

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 28 June 2005 - 7:00 pm
Council Chamber, Civic Centre, Dagenham

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

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

17.6.05

R. A. Whiteman
Chief Executive

Contact Officer Barry Ray
Tel. 020 8227 2134
Fax: 020 8227 2171
Minicom: 020 8227 2685
E-mail: barry.ray@lbbd.gov.uk

AGENDA

1. **Apologies for Absence**
2. **Minutes - To confirm as correct the minutes of the meeting held on 21 June 2005 (to follow)**

Business Items

Public Items 3 to 6 and Private Items 16 to 20 are business items. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.

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

3. **Implementing E-government Statement (IEG) (Pages 1 - 33)**
4. **Feedback on Anglo German Medical Society Medical Conference 4 July - 1 August 2004 and Consent for Involvement in the Conference from 15 - 17 July 2005 (Pages 35 - 39)**

5. **Planning Delivery Grant 2005 / 2006 (Pages 41 - 49)**
6. **Cleaning Up the Borough (to follow)**

Discussion Items

7. **London Road / North Street and Lintons / Station Quarter Master Plans Update - Barking Town Centre (Pages 51 - 67)**
8. **Barking and Havering Local Improvement Finance Trust (NHS LIFT) - Level of Involvement (Pages 69 - 76)**
9. **Supporting People Five Year Strategy 2005 / 2010 (Pages 77 - 93)**

Appendix 4 – The Supporting People Strategy will be circulated to all Executive Members. The Strategy will also be available in the Members' Rooms, via the Internet and in public Libraries

10. **Barking and Dagenham Sustainable Energy Strategy (Pages 95 - 101)**
11. **Any other public items which the Chair decides are urgent**
12. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

Discussion Items

13. **Children's Services Inspections (Restricted Report, circulated separately)**

The contents of this report are embargoed by the Commission for Social Care Inspection, in accordance with the Council's Constitution (Part B, Article 14, paragraph 10.1) until after 28 June 2005. Copies of this report will be circulated to all Members and be available on the Internet after this date.

14. **Development of Barking Town Square - Acquisition of Properties and Authority to Use Compulsory Purchase Order Powers (Pages 103 - 109)**

Concerns a Contractual Matter (paragraphs 7 and 8)

Appendices 2 and 3 to be circulated separately

15. Term Contract for the Provision of Additional and Alternative Options for the Payment of Local Revenues and General Income (Pages 111 - 115)

Concerns a Contractual Matter (paragraph 8)

Business Items

16. Award of Supply of Cleaning, First Aid and Protective Items Report Cleaning Materials Term Contract - Tender (Pages 117 - 123)

Concerns a Contractual Matter (paragraphs 7, 8 and 9)

17. Construction Related Framework Agreements - The Way Forward (Pages 125 - 143)

Concerns a Contractual Matter (paragraphs 7 and 9)

18. Becontree Primary School - Children's Centre Development with Associated Community Facilities, Car Parking and Landscaping (Pages 145 - 148)

Concerns a Contractual Matter (paragraphs 7 and 9)

19. Gascoigne Ward - Development of Children's Centre at Gascoigne Primary School and Gascoigne Community Hall (Pages 149 - 152)

Concerns a Contractual Matter (paragraphs 7 and 9)

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

This page is intentionally left blank

THE EXECUTIVE

28 JUNE 2005

REPORT FROM THE DIRECTOR OF FINANCE

IMPLEMENTING E-GOVERNMENT STATEMENT (IEG)	FOR DECISION	
<p><i>The Executive is asked to consider the submission of the IEG Statement (4.5) as being a reflection of the Councils progress and future projected development of the implementation of "e" services across the Council. The Statement has to be agreed at the Executive level, prior to submission to the Office of the Deputy Prime Minister (ODPM) to ensure corporate approval.</i></p> <p>Summary</p> <p>This report sets out the Council's expected position at July 2005 in meeting e-government targets set out by the ODPM in July 2004 as 'Priority Outcomes'.</p> <p>Further reports to Executive in November 2005 and March 2006 will identify progress against the priority outcomes and BVPI157.</p> <p>Wards Affected: All</p> <p>Recommendations</p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. Agree submission of IEG Statement (4.5) to the ODPM by 18 July 2005; with any final amendments prior to submission to be delegated to the Director of Finance; and 2. Note current corporate position in achieving 100% of providing services electronically (BVPI 157) as being defined as 72% currently. <p>Reasons</p> <p>To achieve the government's performance indicator of 100% of council services (where practicable) to be accessible electronically by April 2006.</p>		
<p>Contact: Sarah Bryant</p>	<p>Head of Information Management and 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 Government has set a performance indicator of 100% of council services (where practicable) to be accessible electronically by April 2005 (BVPI 157). Since 2001 / 2002 councils have received a total of £850,000 in successive Implementing Electronic Government (IEG) grants to help to achieving this target.
- 1.2 On 29 April 2004, the ODPM published a list of Required, Good and Excellent Priority Outcomes which formed the basis for eligibility to IEG funding in 2004 / 2005 and 2005 / 2006 totaling £500,000 (£350,000 and £150,000 respectively). The list of 'Excellent' outcomes is only relevant to those authorities which have substantially completed the process of e-enabling their services and are not sufficiently challenged by the 'Required' and 'Good' lists: Barking and Dagenham does not fall into this category. Barking and Dagenham is focusing on achieving the required and Good outcomes.

2. Implementing E-Government Statement

- 2.1 To obtain the IEG funding of £350,000 in 2004 / 2005, a position statement as at 1 April 2004 was submitted to the ODPM by the due date of 14 June 2004. Funding has now been granted by the ODPM which is to be used to enable the priority outcomes to be achieved.
- 2.2 To enable this funding (and further funding) to be allocated across the Council where needed, all services have been asked to indicate what plans they have to achieve the Required and Good outcomes by December 2005, and to highlight any gaps, issues or problems in doing so, including funding and resourcing issues. The 'traffic light' assessment process has been used where:
- Red = work at research, planned or primary stage;
 - Amber = projects have been approved and are being implemented;
 - Green = work has been actioned and achieved.
- 2.3 This Gap Analysis indicates that several Priority Outcomes will not be achieved unless action is taken – either decisions or resourcing or both. In terms of the ODPM's traffic light system:

by 18/7/05	20 Red,	21 Amber,	13 Green
by 30/9/05	8 Red,	33 Amber,	13 Green
by 31/12/05	4 Red,	24 Amber,	26 Green
by 31/3/06	2 Red,	9 Amber,	43 Green

The key aim is to ensure that the provision of the priority outcomes achieve 'Green' status. Priority outcomes at Amber stage are due to projects and programmes being implemented but not achieving 'live' status. The 'Red' status denotes projects at the research stage.

The 2 "red" outcomes are:

- G8 - The establishment of a Single Business Account linked to the (Customer First) Customer Relationship Management (CRM) system. This red status is because the CRM programme is giving priority to people-based systems. When the CRM has been rolled out across all people-based systems, consideration will be given to the single business account. This will enable us to take full advantage of the London Connects work in this area which will be developing a single business account.
- G19 - Adoption of ISO 15489 methodology for Electronic Records Management. Work has started on a document retention and disposal policy as a first stage of good records management. It is accepted by the ODPM that this is likely to be a lengthy programme.

The 9 amber outcomes are due to:

- Dependency on externally provided systems (R1, G1 and R12).
- Links to the Revenues and Benefits modernisation programme which runs beyond March 2006 (R11, G11, R16, R17 and G15).
- Links to the Adoption of ISO 15489 methodology (G19 above) which runs beyond March 2006 (G21).

2.4 The IEG 4.5 Statement (see Appendix 1) to be submitted to the ODPM by 18/7/2005 details that the Council has achieved 72% of meeting the BVPI 157 Electronic Government Agenda (awaiting clarification from the IDeA Electronic Service Delivery Toolkit to confirm the processes of downloading data). Work will be continued to achieve 100% (previous forecast from IEG Statement 4 estimated achieving 90% by this period however the e-government unit has only become fully operational).

3. Proposals

- 3.1 An e-government programme has been established by the Council's e-Government Team to deliver the priority outcomes, improve access to information and services and continuously drive the achievement of BVPI 157 based on IEG 4 priority outcomes and the gaps in BVPI 157. Departmental Information Management and Technology Managers have been working and will continue to work with Departments to establish, determine, drive forward and implement the priority outcomes in line with both corporate and Departmental priorities and business needs. This will ensure the programme is managed, reviewed, monitored and evaluated across the Council.
- 3.2 The £350,000 from IEG3 has been allocated to fund some of the priority outcomes with further funding of £150,000 (due in July 2005) to fund the priority outcomes and the infrastructure needed to support and underpin the development of the e-agendas.

3.3 There is a two-pronged approach to delivering BVPI 157 and the Priority Outcomes:

3.3.1 BVPI 157: A team with representatives from each Department has been set up to concentrate on delivering BVPI 157 at 100%. This team has worked across Departments at all levels and improved BVPI 157 from 53% December 2004 to 72% by 18 July 2005 (when the attached report will be submitted to the ODPM).

3.3.2 Priority Outcomes: We are using the Office of Government Commerce's (OGC) Managing Successful Programmes (MSP) methodology to deliver the priority Outcomes. This breaks the various Outcomes into tranches which can then be managed. The individual Outcomes are being managed as projects using the OGC's Prince2 Project Management Methodology.

4. Consultation

5.1 The following people have been consulted in this Report.

- IM+T Departmental Managers
- Heads of Service
- Corporate Management Team
- Councillor M McCarthy
- Finance Officers

Background Papers

- IEG3 Statement
- Reports on Customer First



Office of the
Deputy Prime Minister

Creating sustainable communities



local e-gov

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 MID TERM (IEG4.5)

“Realising the benefits from our investment in e-government”

Proforma for esd-toolkit entry

*This is the proforma for IEG4 returns. A copy of this proforma will be published for online data entry via www.esd-toolkit.org from **May** 2005. Please note that the deadline for 'IEG4 mid term' submissions via the esd-toolkit is midday on Monday 18 July 2005.*

local and regional government • housing • planning • fire • regeneration • social exclusion • neighbourhood renewal

IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2005 (IEG4.5)

Introduction

This IEG return is an essential part of the national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from our investment in e-government and the use of IEG funding in individual local authorities. It is also an effective mechanism to help us identify national support and capacity needs for local authority e-government activity.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes:

- assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.

Building on the work undertaken by Sir Peter Gershon in his independent review of public sector efficiency¹, SR2004 sets the ODPM a new PSA target on local government:

- by 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities

This equates to a target for local services of achieving 2.5% efficiency gains per year, amounting to at least £6.45bn per annum by 2007/08. Clearly, e-government will make a substantial contribution towards the achievement of this target. The ODPM is working in partnership with local authorities and their representative national organisations to help achieve the specified objectives, including a new request in the IEG4 return to provide a summary of efficiency gains arising from the implementation of local e-government.

The format of the IEG return is subject to extensive consultation. Last year, this helped to achieve a 100% return rate of IEG4 submissions from local authorities. As last year, the format of the IEG4 mid term return is intended to simplify the return process for local authorities through a self-assessment approach. Successful completion of the IEG4 mid term return also demands awareness of the ODPM's National Strategy for Local e-Government published in November 2002, deliverables from the National Project programme and the priority outcomes for local e-government². Further details on all of these areas can be found at the ODPM's local e-government portal website www.localgov.gov.uk.

E-Government is a key tool in delivering local services. Within the CPA process, those councils that have not done well in achievement, investment, capacity or performance management may particularly need to consider the role that e-government can play in delivering improvements as part of a wider strategy for improvement planning.

The proforma format for IEG4 mid term returns complies with Government commitments to reduce service plan requirements for local authorities, whilst balancing the need for authorities to supply statistical information for the purpose of monitoring national progress on the implementation of local e-government. From this year through to 31 March 2006, all authorities will be able to input and maintain IEG data in real time via the esd-toolkit (www.esd-toolkit.org) allowing them to sign-off completion against the IEG self-assessment traffic lights as projects are actually implemented. For

¹ See http://www.hm-treasury.gov.uk/media/879E2/efficiency_review120704.pdf

² See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112

funding and risk management purposes, the ODPM will continue to set key dates in the calendar at which it intends to inspect the extent of progress and take action accordingly. These will include:

- 18 July 2005 mid term IEG snapshot;
- December 2005 deadline for IEG5 return;
- April 2006 deadline for IEG6 end of programme return.

“Excellent” CPA authorities are requested to continue to comply with requests for IEG data in order to assist in benchmarking national progress, to demonstrate their commitment to e-government and appropriate use of IEG capital grant. In particular, the fourth year of IEGs represents a crucial point of reference as local authorities move from the investment to the delivery phase of their local e-government programmes.

This proforma is intended to standardise Implementing Electronic Government (IEG) returns for 2004. It has been prepared for English County, District, Unitary Councils, London Boroughs, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare these statements. An amended version of this IEG4 proforma is available to National Park Authorities reflecting their different priority outcome responsibilities. Please note that Fire & Rescue authorities are not required to submit an IEG4 return, although county councils with responsibility for this service should include fire and rescue data as part of their general return.

Priority Outcomes

Practitioner guidance on the interpretation of the priority outcomes is available from <http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelid=1704073>. All enquiries on policy matters relating to the priority outcomes should be addressed to the local e-government team at the ODPM.

Funding & Completeness

You should complete the IEG4 mid term return on the basis that it is a required reference document to provide evidence to auditors of how IEG grant funding has been used. You should consult with relevant members of the ODPM's local e-government team for clarification of what is required to complete the proforma fully or to request assistance.

Approval & Publication

It is important that the information contained in your completed IEG4 mid term proforma is approved by the Council before submission and that adequate time for this is built into the timetable. Please note that the esd-toolkit entry process allows you to save a pdf copy of your IEG4 mid term return to facilitate its approval by Members. You are also reminded to note any requirements for disclosure of this information on your public website, in line with your authority's approved Publication Scheme under the requirements of the Freedom of Information Act 2000.

What's New in the Proforma?

The IEG4 Mid Term proforma purposely does not contain any substantive changes from last year's IEG4 proforma. However, it does contain minor updates to reflect the publication of the revised Local Government Efficiency Technical Note in January 2005 and the publication of the Government Connect Prospectus in March 2005.

Submission

Please note that submissions will only be accepted online via the Electronic Service Delivery (ESD) toolkit supported by the Improvement & Development Agency (IDEA) (www.esd-toolkit.org)³. Councils must make individual submissions - partnership returns are not acceptable.

You should allow adequate time to register and acquaint yourself with this facility prior to the submission deadline. Registration is free, and is both sufficient for the purposes of IEG4 mid term submission and for obtaining a copy of the local Government Services List (LGSL) needed for BVPI 157 calculation.

Please do not hesitate to contact relevant members of the ODPM local e-government team should you require further information or clarification. Contact details can be found on the last page of this guidance.

PROFORMA CONTENT



You are asked to summarise the plans and progress of your local authority according to the information requested below, as follows:

Section 1 – Priority Outcomes (self-assessment)

Section 2 – Change Management (self-assessment)

Section 3 – BVPI 157

Section 4 – Access Channel Take-Up

Section 5 – Local e-Government Implementation Costs

Section 6 – Local e-Government Programme Efficiency Savings

Please refer to www.localgov.gov.uk for further background information, including details of the priority outcomes guidance paper. Information on National Projects is available at www.localgovnp.org. Further information about local e-government is also available from the IDEA's Knowledge website at www.idea-knowledge.gov.uk.

In relation to Section 1 below, it is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed. It is not the intention to ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, a minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility is to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. In practice, authorities in two-tier areas will need to work in partnership to establish

³ IEG4 returns submitted by email will only be accepted for National Park Authorities, the Greater London Authority, the London Development Agency and Transport for London who are not catered for through esd-toolkit arrangements.

protocols covering the deep linking responsibilities within the ODPM's Priority Outcomes. This information should then be 'traffic-lighted' on the proforma accordingly.

Please add any explanatory or qualifying notes in the comment column, as appropriate.

Not all the elements in the proforma checklist in Section 2 below will necessarily be a part of your local e-government strategy, but you are expected to be aware of all of these elements and have taken a corporate position in relation to them. It is recognised that your IEG strategy will reflect local priorities and customer preferences, but you are asked specifically to provide accompanying commentary on any areas of the proforma checklist that remain "red" in 2005/06.

Name of Authority: London Borough of Barking and Dagenham

IEG Contact Name: _____ Jack McKeown _____

Email: jack.mckeown@lbbd.gov.uk _____

Telephone No: 020 8227 3500 _____

Local Context

You may enter free text here to summarise the current stage of development of your authority's local e-government programme and your delivery plans up to and beyond December 2005, including the benefits that citizens will see as a result of e-government investment. It is suggested that this section be utilised to set the local context for the information contained in this return avoiding the use of technical jargon.

London Borough of Barking and Dagenham

We have a vision to provide quality services to our citizens by improving access to all Council services and information. We will deliver these improvements in a cost effective manner, underpinned by our e-Government strategy.

We have a programme of work to modernise and integrate services so that our efforts and resources demonstrate:

- That we have listened to what our customers tell us they want
- We have made the greatest use of existing investments
- We have focused on maximising efficiency savings

Customer First

A key component of our programme of work is the 'Customer First' initiative to deliver '**An excellent contact service with high standards of quality and performance**'. Customer First has been live since October 2004, delivering Environmental Services. Integrations, linking the Customer First CRM system with three main back-end systems in Environmental Services, have been live since Spring 2005. This is underpinned by the "Done-in-One" initiative throughout the council which introduces one interaction for customers who request services or information.

As a result of implementing the CRM system, the following benefits are expected:

- An improvement in customer satisfaction for customer service and delivery of service
- Better business planning as our understanding of our customers use of services improves
- Improvements in delivery of service effectiveness and efficiency

Our target is to have 80% of all services being delivered via front line staff using the CRM system or through citizen's use of self-service facilities via the Council's web-site by December 2006.

Web based self-service

Our web site is proving to be popular with our citizens; page impressions and unique visitors are up by 66.5% and 10% respectively.

Our web-site has a citizen's portal facility which provides access to:

- o Online payments
- o A Housing Repair Enquiry to enable a check on the status of an outstanding repair request and to list the most recently completed repairs
- o A GIS based 'locator' system which presents locations and distances of facilities such as libraries and doctors surgeries from a given postcode or address
- o Renew library loans and view the library catalogue
- o Viewing of current and new planning applications

Citizens are able to make online payments for Council Tax, Car Parking Fines, Non-Domestic Rates, Home Loans and Sundry Debt items via the web site or through a touch tone telephone payments facility.

