

London Borough of Barking and Dagenham

Notice of Meeting

ASSEMBLY

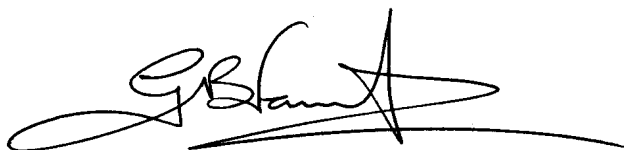
Wednesday, 16 June 2004 - Civic Centre, Dagenham, 7:00 pm

To: Members of the Council of the London Borough of Barking and Dagenham

Chair: Councillor J Davis
Deputy-Chair: Councillor W F L Barns

Declaration of Members Interest

In accordance with Article 1, paragraph 12 of the Council's 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



Graham Farrant
Chief Executive

4.6.04

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AGENDA

1. **Apologies for Absence**
2. **To confirm as correct the minutes for the Annual Assembly meeting held on 19 May 2004 (Pages 1 - 18)**
3. **Tribute to the late Councillor Mrs V W Cridland (Page 19)**
4. **Managing the Council (for decision) (Pages 21 - 30)**

Presentation by Graham Farrant, Chief Executive, and The Management Team.

Futures 2004/05 to be circulated separately. A folder entitled 'Managing the Council' will be made available to all Members at the meeting

5. **Leader's Question Time (for response)**
6. **General Question Time (for response)**
7. **Any other public items which the Chair decides are urgent**
8. **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 Assembly, except where business is confidential or certain other sensitive information is to be discussed. There are no such items at the time of preparing this agenda.

9. **Any other confidential or exempt items which the Chairman decides are urgent**

ASSEMBLY

Wednesday, 19 May 2004
(7:00 pm – 8.50 pm)

PRESENT

Councillor J Davis (Chair)

Councillor J L Alexander	Councillor Ms M G Baker
Councillor W F L Barns	Councillor Mrs J Blake
Councillor G J Bramley	Councillor Mrs J E Bruce
Councillor Mrs D Challis	Councillor A C Clark
Councillor L A Collins	Councillor Mrs J Conyard
Councillor A H G Cooper	Councillor Mrs J E Cooper
Councillor J R Denyer	Councillor C J Fairbrass
Councillor Mrs K J Flint	Councillor C Geddes
Councillor I S Jamu	Councillor F C Jones
Councillor T J Justice	Councillor S Kallar
Councillor M A McCarthy	Councillor M E McKenzie
Councillor D S Miles	Councillor D O'Brien
Councillor B M Osborn	Councillor Mrs C T Osborn
Councillor R B Parkin	Councillor J W Porter
Councillor Mrs V M Rush	Councillor L A Smith
Councillor Mrs P A Twomey	Councillor T G W Wade
Councillor J P Wainwright	Councillor L R Waker
Councillor Mrs M M West	

APOLOGIES FOR ABSENCE

Councillor D F Best	Councillor Mrs E E Bradley
Councillor H J Collins	Councillor B Cook
Councillor Mrs V W Cridland	Councillor R J Curtis
Councillor W C Dale	Councillor M A R Fani
Councillor A Gibbs	Councillor M W Huggins
Councillor Mrs D Hunt	Councillor R C Little
Councillor Mrs J E Rawlinson	Councillor A G Thomas

1. Minutes (7 April 2004)

Agreed.

2. Tribute to the late Councillor R J E Jeyes

Tributes were paid to the late Councillor R J E Jeyes and a minute's silence was held in his memory.

Agreed a proposal to rename Whalebone Library the 'Robert Jeyes Library'.

3. Petition: Rogers Gardens - Anti-Social Behaviour

Noted the actions that have been taken by the Council and the Police to address anti-social behaviour in the area and agreed that no further action should be taken at the present time to close the alley.

4. Petition requesting a BMX track in Old Dagenham Park

Agreed the proposed actions, which will take place as part of the Parks and Green Spaces Strategy.

5. Petition relating to the reorganisation and redevelopment of existing civic amenity site, Frizlands Depot, Frizlands Lane

Noted the works that have been carried out to alleviate the noise nuisance.

6. Petition protesting about the non-completion of the subway at the end of the Scrattons Farm Estate (A13 Gale Street/Scrattons Farm Subway)

Noted that the Gale Street subway had been opened that day and the Charlton Crescent Subway was due to open this week. The lead petitioner requested that his thanks be passed to the officers concerned for the work they had done to get the subways opened.

7. Petitions regarding the Council's decision on Community Halls

Agreed that officers continue to work with Community Associations to implement the Executive's decision of 22 July 2003 to transfer community halls to full local management and grant 21 year leases by 31 March 2005.

8. Petition requesting a Community Hall for Valence Ward

Noted that this report had been withdrawn as contact had now been made with the lead petitioner and a meeting was to be arranged with the relevant parties.

9. Presentation by Community Matters

Received a presentation by Community Matters on their development contract around the Council's decision on community halls. The presentation addressed many of the issues raised by the petitioners and it was reiterated that the aim of Community Matters is to help the Community Associations to continue to run the halls efficiently and successfully.

10. Presentation by East London Transit

Received a presentation on progress of the project, developed in partnership between Transport for London and the London Boroughs of Barking and Dagenham and Redbridge, to deliver a bus transit scheme which supports development in Barking Reach, Dagenham Dock and Ilford.

11. Education Development Plan (EDP)

Agreed the updated Plan for confirmation to the Department for Education and Skills and the School Improvement Priorities and Activities for 2004/05.

12. Final Report of the Erkenwald Centre Development Scrutiny Panel

Received the final report of the Erkenwald Centre Development Scrutiny Panel and agreed its recommendations.

13. Final Report of the Social Inclusion Policy Commission

Agreed the Policy Commission's recommendations as set out in the report.

