005
Boroughs submit 'final' LIPs (to TfL/Mayor of London) for approval	July 2005 onwards	
TfL evaluates LIPs on behalf of Mayor	July 2005 onwards	
Final LIPs feed back and queries (from TfL / Mayor of London) discussed with relevant boroughs	July 2005 onwards	
Mayor of London approval process	100 days	
All 'approved' LIPs in place		By December 2005

3.2 A LIP production timetable for this Borough based on the above was prepared and submitted to TfL at the end of September 2004 as required. This is attached as Appendix A. The programme has been (and continues to be) periodically revised since to reflect progress and key milestones as they have become confirmed. As such the programme is a key tool for project managing LIP preparation. It must be treated with some caution, however, as dates for meetings etc can change according to circumstances.

3.3 The Borough's own timetable generally reflects that published in LIPs Guidance and shown above. It includes a period for consultation on the LIP between April and June 2005.

4. Consultation on the Local Implementation Plan

4.1 Under Section 145 of the GLA Act (Greater London Act 1999), boroughs are required to consult on their LIP document. LIP Guidance sets out the requirements for the consultation process. The Borough has to consult with:

- The Metropolitan Police Service.
- Transport for London.
- Organisations representative of disabled people.
- Other boroughs whose area is likely to be affected by the LIP.

4.2 To ensure that a well co-ordinated and coherent group of LIPs is developed, LIP Guidance also recommends that the Borough consults with the following:-

- London Fire and Emergency Planning Authority and London Ambulance Service representatives.

- Network Rail and the SRA (Strategic Rail Authority)
- Local Mobility Forum (or equivalent) and other equality target groups.
- Representatives of business, local environment, transport and community groups.

4.3 The formal consultation process is programmed for between April and June 2005.

5. The Borough's Consultation Strategy

5.1 To meet statutory requirements and LIP Guidance a Consultation Strategy has been drawn up. This is attached as Appendix B. Members are invited to endorse this Strategy.

5.2 The Borough has in place a framework for consultation as part of the Barking and Dagenham Partnership. This includes key partners, statutory agencies and the community. As of this Partnership there are a series of sub-groups that meet quarterly. It is mainly this Partnership framework that will be used for the LIP consultation, supplemented as necessary by other consultation initiatives (as described in the Consultation Strategy (see Appendix B).

5.3 Further, as part of the consultation process presentations to the Partnership and sub-groups either have been already made or have been arranged for the run up to the consultation period. These presentations are to introduce the concept of the LIP to the sub-groups. This pre briefing will assist them in making comments in due course during the consultation period itself on the 'consultation draft' LIP.

5.4 A presentation was made to the Cleaner, Green, Safer Sub-Group in December 2004 and others will be arranged for further Partnership meetings from January 2005.

5.5 A briefing was also given to the Borough's Public Transport Liaison Group on 15 December 2004.

5.6 In addition, workshops were and are to be arranged with Borough Officers and Lead Members in December 2004 and early 2005 to introduce the concept of the LIP and generate feedback as to its content.

6. Consultation Programme

6.1 As part of the consultation strategy, an outline consultation programme / timetable has been produced. This is shown in Appendix A. This programme sets out the meetings that have been so far undertaken and arranged as part of the consultation process. Nearer to the actual period for consultation the programme will become more detailed as dates for meetings etc become firmed up.

6.2 The formal consultation period will be during April to June 2005. During June analysis of the consultation will be undertaken and it is expected that a report on the consultation will be presented to the Executive late June or early July 2005.

- 6.3 The results of consultation will inform a further draft of the LIP which will be subject to the Assembly's agreement before referral to the Mayor for his approval in late 2005 (see LIP Guidance Programme / Timetable above).
- 6.4 It should be emphasised that the consultation stage in April/May/June will not only enable the community and other agencies external to the Council to consider and comment on the LIP, it will also permit further detailed consideration by other sectors and services of the Council as well as by Councillors themselves – particularly as regards issues of relevance to their local area / Ward. It is at the next stage following consultation that the Executive will be asked to approve a final, definitive version of the LIP for subsequent referral to and approval by the Mayor.