The web site uses GIS based mapping to facilitate the reporting of abandoned vehicles, blocked drains, register general complaints, log housing repairs, street light faults and street / footpath repairs.

Our Councillors have their own web pages and the public can access all agendas and committee minutes from the web site.

We have an online facility to book sports and leisure facilities planned, supplemented by a telephone booking system.

Collaboration and Partnerships

We are participating in a number of collaborative or partnership joint working arrangements as follows:

- o The council is participating in the Pan London Coordinated Schools Admission system, developing an interface between the register and local administrative systems in each LEA
- o The council is participating in the North-East London Partnership, developing shared procurement options and an e-marketplace. Internally, we are implementing an e-procurement module in our Finance system to facilitate paperless ordering and invoicing
- o An integrated children's services system is being developed in partnership with a number of agencies, including health, and police
- o We are participating in the National Planning Portal project to implement online submission of planning applications. Online submission of plans for planning and building control has recently become available
- o We were chosen by the DfES to be part of the £20m ICT Test Bed Project aimed at demonstrating the positive impact that high levels of investment in ICT can have on raising pupil attainment standards. This project is due to run to August 2006. It is being externally evaluated by Nottingham Trent University.

Our continued investment in furthering our e-Government programme as demonstrated in later sections of this Implementing Electronic Government Statement shows our continued commitment to achieving our vision for customer service.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Current Status As at 18 July 05	Anticipated Status at 30/09/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment
<p>Local e-organisation:</p> <p>Red = Preparation & planning – to include projects that are being planned or being piloted</p> <p>Amber = Implementation stage – roll out of approved projects</p> <p>Green = Fully implemented – projects completed & implemented</p> <p>e.g. for progress against a particular element you might enter:</p>					<p>e.g. “red” status should be applied to all elements on the proforma where work is at a primary or research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.</p> <p>e.g. “amber” status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.</p> <p>e.g. “green” status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership. Please note that all “R” and “G” numbered priority outcomes listed in Section 1 are expected to be “green” by 31 December 2005 and 31 March 2006 respectively. This includes a requirement for deep-linking in relation to non-statutory functions.</p>

Section 1 – Priority Outcomes (self-assessment)⁴

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

Outcome & Transformation Area Description	Current Status As at 18 July 05	Anticipated Status at 30/09/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry. ⁵	Amber	Amber	Amber	Amber	Participating in the Pan-London Admissions system. On track- all supporting web pages in place. LBBB work completed. Amber because we are dependant on Pan London Portal being available (Lead by Wandsworth).
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children ⁶ .	Green	Green	Green	Green	
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber	Amber	Amber	Amber	Participating in the Pan-London Admissions system. On track- all supporting web pages in place and awaiting Pan London Portal. LBBB work completed. Amber because we are dependant on Pan London Portal being available (Lead by Wandsworth)..
E1 If already 'green' on R1, R2 & G1 above, please comment on agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List ⁷ (see www.laws-project.org.uk).	Green	Green	Green	Green	Mapping from APLAWS to LGCL on target
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green	Green	Green	Green	No further work required as we're using the Youth Justice Board email system

⁴ See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112 and <http://www.idea.gov.uk/knowledge>

⁵ Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.

⁶ i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).

⁷ Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events	Red	Red	Amber	Green	Barking & Dagenham Partnership – Social Cohesion sub group will own this. It will be in place by March 2006.
E2 If already 'green' on R3, R4 & G2 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.	Green	Green	Green	Green	Completed
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.	Green	Green	Green	Green	The Community Partnership maintain this, so completed
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.	Red	Red	Amber	Green	Will be delivered by Customer First programme which will run until 2006/7. Initial stages completed. Green status based on "particular standards achieved with plans for extended rollout on an enterprise basis". SMS is not included in our plans at this stage.
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).	Red	Red	Amber	Green	DVDs are currently being produced. By March 2006, these will be published in a format that can be loaded on the LBBD website.
E3 If already 'green' on R5, R6, G3 & G4 above, please comment on agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).	Amber	Amber	Green	Green	Public can report but not track. The tracking facility is planned for Late 2005
R8 Online receipt and processing of planning and building control applications.	Red	Amber	Green	Green	Completed
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber	Amber	Green	Green	This is planned for late 2005

<p>G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.</p>	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>	<p>Green</p>	<p>LBBD are using IEG funds to clean the data. This will be achieved by March 2006. At that point, the project will be reviewed as its ongoing costs need to be matched by savings made. This depends on other authorities having delivered G6 by March 2006. The project will only proceed if there is a zero or negative revenue cost.</p>
<p>G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.</p>	<p>Amber</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Budget allocated. 50% committed. Remainder will be spent by Dec 2005</p>
<p>E4 If already 'green' on R7, R8, G5, G6 & G7 above, please comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.</p>						
<p>R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.</p>	<p>Amber</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Various projects under way.</p>
<p>G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).</p>	<p>Red</p>	<p>Red</p>	<p>Red</p>	<p>Red</p>	<p>Red</p>	<p>This project is at the research stage. The council's CRM rollout is giving priority to people-based systems. When this has been rolled out across all people-based systems, consideration will be given to the single business account. This will enable us to take full advantage of the London Connects work in this area which is due to develop a single business account by July 2005, with the aim for this standard to be adopted nationally. We will also need to consider the benefits of implementing this outcome, considering the high costs involved.</p>
<p>G9 Regional co-operation on e-procurement between local councils.</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Green</p>	<p>Currently running e-auctions with Hammersmith & Fulham. Working with other London Authorities to share procurement of common services & resolutions. Also procurement solutions being examined with SOCPo and others and use of NHS/OGC/S-Cat & G-Cat contracts.</p>

<p>If already 'green' on R9, G8 & G9 above, please comment on progress towards providing:</p> <p>E5 Access to virtual e-procurement 'marketplace';</p> <p>E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p> <p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8);</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p>				
<p>R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment; supply of automatic transaction ID numbers).</p>	Green	Green	Green	Completed
<p>R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.</p>	Red	Amber	Amber	This is part of the Revs & Bens Modernisation Programme which is scheduled for implementation by Aug 2006.
<p>G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.</p>	Amber	Green	Green	Completed
<p>G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.</p>	Red	Amber	Amber	This is part of the Revs & Bens Modernisation Programme which is scheduled for implementation by Aug 2006.
<p>If already 'green' on R10, R11 G10 & G11 above, please comment on progress towards providing:</p> <p>E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone);</p> <p>E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards);</p> <p>E10 Agreed baseline and targets for reductions in unit costs of payment transactions;</p> <p>in the comment column opposite. Otherwise, leave this row blank.</p>				
<p>R12 Online renewal and reservations of library books and catalogue search facilities.</p>	Amber	Amber	Amber	The library system is due to be replaced by Mar 2006 as the existing system will not be supported by this date and does not comply with the requirements for e-Gif, e-GMS and accessibility. Working with LA Libraries

						consortium on providing a London search of Libraries
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Red	Amber	Green	Green	Green	Implementation under way. Bookings will be available across the web & via phone booking
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Red	Red	Red	Amber	Amber	See R12; The libraries replacement system has Smartcards as part of its specification. The Sports Centre System currently has a barcode card system. A review of this system will be done as part of the Libraries replacement project.
E11 If already 'green' on R12, R13 & G12 above, please comment on agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.						
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Amber	Amber	Green	Green	Green	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Red	Amber	Green	Green	Green	The online e-Consultation system is in use on the web. It will be further developed for each of the areas that require consultation.
G13 E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Amber	Amber	Amber	Amber	Green	Civica systems to provide solution
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Red	Amber	Amber	Amber	Green	Symology have been commissioned to implement this project, but the delivery depends on Street Works Legislation. Current estimates are that will deliver by March 2006, but this may change.
E12 If already 'green' on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank.						

R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Red	Amber	Amber	Amber	Amber	Will be delivered by Customer First programme which will run until 2006/7. Initial stages completed.
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Red	Amber	Amber	Amber	Amber	This is part of the Revs & Bens Modernisation Programme which is scheduled for implementation by Aug 2006.
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.	Red	Amber	Amber	Amber	Amber	This is part of the Revs & Bens Modernisation Programme which is scheduled for implementation by Aug 2006.
E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.						
E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. in the comment column opposite. Otherwise, leave this row blank.						
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green	Green	Green	Green	Green	Completed
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Red	Amber	Green	Green	Green	Adults on target for December – Childrens is just awaiting further government clarification.
G16 Systems to support joined-up working on children at risk across multiple agencies.	Red	Red	Amber	Green	Green	CAF guidance has been issued and project team to be formed across children's services – ICS Anite will deliver as soon as Gov decides on the way forward. .
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Red	Amber	Amber	Amber	Green	Mobile technology now being rolled out across Adult services, Children's will depend on the above.
E15 If already 'green' on R18, R19, G16 & G17 above, please comment on agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave this row blank.						

R20 Email and Internet access provided for all Members and staff that establish a need for it.	Completed	Green	Green	Green	Green
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Policy being prepared in conjunction with HR	Green	Green	Amber	Amber
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Policy being prepared in conjunction with HR (See R21)	Green	Green	Amber	Amber
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Re the ECDL, we have a three pronged attack. The Adult College have offered to use their facilities to train all members of Council staff. We are currently running weekly lunch time ECDL courses. We are considering an Interactive Multimedia training pilot for 200 staff.	Green	Amber	Amber	Amber
E16 If already 'green' on R20, R21, R22 & G18 above, please comment on agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank.					
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Will be delivered by Customer First programme which will run until 2006/7. Initial stages completed. Green status based on "particular standards achieved with plans for extended rollout on an enterprise basis".	Green	Amber	Amber	Amber
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	In-house development of CMS underway	Green	Green	Amber	Amber
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Work has started on a document retention & disposal policy as a first stage of good records management across the council. Funding & resources are required to implement policies, procedures & systems for ISO15489.	Red	Red	Red	Red
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Completed. The LBBB website is listed in the top 20 sites in the country by SocITM 2005	Green	Green	Green	Green
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Where supplier's systems are eGIF compliant, this will be delivered by Customer First programme which will run until 2006/7. Initial stages completed. Currently all Web pages are eGMS compliant. Implementation of eGMS for	Amber	Red	Red	Red

						documents will be considered when our investigation into ISO15489 has been completed (see G19).
E17 If already 'green' on R23, R24, G19, G20 & G21 above, please comment on agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank.						
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green	Green	Green	Green	Green	Completed
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green	Green	Green	Green	Green	It is worth noting that our previous forecast for 04/05 was 419,000 The actual was 419,471.
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Amber	Amber	Amber	Amber	Green	Will be delivered by Customer First programme which will run until 2006/7. Initial stages completed. Green status based on "particular standards achieved with plans for extended rollout on an enterprise basis".
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green	Green	Green	Green	Green	Completed
E18 If already 'green' on R25, R26, G22 & G23 above, please comment on agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank.						
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.	Amber	Amber	Amber	Amber	Green	Will be delivered by Customer First programme which will run until 2006/7. Initial stages completed. Green status based on "particular standards achieved with plans for extended rollout on an enterprise basis". This underpins the LBBB "Done-in-One" campaign.
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.	Amber	Amber	Amber	Amber	Green	Will be delivered by Customer First programme which will run until 2006/7. Green status based on "particular standards achieved with plans for extended rollout on an enterprise basis". This underpins the LBBB "Done-in-One" campaign.

<p>R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies</p>	<p>Red</p>	<p>Amber</p>	<p>Amber</p>	<p>Green</p>	<p>Will be delivered by Customer First programme which will run until 2006/7. Initial stages completed. Green status based on "particular standards achieved with plans for extended rollout on an enterprise basis". This underpins the LBBB "Done-in-One" campaign.</p>
<p>G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.</p>	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>	<p>Green</p>	<p>Will be delivered by Customer First programme which will run until 2006/7. Initial stages completed. Green status based on "particular standards achieved with plans for extended rollout on an enterprise basis". This underpins the LBBB "Done-in-One" campaign.</p>
<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>	<p>Green</p>	<p>Will be delivered by Customer First programme which will run until 2006/7. Initial stages completed. Green status based on "particular standards achieved with plans for extended rollout on an enterprise basis". This underpins the LBBB "Done-in-One" campaign.</p>
<p>E19 If already 'green' on R27, R28, R29, G24 & G25 above, please comment on agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology in the column opposite. Otherwise, leave this row blank.</p>					

Section 2 – Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/ldk/aio/206757): 	<ul style="list-style-type: none"> i) Member & officer e-champions 	Green	Green	Green	Green	Member: Access & Inclusion portfolio holder. Office: Director of Finance
	<ul style="list-style-type: none"> ii) e-government programme manager 	Green	Green	Green	Green	e-Government & ICT Strategy Manager
	<ul style="list-style-type: none"> iii) customer services management 	Green	Green	Green	Green	Customer First Manager
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning 		Green	Green	Green	Green	Chief Officers and Chief Executive (The Management Team)
<ul style="list-style-type: none"> Establishment of an e-delivery board⁸ 		Green	Green	Green	Green	MSP & PRINCE2 standard methodology, training and certification of e-Government team
<ul style="list-style-type: none"> Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme 		Green	Green	Green	Green	Balanced scorecard is used as the corporate service planning tool which includes departmental risk registers.
<ul style="list-style-type: none"> Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 		Green	Green	Green	Green	Regular MORI poll surveys conducted. Also customer surveys, citizens panel & community forums
<ul style="list-style-type: none"> Use of customer consultation/research to inform development of corporate e-government strategy 		Green	Green	Green	Green	Learning Villages infrastructure, Gascoigne Wired Up Community. Further developments as result of Customer First Programme & Surestart programme.
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 		Green	Green	Green	Green	Head of Democratic Support
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) 		Green	Green	Green	Green	The policy on information is being established so this project is regarded as at
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, 		Red	Red	Red	Red	

⁸ i.e. the board that has overall responsibility for all the e-programmes in an authority as well as other governance issues such as overseeing the general management processes and the ICT architecture to deliver e-government.

⁹ Areas where benefits may be identified include policy or legal requirement (required), quality of service, internal management, process improvement (productivity or efficiency), Personnel or HR management, risk reduction, flexibility, economy, revenue enhancement or acceleration, strategic fit.

<p>including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer</p> <ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal/) Compliance with BS 7799 on information security management 	Green	Green	Green	Green	the research stage
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan⁹ for delivery of local e-government programme strategic objectives 	Red	Red	Red	Red	LBBDD have participated in the London Grid for Learning
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgsi/lgsi.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Red	Red	Red	Red	This project is at the research stage. When we have completed the research, LBBDD will then evaluate the research & take a view
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal/ & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc) 	Red	Red	Red	Red	The policy on information is being established so this project is regarded as at the research stage
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Red	Red	Red	Red	Will be developed by the eGovernment Programme team.
	Green	Green	Green	Green	LBBDD has signed up for ESD-Toolkit Risk Assessment Project and completed it's initial returns. We were the first Borough in the country to complete the returns
	Red	Red	Red	Red	This project is at the research stage. When we have completed the research, LBBDD will then evaluate the research & take a view
	Red	Red	Red	Red	This project is at the research stage. When we have completed the research, LBBDD will then evaluate the research & take a view

<ul style="list-style-type: none"> ▪ Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique Identifiers (UIDs) and associated standards, as designated in Government Connect iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp) iv) citizen & business authentication for services for services categorised at security levels 0-3 v) registration & authentication of employees for internal and cross-agency services vi) corporate approach to collection of e-payments vii) cross agency secure transactions (Government to Government) viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place) x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en) • Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back-office connection in place (Department Interface Server) • connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) • Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foipunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Red	Red	Red	<p>This project is at the research stage. When we have completed the research, LBBB will then evaluate the research & take a view.</p> <p>The cost/benefit analysis needs to be done & the business case justified</p>
<ul style="list-style-type: none"> • connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) • Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foipunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Red	Red	Red	<p>This project is at the research stage. When we have completed the research, LBBB will then evaluate the research & take a view.</p> <p>The cost/benefit analysis needs to be done & the business case justified</p>
	Green	Green	Green	Available on the LBBB website
	Green	Green	Green	This is in place

<ul style="list-style-type: none"> • Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) • Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) • Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	<p>Green</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>Green</p>	<p>This is in place</p> <p>This is in place</p> <p>Careweb in place</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------	----------------------------------------	----------------------------------------	----------------------------------------	-------------------------------------------------------------------------

BVP1 157 Interaction Type	Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005)	Actual				Forecast
		2001/2	2002/3	2003/4	2004/5	2005/6 ¹⁰
Providing information:						
• Total types of interaction e-enabled		306	325	366	375	466
• % e-enabled	94%	73.56%	78.13%	81.15%	80%	100% (20%)
Collecting revenue:						
• total types of interaction e-enabled		40	40	50	74	77
• % e-enabled	87%	39.60%	39.60%	50%	96.10%	100% (4%)
Providing benefits & grants:						
• total types of interaction e-enabled		4	4	5	1	9
• % e-enabled	78%	44.44%	44.44%	62.50%	11.11%	100% (93%)
Consultation:						
• total types of interaction e-enabled		38	42	140	345	391
• % e-enabled	86%	10.92%	12.07%	40.94%	88.24%	100% (12%)
Regulation (such as issuing licences):						
• total types of interaction e-enabled		2	3	2	14	50
• % e-enabled	76%	25%	37.50%	20%	28%	(100%) (72%)
Applications for services:						
• total types of interaction e-enabled		88	130	156	164	241
• % e-enabled	83%	40%	59.99%	75.73%	68.05%	100% (32%)
Booking venues, resources & courses:						
• total types of interaction e-enabled		20	23	17	17	38
• % e-enabled	78%	41.67%	47.92%	40.48%	44.74%	100% (55%)
Paying for goods & services:						
• total types of interaction e-enabled		3	3	5	51	96
• % e-enabled	80%	5.77%	5.77%	6.76%	53.13%	100% (47%)
Providing access to community, professional or business networks:						
• total types of interaction e-enabled		57	62	58	123	236
• % e-enabled	82%	50.89%	55.36%	33.53%	52.12%	100% (48%)
Procurement:						
• total types of interaction e-enabled		1	1	3	66	93
• % e-enabled	73%	1.06%	1.06%	3.09%	70.97%	100% (29%)
• TOTAL TYPES OF INTERACTION E-ENABLED	REVISED FIGURES EXPECTED	559	633	802	1230	1697
• % E-ENABLED	100%	39.70%	44.96%	53.36	72%	100%

¹⁰ It is anticipated that authorities will base their annual BVP1 157 actuals/estimates on the position at the 31st March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1st January 2006 is required.