14. General Question Time

Councillor Smith asked the Lead Member for Education questions relating to the Council's policy on the admissions criteria for schools and about the number of complaints received from parents in relation to this. He raised these issues because he had received a number of complaints from parents living in Chadwell Heath about the Council's policy, which had arisen as a result of information given by Councillor Justice.

Agreed that Councillor Alexander would provide an appropriate response.

15. Annual Reports of Meetings

(i) Ceremonial Council – noted.

(ii) Community Forums - noted

(iii) Executive Report (Annual and Recent Business)

1 Members' Allowances

Agreed the Members' Allowances Scheme for 2004/2005 as set out in Appendix A to the report, with effect from 20 May 2004, in accordance with the recommendations of the Independent Review Panel.

2 Appointments to the Political Structure 2003/04

Considered the Executive's recommendations regarding appointments to the Council's political structure for the municipal year 2004/05.

(a) Membership

Agreed that the membership of the Executive, Scrutiny Management Board, the Development Control Board, the Panel for the Regulatory and General Matters Board, the Panel for the Personnel Board, the Standards Committee and the Community Forums be as set out in Appendix 'A'.

(b) Appointment of Chairs and Deputy Chairs

Noted that the Constitution automatically provides for the following positions:

	<u>Chair</u>	<u>Deputy Chair</u>
Executive	Leader of the Council	Deputy Leader of the Council
Council	Mayor	Deputy Mayor

Agreed that:

- (i) Chairs and Deputy Chairs for other Council bodies be as set out in Appendix 'B', and
- (ii) the tenure of Deputy Chairs of Community Forums be increased from one to two years and an appropriate amendment be made to the Constitution.

(c) Co-opted Members

Agreed that the following persons be appointed as co-opted Members on the Scrutiny Management Board for such times as education matters are considered:

Reverend R Gayler representing the Church of England

Mrs G Spencer representing the Roman Catholic Church

Mr P Carter and Mr B Phillips are already elected for a four year period as Parent Governor representatives for primary and secondary schools respectively and, as such, will similarly be co-opted to the Scrutiny Management Board for education matters.

(d) Best Value Reviews

Noted arrangements for Best Value Reviews in 2004/05.

(e) Representatives on Miscellaneous Bodies

Agreed that representation be as set out in Appendix C, subject to the addition of Councillor Cook as a Council representative on the Barking and Dagenham Citizen's Advice Bureau.

(f) Appointment of Trustees to Local Charities

Agreed:

- **Dagenham United Charity**

That Councillors Davis, Wainwright and Justice re appointed as trustees as detailed in the Executive report.

- **Barking General Charity**

That Councillors Mrs Bruce and Porter be reappointed as trustees for 2004/05.

- **Barking and Ilford Charities**

That Councillors Mrs Bradley and Mrs Flint be reappointed as trustees for 2004/05.

- **The Eva Tyne Trust Fund**

That Councillors Mrs Bruce, Davis and Mrs Twomey be reappointed as trustees for 2004/05. Councillor Jones also serves as an ex-officio member of the Trust.

- **The Brocklebank Lodge Trust Fund**

That Councillors H Collins and Jones be reappointed as trustees for 2004/05.

- **King George V Silver Jubilee Trust Fund**

That this continues to be administered by the Mayor and the Director of Social Services.

3 Annual Report – noted.

(iv) Scrutiny Management Board – noted.

Councillor Mrs Twomey thanked the Members of the Board and officers for their support over the year.

(v) Development Control Board - noted

Councillor Mrs Bruce thanked officers for their work over the past year.

(vi) Report of the Personnel Board – noted.

(vii) Report of the Standards Committee – noted.

(viii) Report of the BAD Youth Forum – noted.

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MEMBERSHIP OF COUNCIL BODIES 2004 / 2005

THE EXECUTIVE

Councillors Alexander, Bramley, H. Collins, Fairbrass, Geddes, Kallar, McCarthy, McKenzie, Smith and Wade

SCRUTINY MANAGEMENT BOARD

Councillors Barns, Denyer, Mrs Hunt, O'Brien, Mrs Twomey and Mrs West (one vacancy)

Co-opted Members (for education matters):

Church representatives: Reverend R Gayler - representing the Church of England
Mrs G Spencer - representing the Roman Catholic Church

Parent Governor representatives: - Mr P Carter - Primary Schools
Mr B Philips - Secondary Schools

DEVELOPMENT CONTROL BOARD

The Board is split into two panels. The Chair and Deputy Chair are members of both panels, as are the Leader and the Lead Member for Regeneration. The other members are listed below:

Panel A (Wednesdays): Cook, Mrs Cooper, Dale, Mrs Flint, Gibbs, Jones, Miles, Mrs Rawlinson and Wainwright (1 vacancy)

Panel B (Tuesdays): Barns, Mrs Hunt, Mrs Challis, Denyer, Fani, Justice, Mrs Rush, Mrs Twomey, Waker and Mrs West

REGULATORY AND GENERAL MATTERS BOARD

Cook, Mrs Cooper, Fani, Mrs Hunt, Mrs Twomey and Mrs West (1 vacancy)

PERSONNEL BOARD

Barns, Curtis, Fairbrass, Fani, Mrs Hunt, Justice, Kallar, Miles, Mrs Osborn, Mrs Rush, Mrs Twomey, Waker (1 vacancy)

STANDARDS COMMITTEE, including Independent Members

Councillors Curtis, Mrs Flint and Little

Independent Members: Fiona Fairweather and Reverend Stephen Poole

COMMUNITY FORUMS 2004/05

ABBAY, GASCOIGNE AND THAMES

Councillors Alexander, Barns, Bramley, Fani, Mrs Flint, Miles, McKenzie, Mrs Rawlinson and Mrs Rush.