Content of the 'Consultation Draft' LIP.

- 7.1 The consultation draft LIP plan considers three key aspects, namely the policy content of the LIP; strategic transport schemes; a long-term programme of more local schemes. Below refers to those schemes, projects and issues the Council must include in its LIP as directed by TfL's LIP Guidance.

8. LIP Policy and Strategic Transport Schemes

- 8.1 The policy content of the 'consultation draft' LIP can be summarised as follows:

- Promoting transport systems that are inclusive and equitable – provision for disabled people; those suffering from multiple deprivations; (for example, poor health, low income) and the more vulnerable road users, which includes the elderly and children.
- Integrating transport with land use and development issues – especially in new development areas and town centres.
- Improvements for walking and the pedestrian environment.
- Promoting cycling – cycle routes; cycle parking; cycle training.
- An emphasis on public transport – improvements and extensions to all forms of public transport.
- Improved interchange (the 'seamless' journey) – to promote easy transfer between one type of transport to another (physical measures; timetabling; fares policy; publicity).
- Travel Plans and travel awareness – plans and publicity to promote greater use of alternatives to the car.
- More use of rivers for passengers and freight – new piers and services for example.

- Taxis – particularly access at key interchanges.
- Roads and highways – managing the network rather than new build (except where necessary for development / road safety / amenity / public transport).
- Safer roads; traffic calming / management; safer routes to schools and school travel plans – to improve road safety, for environmental improvements, and promote alternatives to the car.
- Managing travel demand; parking policies – reducing the rate of growth in car usage; and applying London Plan parking standards to new development.
- Freight – particularly provision to encourage more rail and water borne carriage.
- New technology (intelligent transport systems) to make fuller and more effective use of the existing transport network.
- Road traffic reduction and improved air quality.

8.2 The following sets out the key strategic transport schemes necessary to meet the needs of the Borough (for regeneration / development; to support town centres; to promote social inclusion; to improve the environment and reduce reliance on car use);

- **Rail –**
 - Crossrail;
 - c2c;
 - Silverlink;
 - ‘metro-isation’; (ticket purchase ‘pay as you go’)
 - new station at Barking Riverside.
- **DLR extensions** – Barking Riverside; Barking/Ilford
- **Transits** – East London and Thames Gateway Transits (ELT / TGT); upgrades to tram technology
- **Thames Gateway Bridge**
- **Bus services** (new routes)
- **Interchanges improvements –**
 - Barking;
 - Dagenham Dock;
 - Dagenham Heathway; and
 - rolling programme

- **Road schemes** – Renwick Road / A13 junction; access into Barking Riverside; other junctions (A12 / A13)

9. LIP Schemes Programme.

- 9.1 As well as policy and strategic transport projects, the LIP also contains a costed long-term programme of more local transport improvements necessary to secure the aims of the Mayor of London's Transport Strategy and to meet local Borough's needs
- 9.2 The LIP Guidance specifies a number of areas boroughs **MUST** cover in their scheme and other proposals. These are listed in summary form at Appendix C to this report.
- 9.3 Otherwise proposals and schemes in the 'consultation draft' LIP address the following areas:
- Principal road maintenance
 - Bridge assessment and strengthening
 - Local safety schemes
 - 20 mph Zones
 - Road safety education, training and publicity
 - London Cycle Network (LCN+/LCN) schemes
 - Bus stop accessibility
 - Bus priority
 - Safer Routes to School
 - Travel awareness
 - Controlled Parking Zones
 - Local area accessibility
 - Walking
 - Town centre schemes
 - Streets for People
 - Station access
 - Freight schemes
 - Regeneration and access corridors
 - Environmental / air quality improvement
- 9.4 All Councillors will have a full opportunity to comment on the specifics of the five year programme of schemes to be included in the LIP during the consultation which is scheduled for April / May / June 2005. The consultation is as much for Councillors and Officers to input in detail to the final draft of the LIP, as it is for external agencies and the community.