Section 4 – Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions¹¹ and unique users¹² are given in the footnotes below.

	Actual		Forecast			Comment
	03/04	04/05	05/06	06/07	07/08	
E-enablement & Main E-Access Channel Take-Up						
Local Service Websites						
<ul style="list-style-type: none"> Page impressions (annual) Unique users, i.e. separate individuals visiting website (annual) Number of e-enabled payment transactions accepted via website Number of change of address notifications accepted via website 	6,188,229 381,468 0.934 n/a	10,303,269 419,479 10,581	461,000 15,000	508,000 22,500	560,000 30,000	It is worth noting that our previous forecast for 04/05 was 419k. We have applied the same criteria in calculating future hits
Telephone						
<i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):</i>						
<ul style="list-style-type: none"> Number of e-enabled payment transactions accepted by telephone Number of change of address notifications accepted via telephone 	23.4 n/a	10,646	67,500	92,500	120,000	
Face To Face						
<i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits):</i>						
<ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via personal contact Number of change of address notifications accepted via personal contact 	0.782 n/a	200,422	17,000	22,500	29,000	
Other Electronic Media (e.g. BACS, text messaging):						
<ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via BACS Number of e-enabled payment transactions accepted via text message or other electronic form Number of change of address notifications accepted via other electronic media 	235 n/a n/a	256 n/a n/a	264 n/a n/a	272 n/a n/a	280 n/a n/a	Based on 3% growth pa
Non Electronic (e.g. cash office, post)						
<ul style="list-style-type: none"> Number of payments accepted by cheque or other non-electronic form Number of change of address notifications accepted via non-electronic form 	316 n/a	270	242	218	196	Gradual reduction as there is an increased use of other payment methods

¹¹

Unique User (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

¹² **Page Impression** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

Section 5 – Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

	Backward Look (£)K		Forward Look (£)K			Comment
	01/02 to 03/04	04/05	05/06	06/07	07/08	
Programme Resources						
• IEG capital grant	400	350	150			
• ODPM Local e-Government Support & Capacity Programme capital grant						
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area						
• financial contribution from public-private partnerships						
• resources being applied from internal revenue and capital budgets ¹³ to implement e-government	1,595	2,063	2,454	3,850	360	Resources for Customer First, ESCR, ICS, Mobile Working, SWIFT, Revs & Bens
• other resources (e.g. training) (please specify)	38	99	85	80	75	
• ODPM e-Innovations Fund capital grant						
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	250	210	210	210	210	Budget allocation for information support in Social Services for Mental Health, ISA Grant etc.
TOTAL	2283	2722	2899	4140	645	

¹³ Please show the actual capital expended in each year, not the annual cost of servicing the loan.

Section 6 – Local e-Government Programme Efficiency Gains¹⁴

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government¹⁵. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)				Notes
	04/05	05/06	06/07	07/08			
	Annual gain	Expected annual gain	Expected annual gain	Expected annual gain	Expected annual gain		
Efficiency gains	... of which cashable	Expected annual gain	Expected annual gain	Expected annual gain	Expected annual gain	... of which cashable	
Corporate services, of which: General Adult social services Children's services Culture and sport Environmental services LA social housing Non-school educational services Homelessness		764 200 300 57 363 110 500 150					Corporate Services includes, but is not limited to, Finance, HR (in respect of training; only the function, not the spend), ICT, Procurement (the function, not the spend), Legal Services, Facilities Management, Travel Services, Security Services and Marketing & Communications).
• e-recruitment							Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure.
• e-payments							See http://www.epayments.org.uk/preparation/business_case/#doc3026 .
• corporate services efficiencies not covered above							

¹⁴ i.e. Increases in output quality and quantity for the same cost, or sustained outputs for reduced cost, arising from the application of local e-government to automate business processes and improve managerial effectiveness. Only efficiency gains arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target should be included. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included.

¹⁵ See http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_lcgov_032805.pdf.

e-Procurement , of which:						373													Procured goods and services include commodity goods and services as well as professional services, temporary labour and construction. It also includes sector specific markets for areas such as roads, social housing, social care, environmental services and police. See www.nepp.org.uk/ & www.idea-knowledge.gov.uk/idk/aiid/70780 .
• Service Specific																			i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.
• Cross-cutting e-procurement efficiencies not covered above																			
Productive time , of which:						750													The focus for this work stream is on increasing the productivity of front line staff and those who support them. Councils are expected to drive through the benefits of e-Government investment in terms of changing working and management practices to maximise the amount of time that existing members of staff are engaged in productive work (with costs reallocated accordingly), e.g. by reducing the time spent by professionals in accessing and handling information, reducing time lost through high staff turnover by introduction of remote working / home working.
• Service Specific																			i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.
• Cross-cutting productive time efficiencies not covered above																			
Transactions						125					125								The transactions work stream applies to those efficiencies that can be gained through such means as combining activities to produce more efficient ways of dealing with customers or streamlining processes, or making a major shift from manual to electronic processing. Transactions includes areas such as council tax collection, housing benefit administration and collection of non-domestic rates, i.e. delivering efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and telephone contact centres, with staff reallocated accordingly.
Miscellaneous efficiencies not covered above						1,008					1,008								
TOTAL EFFICIENCY GAINS - GROSS						4,700				4,700	4,700	5405	5405	6215	6215	6215	6215	6215	

SUBMISSION

Please make sure that all IEG4 mid term entries are completed on the esd-toolkit (www.esd-toolkit.org) by **midday on Monday 18 July 2005**.

All general comments and enquiries regarding the IEG4 mid term process should be addressed to:

Local e-Government
Office of the Deputy Prime Minister
Zone 3/C5
Bressenden Place
London SW1E 5DU

E-mail: localegov@odpm.gsi.gov.uk
Tel: 020 7944 4258

FURTHER INFORMATION

Details of the National Strategy for local e-government and Priority Outcomes can be found at www.localegov.gov.uk

Details of National Projects can be found at <http://www.localegovnp.org>

Details of Government Connect can be found at <http://www.govconnect.gov.uk>

The Directgov website can be found at www.direct.gov.uk

Details of national infrastructure projects can be found at <http://e-government.cabinetoffice.gov.uk/Home/Homepage/fs/en> & <http://www.idea.gov.uk/lqih/>

Your regional IEG4 mid term contacts at the ODPM are:

East – Julian Bowrey – julian.bowrey@odpm.gsi.gov.uk

West Midlands, East Midlands – Colin Whitehouse – colin.whitehouse@odpm.gsi.gov.uk

South West – Peter Blair – peter.blair@odpm.gsi.gov.uk

London, South East, North East, National Parks - Janice Morphet – janice.morphet@odpm.gsi.gov.uk

North West, West Midlands, Yorkshire & Humberside - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG RETURNS

The ODPM may wish to publish information in connection with IEG4 mid term returns in due course or deposit them in its own library or that of the Houses of Parliament. Information may also be published as part of a national database to allow other local authorities to use IEG4 mid term data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries.

This page is intentionally left blank

THE EXECUTIVE

28 JUNE 2005

REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

FEEDBACK ON ANGLO GERMAN MEDICAL SOCIETY MEDICAL CONFERENCE, 30 JULY – 1 AUGUST 2004 AND CONSENT FOR INVOLVEMENT IN THE CONFERENCE FROM 15 – 17 JULY 2005	FOR DECISION
<p><i>This report is submitted in accordance with paragraph 11, Conferences, Visits and Hospitality Rules of the Council's Constitution and gives details of the Anglo German Medical Society Conference for German doctors held in the Borough last year and seeks approval for the involvement of the Council in this year's conference.</i></p> <p>Summary</p> <p>This report gives a brief summary of the Anglo German Medical Society (AGMS) Medical Conference that took place between 30 July and 1 August 2004 and outlines the benefits from our involvement as required in the Constitution. Likewise, the Constitution also requires that approval be given for participation in the conference which is due to take place this July 2005. Because of the timescale involved certain preparations have already been undertaken with regards to our involvement with the conference in anticipation of the approval from the Executive.</p> <p>The Borough has a shortage of doctors, especially General Practitioners (GPs). Since 2001, the Borough has worked together with the Anglo German Medical Society and other key partners to host a three – day induction course for German doctors taking up a post in the National Health Service (NHS) or considering working in the UK.</p> <p>In 2004, the course was fully booked with 60 participants, who divided almost equally between GPs, consultants and junior doctors. Approximately 30 others were turned away due to lack of space and tutors.</p> <p>By our on-going involvement it is the intention to gain a higher profile so that doctors and General Practitioners decide to practise within this Borough.</p> <p>Wards Affected - All Wards</p> <p>Recommendation</p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. Approve appropriate Council Officers to attend and to be involved in the 2005 conference, which takes place between 15 - 17 July 2005; and 2. Note the feedback from the Anglo German Medical Society Medical conference that took place between 30 July to 1 August 2004. 	

Reason		
<p>This report is submitted in accordance with paragraph 11, Conferences, Visits and Hospitality Rules of the Council's Constitution, which states that where events require the authorisation of the Executive, a further report providing feedback should be made to the Executive.</p> <p>The conference helps the Council to meet the Corporate Priorities of '<i>Raising General Pride in the Borough</i>' and '<i>Improving Health, Housing and Social Care</i>'.</p>		
Contact Michelle May	Group Manager	Tel. 020 8227 5329 Fax. 020 8227 5326 Minicom: 020 8227 3034 E-mail: michelle.may@lbbd.gov.uk

1. Background

- 1.1 In accordance with the Council's Constitution (Conferences, Visits and Hospitality Rules - paragraph 11) this report gives a brief summary of the Anglo German Medical Society (AGMS) Medical Conference that took place between 30 July and 1 August 2004, outlines the anticipated and actual costs that were involved and states the value of being involved with the conference in the future. Also as outlined in the Constitution (paragraph 2.2) the report seeks the approval of the Executive for its involvement in the conference due to take place on July, 2005. In anticipation of the Executive's approval and because of the timescale certain involvement regarding this year's conference has already taken place.
- 1.2 During a visit to the Borough's twin town of Witten (North Rhine-Westphalia, Germany) it was established that Germany has a surplus of doctors and in particular, General Practitioners (GPs). This is in contrast to the United Kingdom and especially in the London Borough of Barking and Dagenham which has a shortage of doctors. It was decided to co-operate with the medical faculty at the University of Witten / Herdecke. Initially, this contact took the form of medical students shadowing GPs in the Borough and this is ongoing. One of the Borough's GP trainers, Dr. Ghosh, has been made an honorary professor at Witten / Herdecke University.
- 1.3 Through our contact with the University, we were put in touch with the Anglo-German Medical Society (AGMS), a non profit-making organisation established in the 1950s, which encourages professional contact between doctors in the UK and Germany. One of its roles is to prepare German doctors who are proposing to work within the NHS. The AGMS was seeking a London venue and sponsor for its annual induction course.
- 1.4 The main partners in association with the London Borough of Barking and Dagenham are supporting the conference with an aim to recruit General Practitioners to work in the Borough. The organisers are the Anglo German Medical Society whilst the main partners/ sponsors are listed below.

Barking and Dagenham Primary Care Trust (PCT)
NHS – Workforce Development Confederation
Marburger Bund (German Doctors' Trade Union) and
Sanofi-Aventis, who provided the hospitality and premises.

- 1.5 The London Borough of Barking and Dagenham (LBBD) committed £2,500 out of the Town Twinning Budget, to provide premises, hospitality and local transport. Delegates each paid a course fee ranging from €160 to €300, dependent on the level of their qualification and status of their employment. This is not an annual commitment however, every year since 2001 the Borough's involvement has been approved.

2. Summary of the Conference

- 2.1 Many of the 60 delegates were either unemployed or seeking to work in the UK to further their careers and benefit from the excellent training opportunities offered by the NHS.
- 2.2 The three day conference gave delegates the opportunity to prepare themselves for working within the National Health Service.
- 2.3 Delegates and tutors were accommodated at the University of East London, Docklands Campus, whilst speakers and other guests stayed at Butler Court, the Borough's hospitality suite in Gosfield Road, Dagenham. This was paid for by the AGMS.
- 2.4 On day one, GP delegates were registered within Barking Town Hall before being taken on a tour of GP practices in the Borough. They were given an introduction to working as a GP by a German GP working in the UK and a presentation on the health profile of the Borough by the PCT. A language assessor spoke on the linguistic assessment process for overseas doctors wishing to practise in the NHS.
- 2.5 Hospital doctors registered in Barking Town Hall in the afternoon and together with the GPs were given an introduction to the NHS, followed by a reception by the Deputy Mayor in the evening.
- 2.6 On days two and three, the group met at Sanofi-Aventis, which is a major pharmaceutical company located in Dagenham. The group divided into workshops and delegates worked on specific case studies relating to their area of expertise.
- 2.7 On day three, there was a panel discussion with experts from the NHS and the German equivalent to the General Medical Council. There was also a 2-hour career fair which was attended by national locum agencies (agencies for recruiting temporary staff) and the PCT.

3. Benefit and Value of sponsoring the conference

- 3.1 The Borough's co-operation with the Anglo German Medical Society provided the opportunity to give delegates information on working as a doctor in the Borough, especially as a GP, whilst an on going relationship with the AGMS helps to build and maintain contacts.

- 3.2 Many doctors are interested in relocating to the UK and many delegates now work in this country. Since 2001 no one has chosen to work in this Borough, which may be due to the fact that we do not sell ourselves effectively enough as an attractive place to work and live. The Council now hopes to capitalise on the doctors' interest by encouraging some of them to work in the Borough. We have always recognised that this was a long term ambition and for the first time the Chief Executive is going to address the delegates with the ambition of achieving the higher profile needed to attract Doctors to the Borough.
- 3.3 The course feedback forms received from the delegates were all extremely positive about the course content, tutors, venues, hospitality and the organisation of the conference. Hosting a conference which has now gained an international reputation for excellence raises the profile of the Borough.

4. Costs

- 4.1 The expenditure for the 2004 conference was met from the Town Twinning Budget and is as follows with the provision of hospitality and local transport divided accordingly. There is a similar budget for the conference due to take place in July 2005.

	Estimated Cost £	Actual Cost £
Provision of tea, coffee and biscuits:	150.00	212.55
Provision of buffet for 110 people	1,668.00	1,920.00
Provision of coach and minibus	682.00	682.00
TOTAL:	2,500.00	£2,814.55

- 4.2 The slight overspend was due to the increase in the number of people who attended, originally 95 were invited however, this number increased by a further 10 delegates and five tutors, therefore there was an increase of 15 people.
- 4.3 Income was generated by the doctors' stay as they paid for the use of the hospitality suite at Butler Court and for in-house printing costs, totalling £871.37. This payment was channelled through AGMS and any short-fall in expense was covered by them.

5. The 2005 Conference; 15 - 17 July

- 5.1 The 2005 conference is already fully booked with 60 delegates, 20 of which are GPs. There is also a lengthy waiting list in case of cancellations. However, there is no intention to allow more than 60 delegates therefore, the need to have a contingency fund does not apply.
- 5.2 A new partner, the German Embassy, will host a reception for delegates on Friday 15 July, therefore unlike last year this cost will not be borne by the Borough.
- 5.3 This year, the Borough will present opportunities for living and working in the London Borough of Barking and Dagenham to the delegates, as well as wider regeneration issues and the Borough's vision for the future. Contact will be made with some doctors in advance of the conference to ascertain information relevant for registration purposes. It is also anticipated that contact will be made with GP

applicants who have failed to gain a place on the course and ascertain whether they would be interested in working in the Borough.

6. Consultations and implications:

Lead Member

Councillor Fairbrass; Leader's Portfolio (Town Twinning),

Regeneration and Environment

Alex Anderson, Interim Head of Finance,

Corporate Strategy

Muhammad Saleem

Robin Hanton

Background Papers - None

This page is intentionally left blank

THE EXECUTIVE

28 JUNE 2005

REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

PLANNING DELIVERY GRANT 2005 / 2006	FOR DECISION
<p>Summary:</p> <p>Planning Delivery Grant (PDG) was introduced by the Government in 2004/04 as a means of providing incentives to local Planning Authorities to improve performance in their Planning Departments. Initially, the Grant was intended to run for three years. The 2004 Spending Review has extended this for a further three years. Achievement of the Grant is based on a number of factors but it is primarily targeted at improvement in Development Control performance.</p> <p>So far the Council has received Planning Development Grant of £151,000 for 2003/04 £451,000 for 2004/05 and the grant provisionally approved by the Office of the Deputy Prime Minister (ODPM) for 2005/06 has risen to approximately £695,000, including core funding of £151,000. Apart from the core funding this latest grant funding is not in the Council's current budget and the decision on its inclusion is reserved to the Executive. ODPM requires the 25% of 2005/06 Grant to be spent on Capital projects, there is some discretion in how the remaining funding is split and it is proposed that most of the remainder will be on Revenue related.</p> <p>This report therefore summarises the proposals on how this funding will be spent and seeks approval to spend the total allocation of Planning Delivery Grant of approximately £785,000, including a roll forward of £90,000 from last year's allocation.</p> <p>Ward Affected - None specifically.</p>	
<p>Implications:</p> <p>Financial:</p> <p>As mentioned in the summary the 2005/06 grant has risen to approximately £695,000, 25% of which must be spent on Capital projects.</p> <p>Legal:</p> <p>There are no legal implications.</p> <p>Risk Management:</p> <p>The only claw back provisions on this Grant relate to the District Auditor discovering that local planning authorities have submitted false data in support of Best Value Performance Indicator (BVPI) 109.</p>	

There is also a risk that if funding ceases or reduces the Council will continue to bear the cost of the activity. However, the Council has minimised its exposure to this risk by using PDG to fund mainly one-off activities. Where the risk remains the annual budget process will address the implications.

It is proposed that some of the grant is used to support Development Control in delivering improved results against OPDM Performance Indicator BVPI109 and to also assist strengthen the Council's position on strategic transport initiatives as this could have a direct impact on the Council's future CPA assessment under the Sustainable Communities heading. (see paragraphs 5.4, 5.7 and 5.11)

Social Inclusion and Diversity:

As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned.

Crime and Disorder:

Section 17 of the Crime and Disorder Act 1998 places a responsibility on local authorities to consider the crime and disorder implications of any proposals. In relation to this report one of the proposals is specifically targeted at designing out crime in development projects and therefore this funding will assist the Council in achieving improved performance in this area.