EASTBROOK, HEATH AND ALIBON

Councillors L Collins, Davis, Fairbrass, Kallar, Little, McCarthy, Osborn, Parkin and Wade

EASTBURY, MAYESBROOK AND LONGBRIDGE

Ms Baker, Mrs Blake, Mrs Challis, Clark, Mrs Conyard, Cook, Cooper, Mrs Cooper and Mrs Hunt

PARSLOES, BECONTREE AND VALENCE

Councillors Mrs Bradley, Mrs Bruce, H Collins, Geddes, Jones, O'Brien, Mrs Osborn and Wainwright (1 vacancy)

RIVER, VILLAGE AND GORESBROOK

Councillors Best, Dale, Huggins, Jamu, Porter, Smith, Thomas, Mrs Twomey and Waker

WELLGATE

Councillors Curtis, Denyer, Gibbs, Justice and Mrs West

CHAIRS AND DEPUTY CHAIRS 2004 / 2005

	<u>Chair</u>	<u>Deputy Chair</u>
* Assembly	Councillor Davis	Councillor Barns
Scrutiny Management Board	Councillor Mrs Twomey	Vacant
Development Control Board	Councillor Mrs Bruce	Councillor Jamu
Standards Committee	Councillor Curtis	Reverend Stephen Poole
Abbey, Gascoigne and Thames Community Forum	Councillor Mrs Rush	# Mr Colin Ramage
Eastbrook, Heath and Alibon Community Forum	Councillor Kallar	# Mrs Edna Fergus
Eastbury, Mayesbrook and Longbridge Community Forum	Councillor Mrs Hunt	# Mr Ahmed Choudhury
Parsloes, Becontree and Valence Community Forum	Councillor Wainwright	# Mr James Campe
River, Village and Goresbrook Community Forum	Councillor Dale	# Mr Brian Beasley
Wellgate Community Forum	Councillor Denyer	# Vacant

* The Chair of the Assembly needs to play an independent role and, therefore, cannot be a member of either the Executive or the Scrutiny Management Board. The Deputy Chair cannot be a member of the Executive.

Deputy Chairs are appointed from the community via the Community Forums. It is proposed that the tenure of Deputy Chairs be increased from one to two years and that an appropriate amendment be made to the Constitution:

At some Forums, it has proved quite a task to encourage the community to come forward to stand, particularly as the Council expects them to attend quite a few meetings, despite the recent provision of a small expense allowance.

The process of seeking nominations and conducting ballots is both time consuming and relatively expensive in terms of postage and so on. There is also a growing need to support Deputy Chairs through offering training and general help and advice to develop their role as community representatives.

It is felt that the existing one year period as Deputy Chair, which amounts to attending six Community Forums, provides little opportunity to develop the individual and give them an insight into Council workings. It is felt that a two year tenure would be far more beneficial both to the individual and the Council in terms of gaining experience and confidence in being able to give real support to the Chairs. That support will be tested in the coming year with the decision taken by the Chairs and Deputy Chairs meeting to encourage Deputy Chairs to run on a trial basis the question and answer sessions at Forums.

If the Council is mindful to move to a two year appointment, it would not preclude an individual from stepping down from the position, if for any reason they were unable to continue, as was recently exemplified at Wellgate, where the Deputy Chair had to resign due to moving out of the Borough.

Note:

Ceremonial Council

The Mayor is automatically appointed as the Chair of the Council.

The Deputy Mayor is automatically appointed as the Deputy Chair of the Council.

Executive

The Leader of the Council is automatically appointed as the Chair of the Executive.

The Deputy Leader of the Council is automatically appointed as the Deputy Chair of the Executive.

COUNCIL REPRESENTATION ON VARIOUS INTERNAL AND EXTERNAL BODIES

Organisation	Representation required 2004 / 2005	Proposed Representation 2004 / 2005	Lead Department & Contact
Age Concern	2 Councillors	Mrs Bruce and Davis	Social Services (SS) Celia Pike-Lees – Ext. 2786
Association of London Government			
Leader's Committee	1 Councillor, plus up to 2 named deputies	Lead Member and their named deputies	Corporate Strategy (CS) Sally Penessa - Ext. 2219
Health & Social Care Forum	1 Councillor, plus 1 named deputy	Lead Member and their named deputies	SS: Celia Pike-Lees - Ext. 2786
Housing Forum	1 Councillor, plus 1 named deputy	Lead Member and their named deputies	Housing & Health (HH): Ken Jones - Ext. 5703
Education Forum	1 Councillor, plus 1 named deputy	Lead Member and their named deputies	Education, Arts & Libraries (EAL) Roger Luxton - Ext. 3000
Culture & Tourism Forum	1 Councillor, plus 1 named deputy	Lead Member and their named deputies	EAL: Jane Hargreaves - Ext. 4818
Crime and Public Protection Forum	1 Councillor, plus 1 named deputy	Lead Member and their named deputies	CS: Jeff Elsom - Ext. 2133
Economic Development Forum	1 Councillor, plus 1 named deputy	Lead Member and their named deputies	Regeneration & Environment (R&E) Jeremy Grint - Ext. 2443
Grants Committee	1 Councillor, plus up to 4 named deputies	Lead Member and their named deputies	CS: Mick Beackon - Ext. 2030