10. Conclusion

- 10.1 The LIP is a key strategic document setting out the Council's transport policies and proposals for the next five years. It complements and supports other key documents and their policy objectives - such as in the Community Strategy and Unitary Development Plan / Local Development Framework. It will also play a key role in securing the resources necessary to deliver the transport infrastructure required by the Borough and its businesses and community.
- 10.2 Accordingly, Councillors are requested to agree the 'consultation draft' LIP and Consultation Strategy / programme as the next stage to the delivery of a final and formally approved LIP by the end of 2005.

11. Financial Implications

- 11.1 There are no Capital implications arising from the *preparation* of the Draft LIP. In due course it will be a key document in securing finance for transport schemes and the cost implications will need to be considered as part of the Council's Medium Term Financial Strategy and future budget processes.
- 11.2 TfL has made available £50,000 to assist the Revenue costs of its preparation. This has been used to secure consultancy support in the drafting and other activities necessary for producing the LIP and Consultation Strategy.

12. Consultation

The following people have seen this report and have either raised no objection or have confirmed that they are happy with this report as it stands.

Lead Members

Regeneration, Councillor Kallar

Making Barking and Dagenham Cleaner, Greener and Safer, Councillor McKenzie

Officers

Regeneration Board, 25 January 2005

Regeneration and Environment

Mike Mitchell, Head of Environmental Management

Mike Livesey, Head of Civil Engineering

Niall Bolger, Director of Regeneration & Environment

Jeremy Grint, Head of Regeneration

Peter Wright, Head of Planning & Transportation

Finance

David Waller, Interim Head of Finance, DRE

Background Papers

Mayor of London's Transport Strategy – Local Implementation Plan Guidance', July 2004.

Web Address; www.tfl.gov.uk/lips

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Local Implementation Plan (LIP) Preparation and Strategic Environmental Assessment (SEA) Timetable

Timetable	Local Implementation Plan (LIP) Preparation	SEA LIP – Proposed Programme
<p>14 September 2004</p>	<p>LIP Steering Group (SG) Meeting.</p> <ul style="list-style-type: none"> - Consider/agree consultancy support –LBBB term consultant (Hyder) - Consider/agree draft timetable for LIP preparation - Consider/agree process for drawing down Transport for London (TfL) funding – draft baseline programme to next SG meeting 	
<p>21 September 2004</p>	<p>LIP SG/Hyder – Inception Meeting</p> <ul style="list-style-type: none"> - Consider timetable/finalise (very last comments by 27 September 2004) - Agree baseline programme for submission to TfL - Hyder to draft LIP contents/structure – for next SG meeting. - Hyder to contact Atkins to consider/agree allocation of LIP contents between consultancies; common formatting of material (hard copy and electronic) - for next SG meeting. - Hyder to scope availability of existing material (e.g. Road Safety Plan) – for next SG meeting. 	<p>SEA Presentation</p> <ul style="list-style-type: none"> - Presentation of proposal and costs for undertaking a SEA of the LIP - Presentation of SEA timetable and programme
<p>30 September 2004</p>	<p>Send Baseline Programme and LIP Timetable to TfL</p>	<p>Submit SEA programme/timetable</p>

Timetable	Local Implementation Plan (LIP) Preparation	SEA LIP – Proposed Programme
8 October 2004	<p>LIP SG Meeting.</p> <ul style="list-style-type: none"> - To consider tasks/outputs/progress resulting from Inception Meeting - To allocate authors to LIP contents/sections - Hyder to brief/coordinate authors and initiate drafting of material/LIP sections – by next SG meeting - Hyder to prepare first draft LIP consultation timetable/strategy – for next SG meeting 	<p>SEA Meeting and Environmental Baseline Workshop</p> <ul style="list-style-type: none"> - Agree on methodology and programme for SEA - Environmental Baseline workshop with Relevant LBBB staff to identify what information and data is available and the format
25 October 2004	<p>LIP SG Meeting.</p> <ul style="list-style-type: none"> - Progress report from Hyder on first drafts of material/LIP sections - Consider consultation timetable/strategy – final draft by next SG meeting 	<p>SEA Meeting</p> <ul style="list-style-type: none"> - Progress report from Hyder on SEA Environmental Baseline Collation - Presentation of draft SEA consultation strategy/timetable - Agree Scope of SEA alternatives and options
8 November 2004	<p>LIP SG Meeting.</p> <ul style="list-style-type: none"> - Progress report from Hyder on first drafts of material/LIP sections - Agree consultation timetable/strategy - Hyder to prepare details for report to the Council Executive (to agree 'Consultation Draft' LIP and consultation timetable/strategy) – first draft for next SG meeting 	<p>SEA Meeting</p> <ul style="list-style-type: none"> - Presentation of Draft SEA Scope and Environmental Baseline Conditions Report (Stage A) for LBBB comments - Agree SEA consultation timetable/strategy