Recommendation

The Executive is recommended to agree the spend of the Planning Delivery Grant for 2005 / 2006 on the following:

	04/05 Roll Forward	2005/06	Roll forward to 2006/7	TOTAL
Interim Funding to Planning and Regeneration Reorganisation-	£0	£151,000	£0	£151,000
Heritage and Conservation Officer (recurring cost)	£20,000	£15,000	£0	£35,000
Conservation Projects	£0	£37,500	£12,500	£50,000
Strategic Transport	£0	£25,000	£0	£25,000
Additional Temp DC Post	£0	£30,000	£10,000	£40,000
E-Planning (20% recurring)	£0	£100,000	£0	£100,000
Systems Audit (phase 2)	£0	£10,000	£0	£10,000
Urban Design Programme	£30,000	£7,500	£12,500	£50,000
Sponsorship Of Crime Prevention Design Adviser	£0	£37,500	£12,500	£50,000
Training and Development	£15,000	£15,000	£0	£30,000
RTPI accredited post entry training	£0	£10,000	£0	£10,000
Corporate Environmental Stewardship Programme	£25,000	£12,500	£12,500	£50,000
Held in Reserve for UDC Work	£0	£50,000	£0	£50,000
Corporate Strategic Environmental Assessment and Sustainability Appraisal	£0	£75,000	£25,000	£100,000

PATH Trainee	£0	£30,000	£0	£30,000
Office Move	£0	£4,000	£0	£4,000
TOTAL	£90,000	£610,000	£85,000	£785,000
Reason				
To assist in achieving the Community Priorities of “ <i>Making Barking and Dagenham Cleaner, Greener and Safer</i> ”, “ <i>Raising General Pride in the Borough</i> ”, and “ <i>Regenerating the Local Economy</i> ”.				
Contact Peter Wright		Head of Planning and Transportation	Tel: 020 8227 3901 Fax: 020 8227 3896 Minicom: 020 8227 3034 E-mail: peter.wright@lbbd.gov.uk	

1. Background

- 1.1 Planning Delivery Grant (PDG) was introduced by the Government in 2003/04 as a means of providing incentives to local Planning Authorities to improve performance in their Planning Departments. Initially, the grant was intended to run for three years. The 2004 Spending Review has extended this for a further three years. Achievement of the Grant is based on a number of factors but it is primarily targeted at improvement in Development Control performance.
- 1.2 In 2004/04, the Council received £151,000. All of this allocation went in to supporting the Planning and Regeneration Best Value review. 2004/05 saw a substantial increase in the allocation of PDG to £451,000. The 2005/06 allocation has risen to approximately £695,000. The final figure is still awaited. The award this year is broken down as follows:

Housing – High Demand	£ 98,639.20
Enterprise Areas	£ 70,000.00
Development Control	£466,149.48
Local Development Scheme*	£ 50,000.00
Total	£694,642.75

*(to be confirmed)

- 1.3 The Office of the Deputy Prime Minister (ODPM) has confirmed that it will be possible to carry unspent PDG over into future years and will be issuing further guidance in the future. However, ODPM have also stipulated that 25% of the 2005/06 award must be spent on Capital projects. This amounts to £173,660.

2. Performance Improvements to Date

- 2.1 The first round of PDG was used to fund, on an interim basis, service expansion in the Planning and Transportation Division as part of the Department's medium-term financial strategy. The immediate benefits saw the filling of 10 of the Division's vacancies, including a new Group Manager for Urban Design and a Transportation Group Manager.
- 2.2 Investment in the Development Control Service and the implementation of the Development Control Improvement Plan has seen a dramatic improvement in performance under Best Value Performance Indicators (BVPI), particularly the Comprehensive Performance Assessment (CPA) critical BV109. Performance has improved between 2003 and 2005 by the following:

BV	02/03	03/04	04/05	Improvement
109a	45.0%	55.0%	60.0%	15.0%
109b	43.0%	54.0%	84.9%	41.9%
109c	69.0%	74.5%	96.3%	27.3%

- 2.3 The Division has also achieved the BV 200a Target of having the Council's Local Development Scheme approved by March 2005.

3. Roll Forward from 2004/05 to 2006/7

- 3.1 £90,000 of PDG was identified in 2004/05 to be rolled forward into this financial year. The table shows those areas of spend identified for roll forward.

Allocation of Planning Delivery Grant 2004/05 and Roll Forward to 2005/06

	2004/05	2005/06	TOTAL
Interim Funding to Planning and Regeneration Reorganisation	£151,000	£0	£151,000
Heritage and Conservation Officer (recurring cost)	£ 15,000	£ 20,000	£35,000
Transport Strategy	£ 50,000	£ 0	£50,000
E-Planning (50% recurring)	£ 40,000	£ 0	£40,000
Systems Audit	£ 30,000	£ 0	£30,000
Urban Design Programme	£ 10,000	£ 30,000	£40,000
Training and Development	£ 15,000	£ 15,000	£30,000
RTPI accredited post entry training	£ 10,000	£ 0	£10,000
Corporate Environmental Stewardship Programme	£ 40,000	£ 25,000	£65,000
TOTAL	£ 361,000	£ 90,000	£451,000

- 3.2 Over the last three years, it has become evident that delays in the notification of PDG awards make it extremely difficult to commence spend much before the end of the first financial quarter in June. Indeed, at the time of writing of this report, the final settlement for 2005/06 is still not known, with the final allocation under the Local Development Framework category is still awaited. This report therefore proposes to roll forward 25% of certain allocations into year 2006/7 to enable spend to take place over a full calendar year.

4. Analysis of 2004/05 Spend

- 4.1 All of the 2004/05 allocation of £451,000 Planning Delivery Grant was spent within the Planning Service, except for the agreed roll forward of £90,000. Some changes were made within specific allocations of grant in order to provide extra resources to support services following delays in the formation of the UDC.

5. Proposed Allocation of Planning Delivery Grant 2005/06

The table below gives the proposed allocation of PDG for 2005/06, including the use of roll forward identified in 2004/05 and proposals to roll forward certain spend into 2006/7. A description of the proposed spend is given later in this section.

	2004/05 Roll Forward	2005/06	Rolled Forward to 2006/07	TOTAL
Interim Funding to Planning and Regeneration Reorganisation	£0	£151,000	£0	£151,000
Heritage and Conservation Officer (recurring cost)	£ 20,000	£15,000	£0	£35,000
Conservation Projects	£0	£37,500	£12,500	£50,000
Strategic Transport	£ 0	£25,000	£0	£25,000
Additional Temp DC Post	£0	£30,000	£10,000	£40,000
E-Planning (20% recurring)	£ 0	£100,000	£0	£100,000
Systems Audit (phase 2)	£ 0	£10,000	£0	£10,000
Urban Design Programme	£ 30,000	£7,500	£12,500	£50,000
Sponsorship Of Crime Prevention Design Adviser	£0	£37,500	£12,500	£50,000
Training and Development	£ 15,000	£15,000	£0	£30,000
RTPI accredited post entry training	£ 0	£10,000	£0	£10,000
Corporate Environmental Stewardship Programme	£ 25,000	£12,500	£12,500	£50,000
Held in Reserve for UDC Work	£0	£50,000	£0	£50,000
Corporate Strategic Environmental Assessment and Sustainability Appraisal	£0	£75,000	£25,000	£100,000
Path Trainee	£0	£30,000	£0	£30,000
Office Move	£0	£4,000	£0	£4,000
TOTAL	£ 90,000	£610,000	£85,000	£785,000

5.1 Interim Funding to Planning and Regeneration reorganisation - £151,000

This was the figure included in reports previously submitted to the Executive covering the costs of the restructure.

5.2 Heritage Conservation Officer - £35,000

Heritage is seen as an increasingly important component of Urban Design and the delivery of Sustainable Communities. In London, English Heritage used to fund a number of posts within local planning departments. However, they have now abandoned this funding. CABE have no permanent consultancy to offer.

A post of Heritage Officer was identified in the new Planning and Transportation Division as part of the Regeneration Best Value review. It was agreed at that time that this post would not be filled until external funding opportunities had been explored. However, the the Executive held on 14 September 2004, agreed to fund this post through PDG while alternative resources were sought.

5.3 Conservation Projects - £50,000

A number of conservation projects have been identified within the Division's Balanced Scorecard. These include the compilation of a database of historic assets, the production of Action Plans and programmes for the production of Management Plans and the roll out of physical improvements to historic buildings and conservation areas. PDG will be used to commence these programmes. Most of this work will require the appointment of specialist consultants.

5.4 Transport Strategy - £25,000

This reflects one of the key outcomes of the Regeneration Best Value Review. To be effective in promoting regeneration in the Thames Gateway, the Council must improve its capacity in lobbying for key strategic transportation initiatives. A new group of officers has been established within the Division and a group manager appointed. The PDG will be used to strengthen the Council's position on strategic transport initiatives. This could have a direct impact on the Council's future CPA assessment under the Sustainable Communities heading.

5.5 Additional Temporary Development Control post - £40,000

This post is being sought specifically to support the Council's Regeneration programme. During the next year, a large number of major applications are expected to be submitted, particularly in Barking Town Centre. Because of the current crisis in Planning recruitment, it will not be possible to make appointments on temporary contracts. It is proposed to make an appointment on an Agency contract.

5.6 E-Planning (Data Administration) - £100,000

This PDG has been identified to secure improved computer hardware and software to support the Division's E-Planning service. Funds will also be used to continue the scanning of current and old planning and Building Control documents and the employment of a full time scanning officer (hence the 20% recurring).

5.7 Systems Audit (Phase 2) £10,000

Phase 1 spend identified actions to be taken to gain ISO 9001 Accreditation within the Division. This PDG will be used to fund the implementation of recommended changes, as necessary, to Development Control processes, including administration. This is designed to improve the speed of decision making in Development Control and, hence, produce tangible improvements in BVPI 109 (a-c).

5.8 Urban Design Programme - £50,000

This reflects one of the key outcomes of the Regeneration Best Value Review. To be effective in promoting regeneration in the Borough and in the Thames Gateway, the Council must improve its capacity in Urban Design. A new group of officers has been established within the Division and a group manager appointed. The PDG will be used to support major Regeneration projects in Barking Town Centre and London Riverside and to produce, publish and publicise an Urban Design Strategy for the Borough, for training and capacity building for Officers and Councillors. This is also reflected in the new planning BVPI "Quality of Service Checklist" and could have a direct impact on the Council's future CPA assessment under the Sustainable Communities heading

5.9 Sponsorship of a Crime Prevention Design Adviser - £50,000

Following from the, highly successful, Designing Out Crime conference, held at Eastbury Manor House on 20 April 2005, initial discussions have been held with the Metropolitan Police with a view to the Council sponsoring a permanent Crime Prevention Design Adviser. The post would be employed by the police but located within the Planning and Transportation Division. Sponsorship would be on an annual basis and costs quoted include on-costs. The person appointed would assist the Borough in designing out crime from the outset, both in terms of individual development proposals and in the context of major master plans, etc. The post could also provide an advisory service to the public and other Council Departments.

5.10 Training and Development (including RTPI Accredited training) - £40,000

Town Planning is currently going through the biggest shake-up since the 1947 Town and Country Planning Act. The introduction of the Planning and Compulsory Purchase Act 2004 and the Sustainable Communities Plan reflects a major shift in thinking for national and local Government. This, coupled with a recruitment crisis within the planning profession, leads to the need for greatly enhanced training requirements for both Officers and Councillors.

5.11 Corporate Environmental Stewardship Programme - £50,000

These programmes and outputs all reflect the work of the Sustainable Development Group and, in particular, the promotion of environmental sustainability within the Sustainable Communities and Regeneration agendas. These programmes are designed to raise awareness of the sustainability agenda within the Council, the region and, most importantly, within the community. There are strong ties here to the Community Priority of Making Barking and Dagenham Cleaner, Greener, Safer, with links to both education and environmental management. This could also have a positive impact on the Council's future CPA under the Sustainable Communities heading.

5.12 Held in Reserve for UDC Work - £50,000

At the meeting of the Executive held on 8 March 2005, consideration was given to the planning powers of the new Thames Gateway UDC and the proposed Service Level Agreement to be entered into between the Council and the UDC. The report recommended that Officers negotiate with the UDC to seek the recovery of costs but noted that if this were not possible, costs should be met from PDG. Discussions have not yet been held with the UDC so this block of PDG is held in reserve pending the outcome of future discussions.

5.13 Corporate Strategic Environmental Assessment and Sustainability Appraisal - £100,000

In June 2004 the European Directive 2001/42/EC came into force, which requires all plans and documents which have a significant impact on the environment, or have land use implications to undertake a Strategic Environmental Assessment (SEA). In the UK the Sustainability Appraisal (SA), which incorporates the SEA process, was developed as part of the Planning and Compulsory Purchase Act (2004), which requires that all planning documents must undertake an SA to ensure that the environmental, economic and social aspects of all planning policies are taken into account. The ODPM estimated that the average costs for a SA of the Local Development Documents will be approximately £100,000. This costing included data gathering and monitoring, public consultation, prediction modelling, and implementation of the findings.

The Council produces many documents which have either town planning implications, land use issues and, or an environmental impact, such as the Housing Strategy and key regeneration documents. Thus the Council will be required to undertake either SA's or SEA's of several key documents, to ensure that they can be implemented. It is envisaged that the Sustainable Development Group of the Planning and Transportation Division, should become a centre of excellence for the Council and would project manage all the SA's or SEA's that the Council is required to do.

This allocation of PDG will be used to establish a corporate data base, to provide training and capacity building and to initiate SEA's in the Planning Division.

5.14 PATH Trainee - £30,000

The Division currently employs a trainee planner under the PATH programme to encourage more graduates from black and minority ethnic backgrounds into the planning profession. This post is currently located in the policy team of the Sustainable Development Group. The location of the post presents a dilemma. Ideally, the post should be rotated throughout the Division in order to give the trainee maximum experience of all aspects of the service. However, the policy group are under increasing pressure to deliver the new Local Development Framework (LDF) and the loss of the post to other groups would cause workload pressures. It is therefore proposed to create an additional post, of a similar grade, in the policy group, to enable the PATH trainees to move more freely around the Division.

5.15 Office Move - £4,000

A small residual balance of £4,000 will be used to assist the Division's relocation back to the Town Hall in the Autumn of 2005.

6. Use of Capital

6.1 The Planning and Transportation Division is primarily a Revenue based service, with the majority of the Division's resources being spent on salaries. The rules for this year's PDG allocation require 25% to be spent on Capital works. This 25% amounts to £173,660.

6.2 In order to accommodate this Capital spend, it is proposed to capitalise two of the proposed projects, the additional DC post and additional support in Urban Design. These areas of spend relate directly to Regeneration projects being undertaken in the Town Centre (spread across all of the Town Centre projects). In total, this amounts to £90,000. The balance, of £83,660 will consist of £80,000 of IT hardware, which it is also proposed to capitalise and £4,000 of works to the Divisions new office accommodation. This will require reference to the CPMO.

7. Consultation

The following Lead Members have been consulted and are either happy with the proposals or have raised no objections.

Officers

Finance

Alexander Anderson, Head of Finance (DRE)

Lead Members

Community Development and Safety Portfolio, Councillor Geddes

Environment and Sustainability, Councillor McKenzie,

Regeneration, Councillor Kallar.

Adult Social Services and Lifelong Learning Portfolio includes (Financial Planning), Councillor Bramley.

Background Papers

- Executive Minute 46, 8 July 2003. Re: Planning Delivery Grant 2003/04.
- Executive Report and Minute 121, 14 September 2004.
- Executive Report and Minute 288, 17 February 2004. Re: Regenerating the Local Economy - Cross Cutting Best Value Review.
- European Directive 2001/42/EC.
- Planning and Compulsory Purchase Act (2004).
- Comprehensive Performance Assessment (CPA) BV109 (www.ODPM.gov.uk).

This page is intentionally left blank

THE EXECUTIVE

28 JUNE 2005

REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

LONDON ROAD / NORTH STREET AND THE LINTONS / STATION QUARTER MASTER PLANS UPDATE – BARKING TOWN CENTRE	FOR DECISION
<i>This reports seeks consent to undertake public consultation on major regeneration options and the decision is reserved to the Executive by the Scheme of Delegation.</i>	
Summary	
This report outlines the work undertaken as the first phase development of master plans for the London Road / North Street area and The Lintons / Station Quarter area. Each Master Plan team has produced a number of options, which are outlined in this report, some of which extend beyond the initial regeneration areas as agreed by the Executive previously.	
The limited consultation carried out by Council officers with key stakeholders has highlighted general support in developing proposals encompassing these wider areas. This report therefore recommends further work and consultation is undertaken to develop proposals for the wider site areas.	
Ward Affected: Abbey Ward	
Recommendations	
The Executive is recommended to agree:	
To the Master Plan team undertaking further work to develop the schemes on land outside the Council's current ownership;	
2. Officers undertaking further public consultation with stakeholders, businesses and residents; and	
3. Note that developing proposals for the wider London Road site would encompass the Council owned asset of 9 to 29 London Road.	
Reason	
To assist the Council in achieving its Community Priorities of <i>"Regenerating the Local Economy"</i> , to assist in the good planning of the area and to promote the social, economic and environmental well - being of the area.	
Contact: Jeremy Grint	Head of Regeneration and Implementation Tel: 020 8227 2443 Fax: 020 8227 5326 Minicom: 020 8227 3034 E-mail: jeremy.grint@lbbd.gov.uk

1. Background and Introduction

- 1.1 By Minute 133, 28 September 2004 the Executive agreed to the decanting and redevelopment of 14 - 42 North Street, 35 - 55 London Road and the North Street Car Park. On 3 August the Executive also agreed to the decanting and redevelopment of The Lintons Estate (Executive Minute 81 refers).
- 1.2 The Executive may recall that the proposals for these sites would be developed from the Master Plans that are being compiled in partnership with English Partnerships and the Greater London Authority (GLA). Whilst these Master Plans are focusing on the core redevelopment sites, to ensure a comprehensive approach, consultants were asked to examine linkages with the wider area. This included identifying other opportunities that the Council and/or its partners may wish to bring forward either in the short, medium or long-term.
- 1.3 To ensure the Master Plans are brought forward in accordance with the latest planning legislation, (Planning and Compulsory Purchase Act 2004), a consultant has also been appointed by the Council to undertake a Sustainability Assessment(s) (SA) alongside the development of the Master Plans. The purpose of the SAs are to test the sustainability of the Master Plans at each stage of their development, taking into account environmental, social and economic considerations.