Organisation	Representation required 2004 / 2005	Proposed Representation 2004 / 2005	Lead Department & Contact
Transport and Environment Committee	1 Councillor, plus up to 4 named deputies	Lead Member and their named deputies	R&E: Niall Bolger - Ext. 3200
Greater London Provincial Council	In 2004/05, the Leader's Committee will constitute the GLPC Employer's Side. However, day-to-day matters will normally be dealt with by a meeting of deputy representatives and boroughs are asked to nominate 2 named deputies for this purpose.	Mrs Twomey and one vacancy	CS: Keith Warrior - Ext. 2354
ALG Limited	1 Councillor (usually the Leader's Committee representative)	Lead Member and their named deputies	CS: Naomi Goldberg from May 2004 Ext. 2248
Barking & Dagenham Citizens Advice Bureau	2 Councillors	Cook Mrs Hunt	CS: Naomi Goldberg from May 2004 Ext. 2248 (TBC)
Barking & Dagenham Council for Voluntary Services	2 Councillors	Mrs Rush	CS: Mick Beackon - Ext. 2030
Barking & Dagenham Gospel Oak Line Committee	1 Councillor	Jones	R&E: Gordon Glenday - Ext. 3929
Barking & Dagenham Partnership	4 Councillors	Leader and 3 Executive Members	CS: Sally Penessa - Ext. 2219
Barking & Dagenham Racial Equality Council	2 Councillors (position being checked with REC)	To be advised (see previous column)	CS: Bill Coomber - Ext. 2105
Barking & Dagenham Sports Council	10 Councillors	Barns, Mrs Flint, McKenzie, and Mrs Twomey Co-opted member: vacant	R&E: Teresa Parish - Ext. 3313

Organisation	Representation required 2004 / 2005	Proposed Representation 2004 / 2005	Lead Department & Contact
Barking College Corporation	2 Councillors	Bramley and Parkin	EAL: Justin Donovan - Ext. 3364
Barking College Corporation Search Committee	1 Councillor	Osborn	EAL: Justin Donovan - Ext. 3364
Barking Reach Development Company Limited and Enabling Board	2 Councillors	Leader and Lead Member	R&E: Jeremy Grint - Ext. 2443
Barking Town Centre Partnership	6 Councillors (4 Ward Members and the Lead Members for Regeneration and Improving Health, Housing and Social Care)	Alexander, Bramley, Kallar and Mrs Rush	R&E: Jeremy Grint - Ext. 2443
<p data-bbox="719 2152 815 2175">P 0 0 1 3</p> Community Housing Partnerships Abbey, Gascoigne & Thames Eastbrook, Heath and Alibon Eastbury, Mayesbrook and Longbridge Parsloes, Becontree and Valence River, Village and Goresbrook Wellgate	For each CHP – 2 Councillors from each Ward	Barns, Bramley, Fani, Mrs Flint, Mrs Rawlinson and Mrs Rush L Collins, Davis, Kallar and McCarthy (two vacancies) Ms Baker, Mrs Blake, Mrs Challis, Cook, Cooper and Mrs Hunt H Collins, Geddes and Mrs Osborn (three vacancies) Thomas Denyer, Justice and Mrs West (1 vacancy)	H&H: Jim Ripley - Ext. 3738

Organisation	Representation required 2004 / 2005	Proposed Representation 2004 / 2005	Lead Department & Contact
Community Legal Services	1 Councillor	Lead Member	CS: Muhammad Saleem - Ext. 3108
Community Safety Strategic Partnership	1 Councillor	Lead Member	CS: Jeff Elsom - Ext. 2133
Community/Police Consultative Group	Lead Member plus 3 other Councillors including one representative of the minority groups	Lead Member, Davis, Mrs Flint and Jones	CS: Jeff Elsom - Ext. 2133
Dagenham Village Partnership	3 Ward Councillors	Best, Dale and Waker	R&E: Bernadette McGuigan - Ext.3881
Early Years Development and Childcare Partnership	1 Councillor	Lead Member	EAL: Christine Pryor - Ext. 5552
East London Waste Authority	2 Councillors	Lead Member and Mrs Twomey	R&E: Mike Mitchell - Ext. 2677
ELWA Integrated Waste Management Service Contract Liaison Committee	1 Councillor	Vacant	R&E: Mike Mitchell - Ext. 2677
Employee Joint Consultative Committee	9 Councillors	Davis, Fairbrass, Geddes, Mrs Hunt, McKenzie, Smith and Mrs Twomey	CS: Jan Southwell - Ext. 2145
Excellence in Cities Partnership Board	1 Councillor	Lead Member	EAL: Jenny Crossley - Ext. 3507
Greater London Employers Association Limited	1 Councillor	Mrs Twomey	CS: Keith Warrior - Ext. 2354

Organisation	Representation required 2004 / 2005	Proposed Representation 2004 / 2005	Lead Department & Contact
Greater London Enterprise	1 Councillor	Lead Member	R&E: Jo Sinclair – 07968 511861
London Riverside (Heart of Thames Gateway) Board	2 Councillors	Leader and Lead Member	R&E Jeremy Grint - Ext. 2443
Independent Custody Visiting Panel	1 Councillor	Lead Member	CS: Teresa Munro - Ext. 2861
Joint Safety Committee	7 Councillors	L Collins, Curtis, Davis, Kallar, McCarthy and Mrs Twomey	CS: Stephanie May - Ext. 2201
Kingsley Hall Settlement	1 Councillor	Jones	
Local Government Association General Assembly	4 Councillors	L Collins, Lead Member (with named Deputies) and Mrs Rush (one vacancy)	CS: Naomi Goldberg Ext. 2248
Urban Commission	2 Councillors	Lead Members (with named Deputies)	R&E: Jeremy Grint - Ext. 2443
Local Housing Company Board	4 Councillors	Mrs Hunt, Miles, Osborn and Mrs West	H&H: Ken Jones - Ext. 3738
London Housing Unit Committee and Executive Sub-Committee	2 Councillors for each	Lead Member	H&H: Ken Jones - Ext. 3738
London Accident Prevention Council	1 Councillor	Mrs Bruce	R&E: Mike Mitchell - Ext. 3110
London Arts Forum	1 Councillor	Lead Member	EAL: Tracey McNulty – Ext. 4846

Organisation	Representation required 2004 / 2005	Proposed Representation 2004 / 2005	Lead Department & Contact
London (North East) Valuation Panel	2 Councillor nominations 6 non-Councillor nominations	Nominations (already made) Mrs Keller, Mr Ramage and Mr Ramsay	N/A
Neighbourhood Renewal Steering Group	4 Councillors	Lead Member, H. Collins, McKenzie and Mrs Rush	CS: Sally Penessa - Ext. 2219
Non Domestic Rate Consultation Meeting	3 Councillors	Leader, Deputy Leader and one vacancy	Finance Department (DF): Joe Chesterton - Ext. 2932
Public Transport Liaison Group	2 Councillors	Lead Member and Jones	R&E: Mike Mitchell - Ext. 3110
Reserve Forces and Cadets Association for Greater London	1 Councillor	Wainwright	None.
School Organisation Committee including Admissions Forum	4 Councillors	Lead Member, Bramley, Jones and Curtis	EAL: Jenny Crossley – Ext. 3507
Sector Police Working Parties KB Sector (Barking) KG Sector (Dagenham) and KK Sector (Marks Gate)	For each sector, 1 Councillor from each Ward	Alexander, Ms Baker, Barns, Mrs Cooper, Mrs Hunt, Mrs Rush H Collins, Davis, Jamu, Justice, Kallar, Little, Porter, Waker, Wainwright, Mrs West (1 vacancy)	None.
Social Services Children & Families Permanence Panel	2 Councillors	Mrs West (three year appointment)	SS: Tolis Vouyioukas - Ext. 2233

Organisation	Representation required 2004 / 2005	Proposed Representation 2004 / 2005	Lead Department & Contact
Social Services Task Centred Fostering Panel	2 Councillors	Cook and Wainwright	SS: Tolis Vouyioukas - Ext. 2233
Barking & Dagenham User/Carer Forum	1 Councillor	Lead Member	Primary Care Trust: Steve Wedgwood - Tel. 020 8532 6320
London Museums Agency	1 Councillor	Mrs Blake	EAL: Kirstie Briody - Ext. 6769
Stort Valley Housing Association	2 Councillors	Leader and Lead Member	H&H: Ken Jones - Ext. 5703
Superannuation Fund Investment Panel	2 Councillors	Bramley and one vacancy Two further nominees to be put forward by Lead Member as necessary	DF: Joe Chesterton - Ext. 2932
Thames Chase Joint Committee	3 Councillors (either Ward or Executive Members or a mixture of both)	Parkin (Eastbrook), Waker (Village) Jamu (River)	R&E: Allan Aubrey - Ext. 3576
Thames Gateway London Partnership - Executive - Community Safety Strategic Board - Gateway to London Board - Outer Thames Gateway Area Partnership	1 Councillor Ditto Ditto Ditto Ditto	Lead Member Ditto Ditto Ditto Ditto	R&E: Jeremy Grint - Ext. 2443 " " Jo Sinclair – 07968 511861 Claire Adams - Ext. 2161
Heathway Town Centre Forum	5 Councillors	Ward Members from River, Village and Alibon	R&E: Ralph Cook - Ext. 6015

Organisation	Representation required 2004 / 2005	Proposed Representation 2004 / 2005	Lead Department & Contact
Unitary Development Plan Group	3 Executive Members (voting members) 2 Development Control Board Members (by invitation only)	Executive Members (voting Members) Development Control Board Members (by invitation only)	R&E: Gordon Glenday - Ext. 3929

COUNCILLOR MRS VERA CRIDLAND

Mrs Cridland was elected to serve Valence Ward in 1998. She was a member of the Labour Party for 24 years and was delegate to Dagenham Constituency Labour Party and to the Executive Committee. She sat on the Development Control Board, Regulatory and General Matters Board and Personnel Board. She was a Governor at Valence Infants & Junior and also Grafton Infants & Junior schools.

Mrs Cridland was a member of Dagenham Swimming Club, helping with teaching and judging and officiating at galas. She was an Essex County and Southern Counties swimming official. She was a delegate to Barking and Dagenham Sports Council and also a delegate for sport to the Dagenham Town Show Committee.

Mrs Cridland carried out a lot of community work over the years and enjoyed being involved in encouraging young and old alike to take part in sporting activities.

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THE ASSEMBLY

16 JUNE 2004

REPORT OF THE CHIEF EXECUTIVE

MANAGING THE COUNCIL	FOR DECISION	
<p>To provide an overview to Assembly on the progress made in achieving the 2020 Vision following the modernisation of the arrangements in place to manage the Council.</p>		
<p><u>Summary</u></p>		
<p>This report:-</p>		
<ul style="list-style-type: none"> <input type="checkbox"/> Updates Assembly on the Councils end of year (actual) performance in key areas <input type="checkbox"/> Summarises the Councils strategy including the future performance priorities (as described in the proposed 04/05 BVPP) <input type="checkbox"/> Highlights issues to be addressed <input type="checkbox"/> Provides a summary overview of the Council's management arrangements in a comprehensive pack (the folder will be handed out on the day) <input type="checkbox"/> Gives examples of the national and international recognition received by the Council 		
<p><u>Recommendation</u></p>		
<p>The Assembly is asked to:-</p>		
<ul style="list-style-type: none"> <input type="checkbox"/> Discuss performance as highlighted by the performance indicators presented by Directors <input type="checkbox"/> To approve the performance plan for publication, subject to minor typographical or factual changes (circulated with agenda) <input type="checkbox"/> To allow other changes or amendments to the Performance Plan that are required in order to ensure the plan complies with statutory requirements <input type="checkbox"/> To agree the Council Scorecard objectives and performance indicators for 2004/05 and note the changes (see file) <input type="checkbox"/> To acknowledge the increasing profile the Council has received as a result of adopting the Balanced Scorecard (see file). 		
<p>Contact: Graham Farrant</p>	<p>Chief Executive</p>	<p>020 8227 2789 (telephone) 020 8227 2806 (fax) 020 8227 2685 (minicom) e-mail: graham.farrant@lbbd.gov.uk</p>

1. Background

Managing the Council-using the Balanced Scorecard

- 1.1 The Council has undergone a transformation in the way it manages itself to improve services for local people. It has gained a strong reputation as a Council that is improving and is recognised as being “well placed to improve the way it works and the services it provides to local people”.
- 1.2 In November 2000, the Executive agreed to manage the Council using the Balanced Scorecard system. This ensures that all actions and decisions are in line with our Community Priorities and ultimately the 2020 Vision for Barking and Dagenham.
- 1.3 The Balanced Scorecard is a single transparent performance framework that allows staff to see their role in delivering the vision and clearly links our work both within the Council and with our partners.
- 1.4 The Balanced Scorecard also focuses attention on priority performance indicators critical for the delivery of Comprehensive Performance Assessment and Local Public Service Agreement improvements. The Council's priorities are directly linked to the longer term actions in the Community Strategy to ensure efforts are pooled to deliver the required outcomes.
- 1.5 The Balanced Scorecard provides a strong and clear link between the Council's finances and service priorities which are articulated in the Medium Term Financial Strategy.
- 1.6 The Balanced Scorecard process also ensures accountability; Heads of Service's annual assessment with Members considers delivery against their Service Scorecard. TMT, who are responsible for the delivery of the Council Scorecard objectives are accountable via their annual assessment with the Chief Executive and Leader.
- 1.7 To support Members in understanding the links from the 2020 Vision down through the Community Strategy (Building Communities – Transforming Lives), to the Service Scorecards and performance indicators: a folder will be provided (at the Assembly meeting) to all Members and senior managers, which will contain:
 - Managing the Council
 - Vision 2020
 - Community Strategy - *Building Communities – Transforming Lives*
 - Barking and Dagenham Futures (Performance Plan) to be added to pack in July 04
 - 2004/05 Council Scorecard and Performance Indicators
 - Council Scorecard Performance Indicator Changes 2002-2005
 - Service Scorecards 2004/05 (Strategy Maps and Scorecards)
 - Thematic Scorecards 2004/05
 - Performance Monitoring Timetable
 - Performance Monitoring - Frequency Table
 - The Council Scorecard Executive Report (1 June 2004)
- 1.8 The folders will be provided at the Assembly meeting.

1.9 The performance indicators for the first quarter of 2004/05 will be considered at Executive on 17 August 2004 and will be distributed to all Members of the Council.

2. Types of Balanced Scorecards

Barking and Dagenham has 3 levels of Balanced Scorecards

2.1 The Council Scorecard

This sets out the corporate priorities, in the form of the seven community priorities agreed in consultation with our community and the key objectives within the Council to deliver against these priorities. The Council Scorecard is supported by performance measures to review progress against each objective. TMT are responsible for the delivery of these priorities, which drive Service Scorecards.

2.2 Service Scorecards

Contain the key priorities necessary within each service area to deliver both the Council's corporate objectives and individual service priorities. Each Head of Service is required to produce a Service Scorecard, ensuring that all the strategic service actions of the Council's services are in line with delivering the Council Scorecard. The service scorecards form seven thematic scorecards - ultimately delivering outcomes, that make a real difference to people's quality of life.

2.3 Thematic Scorecards

These have been developed for 2004/05 and measure and interpret how well our Service Scorecards interrelate and drive the Council Scorecard and therefore how well they deliver the community priorities. Each Thematic Scorecard:

- shows which department and service is contributing to the delivery of the community priority;
- highlights gaps and strengths in meeting the community priority; and
- enables senior managers to make judgments about cross-cutting service delivery and performance management issues within the council.

The Balanced Scorecard framework therefore:

- enables the organisation to align its priorities and resources around delivering the Barking and Dagenham 2020 Vision and the Community Strategy;
- ensures everyone within the organisation sees how they make a contribution to the delivery of the Council's priorities;
- accommodates and proactively responds to the increasingly changing demands on local government.

2.4 Key factors impacting on the development of the Council Scorecard for 2004/05

The 2004/05 Council Scorecard objectives and Performance Indicators have been formulated following an intensive year of review to ensure that these reflect the key priorities for the Council in the forthcoming year.

Some of the key factors that have impacted on the development of the 2004/05 Council Scorecard have been;

- a need to establish clear links with the Community Strategy;
- addressing weaknesses and development areas highlighted in the Comprehensive Performance Assessment (CPA) 2002 and the Qualitative Assessment in December 2003;
- the development of the Medium Term Financial Strategy (MTFS) and integrating financial and scorecard planning;
- delivering the stretch targets as agreed under the Local Public Service Agreement (LPSA);
- delivering improvements following the completion of the two cross-cutting Best Value Reviews: Procurement and Regenerating the Local Economy;
- the development of the cross-cutting Thematic Scorecards
- the Customer First agenda; and
- increased focus on managing culture change within the organisation.

All these factors have been integrated within the current 2004/05 Council and Service Scorecards to ensure synergy and that service objectives complement and deliver the corporate priorities. This also demonstrates that the Balanced Scorecard provides, year-on-year, a single coherent framework for reviewing priorities, setting goals and targets and managing, monitoring and improving performance within the Council.

2.5 The Review of the Council Scorecard / Performance Indicators 2003/04

Both TMT and the Balanced Scorecard Steering Group, chaired by the Chief Executive, reviewed the 2003/04 Council Scorecard and considered the impact of the factors highlighted above for the 2004/05 Council Scorecard.

The review resulted in several important changes resulting, in particular, from the 2003 CPA Direction of Travel report. The changes also reflect how far the Council has come in respect of assessing its own strengths and weaknesses.

In summary the 2004/05 Council Scorecard (see folder handed out at Assembly meeting), which was agreed at Executive (1 June 2004), has 23 objectives as opposed to 24 in 2003/04. The numbers of Council Scorecard performance indicators have increased to 45 from 38 in 2003/04.

2.6 Some of the key changes to the Council Scorecard are:

The specific *Community Leadership* objective was deleted from the *Customer First* quadrant, since the duty is being collectively delivered through the seven community priorities which are set out in the *Community First* quadrant. This change also emphasises the link between delivering the *Community Strategy* and the *2020 Vision* for Barking and Dagenham.

Under the *Customer First* quadrant an objective focussed on the *Customer First Programme* has been included, reflecting the need for all services to contribute to this major Council initiative and the e-government target for 2005. Each Head of Service was required to include an objective and performance indicator for the Customer First programme in their Service Scorecard.

Under *Funding the Future* an objective on *Improving Procurement Practice* has been included demonstrating a commitment to improve procurement practice across the Council.

The *Performance Counts* quadrant has been reduced from five to three objectives, but remains focused on ensuring continued improvement in performance. This reflects how the organisation has improved in terms of systematic monitoring and raising performance.

The expanded *People Matter* quadrant reflects the Council's desire to manage and foster culture change, enhance organisational capacity, develop and retain a skilled workforce through sustained investment and training opportunities. It also dovetails with the new Organisational Development Plan.

There are 16 new Council Scorecard performance indicators, while four have had wording changes, reflecting a change in emphasis. Out of 45 performance indicators four will be monitored monthly at TMT following this year's review of the monitoring process, eight will be monitored quarterly and the rest annually

One key indicator to note is CSC 17b which measures progress against the Local Public Service Agreement (LPSA) target. (LPSA targets are monitored using the existing process for statutory and Council Scorecard indicators).

2.7 The development of the Thematic Scorecards

In addition to the review of the Council Scorecard, cross-cutting Thematic Scorecards have been developed which ensure stronger alignment between individual service objectives and the corporate objectives.

Each member of TMT has been allocated a Thematic Scorecard based on one community priority and asked to scrutinise how far it appears able to deliver the relevant community priority, through the individual objectives and actions in the Service Scorecards.

The use of Thematic Scorecards represents a major development in using the Balanced Scorecard methodology as the basis for demonstrating outcomes from the process. This is the basis of a paper which has been included in the 3rd biannual conference of the International Performance Management Association sponsored by Cranfield University and Harvard Business School.

The combination of Council Scorecard, Service Scorecards and Thematic Scorecards, linked to the effective use of performance management should also enable the Council to demonstrate overall service improvements, through identifying gaps, strengths, weaknesses and overall direction.

2.8 Embedding the Balanced Scorecard in the Organisation

One of the key challenges for the Council is to ensure that the Council and Service Scorecards are cascaded through the organisation and their function appropriately understood at all levels.

The forthcoming year will see an increased focus on raising awareness of the Balanced Scorecard, throughout all tiers of the organisation by way of strengthening induction, training, briefings and away days.

In addition further work will be undertaken to support new Heads of Service who are responsible for devising Service Scorecards.

2.9 Increased Profile for the Council

Since the Council adopted the Balanced Scorecard as its performance management framework, the authority has received a great deal of interest from external bodies and has been praised for its comprehensive approach to adopting the Balanced Scorecard. The Balanced Scorecard has placed the Council at the forefront of performance management in Local Government. Many requests are received to talk at conferences. The Chief Executive and Director of Corporate Strategy have, between them, addressed more than 20 events. Below are a few specific examples of some of the positive responses to the Balanced Scorecard.

- 2.9.1 The Council has been praised by the Audit Commission, Ofsted and SSI for its use of the Balanced Scorecard.
- 2.9.2 The Council was commended in the category of *Most Improved Council* at the prestigious LGC Awards, in particular for its use of the Balanced Scorecard.
- 2.9.3 The Council hosted a Balanced Scorecard open day in January 2003 which was attended by over 60 organisations.
- 2.9.4 The Council is also participating in and contributing to the Nottingham University Consortium, which is examining the use of the Balanced Scorecard in the public sector. Among the other organisations included are the British Council and Northern Ireland office.
- 2.9.5 The Council has received many requests for information on our use of the Balanced Scorecard, both nationally and internationally.
- 2.9.6 A number of the quotes that have been made about the Council's use of the Balanced Scorecard. have been included in the folder (appended to the Council Scorecard 2004/05 Executive Report). Two extracts from recent publications giving detailed commentaries on our use of the Scorecard are also appended to this section.
- 2.9.7 The Chief Executive will also be speaking at the high profile Policy Network in July, on the Balanced Scorecard and officers will be facilitating a workshop.

Requests are also regularly received to work with other authorities (for which a charge is made). These include:

- Coventry
- Taunton
- N. Lincolnshire
- Harlow
- Suffolk Coastal and
- Hillingdon
- Wolverhampton
- Swindon

Other organisations/groups who have also expressed an interest include:

- The Scottish Executive
- Mole-Valley
- IDeA
- Cheshire
- Carmartheshire
- Luton BC
- Poole BC
- LB of Merton
- Sri Lanka
- Brazil
- Japan
- Inter Authorities Group
- Walsall
- University of Zaragoza
- Consultancy firms
- Postgraduate students

3. Performance Monitoring

- 3.1 In June 2003, Barking & Dagenham Council published its fourth Best Value Performance Plan setting out how the Authority aims to improve its services over the next 12 months.
- 3.2 The Statutory Performance Indicators are National Indicators which have been determined by ODPM (Office of the Deputy Prime Minister [*formerly DTLR*] – the Government department overseeing Best Value) and the Audit Commission.
- 3.3 The Council is required by law to collect and publish this information. In the process of developing the scorecards, services have identified key indicators for measuring improvement. This year's plan lists the Council Scorecard Performance Indicators for 2003/04 (Chapter 2 – Managing the Council). Internal Audit has carried out an audit of all the Council Scorecard Indicators to ensure they are robust and collectable.
- 3.4 A central system has been established to monitor each Performance Indicator, which is updated by departments on a quarterly basis. TMT review this performance information on a quarterly basis and from 1st April this year will also look at a selection where monitoring is appropriate monthly. The Executive will continue to review performance on a quarterly basis, with some indicators (e.g. exam results)

only appearing annually. For Members' information, the schedule of PI monitoring is included in the folder.

- 3.5 For presentational purposes, each Performance Indicator is being reported in a standard graphical format, which allows performance to be shown over time and compared with other Local Authorities. PI headings are traffic light colour-coded and "smiley/sad faces" have been added to clearly express how we are performing.
- 3.6 For the national indicators, figures have been included for neighbouring Boroughs together with lines showing the top 25% of performing Councils both nationally and across London. *(Please note it is only possible to compare our performance with the previous year's top quartile targets as these are not released until the December of each year following the outturns for that year).* This will not be possible for the majority of Council Scorecard PIs, as they are unique to Barking & Dagenham.
- 3.7 For Social Services performance information, comparison is no longer made with top quartile data. Comparison is now made with Performance Assessment Framework (PAF) performance targets for England and Outer London. The "smiley faces" will not be shown on Social Services graphs. Instead we have used the "blobs" to indicate whether performance is good or bad. i.e. ● = poor performing ●●●●● = high performing. The Social Services graphs also show a darker grey band to highlight what is considered to be good performances defined by a 5 blob (●●●●●) rating.
- 3.8 To ensure consistency in the notes section underneath the graph and to ensure that members and senior managers are able to easily access and understand the supporting information, the following format is used.

Headings
<u>Improvement / Deterioration</u>
<u>Action taken / update since last quarter</u>
<u>Further Action</u>
<u>Corporate Impact</u>
<u>Additional Information</u>

- 3.9 For the majority of Council Scorecard PIs this is the second year of reporting. Targets have been set for the next three years for the majority of these and are presented on the graphs.
- 3.10 The annual deadline for the publication of the Best Value Performance Plan is 30 June. It is still a requirement that a summary of performance information should be published by 31 March. Our summary of performance information for 2003/04 appeared in the March 2004 Citizen. The Assembly is duly asked to approve the BVPP for publication, subject to minor typographical or factual changes.

4. Comparing Performance

- 4.1 Guidance from the ODPM advises each Authority to compare performance with other Local Authorities. The monitoring system established allows the comparison of performance across a number of levels. National indicators provide the greatest

opportunity for comparing performance as each Local Authority is collecting and reporting identical information.

- 4.2 *Neighbouring Boroughs.* Research undertaken by the Audit Commission has identified that people are particularly interested in comparing the performance of their Local Authority with neighbouring areas. In the Barking and Dagenham Performance Plan and in our regular Performance Monitoring, the neighbouring boroughs of Redbridge, Havering and Newham have been selected for this purpose.
- 4.3 *Top 25% of performing Councils – both Nationally and London.* It is a requirement under Best Value that each Council must aim to perform within the top 25% of Councils within 5 years. For indicators relating to the quality of services, comparison should be made with the top 25% of Councils across the country. For indicators relating to the cost of the service, comparison should be made with the top 25% in London. The ODPM have determined that in most cases, a low service cost is preferable.
- 4.4 *Local targets – For the majority of Council Scorecard Indicators* comparisons can be made both over time and against the target set. These are identified on the relevant graphs.

5. Conclusion

- 5.1 This report draws together in a comprehensive file and report, the information the Council uses to manage its performance and the outcomes that have resulted, with a view to focusing on future improvements.
- 5.2 The Balanced Scorecard is the tool that is used to manage, translate strategies into action and enable progress to be reported and acted on.
- 5.3 The Executive uses this information to monitor that the Council is on track to deliver its key priorities and make a difference to people's quality of life and that this is reflected in the Councils policy decisions.
- 5.4 The end of year actuals for 2003/04 on the monitoring of the Best Value Performance Plan highlights the movement in performance.
- 5.5 The Performance Plan is a statutory document that sets out the Council has performed in the previous years and what it plans to improve in the future and by how much.
- 5.6 The Council has put a lot of effort into ensuring the right improvements are identified and delivered. The December 2003 Audit Commission CPA Direction of Travel summary report confirmed that the Council has shown a reasonable level of improvement across most service areas-based on its current plans, is well placed to improve the way it works and services it provides to local people.
- 5.7 The Council retained its "Fair" CPA category-which places it in the 45% of Councils not in the good or excellent categories. Therefore we need to continue to closely manage performance and demonstrate continual improvement.
- 5.8 The folder will be provided at the Assembly meeting to all Members.

Background papers used in the preparation of the report

- Report to Executive 18.05.04 – Performance Monitoring
- Report to Executive 01.06.04- Council Scorecard 2004/05
- Barking and Dagenham Council Corporate Assessment *December 2002*
- Direction of Travel Report *December 2003* (Qualitative Assessment)
- BSC Steering Group Minutes *November 2003 – February 2004*
- Barking & Dagenham CSC Strategy Map 2004/05
- CSC PIs 2004/05
- CSC PI changes from 2002/03 to 2004/05
- Quotes in relation to the Councils use of BSC
- New Targets, New Tools, New Rules....How the best local authorities are transforming services articles
- Performance Breakthroughs-Improving Performance in Public Sector Organisations