Timetable	Local Implementation Plan (LIP) Preparation	SEA LIP – Proposed Programme
22 November 2004	<p>LIP SG Meeting.</p> <ul style="list-style-type: none"> - Progress report from Hyder on first drafts of material/LIP sections - Tabling of available first drafts of LIP material/sections in combined common LIP format - Consider Council Executive draft report – final comments to Hyder by 26 November 2004 	<p>SEA Meeting</p> <ul style="list-style-type: none"> - Present Updated SEA Scope and Environmental Baseline Report from further collation of data and information and incorporating comments from LBBDD - Report on Consultee Responses to SEA Scoping Report - Report on SEA of First Draft LIP
6 December 2004	<p>LIP SG Meeting</p> <ul style="list-style-type: none"> - Progress report from Hyder on first drafts of material/LIP sections - Considering material for workshop and presentation to Cleaner Greener Safer sub group - Consider Council Executive draft report <p>Briefing to Cleaner Greener Safer sub group</p>	
Week beginning 6 December 2004		
	<p>First 'Consultation Draft' LIP Circulated to SG Members – Two Weeks to Read/Consider</p>	<p>First SEA Report on 'Consultation Draft LIP Circulated to SG Members – Two Weeks to Read/Consider Draft Monitoring Framework</p>
15 December 2004	<p>Briefing to Borough Public Transport Liaison Group (PTLG)</p>	
20 December 2004	<p>LIP SG Meeting.</p> <ul style="list-style-type: none"> - Detailed discussion of first 'Consultation Draft' LIP - Agree further work – new/expanded sections; corrections/other amendments necessary to produce second 'Consultation Draft' LIP <p>Officer Workshop Town Hall Room 3</p>	<p>SEA Meeting</p> <ul style="list-style-type: none"> - Detailed discussion of first SEA Report on 'Consultation Draft' LIP - Agree further work required
21 December 2004		
27 December 2004	<p>Send Draft Council Executive Report to Committee Section</p>	

Timetable	Local Implementation Plan (LIP) Preparation	SEA LIP – Proposed Programme
17 January 2005	LIP SG Meeting - Progress Consultation Draft LIP - Progress consultation programme/strategy	SEA Meeting - Progress SEA Report - Agree further work required
January 2005	Hyder to Chase Up/Co-ordinate Further Officer Observations on 'Consultation Draft' LIP and Report to Next Steering Group	Hyder to Chase Up/Coordinate Further Officer Observations
25 January 2005	Report to Regeneration Board Board to consider Consultation Draft LIP and Consultation Strategy	
31 January 2005	LIP SG Meeting - To consider final observations on LIP - Agree actions/drafting to produce final 'Consultation Draft' LIP - Finalise draft Council Executive report in light of final comments on LIP	SEA Meeting - To consider final observations on SEA of LIP - Agree actions/drafting to produce final SEA of 'Consultation Draft' LIP - Finalise draft Council Executive report in light of final comments on SEA and LIP
February	Lead Member/Chief Officer Seminar Final 'Consultation Draft' LIP Available	SEA of 'Consultation Draft' LIP Available
7 March 2005	LIP SG Meeting - Agree final inputs to LIP (subject to Exec Meeting) - Agree final consultation timetable/strategy (subject to Exec Meeting)	SEA Meeting - As opposite for SEA
8 March 2005	Council Executive Meeting Council Executive Meeting to Agree 'Consultation Draft' LIP and Consultation Timetable/Strategy	Council Executive Meeting to Agree 'Consultation Draft' Environmental Report and Consultation Timetable/Strategy
1 April 2005	Publish 'Consultation Draft' LIP April 2005 to June 2005 – Consultation on LIP; and Feedback/Discussions With TfL	Publish SEA 'Consultation Draft' LIP April 2005 to June 2005 – Consultation on SEA of LIP; and Feedback/Discussions with Statutory Consultees