2. First Stage Work Completed by the Master Plan Teams

- 2.1 In November, the master planning teams completed a baseline review of the existing situation within The Lintons / Station Quarter and London Road areas. This involved meetings with Officers and external stakeholders, such as Charfleets (the operators of Barking Market) and Barking Methodist Church. Following this both teams prepared an issues and options paper, outlining the opportunities and constraints that they had identified and their initial proposals for each area. Following this two workshops were held where both teams presented their initial ideas to stakeholders.
- 2.2 On 8 February 2005 the workshop was targeted at key external organisations (such as Transport for London) and Council Officers. Another workshop was held on 8 March and this was targeted at community groups and tenants from the London Road / North Street site and The Lintons Estate who had volunteered to be part of a focus group to influence the redevelopment proposals for these sites. A list of organisations invited is included as Appendix A. A full consultation strategy is available from the author if required.

3 Initial Proposals

- 3.1 The London Road / North Street Team has prepared two options, which are outlined in more detail in Appendix B. The proposed enlarged Master Plan area is illustrated in Appendix C.
 - Option 1 is a minimum development option and can be brought forward using Council owned land.

- Option 2 is a wider redevelopment option and seeks regeneration across a larger site than that previously agreed by the Executive on 28 September 2004. This would need to be brought forward in a phased approach with the Council owned site forming the first phase.

3.2 The Lintons / Station Quarter Team has prepared three options, but these are not mutually exclusive scenarios, as elements from each proposal could be brought forward at the next stage in developing the preferred option. These options are outlined in more detail in Appendix D. The proposed enlarged Master Plan area is illustrated in Appendix E.

- Option 1 sees the creation of a new residential quarter on The Lintons site.
- Option 2 sees wider regeneration proposals including the refurbishment of the Station and Station Parade.
- Option 3 is a maximum intervention option which includes the realignment of the road network, redevelopment of the station and widening the bridge over the railway to expand the development potential immediately around the station.

3.3 In all options The Lintons site would be brought forward as part of the first phase of redevelopment. The consultants also recommend that improvement works around Barking Station should be carried out as part of the initial phase of redevelopment. This is because the improvement around the Station would make a noticeable statement of regeneration at a key entry point into the Town Centre. It will also ensure that the public transport infrastructure within the Town Centre is able to meet the increased demand from a growing population within the Town Centre and neighbouring areas. Linked with this the consultants propose that some improvement of the shops linking the Station to the Ripple Road, East Street, Station Parade junction should be prioritised as an area of action.

3.4 Owing to the much larger area covered by option 3 for The Lintons/ Station Quarter Master Plan area, much further work is required in order to confirm phasing and viability for such intervention outside The Lintons Estate. This would be undertaken as part of the next stage.

4. Design Workshops

4.1 At the two workshops held with key local stakeholders and residents of The Lintons Estate and London Road / North Street, a number of issues were raised. People were keen to see the choice and availability of different housing types be expanded in the town centre e.g. size, tenure, type. They were also keen to see the size of shop unit varied so that more recognised high street operators are encouraged to locate in Barking.

4.2 There was a lot of support for the proposal of the new public square on the London Road North Street site and that this could be a good location to relocate the market once East London Transit becomes operational. Improvements to the Station were seen as critical if the Town Centre is to see a significant increase in population over the next 10 to 15 years. In conclusion, there was widespread support for the Council to carry out further work to develop the more ambitious options proposed by each Master Plan team, covering areas extending beyond the sites owned by the Council. This view was also supported by Ward Councillors and Portfolio Holders.

4.3 Following this the Barking Town Centre Strategy Group (LBBD, English Partnerships, Transport for London, London Development Agency, Housing Corporation and GLA AUU) agreed that the maximum intervention options for these areas should be recommended. This is in order to achieve the regeneration vision as set out in the Barking Framework Plan and the Barking Town Centre Interim Planning Guidance.

5. Next Steps

5.1 The next step for the consultants is to develop their initial concepts into a broad based preferred option for each study area. Currently the Council is only committed to bringing forward regeneration frameworks for The Lintons Housing Estate and for the area incorporating 35 - 55 London Road, 14 - 42 North Street and the Council Car Park at North Street. Due to the comments received, the Executive are asked to agree to each Master Plan team undertaking further work on the wider site areas.

5.2 In the case of London Road this will involve developing a framework for the area enclosed within London Road, North Street and East Street. The Executive should note that in developing proposals for the enlarged area, the Council owned assets of 9 to 29 London Road (which is currently a mixture of small offices, shops and residential units) would become part of the regeneration area. . Therefore, should the Master Plan teams develop a proposal that the Executive wishes to adopt as Council policy, further acquisitions of interests and decanting of Council tenants would be required. However, until the London Road Master Plan team has undertaken further work, the exact costs and benefits of the enlarged scheme cannot be identified. If it is deemed desirable for the Council to promote the regeneration of this wider site, the exact financial implications of pursuing such a scheme would be reported to the Executive alongside such as recommendation at a later date.

5.3 For The Lintons / Station Quarter area this will involve developing a regeneration framework for the area bounded by the Northern Relief Road, the Fanshaw Road Roundabout, Station Parade and North Street. This work will involve further viability testing including identifying market demand, financial costs, and transport implications and phasing over the next 10 to 15 years. It will also involve developing more detailed designs for these proposals so that a greater understanding is gained on the number, size and type of residential units that could be brought forward, and the level of office, retail and community space that could be accommodated.

5.4 It should be noted that by the Executive agreeing to allow work to be undertaken to produce a regeneration framework for an area extending beyond the Lintons Housing Estate, it is not committing the Council to actively bringing about the redevelopment

of these further sites. Rather the document would act as a guide for private developers and the Council's Regeneration partners, highlighting the opportunities for redevelopment within these areas and the sort of development that would be encouraged.

6. Public Consultation

- 6.1 Due to the proposed enlargement of both the Master Plan areas, there will be a greater number of people that are likely to be affected or have an interest in the proposals being developed. The Executive are therefore requested to agree to Council Officers undertaking any such consultation, including consultation on SA documents produced as part of this process. This would culminate in another series of workshops targeted at key stakeholders, who have a known interest in the areas.
- 6.2 Once this next round of consultation and viability testing has been undertaken a presentation will be made to Lead Members and Ward Councillors detailing the findings and comments from this work. Following this, final amendments will be made to the Master Plans. A further period of full public consultation lasting six weeks on both of the Master Plan proposals will then follow. This will include public exhibitions, workshops, a display model, advertisements and information on the Council's web page. The comments received during this period will be used to make final amendments to the master plans, which will then be submitted to the Executive for approval.

7. Financial Implications

- 7.1 At this stage there are no financial implications to the Council by agreeing to carry out further work and consultation to develop the maximum intervention. The viability testing will give a better understanding the cost implications and will be reported back to the Executive at a later stage.
- 7.2 Funding for the Master Plans and our contribution to the cost of EP employing the consultants can be met from existing resources.

8. Consultation

- 8.1 The following Councillors have been advised of the proposals for the Master Plan investigations:

Lead Members

Civic Buildings, Accommodation and Property Services, Cllr H Collins.
Regeneration, Councillor Kallar.
Housing and Public Health (Landlord Services), Cllr L Smith

Abbey Ward Members

Councillors Alexander, Bramley and Farni.

8.2 The following officers have been consulted during the preparation of this report.

Corporate Strategy

Muhammad Saleem, Solicitor to the Council and Monitoring Officer
Robin Hanton, Corporate Legal Services Manager

Finance

Alex Anderson, Head of Finance (DRE)

Regeneration and Environment

Peter Wright, Head of Planning and Transportation

Housing and Health

Jennie Coombs, Regeneration Manager (Housing)
Ken Jones, Head of Housing Strategy

Background Papers

- Minute 262, 27 January 2004 London Road North Street redevelopment
- Minute 133, 28 September 2004 – London Road / North Street Redevelopment
- Minute 82, 3 August 2004 Station Quarter Lintons Regeneration Proposals
- Barking Town Centre Framework Plan 2002
- Planning and Compulsory Purchase Act (2004)

This page is intentionally left blank

APPENDIX A:**EXTERNAL INVITEES**

C2C Station Operator	Metropolitan Housing
Network Rail	Presentation Housing
Housing Corporation	East Thames Housing
Environment Agency	Hapag Lloyd
English Nature	Chamber of Commerce
Countryside Agency	London School of Economics (Thames Gateway Housing Strategy)
English Heritage	Charfleets, Market Operator
TfL Borough Partnerships	Office of Deputy Prime Minister (OPDM)
London Cycle Network	ODPM
Police and Magistrates	Architecture & Urbanism Unit
Mouchel Parkman	Greater London Authority
DTZ	London Development Agency
ATP Group	Gateway to London
Lichfield Planning	Transport for London (TfL)
Lovell Sims Ltd	TfL Interchanges
Barking Methodist Church	ELT
Owners of Maritime House	London Buses
Vicarage Field	TfL Bus Priority
English Partnerships	London Underground
Adviser to the London Development Agency	Primary Care Trust
Chamber of Commerce	Regeneration Sub-group LSP
BADAWA	Kemsleys

Community groups and faith groups

Barking Baptist Tabernacle Church	African Welfare Association
Barking Methodist Church	Afro Caribbean Association
St Thomas More RC Church	Bangladeshi Welfare Association
St Mary and St Ethelburga RC Church	B and D Race Equality Council
Sikh Temple	Ethnic Minority Partnership Agency
Age Concern	Translating and Interpreting Services
Barking Anglican Team Parish	Barking Muslims Association
Barking Muslim Social & Cultural Society	Indian Welfare and Cultural Association (Barking)

Residents Groups

All residents from the London Road / North Street
Focus Group from The Lintons (approx 21)
Residents' and Tenants' Association (Lintons)

This page is intentionally left blank

Options for London Road North Street

The London Road North Street team prepared two broad options one looking at only the Council owned site and the other looking at the wider area. In both scenarios the master planners are proposing a development that engages with the existing street patterns of London Road, North Street and East Street.

Particular importance is given to creating a development that improves the front to Abbey Green to try and enhance this important asset in the town centre. The proposals seek to introduce a north/south public route through the site, which will connect the London Road Car Park with the town centre in a more convenient way.

At the ground floor both options ensure that there is maximum flexibility in potential uses, so that they could accommodate shops, small businesses, homes or car parking, but with a preference for a shop type use on ground floor. Housing will be situated on the upper floors, but servicing will be separated from access to the housing.

Open space for residents could be provided in the form of roof terraces and gardens, balconies and a communal courtyard. In both options East Street buildings will remain largely untouched, with refurbishment taking place, but with some demolition needed to open up the site. The redevelopment along North Street and London Road is proposed to be 6 to 8 storeys with the creation of a landmark feature at the apex of London Road and North Street.

Council owned sites proposals

The minimum intervention option can be largely brought forward using the land in Council ownership 14-42 North Street, 35-55 London Road, and the North Street car park. This is the regeneration site agreed by the Executive on 28th September. However, some of the servicing area to properties fronting onto East Street may have to be acquired in order to help improve the general servicing and access in this area. It is also proposed to include the Council owned Alice Martin site within this proposal, but a new Old Peoples Centre would be reprovided as part of the scheme if this were to happen.

The proposal includes housing development behind the existing properties fronting onto East Street, not exceeding 5 storeys. A new public, green open space will be created adjacent to the Methodist Church on London Road, with another new, small public square to the east of the church. This could be used for the Barking Market once East London Transit is operational in the Town Centre.

Wider area proposals

These proposals are for wider redevelopment of the area enclosed within London Road, North Street and East Street focusing on the creation of a new public square fronting onto East Street with stronger links between the Town Square development and London Road. A new frontage would be created on the East Street side of the Methodist Church, which could house community facilities, facing onto the public square. The west of the site would be capable of housing a large food store. This would require underground parking to be provided with approximately 150 spaces. A raised communal courtyard for the residential accommodation on the upper floors would be provided above the food store. This option would also see the redevelopment of the eastern end of the site with the creation of a landmark building at the junction of London Road and East Street.

This option would be delivered in phases, with the western end of the site in Council ownership being delivered first.

This page is intentionally left blank

Wider Area London Road North Street



This page is intentionally left blank

Proposals for Lintons Station Quarter Area

The Lintons / Station Quarter Master Plan team has presented three broad options. These options are not mutually exclusive as elements from any of the options may be incorporated into the 'preferred' option. All options propose a housing area, which could incorporate a new Police Station, on The Lintons as well as creating a new entrance to Barking Station from Cambridge Road to help increase the Barking Station's capacity.

Option 1:

This option proposes redevelopment of The Lintons into a new housing area. Private, communal open space for residents would be provided within the perimeter blocks of housing. A new urban green/square would be the focus around which the new housing would be located. Further housing development is proposed along the northern end of Cambridge Road to better link the new development with the town centre core.

Option 2:

This option includes the development of The Lintons but also proposes the refurbishment of the Station as a priority. A new high quality transport interchange would be provided to increase capacity for pedestrians, buses, taxis, ELT. In order to accommodate the large number of activities that need to take place in this area it is also proposed to extend the interchange south along Station Parade as far as the junction with Cambridge Road. New office and retail development is proposed either side of the station to help improve people's first images of Barking when entering from the Station. Option 2 also sees further redevelopment along Station Parade as critical.

Development is also proposed along London Road including the redevelopment of the existing bus stand. This would be a mixture of shops on the ground floor and housing above, this is dependent upon finding an alternative layover site for the buses. A new courtyard development of small business units is proposed for the northern end of Linton Road and Cambridge Road.

Option 3

The third option proposes a higher level of intervention and in addition to above would create a new focus by providing a new urban square. The square would be situated at the very heart of the town centre at the junction of London Road, East Street, Station Parade and Ripple Road. This option also allows for the rationalisation of the road network by providing a shorter bus route and more convenient bus stops for buses travelling from London Road to Station Parade.

A complete refurbishment of the station is proposed with a new concourse, improved access to platforms, new shops with office development above. In the long-term it is proposed to extend the deck over the railway to create a new square and public transport interchange.

This page is intentionally left blank

Lintons Station Quarter



This page is intentionally left blank

THE EXECUTIVE

28 JUNE 2005

REPORT OF THE DIRECTOR OF HOUSING AND HEALTH

BARKING AND HAVERING LOCAL IMPROVEMENT FINANCE TRUST (NHS LIFT) - LEVEL OF INVOLVEMENT	FOR DECISION	
<p><i>The Executive, at its meeting on 16 December 2003 (Minute 226 refers) agreed that the Council review its level of involvement in LIFTco. This report is submitted to the Executive to determine the Council's involvement following the review.</i></p> <p>Summary</p> <p>The Local Improvement Finance Trust (LIFT) partnership was set up to deliver the facilities needed to meet the health needs of the population over the next 20 years. Currently Barking and Dagenham are involved in LIFTCo at Level 2. This report proposes that the Council moves to Level 3 involvement in order to have voting rights and direct influence on the health and wellbeing of residents in this Borough.</p> <p>Recommendation</p> <p>The Executive is asked to agree that the Council moves to Level 3 involvement in the LIFTCo Board but does not become a shareholder.</p> <p>Reason</p> <p>Level 3 involvement will give voting rights and therefore more influence on the issues affecting the health and wellbeing of our residents. Involvement at Level 3 will also reduce the risks around procurement, should we wish to commission work through the LIFT Co in the future.</p>		
<p>Contact: David Woods</p>	<p>Director of Housing and Health</p>	<p>Tel: 020 8227 5700 Fax: 020 8227 5595 Minicom: 020 8227 5755 E-mail: david.woods@lbbd.gov.uk</p>

1. Background

- 1.1 The Barking and Havering Strategic Partnering Board (SPB) was established to manage and deliver the process of securing a LIFT partner and to monitor the development of LIFT locally. This Board draws its membership from across the entire local health authority and social care community.

- 1.2 On 15 April 2003 (Minute 409 refers) the Executive agreed in principle that participation in LIFTCo be raised from Level 2 to Level 3. However legal advice was then sought and a further report was submitted to the Executive on 16 December 2003 (Minute 226 refers) which decided that the Council should remain at Level 2 pending a further review after approximately 6 months.
- 1.3 Essentially there are two aspects to the Council's involvement with the LIFT Co. First the Council was named in the OJEC notice through which the LIFT Co's development partner was procured. This means that the Council could seek to procure capital schemes through the LIFT Co without going to tender. However since the Council has not signed the Strategic Partnering Agreement our reliance on the original OJEC procedure becomes more tenuous over time. Signing the Strategic Partnering Agreement and increasing our membership to level 3 will help to reduce this risk.
- 1.4 It is this aspect of our involvement with the LIFT Co which has been the subject of previous reports to the Executive.
- 1.5 A second aspect is the exercise by the Council of its general responsibilities for promoting the health and well-being of its residents. Membership of the LIFT Co. at level 3 brings voting rights and a place at the Strategic Partnering Board. This would enable the council to have greater influence over the activities of the LIFT Co as well as demonstrate a stronger commitment to partnership working with the Primary Care Trust (PCT), LIFT Co and other agencies.
- 1.6 Signing the agreement at Level 3 gives the Council the right to include future requirements for social care premises within LIFT without an obligation to do so. If the Council sign the Strategic Partnering Agreement at Level 3 we have the option of taking up lease plus agreements, just as we do at Level 2.
- 1.7 However, if we do not take up this option within the first few years, under Level 2 we would be vulnerable to the claim that the original procurement time has expired. Signing the agreement at Level 3 significantly reduces the procurement risk by committing to participation in the Strategic Partnering Board and reserves the right to require LIFTCo to enter into lease plus arrangements without a commitment.
- 1.8 It is stressed however that the Council would seek legal advice on any individual proposal for a joint venture scheme as it arose.
- 1.9 Another aspect to be considered is that at Level 2 members do not have voting rights or direct influence. Given our responsibility for the health and wellbeing of our residents and the importance of the provision of future health services in the Borough the Council would benefit from the position of influence that Level 3 would provide.
- 1.10 The Executive is asked to note that moving to Level 3 does not mean the Council has to grant exclusivity and therefore the Council would not be obliged to put new schemes to LIFT. Exclusivity does not become part of the agreement unless sign up is taken to Level 4.
- 1.11 Appendix 1 explains the levels of involvement in more detail.

2. Conclusion

- 2.1 The prime difference between Level 2 and Level 3 relates to signing the Strategic Partnering Agreement (SPA). Signing the SPA reduces procurement risk for the Local Authority. The duties associated with signing the SPA relate to participation in the Strategic Partnering Board, which allows the exercise of a level of control over the activities of LIFTCo. The obligations are primarily attendance of a duly authorised representative at monthly meetings and support and sign off to the SSDP. The rights far exceed the obligations in an environment of partnership working.