Timetable	Local Implementation Plan (LIP) Preparation	SEA LIP – Proposed Programme
23 May 2005	LIP SG Meeting <ul style="list-style-type: none"> - To review progress on consultation - To consider TfL feedback - Hyder to initiate analysis of consultation results; recommendations for changes to LIP in response to consultation; draft report on consultation to Council Executive – for next SG meeting 	SEA Meeting <ul style="list-style-type: none"> - To review progress on consultation - To consider TfL feedback - Hyder to initiate analysis of consultation results
6 June 2005	LIP SG Meeting <ul style="list-style-type: none"> - To consider results of consultation and consequential changes to LIP - Hyder to finalise analysis of consultation; draft 'Final' LIP; finalise report to Council Executive 	SEA Meeting <ul style="list-style-type: none"> - To consider results of consultation - Hyder to finalise analysis of consultation; draft Environmental Report finalise report to Council Executive
24 June 2005	Draft 'Final' LIP Available	SEA Meeting
	Summer 2005 – Council Executive – To Consider Results of Consultation and Agree 'Final' LIP	Council Executive – To Consider Results of Consultation and agree 'Final' Environmental Report
11 July 2005	LIP SG Meeting <ul style="list-style-type: none"> - To consider Council Executive decisions - Hyder to prepare 'Final' LIP 	SEA Meeting <ul style="list-style-type: none"> - To consider Council Executive decisions
29 July 2005	'Final' LIP Submitted to TfL For Approval	'Final' Environmental Report Submitted with LIP
August - November 2005	Final TfL Feedback/Mayoral Approval Process	Final Environmental Report Feedback/Mayoral Approval Process
November 2005	Final Amendments to LIP	Final Amendments to Environmental Report
December 2005	'Approved LIP' Published	Environmental Report Published

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Local Implementation Plan

Consultation Strategy

The Requirement to Consult.

Under Section 145 of the Greater London Authority Act 1999, the Council is required to consult on its Local Implementation Plan (LIP).

This document sets out the Council's Consultation Strategy for LIP preparation. This has been programmed for April to June 2005. The programme for LIP preparation / consultation is the best available at time of writing, but should always be treated with some caution as meeting dates etc may change as circumstances dictate.

Consultation on the LIP is also necessary to meet the requirements as set out in the Mayor of London's Local Implementation Plan (LIP) Guidance.

In LIP Guidance the Borough is required to consult with:

- The Metropolitan Police Commissioner.
- Transport for London.
- Such organisations representative of disabled people as the Council considers appropriate.
- Each other London borough whose area is likely to be affected by the LIP.

It is also recommended by LIP Guidance that the following bodies need to be consulted to ensure there is a well co-ordinated and coherent group of LIPs developed across London:

- London Fire and Emergency Planning Authority.
- London Ambulance Service.
- The Highways Agency.
- Network Rail and the SRA.
- Local mobility forum or equivalent and other equality target groups.
- Representatives of business, local environment, transport and community groups.
- Neighbouring local authorities.

A general public consultation has not been included as a requirement in LIP Guidance. Consultation with local stakeholders is left to the individual boroughs to determine according to their own principles and procedures.

TfL intends to co-ordinate with all boroughs to ensure effective approaches are made to pan-London stakeholders and other bodies that might be approached by several or all boroughs e.g. Highways Agency.

Components of a Consultation Strategy

Before any consultation can be agreed some issues need to be considered - for example:

- How is the consultation going to be carried out?
- What feedback is sought?
- How widespread should the consultation be?
- What are the most appropriate mechanisms; forums media etc to use?
- How to ensure the feedback is representative and from a wide range of consultees.
- Value for money – which the volume, range and quality of response merits the resources expended on consultation.

Consultation on the LIP could be carried out using a variety of means, such as:

- Arranging meetings / presentations with local groups and / or using already established Borough groups / forums - including pre consultation and later meetings with the Barking and Dagenham Partnership and sub groups.
- Meetings / discussions to be held with neighbouring boroughs (Havering, Redbridge and Newham); and the Urban Development Corporation (UDC).
- Meetings with statutory consultees / pan-London agencies (as required) .
- In-house Council consultation – including the Public Transport Liaison Group (PTLG); seminars / workshops for senior officers, Directors and Lead Members.
- Display of consultation information – leaflet, boards.
- Information to be placed on Council's website with the ability to download documents.

Each of these is discussed in more detail below

The Barking and Dagenham Partnership

The Borough has in place a framework for consultation as part of the Barking and Dagenham Partnership. The framework includes key partners, statutory agencies and the community. The community representatives are in the process of being elected through the Community Empowerment Network (CEN).

As part of this framework there are a series of sub-groups that meet quarterly. The framework and the sub groups are shown in the table that follows.

As an established Partnership this is considered an ideal network to use for LIP consultation. The schedule of meetings already arranged for the full Partnership and its constituent sub-groups is such that pre consultation on the LIP can be undertaken (to raise awareness of the LIP and the impending consultation process itself); to be followed by consultation on the LIP itself.

Given the timetable of meetings arranged for the Partnership groups, it has already been possible to give a presentation to at least some of them prior to the consultation period in order to introduce them to the concept of the LIP. This will enable groups and the agencies represented on them not only to be able to provide better responses to the consultation, but also to assist with the provision of information for the LIP.

Later on if a meeting date does not correspond to the formal consultation period, either an additional meeting would have to be arranged or the nearest meeting to the formal period would be used to get the sub-groups' and full Partnerships' views.

For these meetings any paperwork and presentations would be required two weeks in advance of meetings to enable discussions to take place within organisations so that their representative can bring back views and issues.

Specific more detailed consultation with the community on topics could be organised through the Community Empowerment Network (CEN).

Group	Meeting Dates 2004/05	Suggested Consultation Topics
Full Partnership	Jan 12 and April 13 2005	Full report once it has been considered by sub-groups.
Sub-Groups		
Implementation Group	Dec 15 2004	Strategic issues. Financial / performance.
Education and Learning for All	Nov 25, Feb 2, May 17	Safe Routes to School. Walking Buses. Environmental education. Active citizenship. Recycling.
Health, Housing and Social Care	Dec 3, Mar 4	Accidents. Emissions / air quality. Active lifestyles / use of parks. Access to care services.
Cleaner, Greener, Safer	Dec 8, Mar 9	Alternative transport. Safety. Recycling. Policing. Strategic Environmental Assessment (SEA)
Regenerating the Local Economy	Jan. April 2005	Strategic policy. Major infrastructure.
Social Cohesion	Dec 13, Mar 14, June 13	Effects on local communities, disabled people and other equalities target groups.

The contact for these groups is Julie Ford on Julie.ford@lbbd.gov.uk. Her title is the Barking and Dagenham Partnership Co-ordinator.

The Ambulance Service, Network Rail / strategic rail authority (SRA) and any other identified consultees would be specifically invited to the most appropriate sub-group, subject to the agreement of the relevant Chair of the Group.

The following contacts have also been identified as being part of the Barking and Dagenham Partnership framework.

Organisation	Sub-Group	Key Partner
Police	Band DP, Barking and Dagenham Partnership (B & DP)	Robin Hopes - Borough Commander
	Implementation Group	Robin Hopes - Borough Commander
	Cleaner, Greener, Safer	Robin Hopes - Borough Commander
	Social Cohesion	Graham Stark - DCI Borough Liaison
TfL	Regenerating the Local Economy	Representative currently awaited
Fire	Band DP	T Nunn - Borough Commander
Local Mobility Forum - Reps through the Community Empowerment Network (CEN)	Health, Housing and Social Care	Kay Kelleher - CEN
	Social Cohesion	Carl Blackburn - CVS
Local Businesses	B&DP	Jamie Banks - Chair Chamber of Commerce
	Implementation Group	Rod Hewett - Local Business
	Regenerating the Local Economy	Debbie Herrington - Job Centre Plus
		Marta Melvin - Business Link for London
Environmental	Regenerating the Local Economy	Groundwork Trust
	Cleaner, Greener, Safer	Laura Hones - Environment Agency John Wilson - ELWA
Transport	Regenerating the Local Economy	TfL
Community Groups	All	Community Empowerment Network (CEN) Steering Group

Other Local Groups.