3. Consultation

Julie Parker – Director of Finance
Colin Rigby – Head of Finance H & H
Paul Feild – Legal Services
Rebecca Scott – Barking and Dagenham PCT

Background Papers Used in Preparation of this Report

- Report to the Executive 23 July 2002 – NHS LIFT
- Report to the Executive 15 April 2003 – Barking and Havering NHS Local Improvement Finance Trust (LIFT)
- Report to the Executive 16 December 2003 – LIFT Programme
- Options for Involvement of LBBD – attached as Appendix 1
- Strategic Partnering Agreement

This page is intentionally left blank

Options for Involvement of London Borough of Barking and Dagenham in Barking and Havering LIFT

1. Introduction

The London Borough of Barking and Dagenham is represented on the Project Board of the Barking and Havering LIFT for the procurement of a private sector partner to improve health and social care services and facilities in the locality. The aim of the LIFT procurement process is to appoint a private sector partner which will provide investment, ensure the delivery of specified projects, and work in partnership with named public sector organisations through the medium of a separate legal company (LIFTCo) established for that purpose.

This paper sets out the options for involvement in LIFT by the London Borough of Barking and Dagenham. It has been prepared to assist the Council in coming to its own conclusions.

2. The Options

Level 0

‘No involvement’

Commentary:

The Local Authority may lose the opportunity for future provision of integrated health and social care in the locality.

Level 1

‘Local Authorities are not named as contracting authorities in the OJEC advertisement (although they may be referred to as organisations with a potential interest)’.

Commentary:

If the local authority is not named as a contracting authority in the OJEC notice setting up the project, then it would be difficult for it to demonstrate that it has satisfied its obligations as a contracting authority to comply with the EU procurement rules as to tendering. As it will at no point have been identified as a contracting authority participating in the project then any contract works or service using the local LIFTCo is likely to be in breach of EU procurement rules.

It is still possible that the Local Authority would be entitled to enter into leases of specific properties but this would be dependent upon:

- Establishing the transaction as a property arrangement. This may be difficult where the Authority have any real input into the specification of the premises they are leasing and certainly the expectation of the lease plus documentation (that forms part of LIFT) is that they would. The more the Local Authority control

the nature of the premises the greater the risk that the transaction will be regarded as the procurement of services caught by the EU Regulations.

- Satisfying Local Authority probity and best value requirement. Of course, it is quite possible that these could be met by valuation advice on the rent and other terms of the lease. However, they would be far easier to be satisfied if the Local Authority were part of the procurement process, thereby establishing best value by means of evaluation and selection under a competitive procurement process.

Level 2

‘Local Authorities are named as contracting authorities but do not sign up to the SPA’

Commentary

Whilst a greater level of local authority involvement would be preferred this may not be realistic given the time-scale outlined. This option would allow the Local Authority to be part of the procurement process, reserving their position on whether they became a member of the SPA pending further more detailed evaluation. It will give the authority the right to be a member of the SPA at a future date but no obligation to do so.

The commitment that would be asked of the Local Authority is to be named as contracting authority in the OJEC and participate in the procurement process in evaluating and selecting the private sector partner that will invest in LIFTCo so that it has satisfied both EU procurement and its own probity requirements if it wishes to be included as a full participant of the SPA at a future date.

This option gives the authority the right to take up lease plus agreements in respect of individual premises without signing up to the SPA. In particular, this may be appropriate when the lease pluses are in the early years of the project. In these circumstances the Council should be able to argue that the arrangement falls within the original procurement in which the Council is a contracting party.

However, as the Council has not signed the SPA, the Council will not be committed to giving the LIFTCo “first refusal” on new builds or refurbishments of new premises. Thus as time elapses the Council may become more vulnerable to a claim that the original procurement and the audit trail is time expired. This is particularly the case if the Council does not take up any lease pluses in the early years and therefore has in effect retained a long-term option to take up the lease pluses with no proactive involvement in the interim.

The counter argument to this is that the original process envisages long term arrangements and therefore later schemes are contemplated by the original procurement. However this argument is weakened by the fact that the Council has not committed to this by signing the SPA.

In summary, the procurement risks associated with this option increase over time. In order to minimise procurement risks, the decision on whether or not to become a member of the SPA should, preferably, be taken by the time the

contract is awarded. The local authority will have at least a year until award of contract to consider its position. Once the contract is awarded and the LIFT Project starts to become operational it will become more difficult to justify the joining in of additional contracting authorities. The longer the time lag, the higher the risk of criticism and challenge. If the Local Authority have only a speculative and long-term intention of being a member of the SPA it may not be a viable option to consider as it may be regarded as too high risk.

Please note that it is still possible that the Local Authority would be entitled to enter into traditional forms of leases of specific properties at a later stage since traditional property transactions are not caught by the EU procurement rules. However this would be dependent upon:

- Establishing the transaction as a property arrangement. This may be difficult where the Authority have any real input into the specification of the premises they are leasing and certainly the expectation of the lease plus document (that forms part of LIFT) is that they should. The more the Local authority control the nature of the premises the greater the risk that the transaction will be regarded as the procurement of works caught by the EU Regulations. Furthermore, the nature of the lease plus agreement means that the arrangements may also be regarded as a procurement of services rather than a transitional property arrangement.
- Satisfying local authority probity and best value requirement. It is of course quite possible that these could be met by valuation advice on the rent and other terms of the lease.

Level 3

‘Local Authorities are named as contracting authorities, they sign up to the SPA, but do not grant the exclusivity provided for in the SPA.’

Commentary

Again, under this option the local authority are largely reserving their position giving themselves the right to include future requirements for social care premises within LIFT without an obligation to do so. If the local authority were willing to investigate this as an option it would probably require a more detailed review of the SPA to assess whether other more general commitments contained in the SPA may need to either be accepted by the Local Authority or possibly diluted in respect of their participation.

Since the local authority would not be obliged to offer schemes to LIFTCo in later years the time elapse argument referred to under Level 2 may apply, making later schemes vulnerable to the claim that the original procurement is time expired. However, the Council may have a stronger counter argument since by signing the SPA it has set out a framework for a longer-term relationship with LIFTCo. This relationship includes committing to participating in the Strategic Partnering Board and reserving a right to require LIFTCo to enter into lease plus arrangements without a commitment.

Level 4

‘Local Authorities sign up fully to the SPA, including the grant of exclusivity.’

Commentary:

This would commit the Council to the terms of the SPA, including involvement on the Strategic Partnering Board.

There would be issues that would need to be resolved in discussions the Local Authorities over the extent of any exclusivity obligations. Whilst in a general sense it is expected that these would be limited to social service premises there is little doubt that this would require greater clarity. The exclusivity obligations in the SPA, as currently drafted, covers new build and capital projects for the enhancement of facilities required for primary and community based health and social care in the area. The Council would need to clarify the exact extent of exclusivity in relation to its social services premises.

The exclusivity provisions means that the Council will be obliged to put new schemes to LIFT through the life of the SPA. Therefore, it should not be subject to arguments that the original procurement is time elapsed when entering into schemes in later years (compare with Levels 2 and 3).

This would offer the greatest commitment to LIFT in terms of establishing a long-term partnership with LIFTCo in the delivery of more integrated health and social care provision. It will also attract a greater commitment from potential LIFTCo partners both in terms of bidding interest and commitments towards the partnering services to develop the Participants future requirements. It is desirable but not essential in terms of delivering the overall aims of LIFT.

3. Becoming a Shareholder in LIFTCo

The Shareholders Agreement envisages local health and social care stakeholders being able to be shareholders in the company, whether or not they are participants to the SPA. Any shareholding that the Council or other local health economy stakeholder took in the company is envisaged to be part of a minority shareholding that has influence over the companies operations and planning of future requirements, but is within the context of a private sector controlled company.

Shareholding may be acquired, for example, in return for assets transferred into the LIFTCo (obviously, at a best consideration value). To the extent that the value of assets transferred exceeded the shareholding, the excess value could be taken in cash or other forms of investment in the company.

THE EXECUTIVE

28 JUNE 2005

REPORT FROM THE DIRECTOR OF SOCIAL SERVICES AND
THE DIRECTOR OF HOUSING AND HEALTH

SUPPORTING PEOPLE	FOR DECISION	
<i>This report concerns a long term strategy for delivering the Supporting People programme required by government, and approval is required from the Executive.</i>		
Summary		
This report:		
<ul style="list-style-type: none"> • Describes the Supporting People 5-year Strategy which recommends a shift in funding allocation to meet the needs of underserved groups and a range of new developments to be implemented by 2010, and • Notes progress in the delivery of the Supporting People programme since the Audit Commission inspection in November 2004. 		
Recommendations		
The Executive is asked to:		
<ol style="list-style-type: none"> 1. Endorse the Supporting People 5-year Strategy, and to require an annual report to the Executive on implementation; and 2. Notes progress made in delivery of the Supporting People Programme. 		
Reasons		
The Council is an Administering Authority for the Supporting People grant and is required to publish a 5-year strategy describing how resources will be re-allocated to meet the identified housing related support needs of vulnerable people.		
Contact Officer:		
Bruce Morris	Head of Adult Services Social Services	Tel: 020 8227 2749 Fax: 020 8227 2241 Minicom: 020 8227 2462 E-mail: bruce.morris@lbbd.gov.uk
Nicola McBride	Interim Supporting People Programme Manager	Tel; 020 8227 2885 Fax: 020 8227 2241 Minicom: 020 8227 2462 E-mail: nicola.mcbride@lbbd.gov.uk

1. Background

- 1.1 The Supporting People Programme commissions housing related support for vulnerable groups. Support is provided through a mix of schemes provided by the Council and external providers. Schemes can be accommodation based or provide “floating support” in people’s own homes. The programme went live in April 2003 and is overseen by the Office of the Deputy Prime Minister (ODPM). The Council took a cautious approach to the inclusion of marginal services in submissions during the lead in period and receives a comparatively low grant as a result.
- 1.2 Decisions about funding allocations are made in partnership with health and probation through a Supporting People Commissioning Body which is now chaired by the Director of Housing and Health. Contracts are awarded by the Council as the Administering Authority.
- 1.3 An inspection by the Audit Commission in November 2004 rated Barking and Dagenham as providing a poor service with uncertain prospects for improvement. All existing schemes receiving Supporting People funding are to be reviewed by March 2006 and issued with “steady state” or longer term contracts for between 3-5 years, and a published 5-year local strategy was due to be with the ODPM by the end of March 2005.
- 1.4 The 5 year strategy needed to deal with a number of issues inherent in the current programme, and provide an agreed way of addressing them.
 - There were a number of client groups where there was no Supporting People service provision particularly in less popular areas, and others where there appeared to be over supply.
 - There are a number of schemes due to come on stream which would potentially make the programme over committed in future years
 - There were a number of schemes the Council and it’s partners wished to commit to but there was uncertainty about how the availability of Supporting People funding as part of the overall package
- 1.5 The remainder of the report details progress since the inspection, and then highlights the main messages of the 5-year strategy.

2. Delivering an Improved Supporting People Programme

- 2.1 The Audit Commission inspection report was reported to Members on the 15 March together with a comprehensive improvement plan. Progress against milestones and targets in the plan have been monitored on a monthly basis by Social Services Departmental Management Team and reported to the Commissioning Body at each meeting. Monitoring takes the form of a detailed monitoring form recording progress to date against all of the recommendations arising from the inspection report. The most recent report is attached at Appendix 1.
- 2.2 In addition there is a commitment to provide a quarterly written report to the Corporate Management team and the Corporate Monitoring Group. This forms the basis of the first of these reports.

- 2.3 The capacity of the Supporting People team has been increased significantly. A new staffing structure has been established with new posts created including a regraded manager / lead officer post. Permanent staff are currently being recruited to in the team. The new structure is attached at Appendix 2.
- 2.4 The ODPM have provided support to the team in the form of additional training on specific areas, guidance on policies and procedures, and mentoring / consultancy to the temporary manager. The consultant (who reports to the ODPM) recently produced a written report noting progress in the team and identifying further work. The report is attached at Appendix 3. It is consistent with the action plan and notes progress in key areas. The recommendations noted have either been completed or are in the process of implementation.
- 2.5 A reconstituted Commissioning Body has met regularly under the leadership of the Director of Housing and Health. There are revised terms of reference and a Memorandum of Understanding agreed between the Council and key partners represented on the body from Probation and Health. The Commissioning Body has agreed new procedures to govern the work of the programme and the rationale for decision making, the review timetable, and the 5-year strategy.
- 2.6 The Core Strategy Group has been established and meets bi-monthly. This has representatives from all the main client groups covered by Supporting People. The role of the Core Strategy Group is to act as a stakeholder body to inform and consult on all key decisions regarding the programme.
- 2.7 The Audit Commission are intending to inspect the Supporting People Programme again in 12-18 months time. The Head of Service responsible (in the role of Accountable Officer) and the Director of Housing and Health (in the role of Chair of the Commissioning Body) are meeting with the Audit Commission and the ODPM to clarify the timescale. Following this a plan will be developed to prepare for the re-inspection and agreed by the Corporate Management Team.

3. The 5-Year Strategy

- 3.1 The authority is required to produce a 5-year strategy for the Supporting People programme which details how the authority plans to re-allocate resources to meet identified need. This needs to take into account information about existing supply, needs assessments of the key client groups, and essentially sets the benchmark against which existing services are reviewed and new services developed.
- 3.2 The strategy is a working document, reviewed on an annual basis in the light of information about funding and changes in circumstances on the ground. The annual review is a formal requirement of the authority's grant conditions and will be reported to Members.
- 3.3 The ODPM agreed a further 3 months to develop the strategy following the Audit Commission inspection, before submission at the end of June. The highlights of the strategy are planned changes in funding allocations for most of the groups currently receiving Supporting People funding, improved efficiency from schemes where we enter into longer term contracts, and the development of new schemes to address unmet need funded through the re-allocation of resources. The full strategy and an Executive Summary are attached at Appendix 4.

- 3.4 Where recommendations are made for a decrease in funding for any service, this will be accompanied by a full risk assessment covering the impacts for service users and the provider. Reductions in funding will be negotiated with providers and where possible a consensus achieved. The Commissioning Body will make the final decision based on the strategic relevance of the service (as evidenced by the 5-year strategy) and a published methodology for assessing cost and quality.
- 3.5 New developments which meet the needs of currently under represented client groups will be funded from resources released during the review and contracting process. A major planned new development which will receive funding from the Supporting People programme in later years is a Foyer scheme. This development is being led by Housing and Health and will provide a service for young people with support needs currently housed in unsupported lodgings and bed and breakfast accommodation. The aim will be to provide education, training and support for a number of client groups who currently receive little or no Supporting People funded support.

4. Conclusions

- 4.1 Steady progress has been made in improving the delivery of the Supporting People programme since the inspection. The focus has been on establishing the building blocks, improving capacity in the team, establishing robust governance processes for decision making, and agreeing procedures to provide a framework for implementation of change. There remains a challenging programme of work to be undertaken which will require careful monitoring to ensure the 2005 / 2006 programme is completed.
- 4.2 The Supporting People 5-year strategy is a milestone for the programme and sets out, in some detail in earlier years, the authority's commissioning intentions. There has been extensive consultation on the earlier draft, with comments taken into account in the final version. Implementation of the strategy will be the task of the Commissioning Body and the Supporting People team.

5. Equalities

- 5.1 The current Supporting People programme allocates resources according to historical funding patterns rather than need. A number of disadvantaged client groups currently receive little or no Supporting People funded support services, including hard to reach groups and Black and Ethnic Minority groups with particular needs in the borough. The 5-year strategy will re-allocate resources according to need over a 5-year period, and provide a more balanced and equitable distribution of scarce resources.

6. Financial Considerations

- 6.1 The Supporting People programme is fully funded by the ODPM grant (£4.8 million in 2005 / 2006).
- 6.2 All the resource re-allocations referred to above will be combined within the Supporting People budgets.

6.3 The restructure of the Supporting People Support Team (circa £300k) will be contained within the Supporting People Administration Grant and Social Services resources.

7. Consultation

7.1 The draft strategy was consulted through:

- Statutory partners on the Supporting People Commissioning Body; Housing and Health, the Primary Care Trust and Probation.
- Representatives from the client groups through the Core Strategy Groups
- With providers and current users of Supporting People funded services through the Supporting People Providers forum.

7.2 The draft strategy was amended as a result of comments received during the consultation process, and the final document endorsed by the Supporting People Commissioning Body on the 23rd May 2005.

Background Papers

Report to Executive dated 15th March 2005, Supporting People

This page is intentionally left blank

APPENDIX 1
Supporting People Delivery and Improvement Plan 2005/06

Action	Responsible	Date Due	Status	Actions/Evidence	Risks	Risk Controls
Commissioning Body						
Quarterly review of plan	CB	Jan-05		Plan set up for CB review	None	N/A
Regular submission of all reports, plans and timetables to CB for agreement.	SP Mgr	Jan-05		Agreed reporting	Reports slip	Timeline for all reports
Membership & Terms of reference to be reviewed and agreed.	CB	Feb-05		ToR circulated	None	N/A
Awareness and Development for CB members to be provided	Chair of CB	Mar-05		Members briefed	Insufficient commitment by members	Chair to discuss with stakeholders
Key priorities to be defined in order to meet the needs of the un-met.	CB	Mar-05		Part of strategy	Insufficient base data	Data and challenges in 5 year Strategy.
Core Strategy Group						
Core Strategy Group re-formed	CB	Feb-05		Meeting held 7 Feb	None	N/A
Bi-Monthly meetings to be booked	SP Mgr	Feb-05		Booked	None	N/A
Awareness & development arranged	CSG Chair	Feb-05		Members being briefed	Insufficient commitment by members	Chair to discuss with stakeholders
Terms of reference developed	CSG Chair	Feb-05		ToR circulated	None	N/A
Corporate Ownership						
Deputy Leader who is chair of CMG is to become the portfolio holder.	CB	Feb-05		Agreed	None	N/A
Application within the Councils Balanced Scorecard	Business Mgr Head of Adult	Feb-05		Scorecard developed	Not applied	Risks in BSC and monitored Clr Geddes SP Champion - Briefing 9 Feb
Ensure Member awareness	Service	Feb-05		Member briefing held	Members unaware	Ensure regular item on TMT and CMG
Raise SP profile by ensuring that considered in all major forums on a regular basis.	Dir. of Social Service	Apr-05		Hosted SP workshop @ Housing Strategy Conference 2 June with SITRA	Profile not raised	
Administration						
Minuted team meetings held on a monthly basis	SP Mgr	Feb-05		Team meetings held	Meetings not held Workplan not developed and Pis not SMART	Monitored through 1:1s
Clear workplan for team to be developed with Pis	SP Mgr	Feb-05		Draft workplan produced 15th March		Monitored through 1:1s
All vacant posts to be filled	SP Mgr	Feb-05		Temp Mgr started 22nd Feb, Temp SRO started 7th April	No suitable candidates	Use of Agency staff pro tem
Circulate appeals policy to service providers	SP Mgr	Feb-05		Circulated with service review manual at PF 8th April	Slippage	Monitored through 1:1s
Internal use of std form for collecting Pis in line with ODPM requirements	SP Mgr Head of Adult Service	Mar-05		Business Support Officer providing coaching and training to H&H and SS on completion of PI workbooks. 1sr w/books due June 2005	Departments not signed up, and incorrect format Slippage if staff not in post	Head of Service to enforce
Training needs analysis conducted with all staff	SP Mgr	Mar-05		Done. ODPM providing training and mentoring to temp staff as required.	Slippage if staff not in post	Monitored through 1:1s
Team induction, awareness & development implemented	SP Mgr	Mar-05		Team processes under review	Slippage if staff not in post	Monitored through 1:1s
Implementation of charging policy for sheltered housing tenants	Head of LLS	Apr-05		Thomas Oyetunde leading as part of Sheltered Housing Review	Charging not in place as consultation slipped	Notification issued with rent notification in Feb 05 Working with consultant
Social Services IIP achievement	D of SS	Nov-05			Not achieved	appointed for IIP
Systems and processes						
Recruitment of Business Manager	SP Mgr	Feb-05		Temporary cover from 24 Jan	No suitable candidate	Use of agency staff pro tem
Develop cross borough working taking account of good practice (esp. low risk boroughs)	SP Mgr Business Manager	Feb-05		Regularly attending East London Forum. Buddying system set up with other AAs. Mentor's provided by ODPM on PIs and service reviews	No interest in such working	Proactive work by team
Eligibility criteria revisited and communicated	SP Mgr	Mar-05		Criteria agreed by CB and circulated to providers 8th April	Not completed	On agenda for CB in March
Financial mgt to be developed and internally audited to ensure management and scrutiny.	SP Mgr	Mar-05		SPMgr received first monthly Admin. grant report March	Insufficient mgt and scrutiny	Regular item in CB
Provide financial info. on programme & admin expenditure for CB scrutiny on quarterly basis	Finance	Mar-05		CB to receiving reports each meeting.	Financial info not forthcoming	Regular item on CB
Introduce standardised format for collecting ODPM reporting requirements.	SP Mgr	Mar-05		Business Support Officer providing coaching and training to H&H and SS on completion of PI workbooks. 1sr w/books due June 2005	Slippage due to work pressures	Monitoring through 1:1s

Supporting People Delivery and Improvement Plan 2005/06

Action	Responsible	Date Due	Status	Actions/Evidence	Risks	Risk Controls
Explore service re-development re CB priorities to meet needs of hard to reach and un-met.	SP Mgr	Mar-05	Green	Within the strategy. Proposals for underspend received from YOT Outlook Care/ P&S/ YMCA/Leaves To be evaluated and submitted to CB for decision KPI to be used for internal benchmarking. No cross borough system agreed yet.	Insufficient budget to meet needs System can't generate reports in time	In 5 Year Strategy to challenge and reprioritise and monitored by Manual systems as back up
Develop performance plan with benchmarking with comparable authorities, with local PIs.	HoiAS/HoiP (SS)	Mar-05	Green	programme risk log to be submitted with 5 year strategy by 8th June	Not up dated	Monitored through CB agenda
Risk log to be updated and reported to Commissioning Body	SP Mgr	May-05	Green	Revised programme agreed by CB 23rd May. Service Review Manual produced. Risk management drafted. Financial and letting of contracts procedures developed by end July. Business support now in post. Continuous improvement will be built into previous target to develop comprehensive procedures for all work. Service Review Programme approved by CB 23rd May. First Action plan produced in June. First monitoring report to CB 25th July.	Not reviewed Slippage due to work pressures. Other Slippage due to work pressures Slippage due to work pressures	Item on CB agenda Monitoring through 1:1s Monitoring through 1:1s Monitoring through 1:1s
5 year strategy	SP Mgr	Jun-05	Green			Monitoring through 1:1s
5 Year strategy, development plan to be produced	SP Mgr	Feb-05	Green	Produced and circulated	None	N/A
5 year strategy produced and agreed with clear links to other strategies	SP Mgr	Mar-05	Green	Draft produced and out to consultation 18th March	Strategy not robust	Using external consultant to work with Mgr. and based on ODBPM As for strategy and items schedule don CB agenda
Implement action plan to be produced & reviewed annually, and monitored quarterly	CB	Mar-05	Green	monitored at Project Team/CB and supervision sessions	As for strategy	As for strategy and items schedule don CB agenda
Communication						
Statement outlining Council's response to Inspection report.	Chief Exec	Feb-05	Green	Produced and published 5th May	None	N/A
Communication of changes to CB, CSG and other areas to all stakeholders.	SP Mgr	Feb-05	Green	Changes being communicated	Not communicated	Monitored through 1:1s
New literature produced and circulated to target audience, and to website/intranet.	SP Mgr	Mar-05	Green	completed 13/05/05	Slippage	Comms Strategy
Awareness for Front line staff to be developed	Comms Manager	Mar-05	Green	Article in and to appear this week in Director's Newsletter, next week in People Matter and in the next Members Matter.	Not developed	Comms Strategy
Assessment of gaps to be analysed	Comms & SP Mgr	Mar-05	Green	Gap analysis to be completed after awareness raised.	Gaps missed	Develop Comms Strategy
Communications strategy incl user consultation, and x-dept and x-authority participation	Comms Manager	Mar-05	Green	completed April 2005	Not developed and does not include consultation	Monitored through 1:1s
Links with Barking & Dagenham Direct.	SP Mgr	Apr-05	Red	To commence	Links missed	Monitored through 1:1s
Assess and develop information on hsg spt for BME, and hard to reach groups.	Comms Manager	Apr-05	Green	Continuous process. BME housing conference - SP to feature. User Carer Forum booked	Insufficient data	Comms Strategy
Raise profile of SP through partnerships, user and carer forums and member rps	SP Mgr	Apr-05	Green	Staff attending forums as they occur. SP Mgr meeting with providers	Profile not perceived as raised	Comms Strategy
Review and monitoring of progress						
Communicate SP delivery plan as agenda item in strategic meetings	Head of Adult Service	Feb-05	Green	Communicated in CB and CSG	Delivery plan not communicated	Comms Strategy. Clir Geddes as Member Champion and
Review and update of plan to be completed quarterly	SP Mgr	Apr-05	Green	Monitored at Project Team and CB	Delivery plan slips	Monitored through CMG and CB
Quarterly review of plan	Head of Adult Service	Apr-05	Green	First review due in May	Slippage	Monitored through CMG and CB
Annual review and development	SP Mgr / CB	Jan-06	Green	To be timetabled	Slippage	Monitored through CMG and CB

Key to status bar

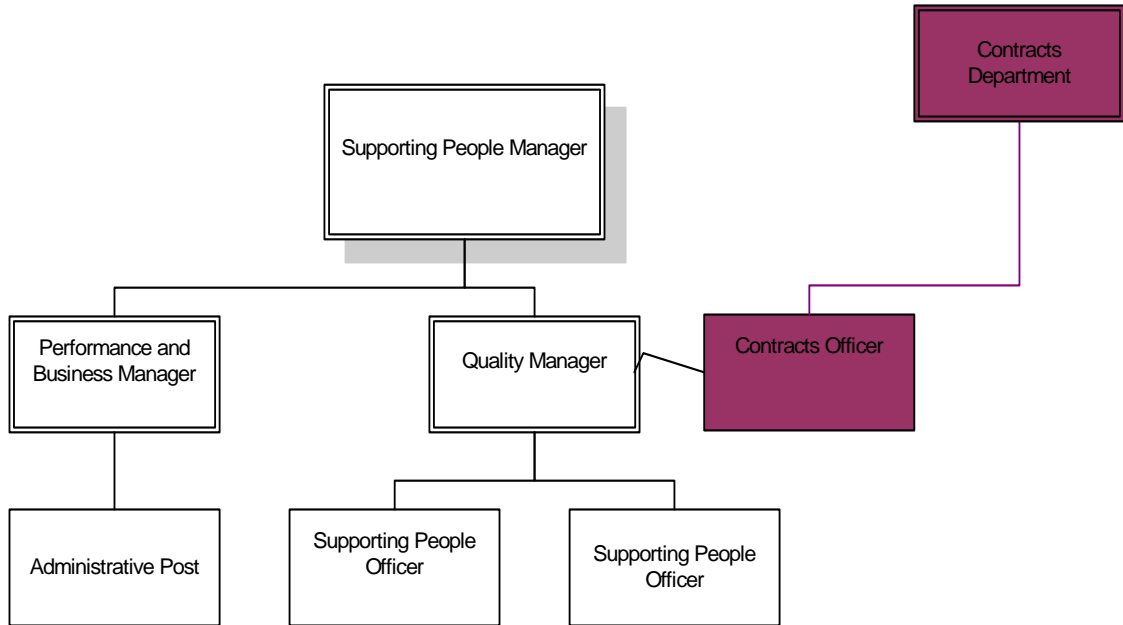
Work completed by due date with evidence

Work in progress to meet due date on time

Work not completed by due date or serious concerns about meeting due date

Supporting People Staff Team

26/05/2005



This page is intentionally left blank

ODPM Supporting People Visit to the London Borough of Barking and Dagenham

CONTEXT

This visit was undertaken as part of ODPMs support and advice for LB Barking and Dagenham's following a recent Audit Commission inspection, which had assessed the service as poor, with uncertain prospects for improvement. Work is now beginning to address the Audit Commission's recommendations and to move the programme forward. Considerable catch-up work is required and the existing SP team has only been in place for a number of weeks. The purpose of the visit was to explore:

- The current situation in terms of service reviews
- Areas where the Barking and Dagenham SP team may benefit from further support

Date of visit:	27 th April 05.
ODPM representative:	Kate McAllister (specialist consultant)
Interviewees:	Nicola McBride Supporting People Lead Officer Plus SP team

FINDINGS

1. STAFFING AND TEAM

Existing Team

The lead officer has been in post for 2 months. She has a temporary contract and is in the process of assisting the Authority to appoint a permanent replacement. The team currently consists of one Admin Officer (full-time), who had been in post for one week at the time of the visit. There is also a full-time Review Officer, who had been in post for 2 ½ weeks, together with a full-time secretary. All staff have been appointed via temporary agency contracts. The Review Officer and Admin Officer have previous Supporting People experience at provider level, but the SPLO does not.

Cordis Bright consultants are also currently temporarily involved on a 4-day per week basis. They have been asked to validate 17 service reviews which were carried out by the previous Supporting People team.

The intention is to recruit a permanent lead officer as soon as possible. The new post holder can then decide the long-term structure of the department, within the resources available.

However a decision has already been made to recruit a dedicated contracts officer, who will develop a steady state contract and produce service specifications following review.

Recommendation: This post should be integrated into the wider Administering Authority contracting and commissioning functions as fully as possible. This should form part of longer-term plans to "mainstream" Supporting People and associated activities.

Recruitment of permanent SPLO

This is still in progress - working its way through internal channels.

The existing SPLO has some concerns that the post is not being recruited at the correct level (Current salary scale PO6). The ideal post holder should have experience of the Supporting People programme and be able to raise

the profile of the programme significantly both internally and externally. It is imperative that a permanent lead officer is put in place as a matter of urgency.

2. SPLS

Barking and Dagenham are using Annite Swift and are about to go on to version 18/19. There is currently little or no knowledge within the team about SPLS and training is planned.

Recommendation: Training should be arranged for the team as a priority. **The SP team should contact Jon Boland who leads on the SPLS at ODPM on 020 7944 2935**

3. MONEY

Funding

There will be a considerable under-spend against the Supporting People Grant by year end, unless needs are analysed and appropriate new services developed during the course of the year.

The Supporting People admin budget is however likely to be over-spent - partly because the current team consists entirely of agency staff. Further corporate support will be required to sustain the administrative cost of the programme during this financial year. The Authority has already agreed to allocate a full time contracts officer to the team as mentioned above. However further resources may well be needed in terms of additional review officer time if the reviews are to be completed by the ODPM deadline. See the section below on progress with reviews.

It is critical that a needs analysis is completed so that funding can be appropriately directed to new provision within the borough as there is no guarantee that ODPM will be operating an end of year flexibility for the SP funding for 2005/06

Payment process

All in order and working well -as far as the team is aware at this stage.

Fairer charging

In place but under-developed. Only 2 applications have been received to date. Further promotion is required at a corporate level.

4. 5-YEAR STRATEGY

ODPM have extended the deadline for submission until 30 June 05. Feedback on the draft strategic priorities has already been obtained from providers and key stakeholders. However, existing data is limited. There has been no adequate needs assessment to date and very little work to analyse existing supply. Therefore the strategy to be submitted in June will need considerable further development once all necessary data has been collected.

Supply analysis

Current priorities for the 5-year strategy include the following groups - mental health, offenders, homeless people, and domestic violence.

There appears to be under-provision in respect of all these groups - although the team does not have a comprehensive overview of current supply - given their short period of time in post and the lack of other relevant data. .

Needs analysis

Commissioning of a needs assessment is an urgent priority. The team is however already aware that the existing provider market is seriously under-developed and that there is a huge local unmet need for Supporting People services.

Recommendation: A comprehensive needs analysis, taking into account the needs of every relevant sector of the community, needs to be commissioned as soon as possible and the results fed into the 5-year strategy. (It is

appreciated however that this data will not be available in time to include in the version being presented to ODPM in June 05.)

5. CONTRACTING

Interim contracts

There are 42 contracts in total. The team are not yet sure how many providers there are within the Borough, or of the split between internal and external providers. This data was due to be collated by 29/4/05.

Steady state contracts

The SPLO is currently gathering examples of good practice and requested further information from ODPM.

Recommendation: ODPM can provide details of Administering Authorities with steady state contracts in place but cannot recommend any in terms of good practice. It is up to Barking and Dagenham to decide which, if any, best suit their needs and to obtain clearance from their internal legal department before adoption.

6. SERVICE REVIEW PROGRESS

Progress with reviews

Approximately 17 reviews have been completed to date. There are however some concerns about the comprehensiveness and appropriateness of the methodology used by the previous team.

Cordis Bright is therefore currently carrying out validation checks in respect of all reviews to date. A report will be available by 23 May 05 to submit to the Commissioning Body.

25 reviews have not yet started at all.

There are therefore potentially between 25 and 42 reviews to complete. With a total of one review officer in post and 10 months to go before ODPM's March 06 deadline, there would not appear to be sufficient resources in place to complete this task given that a reasonable ratio of reviews for an *experienced* review officer is 6 (at any one time) – with average of 3 months from start to completion of each review.

The example below shows how to use the above average figures to obtain an idea of whether the Authority stands a realistic chance of completing the review programme within the ODPM deadline.

Estimate of possible delays in review programme

	Current position	Position with additional resources in place
Number of services still to be reviewed	25 - 42	25 - 42
Number of Fte Review Officers	1	2
Reasonable Review officer case-load per quarter	6	6
Number of quarters remaining between June 05 and April 06	3	3
Number of reviews feasible by April 06 deadline (Review officer case-load per quarter x remaining quarters) x number of review officers	18	36
Number of reviews likely to be still outstanding by April 06 (25 or 42 minus 18 or 36)	7 - 24	0 - 8

Recommendation: The results of the Cordis Bright validation exercise should be analysed to determine the extent of additional work required in respect of the 17 reviews carried out to date. This will help to determine the scope of the task ahead.

Extra resources are likely to be required in any case. The extent of these will be more easily determined once all relevant data is available.

Review timetable

A revised review timetable is being presented to the CB on 23 May 05. This will prioritise high risk services.

Recommendation: We discussed using the review programme to help the Authority to release revenue in order to achieve 5-year strategic aims, whilst still targeting high-risk services for an early review.

PI reports

No PI data has been provided by internal providers to date. The admin officer intends to provide training for internal providers and to ensure that comprehensive data for both external and internal providers is available by the deadline for the next ODPM data extract

Recommendation: Comprehensive PI reports including data from both internal and external providers should be available in time for the next ODPM data extract. This information should also be regularly reported to the CB as part of standard performance monitoring.

Service Review methodology

The review methodology will be presented to the CB on 23 May. The methodology was reviewed by Kate McAllister following the visit and the following recommendations are made:

- Insert details of the rationale behind the revised service review programme for 05/06. (I.e. that services perceived to present a risk be prioritised for an early review.)
- Change the heading under stage 4 of the service review process to read "decision" rather than "Outcome", wherever the 4 stages of the review process are referred to.
- Consider removing the reference to a 2nd Review Officer being involved in reviews as standard, since the current establishment consists of only one officer.
- Include reference to the need to interview service users as part of standard validation visits.
- Separate references to contract negotiations and implementation into a new section entitled commissioning and procurement

7. ELIGIBILITY AND VALUE FOR MONEY

Barking and Dagenham have based their approach to value for money and eligibility on that of another Administering Authority. They have set parameters in respect of value for money, in line with the approach outlined in recently published ODPM best practice guidance. There are two versions of the eligibility policy – a "short guide" and the full policy. Both were presented to the CB in April 05 and then circulated to providers.

Both documents were reviewed following the visit – and the following recommendations are made:

Short version

- Include a reference to general social support as well as personal care in the section which defines eligibility.
- Ancillary services – include the definition of acceptable parameters which appears in the full version.
- Consider re-wording the reference in the flow chart re specific and identifiable vulnerabilities. The current version implies that anyone who cannot demonstrate the above is ineligible for SP grant. Many individuals entering sheltered housing do not receive an initial needs assessment before they take up the tenancy, so their vulnerabilities would not be known at service entry point.

Full version

- Consider re-wording Section 4 – focus on housing. This section currently states that “independence in housing can be defined as accommodation where the user has an “interest” in the property (through a tenancy or ownership) with all the rights and responsibilities that flow from that, and the maximum degree of control over their living environment and who they share it with. In order to maintain independence they need to be able to:
 - Pay their rent
 - Fulfil other responsibilities inherent in a tenancy or owner occupation etc

Some recipients of Supporting People grant may be hostel dwellers with little interest in the accommodation bar a bare licence, and/or may be living in a womens refuge. The current definition makes no reference to people in these circumstances, who are legitimately entitled to access Supporting People funding.