In accordance with LIP Guidance there will also be a need to consult with other local community groups not represented in the Barking and Dagenham Partnership. Information on these groups will be secured and arrangements made in due course.

Public Meetings

This strategy does not recommend that the LIP be considered at special public meetings, but consideration needs to be given for the use of the existing Community Forums

Neighbouring and Other London Boroughs; Urban Development Corporation (UDC); Thames Gateway London Partnership (TGLP)

As part of the guidance to the LIP, the boroughs of Greenwich, Havering, Newham and Redbridge will have to be consulted. This should be done over a series of meetings and / or discussions throughout the LIP production process. This will also be of assistance to them, as these boroughs have in turn to consult with Barking and Dagenham.

On a similar basis consultation with the Urban Development Corporation (UDC) will also be undertaken.

It is considered unnecessary for other boroughs not sharing borders with the Borough to be included in the consultation process, as they are too distant for most (local) content of the LIP to be of any relevance or interest to them. Instead it is recommended that the more strategic aspects of the LIP can be covered by referring the LIP to the Thames Gateway London Partnership for views. The TGLP has as members all boroughs in the sub-region which may have an interest in the more strategic and policy content of the LIP.

Statutory Consultees / Other Pan London Agencies

Assistance will be given by TfL for coordinating boroughs' consultation with pan-London agencies such as the Highways Agency.

However, consulting with the local representatives would also be useful; not least to raise more local issues to inform the LIP. As necessary this could also be arranged through the Barking and Dagenham Partnership.

In House LBBB Consultation

The LIP is a key corporate document and as such comprehensive in-house input from both Councillors and relevant Officers is essential.

Specifically, the views of the Borough Public Transport Liaison Group (PTLG) will be sought on the LIP. Some of the local contacts set out in the above table also attend the PTLG. The meetings of the PTLG have been added to the LIP preparation / consultation programme accordingly (**Appendix A** to the 22 March 2005 Executive report).

In-house briefings with all Councillors and Officers have also been arranged in advance of the LIP consultation itself to assist in preparing a 'consultation draft' LIP that will be as comprehensive as possible before external consultation is undertaken.

In addition, the consultation period for the LIP will also enable more detailed comment as to the specifics of the LIP to be raised by both Council Members and officers – particularly those individuals and parts of the Council not usually engaged with the subject matter of the LIP.

In this way the consultation process is as much an opportunity for detailed in-house input as it is for external agencies and the community to comment.

In all key stages of LIP preparation Member endorsement will be secured through reports as necessary to Regeneration Board and the Executive.

Display of Consultation Information

As part of the consultation exercise, the production of leaflets and boards etc. is a useful means of getting information across to groups. Decisions will need to be made regarding what form this material needs to be, and whether or not any exhibitions are required.

If it is decided that a programme of exhibitions would be the way forward then the programme would need to match up with the quarterly meetings of the sub-groups identified above.

At exhibitions and group meetings response questionnaires could also be distributed (see below).

The Council's Website

The LIP will be produced in electronic as well as 'hard' written format. This gives the opportunity to put the 'consultation draft' on the Council's web site.

As such people will be able to access it through this means for information and to comment.

Arrangements will need to be put in hand for any electronic comment to be 'captured' and considered.

Required Feedback

This is an important part of the consultation process and it will need to be included in the LIP document. For this consultation, there are three main means of feedback, these are:

- Questionnaires
- Letters
- Minutes of meetings

Questionnaires

An appropriate questionnaire could be devised and be sent to the identified groups as part of the consultation process. It could ask for views on areas such as:

- Existing transport problems.

- Views on the LIP proposals, policies and programmes.
- What the groups / individuals would like to see improved / prioritised.

An electronic version could be devised in association with the LIP placed on the Council's web site.

Letters

The inclusion of text in the LIP from appropriate bodies would assist demonstrate the LIP has been drafted as necessary in response to comments made. Relevant agencies would be requested to send text in as part of their feedback on the LIP. This text with a copy of their logo would be included in the consultation section of the LIP.

Minutes of Meetings

Minutes or summaries of minutes could be included in the LIP as evidence of consultation with specific groups.

Use of Feedback.

All responses to the questionnaire, letters, minutes of meetings etc would be analysed and the results included in a report on consultation. This could be either summarised or included in full in the LIP.

The report would also need to indicate whether the LIP has been changed to reflect the outcome of the consultation process and in what way.

Suggested Programme

The initial outline programme / timetable for consultation is set out in **Appendix A** attached to the 22 March Executive report - the overall timetable for LIP preparation. This outlines the key tasks that would have to be carried out both before and after the formal consultation period.

Conclusions

Consultation is a key element in producing a LIP. It helps ensure the LIP content is relevant to local needs and aspirations, and fully reflects the needs of the whole community.

Participation in LIP preparation will also result in 'ownership' of the LIP by others – in turn this will assist the implementation of LIP policies and schemes.

Consultation will also enable findings such as the Equality Impact Assessment of the LIP to be considered as to their robustness or otherwise.

The key component of this Consultation Strategy is the use of existing partnership arrangements supplemented by other mechanisms. It is considered that this approach is the most likely to elicit a meaningful and comprehensive response commensurate with the availability and call on resources.

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MATTERS BOROUGHES MUST COVER IN THEIR LIP SCHEMES AND PROGRAMMES.

List of topics – transport topics

The source of this list is Appendix C of the Mayor of London's LIP Guidance.

- Consultation with local voluntary and community organisations, including local mobility forums;
- addressing air quality strategies;
- reducing traffic and transport noise;
- encouraging the movement of waste by rail / water; otherwise reducing the impact of the transport of waste;
- improved personal security (specifically on rail);
- improved accessibility of rail stations;
- effective enforcement of bus priority; winter gritting on bus routes;
- support to provision of bus standing and garage facilities;
- bus priority programmes;
- local bus clearways programme;
- high levels of bus priority and enforcement on 'A' roads and busy bus routes; adverse impacts from road proposals to be mitigated;
- all bus stops to be accessible;
- coach parking (if relevant);
- provision for powered two wheeler parking;
- regard to road hierarchy designations in the use of street space;
- bringing bus lane signage up to standard;
- include in the LIP the Road Safety Plan; and regularly review it;
- review of road safety around all schools;
- a programme of 'Streets for People', emphasising their function as social spaces;
- environmental street improvements;
- schemes to reduce traffic growth;
- develop and implement Parking and Enforcement Plans (including parking / loading enforcement on 'A' roads / busy bus routes; provision for disabled motorists and the servicing / delivery needs of businesses);
- list of off street public car parks and charging policy;
- implementation of red route type controls on 'A' roads / busy bus routes;
- provide information to London Traffic Control Centre;
- addressing worst congestion bottlenecks;
- co-ordination of road and streetworks;
- five year asset management plans;
- street maintenance strategy and plan;
- review of park and ride provision; parking at stations;
- car sharing schemes and car clubs;
- better conditions / footway improvements for pedestrians; improved personal security;
- implementation of the Walking Plan;
- pedestrianised area projects and their management;
- improved strategic walking routes;
- pedestrian phases at traffic lights;
- actions to support the London Cycling Action Plan;

- implementation of the London Cycling Network (LCN / LCN+);
- programmes to address cyclist accidents;
- cycle audit of all highways / traffic management schemes;
- cycle parking / access to developments;
- cycle training;
- review of London Lorry Control System;
- air quality improvements; greater use of cleaner fuel vehicles; waste transport by rail / river / canal;
- community and accessible transport schemes;
- door to door transport for disabled people;
- local mobility consultation mechanisms;
- increased provision of powered wheelchairs and other mobility aids;
- parking for d people;
- support to a robust / reputable Blue Badge scheme;
- travel plans / travel awareness initiatives; and
- programmes to reduce transport related crime and the fear of crime.

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