A form of words used by a number of other Administering Authorities, which is less prescriptive, was forwarded to the SPLO for information.

Training on eligibility

A training day for the SPLO and her team on eligibility has been arranged for 31 May 05.

8. PROCUREMENT AND COMMISSIONING

As mentioned above, funding has been made available by the wider Authority for a dedicated contracts officer who will have responsibility for the procurement and commissioning of Supporting People funded services.

9. COMMISSIONING BODY

Memorandum of understanding

There is currently no memorandum of understanding. However a revised terms of reference for the CB are currently being re-drafted and are due to be presented to the CB on 23/5/05

Terms of reference for the CSCG and provider forum were approved by the CB on 8/4/05

Recommendation:

A Memorandum of Understanding needs to be drawn up and presented to the CB as a matter of urgency.

10. USER INVOLVEMENT

A draft user consultation strategy is being drawn up. The overall aim is to make contact with each existing user forum. Little progress has been made to date in this area. In the past, the onus had been on the providers to consult - obtain feedback etc. The new team intends to be much more proactive.

Supporting People will also have a slot at the BME elders conference in August 05. Discussions are already underway with BME elders about sheltered housing provision. Data gathered to date will be fed into the 5-year strategy.

11. INCLUSIVE FORUM

There are no immediate plans to develop an inclusive forum. Instead, the team intend to tap into existing client specific fora in order to discuss current strategic needs etc

12. ENGAGING WITH STAKEHOLDERS

Provider forum

There is a provider forum, attended by senior staff of external providers. Internal providers have now started to attend - but internal representatives may not be at a sufficiently senior level. The SPLO will address this as part of an overall effort to raise the profile of internal providers.

The internal communications manager does however attend the core strategy group.

Provider Training

Sitra are currently providing training for providers on support planning. They have also been engaged to provide the SP team with an overview of the Supporting People programme. The SPLO is also discussing with them the option of an ongoing training programme for providers, with an emphasis on overall service outcomes, rather than process alone.

Overall, provider understanding of the requirements of the Quality Assessment Framework is good. A number of QAF self-assessments have already been submitted - and appear to have been completed quite competently. Further training on the review process will be targeted at locally-based smaller providers.

13. RISK

A risk strategy is being presented to the next CB. This will include a risk log for the programme.

Individual service risk is assessed as part of the review programme and there is a section covering risk in the review methodology.

The team intend to arrange training for smaller providers on risk.

14. COMMUNICATION

The previous SP team used to issue quarterly newsletters to providers. The current team intend to reinstate this practice as soon as practically possible.

They also intend to produce leaflets for service users.

15. RECOMMENDATIONS

A summary of the key recommendations included within the body of the report is set out below:

Recommendation: Additional contracts officer. This post should be integrated into the wider Administering Authority contracting and commissioning functions as fully as possible. This should form part of longer-term plans to "mainstream" Supporting People and associated activities.

Recommendation: SPLS. Training should be arranged for the team as a priority. Please contact Jon Boland at OPDM

Recommendation: Needs analysis. A comprehensive needs analysis, taking into account the needs of every relevant sector of the community, needs to be commissioned as soon as possible and the results fed into the 5-year strategy. (It is appreciated however that this data will not be available in time to include in the version being presented to ODPM in June 05.)

Recommendation: Steady state contracts. ODPM can provide details of Administering Authorities with steady state contracts in place but cannot recommend any in terms of good practice. It is up to Barking and Dagenham to decide which, if any, best suit their needs and to obtain clearance from their internal legal department before adoption.

Recommendation: Review programme. The results of the Cordis Bright validation exercise should be analysed to determine the extent of additional work required in respect of the 17 reviews carried out to date. This will help to determine the scope of the task ahead.

Extra resources are likely to be required in any case. The extent of these will be more easily determined once all relevant data is available.

Recommendation: PI's. Comprehensive PI reports including data from both internal and external providers should be available in time for the next ODPM data extract. This information should also be regularly reported to the CB as part of standard performance monitoring.

Recommendation: Service Review methodology.

- Insert details of the rationale behind the revised service review programme for 05/06. (I.e. that services perceived to present a risk be prioritised for an early review.)
- Change the heading under stage 4 of the service review process to read "decision" rather than "Outcome", wherever the 4 stages of the review process are referred to.
- Consider removing the reference to a 2nd Review Officer being involved in reviews as standard, since the current establishment consists of only one officer.
- Include reference to the need to interview service users as part of standard validation visits.
- Separate references to contract negotiations and implementation into a new section entitled commissioning and procurement

Recommendation: Eligibility policy

Short version

- Include a reference to general social support as well as personal care in the section which defines eligibility.
- Ancillary services – include the definition of acceptable parameters which appears in the full version.
- Consider re-wording the reference in the flow chart re specific and identifiable vulnerabilities. The current version implies that anyone who cannot demonstrate the above is ineligible for SP grant. Many individuals entering sheltered housing do not receive an initial needs assessment before they take up the tenancy, so their vulnerabilities would not be known at service entry point.

Full version

- Consider re-wording Section 4 – focus on housing. This section currently states that "independence in housing can be defined as accommodation where the user has an "interest" in the property (through a tenancy or ownership) with all the rights and responsibilities that flow from that, and the maximum degree of control over their living environment and who they share it with. In order to maintain independence they need to be able to:
 - Pay their rent
 - Fulfil other responsibilities inherent in a tenancy or owner occupation etc

Some recipients of Supporting People grant may be hostel dwellers with little interest in the accommodation bar a bare licence, or may be living in a womens refuge. The current definition makes no reference to people in these circumstances, who are legitimately entitled to access Supporting People funding.

Training on eligibility. A training day for the SPLO and her team on eligibility has been arranged for 31 May 05.

Recommendation: Commissioning Body. A Memorandum of Understanding needs to be drawn up and presented to the CB as a matter of urgency

It is also clear that the SP programme needs to have a greater priority at a corporate level. Without such corporate buy-in to the programme it will be difficult for the SP team to make the necessary changes required before the Audit Commission re inspect in 12/18 months time.

This page is intentionally left blank

THE EXECUTIVE

14 JUNE 2005

REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

BARKING AND DAGENHAM SUSTAINABLE ENERGY STRATEGY	FOR DECISION
<p><i>This report is presented to the Executive for the adoption of the Sustainable Energy Strategy as a corporate strategy and support the establishment of an Energy Strategy Steering Group.</i></p> <p>Summary</p> <p>The Barking and Dagenham Sustainable Energy Strategy (Appendix A) aims to reduce the Borough's climate change impact. It is a corporate strategy with cross-cutting policies influencing most departments. Due to the importance of climate change, it has the potential to become a high profile strategy for the Council.</p> <p>The Strategy contains policies to promote energy efficiency and renewable energy in existing buildings and in new buildings and the regeneration of the Borough. The Strategy has eight Strategic Objectives, forty three policies and fifty six actions.</p> <p>The Implementation Plan (Appendix B) will be taken forward by the Energy Strategy Steering Group and it provides an indication of the resource implications of the Strategy, but detailed assessments will need to be compiled for each policy by the council section responsible for its implementation.</p> <p>Any additional funding required to implement the Strategy will be subject to either the capital bid process or the 2006/07 revenue budget process. There are also substantial external funding pots available for implementing this Strategy.</p> <p>The Council 'leading by example' is a vital component of this Strategy – core to this will be an 'invest to save' approach to improving the energy efficiency of council buildings.</p> <p>Key climate change initiatives are brought together in this Strategy, such as improving the energy performance of housing, implementing the London Plan's energy policies and the Mayor's policy for a 'zero carbon' development in every borough.</p> <p>The Greater London Authority (GLA) has also chosen Barking Town Centre to be one of only five 'Energy Action Areas' in London to act as 'showcase low carbon communities'. This will involve the Council working with the GLA and other key regeneration partners to ensure that sustainable energy technologies are an integral part of the regeneration of the town centre.</p> <p>Corporate endorsement of the Strategy will help boost its profile and give its policies a higher priority. Having the Strategy in place will significantly increase the Council's chances of obtaining external funding.</p> <p>Wards Affected - All.</p>	

Recommendations

The Executive is recommended to:

1. Adopt the Sustainable Energy Strategy as a corporate strategy;
2. Support the establishment of an Energy Strategy Steering Group to oversee the implementation and monitoring of the Strategy;
3. Endorse Barking Town Centre as an 'Energy Action Area' to be taken forward in partnership with the Greater London Authority; and
4. Note that any additional funding required to deliver the Strategy will be subject to either the capital bid process or the 2006/07 revenue budget process.

Reason

This Strategy directly contributes to the following Community Priorities

- Making Barking and Dagenham Cleaner, Greener and Safer
- Improving Health, Housing and Social Care
- Regenerating the Local Economy
- Raising General Pride in the Borough

Contact Gordon Glenday	Sustainable Development Group Manager	Tel: 020 8227 3929 Fax: 020 8227 3774 Minicom: 020 8227 3034 E-mail: gordon.glenday@lbbd.gov.uk
----------------------------------	---------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------

1. Background

- 1.1 The Cleaner, Greener and Safer sub-group of the Barking and Dagenham Partnership has requested a climate change and energy strategy for the Borough. The Council signed the Nottingham Declaration on Climate Change in July 2001 which commits the Council to prepare a strategy to reduce energy consumption and carbon dioxide emissions.
- 1.2 In addition, the Mayor of London published his Energy Strategy in 2004 which outlines policies for reducing London's carbon dioxide emissions; this Barking and Dagenham Energy Strategy aims to implement these policies.
- 1.3 The first draft of this Sustainable Energy Strategy was produced in 2002 but due to the extensive work required in its development and its cross-cutting nature it failed to progress. It has been taken forward by the Environmental Sustainability Team over the last eight months so as to provide a strategic framework for addressing carbon dioxide emissions across the Borough. This Energy Strategy closely follows the Mayor of London's Energy Strategy and it aims to implement national and regional climate change policy at the local level.

1.4 The Sustainable Energy Strategy contributes directly to four of the Community Priorities:

- Making Barking and Dagenham Cleaner, Greener and Safer – through addressing a key environmental issue;
- Improving Health, Housing and Social Care – addressing fuel poverty is important in improving health, housing and quality of life;
- Regenerating the Local Economy – sustainable energy is a growing business area; and,
- Raising General Pride in the Borough – a greener Borough and more eco-friendly buildings like the Millennium Centre will contribute to the pride within the Borough.

1.5 This is an ambitious long-term strategy for a ‘low carbon’ Borough which aims to address all carbon dioxide emissions in the Borough, including those from the Council’s own activities, housing, business and transport.

1.6 Implementation will be overseen by the Energy Strategy Steering Group which will meet quarterly. The Strategy is being led by the Sustainable Development Group in the Department of Regeneration and Environment, and has been written in conjunction with Transportation, Asset Management, Regeneration, Economic Development and also with the Housing and Education departments. Policies and actions fall on all these sections of the Council.

1.7 The Sustainable Energy Strategy is attached as Appendix A and the Implementation Plan is attached as Appendix B. As the Energy Strategy Steering Group will be responsible for implementing the Implementation Plan, the timetable of the Plan is provisional at this stage.

2. Proposal

2.1 The Borough needs a sustainable energy strategy to provide a local response to climate change. Many other local authorities have had a climate change strategy in place for some time however; few councils have a strategy as comprehensive and cross-cutting as this one. In order to be successful the Sustainable Energy Strategy requires a high profile status and those Officers responsible for its implementation will need the space (time and resources) to implement its policies and actions.

Risk Assessment

2.2 Climate change and energy issues are growing in importance at the international, national and regional level and will therefore continue to grow in importance for local authorities. This Sustainable Energy Strategy will enable the London Borough of Barking and Dagenham to take forward climate change solutions, energy efficiency and renewable energy. This will better prepare the Council for future responsibilities and duties in this important area. The risks to the Council of failing to take a strategic and high priority approach to energy efficiency and renewable energy are high.

- 2.3 The Sustainable Energy Strategy has ambitious objectives and there is also the risk of the council failing to live up to expectations following the adoption and launch of this strategy. To manage this risk, the Sustainable Development Group will Chair the Energy Strategy Steering Group and report annually to the Executive on the implementation of the Strategy.

Approach

- 2.4 The coordination of the Energy Strategy is led by the Sustainable Development Group within the Planning Division and is a component of the Balanced Scorecard. The policies related to regeneration, housing and other areas will need to be a component of their Balanced Scorecards – the Energy Strategy’s Implementation Plan outlines who is responsible for implementing each policy.

Impact on Local Economy

- 2.5 The Energy Strategy could have many positive impacts on the local economy by encouraging environmental business and activities. Energy efficiency and renewable energy are growth businesses and incorporating these features within the regeneration of the Borough will have many benefits for the London Borough of Barking and Dagenham.

Environmental issues and impact

- 2.6 The Sustainable Energy Strategy specifically aims to address the Borough’s climate change impact and therefore has a very positive environmental impact.

3. Financial Implications

Capital Issues

- 3.1 Policy 2A in the Sustainable Energy Strategy states that the Council will improve the energy efficiency of council buildings through an ‘invest to save’ scheme. Actions 2A (i) and 2A (ii) involve developing the invest-to-save business plan later in 2005. Although ‘invest to save’ schemes can take a variety of different approaches they require some level of up-front investment. The level of the initial investment can be determined by the Council based on projected reduced running costs. The proposal for an ‘invest-to-save’ energy efficiency scheme will be taken to the CMT later in the year.
- 3.2 There are numerous good examples of local authorities implementing ‘invest to save’ energy efficiency programmes in their building stock. Through investing £200k a year, Redbridge Council has made a net saving of £1.04 million over the last 15 years. Through implementing a similar programme Woking Council has delivered fuel bill savings of £4.7 million over the past 10 years with annual savings of £700,000 a year; all from an initial investment of £250k. Woking Council ring-fenced all fuel bill savings resulting from their efficiency investments and continue to invest this money in efficiency measures.
- 3.3 Energy and water surveys undertaken by consultants Advanced Demand Side Management Ltd (ADSM) for a number of council buildings in 2002 identified efficiency measures that could deliver annual fuel bill savings of £8.5k for the Town Hall and £20k for Barking library.

- 3.4 Implementing the Decent Homes standard across the Council's housing stock up to 2010 will require all available housing capital funding. However, external funding is available for special energy efficiency projects that improve social housing energy performance beyond Decent Home standards. Housing and Health will need to allocate Officer time to considering these alternative options for funding innovative energy efficiency measures.

Policy Issue for Capital Spending in the Council

- 3.5 The Sustainable Energy Strategy has many implications for the Capital Programme in terms of environmental standards for purchasing and construction/refurbishment projects. The 'Council Leading by Example' section of the Strategy requires the Council to follow best practice in purchasing energy efficient equipment and energy efficient design in refurbishments and 'new build'. This will require changes in the criteria for successful projects, currently there is no provision within the Capital programme for sustainable energy projects and any future bids for resources will need to be considered as part of the overall review of Capital schemes.

Revenue Issues

- 3.6 The exact nature of the resource costs and revenue issues associated with implementing each of the policies and actions in the Strategy need to be determined by the sections responsible for their implementation. These resource issues will become more apparent once the Energy Strategy Steering Group is established to oversee the Strategy's implementation. Nonetheless, the attached Implementation Plan provides an initial assessment of the resource implications of each policy.
- 3.7 Key resource implications associated with the implementation of the Sustainable Energy Strategy could include;
- energy efficiency 'invest to save' programme for council buildings – most likely to be sourced from Capital Funding;
 - energy efficiency programme for the Borough's schools – could require an Officer to promote energy efficiency to the Borough's schools;
 - social and private housing energy efficiency programmes – funding might be required to commission study into scope for improving the energy performance of the Borough's housing;
 - energy / carbon assessments for key regeneration sites – a study is already taking place into a sustainable energy strategy for Barking town centre's regeneration;
 - preparing business plan and set-up costs for an Energy Services Company (ESCO) – although external funding could be available for this.
- 3.8 There are numerous sources of external funding that are available for delivering this Sustainable Energy Strategy, these are listed at the back of the Strategy document. However, accessing this external funding will require effort, and will often only be available once the Council has put in the groundwork to improve eligibility. This Sustainable Energy Strategy provides the Council with the context and background to successfully apply for external funding. If revenue resources

are required to promote sustainable energy schemes these bids will need to be considered as part of the 2006/07 budget process.

4. Staffing Implications

4.1 These will also become clearer following the establishment of the Energy Strategy Steering Group and once each responsible section begins implementing their policies and actions. There may be staffing implications for the following key policy areas:

- Implementing a best practice energy management programme across council property.
- Running an energy efficiency scheme with the Borough's schools.
- Increasing energy efficiency activity with regard to the Borough's housing.

5. 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.

Internal:

Councillor McKenzie, Environment and Sustainability Portfolio
Councillor Smith, Housing and Public Health Portfolio
Councillor Kallar, Regeneration Portfolio

Regeneration Board – 30 November 2004

Regeneration and Environment

Jim Mack, Head of Asset Management & Development
Keith Stubbs, Energy Conservation Officer,
David Higham, Group Manager Strategic Transportation,
David Harley, Principle Regeneration Officer,
Rob Shooter, Group Manager, Regeneration Implementation,
Robert Farley, Team Leader Planning Policy,
Steve Jones, Street Lighting Manager,
Colin Reynolds, Assistant Manager-Fleet,
David Waller, Interim Head of Finance,

Housing and Health

Dan Read, Private Sector Housing Manager,
Isabella Rossi, Project Manager-Housing Strategy,
Ken Lyons, Acting Capital Works Manager,
Ken Jones, Head of Housing Strategy,
David Woods, Director of Housing & Health

Education, Arts and Libraries

Andy Carr, Assets Manager,

Corporate Strategy

Muhammad Saleem, Solicitor to the Council & Monitoring Officer
Paul Feild, Corporate Lawyer

External:

Joanna Dawes, Principal Policy Advisor-Energy, Greater London Authority
Penny Bramwell, Head of Sustainable Development Unit, Government Office for London

Background Papers

- The Sustainable Energy Strategy
- Implementation Plan
- Mayor of London's Energy Strategy, 'Green Light to Clean Power', February 2004 – www.london.gov.uk/mayor/environment/energy/index.jsp
- UK Government Energy Policy, 'Our Energy Future – Creating a Low Carbon Economy', February 2003 – www.dit.gov.uk/energy/whitepaper/index.shtml

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 7, 8 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank