

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 13 September 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

Also Invited: Councillor Mrs D Hunt for agenda item 13

Declaration of Members Interest: In accordance with the Constitution, Members are asked to declare any personal or prejudicial interest they may have in any matter which is to be considered at this meeting.

05.09.05

R. A. Whiteman
Chief Executive

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AGENDA

1. **Apologies for Absence**
2. **Minutes - To confirm as correct the minutes of the meeting held on 2 August 2005 (Pages 1 - 8)**

Business Items

Public Items 3 to 12 and Private Items 25 to 31 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.

Due to the size of this agenda, the reports in relation to business items 3 to 12 are included in Supplementary 1.

3. **Regeneration of Beacontree Heath (including Dagenham Swimming Pool) (see Supplementary 1)**
4. **DTI Initiative on Employer Provided Home Computer Initiative (HCI) Scheme (see Supplementary 1)**
5. **Fourth Annual Report of the Regeneration Strategy, an Urban Renaissance in East London (see Supplementary 1)**
6. **Best Value Review Sign Off Report - Looked After Children (see Supplementary 1)**
7. **Best Value Review Sign Off Report - Hospital Discharge (see Supplementary 1)**
8. **Best Value Review Sign Off Report - Day Opportunities (see Supplementary 1)**
9. **Best Value Review Sign Off Report - Care Management (see Supplementary 1)**
10. **Invitation to Visit Moscow Regional Government (see Supplementary 1)**
11. **Attendance at SOLACE Annual Conference 2005 (see Supplementary 1)**
12. **Attendance at the Institute of Revenues Rating and Valuation Annual Conference 2005 (see Supplementary 1)**

Discussion Items

13. **Final Report of the Anti-Social Behaviour Scrutiny Panel (Pages 9 - 39)**
14. **Budget Monitoring Report 2005/06 - April to July 2005 (Pages 41 - 62)**
15. **Performance Monitoring 2005/06 (Pages 63 - 67)**

The Performance Monitoring graphs will be circulated to Members under separate cover and will also be available on the Internet, in the Members' Rooms and at public libraries.

16. **Any other public items which the Chair decides are urgent**
17. **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

18. Redevelopment of the Axe Street Car Park Site (Pages 69 - 72)

Concerns a proposed land disposal matter (paragraph 9)

19. Tanner Street Triangle Redevelopment (Pages 73 - 80)

Concerns a proposed land disposal matter (paragraph 9)

20. Transfer of Demountable Buildings from Jo Richardson Community School to Eastbury Comprehensive School (Pages 81 - 86)

Concerns a contractual matter (paragraphs 8 and 9)

21. Bartlett House and Oldmead House Refurbishment (Pages 87 - 92)

Concerns a contractual matter (paragraph 8)

22. London Riverside Limited - Wind-Up of Operations of the Limited Company (Pages 93 - 97)

Concerns the business affairs of a third party (paragraphs 7 and 12)

23. Pension Fund - Fund Manager (Pages 99 - 101)

Concerns the financial and business affairs of a third party (paragraph 7)

24. Staffing Matter - Department of Education, Arts and Libraries (restricted circulation, to follow)

Concerns a staffing matter (paragraph 1)

Business Items

25. London Riverside Lean Learning Academy - Training Contracts (Pages 103 - 109)

Concerns a contractual matter (paragraphs 7 and 8)

26. The Automotive Upskilling Training Development Programme, London Riverside Ltd (Pages 111 - 117)

Concerns a contractual matter (paragraphs 7 and 8)

27. London Riverside Industrial Area Signage : Contract Award (Pages 119 - 123)

Concerns a contractual matter (paragraph 8)

28. Contract for the Provision of Advocacy Services for People with Severe Mental Illness - Contract Award (Pages 125 - 127)

Concerns a contractual matter (paragraphs 8 and 9)

29. Award of Tender for the Provision of Care Services in Housing with Extra Care Schemes - Colin Pond Court and D'arcy Gardens (Pages 129 - 134)

Concerns a contractual matter (paragraphs 8 and 9)

30. Banking Services - Award of Contract (Pages 135 - 141)

Concerns a contractual matter (paragraphs 7 and 8)

31. Urgent Action - JNC Staffing Matter (Pages 143 - 145)

Concerns a staffing and contractual matter (paragraphs 1, 7 and 8)

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

THE EXECUTIVE

Tuesday, 2 August 2005
(7:00 - 7:35 pm)

Present: Councillor C J Fairbrass (Chair), Councillor T G W Wade (Deputy Chair), Councillor G J Bramley, Councillor C Geddes, Councillor M A McCarthy, Councillor M E McKenzie and Councillor L A Smith

Also Present: Councillor W Northover, Councillor J W Porter and Councillor A G Thomas

Apologies: Councillor J L Alexander, Councillor H J Collins and Councillor S Kallar

84. Minutes (19 July 2005)

Agreed.

85. Attendance at the Society of Information Technology Managers Annual Conference 2005

Received a report seeking approval for attendance at the Society of Information Technology Managers annual conference in accordance with the Council's Conference, Visits and Hospitality Rules.

Agreed to representation by two managers from the Information Management and Technology Division at the Society of Information Technology Managers Annual Conference, 16 – 18 October 2005, in Brighton, at an estimated cost of £1,070 plus travel, in order to network, share experiences, learn from workshops and seminars and discuss new IT with suppliers. The cost of attendance will be funded from the Information Management and Technology Division's training and seminar budget.

86. Budget Process 2006 / 2007

Received a report outlining the budget process, the proposed budget timetable and initial savings targets for 2006 / 2007 for all Departments. The report also addressed the key issues arising from recent Government proposals on future funding to Council's from 2006 / 2007 onwards.

Noted:

1. The proposed summary budget timetable as set out in Appendix A to the report;
2. That a successful budget process is reliant on officers and information across the whole Council;
3. That the Director of Finance is exploring the potential for bringing forward the Council Tax payment date to the first of each month and the necessary impact on the timetable;

4. The principles adopted in the target savings for both the General Fund and Housing Revenue Account as outlined in paragraph 5 of the report;
5. That further reports on the Budget process will be reported to the Executive commencing in the Autumn; and
6. Noted that the government was consulting on proposed changes to government funding from 2006 / 2007 onwards.

87. Preparing for Building Schools for the Future

Received a report setting out the latest position regarding Building Schools for the Future following a meeting with officials from the Department for Education and Skills (DfES) who have indicated that Barking and Dagenham will be in the next waves of the Building Schools for the Future programme.

Agreed, in order to rebuild, refurbish and / or remodel secondary schools in the Borough, to:

1. A sum of £700,000 to be added to the Capital Programme, as set out in paragraph 4.4 of the report, to allow some early work in drafting proposals, research on site difficulties and drawing up feasibility options for the development of school rebuilding and / or refurbishment of the secondary school estate. This will include the establishment of a Local Education Partnership, legal and financial fees for advice (subject to undergoing the Capital Programme Monitoring Office process);
2. The sum of £700,000 to be initially funded from slippage from the Warren Comprehensive School Science Facility scheme;
3. Note that future bids for resources will be considered in February 2006, as set out in paragraph 4.3 of the report;
4. The advancement of the Building Schools for the Future process along the lines set out in the report and subject to consultation with the DfES / Partnership for Schools; and
5. Authorise the Director of Education, Arts and Libraries to enter into the process of securing advisors to help develop the process.

88. Osborne Partnership - Leasing of Council Property

Councillor Wade declared an interest as a member of the Friends of the Osborne Partnership and took no part in the discussion.

Received a report outlining details of a proposal by the Osborne Partnership to establish a social enterprise and of the Partnership's request to lease Council premises at a concessionary rent as a base for the enterprise.

Agreed to:

1. Note that the establishment of a social enterprise by the Osborne Partnership will be an important stepping-stone to employment by some of the most disadvantaged groups in the Borough;
2. Note that the financial profile for such a social enterprise would preclude the possibility of paying an economic rent for appropriate premises;
3. Note that granting a concessionary rent to the Osborne Partnership for the premises at Valence Depot, as outlined in the report, would mean the loss of income of up to £35,000 pa;
4. In principle, grant a lease for a period not exceeding 18 months, on condition that the Partnership use that period to find other premises; and
5. Authorise officers to negotiate an appropriate lease arrangement and offer all assistance to the Osborne Partnership in establishing the enterprise.

89. Renaming of a Former Housing Amenity Green - Paved Area

Received a report seeking to rename a former housing amenity Green, which has been redeveloped through support from the River, Village and Goresbrook Community Forum and other agencies.

Agreed, in order to assist the Council in achieving its Community Priorities of 'Raising General Pride in the Borough' and 'Making Barking and Dagenham Cleaner, Greener and Safer' as well as to mark the project's completion, to:

1. Name the former housing amenity green adjoining land at the junction of Heathway and Dagenham Avenue as 'Heathway Gardens'; and
2. Note that an official naming ceremony will be arranged in due course.

90. * Peace and Memorial Garden Central Park

Received a report regarding the commissioning of a 'Peace and Memorial Garden' in recognition that a space is needed within the Borough to commemorate the civilians who have lost their lives in the many atrocities and hostilities that have happened both here in the UK and around the world.

Agreed, in order to assist the Council in achieving its Community Priorities of 'Raising General Pride in the Borough', 'Making Barking and Dagenham Cleaner, Greener and Safer', 'Promoting Better Education and Learning for All' and 'Promoting Equal Opportunities and Celebrating Diversity', to:

1. The inclusion of £175,000 for the Peace and Memorial Garden in Central Park in the Capital Programme, as set out in paragraph 3.1.4 of the report; and
2. Fund the project from £120,000 of 2004 / 2005 Revenue underspends as reported to the Executive on 12 July 2005 and £50,000 of slippage from other capital projects within the overall Capital Programme, to be identified by the Director of Regeneration and Environment and the Director of Finance.

91. * Goresbrook Park Play Equipment

Received a report regarding improvements to Goresbrook Park including the provision of perimeter security measures and play equipment, together with a dedicated Play Projects Officer for a period of two years.

Agreed, in order to assist the Council in achieving its Community Priorities of 'Raising General Pride in the Borough, and 'Making Barking and Dagenham Cleaner, Greener and Safer', to:

1. The inclusion of the scheme for Goresbrook Park in the 2005 / 2006 Capital Programme, to the sum of £637,000 as set out in paragraph 3.4.2 of the report and funded as detailed in paragraph 3.1 of the report;
2. Appoint Councillors Northover, Porter and Thomas to be involved with the packaging and specification of the above mentioned contract and the subsequent evaluation and award;
3. Authorise the Director of Regeneration and Environment, in association with the Director of Finance and Solicitor for the Council, to accept the tender(s); and
4. Reprofile the Capital Programme for regeneration initiatives of £1m from 2005 / 2006 into 2006 / 2007.

92. * Thames Gateway Bridge Public Inquiry Submission and Legal Agreement

Received a report outlining the current position in respect of the Thames Gateway Bridge (TGB) scheme which is progressing through its statutory processes for securing powers to construct it.

Agreed, in order to assist the Council in achieving its Community Priorities of 'Regenerating the Local Economy' and 'Making Barking and Dagenham Cleaner, Greener and Safer', to:

1. A written submission on behalf of the Council to the TGB Public Inquiry;
2. The content of the written submission be subject to the Lead Member for Regeneration's approval;
3. The principles of the legal agreement on offer by Transport for London and the establishment of a Boroughs' Consultative Group (BCG);
4. Any drafting changes to the legal agreement be delegated to the Director of Regeneration and Environment for agreement and subject to consultation with the Solicitor to the Council; and
5. Withdraw concerns previously expressed in respect of the Thames Gateway Bridge.

93. Private Business

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

94. Appointment of Consultants to Support a Review of Public Relations Across the Council

Received a report setting out a proposal to commission consultants to undertake an operational review of the Corporate Communications service and at the same time develop a Communications Strategy for the Council.

Agreed, in order to provide high level external specialist advice and support to urgently improve the Corporate Communications service, to waive the tendering requirements under the provisions of paragraph 4.1(b) of the Council's Contract Rules, and award a contract with Grant Riches in the sum of £29,500.

95. Barking Child and Family Health Centre

Received a report providing an update on the provision of a Barking Child and Family Health Centre within Barking Town Centre. The report seeks an 'in principle' agreement by the Council to the use of the Barking Town Hall Car Park site for this purpose and, in due course, an agreement to dispose of the site to LIFT Co who will undertake the project.

Agreed, in order to enable funding to be obtained and to assist the Council to achieve its Community Priorities of 'Improving, Heath, Housing and Social Care' and 'Regenerating the Local Economy', to:

1. An in principle decision regarding the disposal of the freehold or long leasehold interest in the Barking Town Hall Car Park site, shown on the plan attached as an appendix to the report. The detailed terms of the sale to be approved by the Director or Regeneration and Environment under his delegated authority;
2. Note the potential reduction in income of £60,000 per annum;
3. The Council acting as the accountable body for the delivery of the Barking Child and Family Health Centre; and
4. Note that a report will be presented to the Executive to outline the implications for the Council and the terms of any lease or sale for final consent and the options for re-provision of public car parking within Barking Town Centre.

96. Dagenham Dock Interchange - Tenders for Specialist Consultancy Advice

Received a report outlining details of a contract awarded under delegated powers seeks the waiver of tendering requirements to appoint a contractor to undertake and submit an outline Town Planning Application for the Dagenham Dock Interchange.

Agreed, in order to assist the Council in achieving its Community Priorities of 'Developing the Local Economy' as well as promoting the social, economic and environmental well-being of the area, to:

1. Note the Director of Regeneration and Environment's action in entering in to a single tender action contract with Maccreeanor Lavington Architects, in a sum not exceeding £30,000, to provide urban design and architectural advice into the main contract; and
2. Waive the tendering requirements in accordance with paragraphs 4.1 (e) of the Council's Contract Rules and authorise the Director of Regeneration and Environment to undertake and accept a negotiated tender with Ove Arup and Partnership Limited, in a sum not exceeding £30,000 to undertake to submit an outline Town Planning Application for the Dagenham Dock Interchange.

97. Regeneration Lobbying Contract

Received a report seeking to enter into a one-year contract to provide a lobbying service on the Council's behalf in the run up to next year's Government Spending Review in respect of regeneration issues.

Agreed, in order to help the Council achieve its Community Priority of 'Regenerating the Local Economy', to enter into a one year contract with Citigate Public Affairs for lobbying support, at a cost of £139,800 including expenses, funded from external sources, as detailed in the report, and existing Council budgets.

98. Proposal to make a Compulsory Purchase Order

Received a report seeking approval for a Compulsory Purchase Order (CPO) for an abandoned and derelict house identified in the report.

Agreed, in order to enable the identified property to be rehabilitated and help meet the need for dwellings of this type, to:

1. A Compulsory Purchase Order be made under the provisions of Section 17 of the Housing Act 1985, for the property identified in the report; and
2. Subject to the above order being confirmed, dispose of the property by sale to a Registered Social Landlord for rehabilitation and letting in accordance with agreed partnering arrangements.

99. * Internal Refurbishment - Interim Phase 2 - Appointment of Constructor Partners

Received a report seeking approval for the appointment of Constructor Partners for Phase 2 of the Internal Refurbishment Programme, to provide new kitchens, rewiring and some central heating.

Agreed, in order to appoint constructors to install new kitchens, rewiring and the possible inclusion of central heating to Council owned low rise properties, and assist in the delivery of the Decent Home Standard, to:

1. The appointment of EPS Projects Ltd and Wates Group Ltd as the two constructor partners, for the pre-construction phase of the programme for the following fee tender sums:

EPS	£47,158
Wates	£29,475

2. Delegate authority to the Director of Housing and Health in consultation with the officers, as detailed in paragraph 5.1 of the report, to enter into contract for the construction phase, subject to successful conclusion of the pre-construction phase, and subject to provisions detailed in the report (£6m, to increase to a maximum of £9m budget, less cost for pre-construction activities detailed in 1 above);
3. Note that the extra £3m in excess of the currently approved sum of £6m within the 2005 / 2006 programme will be committed in advance of the formal approval to the 2006 / 2007 Capital Programme;
4. The extra £3m as a first call on the 2006 / 2007 Capital Programme;
5. Enter into a third contract with United House Ltd in the sum of £34,653, subject to a positive CPMO approval to the further £3m from 2006 / 2007;
6. A virement of £1,945,000 of the Capital Programme from 2005 / 2006 into 2006 / 2007;
7. Note all bids received were evaluated on a 70 / 30%, Quality / Price basis and that the results are laid out in the body of the report;
8. Note that the pre-construction phase of the project may involve some element of negotiation, and to approve such negotiation as required by paragraph 9.2 of the Council's Contract Rules;
9. The expenditure of up to £262,500 (£87,500 per contract) from the approved budget for pilot works which will be carried out during the pre-construction period. This expenditure is in addition to the pre-construction fees;
10. The Capital Works Team, in the event of one of the agreements proving unsuccessful, to negotiate with the remaining Constructors to undertake the additional works, subject to all negotiation being reported to the Executive; and
11. Approve such negotiation as may be necessary to agree accurate prices, develop designs and risk management activities, as required by paragraph 9.2 of the Council's Contract Rules.

100. * Renewal of Electrical Passenger Lifts to 5 High Rise Blocks

Further to Minute 243 (21 December 2004), received a report seeking to award a contract for the renewal of lifts which have been identified as beyond economic repair to 5 high rise blocks.

Agreed, in order to assist in the delivery of the Decent Home Standard, and contribute to the Community Priorities of 'Making Barking and Dagenham Cleaner, Greener and Safer', 'Improving Health, Housing and Social Care', and 'Raising General Pride in the Borough', to enter into a contract with Apex Lifts Ltd. in the sum of £1,068,580 for the renewal of lifts to:

Tasker House
Highview House
Parkside House
Thaxted House
10 – 21 Millard Terrace

101. * Renewal of Electrical Wiring to Domestic Properties

Further to Minute 244 (21 December 2004), received a report seeking to appoint contractors for the renewal of electrical wiring to Council owned low rise properties.

Agreed, in order to appoint contractors to rewire Council owned low rise properties and assist in the delivery of the Decent Home Standard, to:

1. Enter into a contract with R. Dunham (UK) Ltd. in the sum of £938,226 producing 455 decent homes;
2. Further works being carried out, subject to the Capital Programme Management Office approval, with £402,369 of works being placed with R. Dunham (UK) Ltd. and a further contract with A. J. Sibthorpe in the sum of £903,519. These further works will produce an additional 759 decent homes giving a total of 1,214 re-wired properties (a total contract value of £2,344,000). All these properties will achieve the Decent Home standard by virtue of the re-wire works alone;
3. Note that the additional work of £1.154m above the budget allocation of £1.19m for this year will be undertaken in 2006 / 2007 and will be the first call on that budget allocation; and
4. Note that the above figure is exclusive of professional fees that will be the subject of a further tender and are estimated to be approximately £100,000.

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

THE EXECUTIVE

13 SEPTEMBER 2005

REPORT OF THE ANTI-SOCIAL BEHAVIOUR SCRUTINY PANEL

FINAL REPORT OF THE ANTI-SOCIAL BEHAVIOUR SCRUTINY PANEL	FOR DECISION
<p>Summary:</p> <p>The main emphasis of the Community Forums Annual Report to the Scrutiny Management Board raised concerns from the community about anti-social behaviour which resulted in the Board agreeing to set up a Scrutiny Panel to review the Council's position.</p> <p>The report gives details from officers who are involved in enforcing and deterring anti-social behaviour. It also provides information from a number of outside bodies who provide services to mediate against anti-social behaviour. In addition, other specific government organisations such as the Police, the Magistrates Court and the Fire Brigade, gave evidence to the Panel. The residents of the Borough played a vital role in giving evidence and providing information of their experiences.</p> <p>Shortly after the Panel began its work to scrutinise their approach to anti-social behaviour, the Executive agreed to form a new Community Protection Unit. Many of the recommendations that the Panel would have made were pre-empted by this reorganisation that has brought together all relevant Teams and Officers previously located in different departments in the Council to provide a cohesive approach to crime and anti-social behaviour.</p> <p>The Panel acknowledge the benefits of The New Unit and strongly support the making a single officer, the Head of Health and Consumer Services, responsible for leading the work of the Council and its partners. This would have been the Panel's main recommendation as members felt at the beginning of the process that there was a lack of joined up working in this area.</p> <p>The Panel are aware, however, that The Unit is in its early stages of development and many of the panels recommendations will serve to guide the completion of this unit as well as other conclusions and recommendations that they would like to see implemented.</p> <p>Wards Affected: All Wards</p>	
<p>Implications:</p> <p>Financial:</p> <p>The Action and Financial Plan provides details of the estimate of cost for each of the recommendations. Recommendations which cannot be contained within existing estimates will be part of the Council's budget setting process as detailed.</p> <p>Legal:</p> <p>None.</p>	

Risk Management:

As this was not a requirement when the panel undertook and finalised their scrutiny work Officers will be build the risk of not taking or/in taking decisions into the individual recommendations and provide these details when reporting back to the Scrutiny Management Board.

Social Inclusion and Diversity:

The Race Relations (Amendment) Act 2000 places a requirement on local authorities to make an assessment of the impact of new and revised policies in terms of race equality. Existing policies have already been subjected to impact assessments. This Authority has adopted an approach of extending the impact to cover gender, disability, sexuality, faith, age and community cohesion.

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. As this report relates to Anti Social Behaviour across the Borough and means by which to reduce its impact, crime and disorder implications have been addressed throughout this report.

Recommendations

The Anti Social Behaviour Scrutiny Panel are proposing the following actions:

1. A media strategy that consistently gives the message that anti-social behaviour will not be tolerated, and the Council and its partners are working together to protect the community;
2. A media campaign that does more to counter the image that our young people are at the centre of all anti-social behaviour;
3. A combination of highly visible Police, Street Wardens and Parks Police taking quick and strong enforcement action at the times of the day and night when anti-social behaviour is most prevalent;
4. A strategy for providing activities and support for our young people, with particular emphasis during the evening, school holidays and when pupils have been excluded;
5. An investigation to see how improvements in communication and response times with the Police can be achieved;
6. Re-launch the Street Warden Service as a Borough wide service with a harder enforcement image and more comprehensive powers
7. A Police Safer Neighbourhoods Team in every ward
8. Professional witnesses collecting the evidence needed to protect the victims of anti-social behaviour and take enforcement action

9. Strong enforcement of the Conditions of Tenancy for both residents in Council and Housing Association homes
10. Robust enforcement action against environmental crime
11. More support for victims and scrutinised action against perpetrators in long term cases of anti-social behaviour
12. More use of techniques such as mediation in neighbour disputes to find longer term solutions
13. An assertive use of the Drugs and Alcohol Action Team to reduce the abuse of alcohol and illegal drugs that fuel much of the anti-social behaviour in the Borough
14. Raise the profile of domestic violence and mainstream the domestic violence service
15. Provide more Police Officers in schools
16. A strengthened Community Safety Strategic Partnership that deals specifically with anti-social behaviour with high level commitment from Members, Officers and our partners in other public and voluntary agencies that will drive forward these recommendations and learn from experiences of other boroughs

Reason(s)

Final Reports of Scrutiny Panels are submitted to the following parts of the Political structure as set out in Paragraph 11 of Article 5B of the Constitution

- (i) *Scrutiny Management Board - for any advice or suggestions prior to finalisation and formal presentation to the Assembly*
- (ii) *The Executive - for consideration and, if necessary, respond in a separate report or verbally to the Assembly*
- (iii) *The Assembly - for adoption of the report, its findings and recommendations*

<p>Contact Officer: Councillor Mrs D Hunt</p>	<p>Title: Lead Member of Scrutiny Panel</p>	<p>Contact Details: Tel: 020 8595 5754</p>
<p>Pauline Bonella</p>	<p>Democratic Services Officer</p>	<p>Tel: 020 8227 2370 Fax: 020 8227 2171 E-mail: pauline.bonella@lbbd.gov.uk</p>

1. Introduction

- 1.1 Combating anti-social behaviour is high on the list of all ward Councillors and Central Government. A number of initiatives have been created by both during the time the Panel have been undertaking their work.
- 1.2 Anti-social behaviour concerns can range from simple clashes of personality to persistent nuisance and abuse and then criminal activity.

1.3 To tackle these issues the Scrutiny Management Board agreed at their meeting on 28 April 2004 to set up an Anti-Social Behaviour Scrutiny Panel.

1.4 The membership of the Panel consisted of six Councillors -- Councillor Mrs D Hunt (Lead Member) and Councillors T J Justice, R C Little, Mrs C Osborn, D O'Brien and Mrs M M West and an external representative -- Chief Inspector G Stark. The Panel was supported by an Independent Scrutiny Officer - Mr J Grint, Head of Regeneration, a Lead Services Officer -- Mr D Henaghan, Head of Health and Consumer Services and a Democratic Support Officer -- Mrs P Bonella.

1.5 The terms of reference for the Panel are as follows:

To look at how the Council and its partners can improve their approach to reducing anti-social behaviour focusing on the following aspects:

- Tackling nuisance neighbours
- Tackling environmental crime
- Support to victims and witnesses

In addition ensure that any equalities and diversity issues are considered during the review and that any health related issues are addressed.

1.6 The Panel consulted a number of Stakeholders inviting responses from Departments, the Police, Councillors and Voluntary Organisations to enable them to focus on key issues.

1.7 The Panel held twelve meetings and one site visit commencing 25 May 2004 and completing on 23 March 2005.

1.8 The Panel received presentations from officers, outside bodies and Councillors. They heard from residents who are victims of anti-social behaviour and visited anti-social behaviour hotspots. A best practice visit to Camden was made.

1.9 The Scrutiny Management Board agreed to the Panel's request to extend the deadline due to the large workload.

2. Background

2.1 The Home Office in 1997 published a consultation documents 'Getting to Grips with Crime: A New Framework for Local Action'. It set out a new legislative framework for key partners in crime prevention and community safety.

2.2 A Home Office initiative led to the establishment of a number of Safer Cities projects as part of the Action for Cities programme. These projects were led by a steering group comprising of representatives from local government, the police, probation service, voluntary organisations and local businesses.

2.3 The Crime and Disorder Act 1998 gave local authorities in partnership with the police and other agencies the responsibility to produce and implement a crime and disorder strategy. The powers of the act also introduced Anti-Social Behaviour Orders (ASBO's), for the first time and created Youth Offending and Drug Action Teams. Local Authorities were required to have regard to the prevention of crime and disorder when exercising their functions.

- 2.4 Anti-social behaviour covers a wide range of issues some of which many Members will have knowledge of from their case work.
- 2.5 The Council has an equally wide range of services that combat these issues from the Abandoned Vehicle team, through the Parks Police and Street Wardens to Housing Estates officers and the late night noise team to name just a few
- 2.6 The Mayor of London has introduced a Safer Neighbourhood Scheme which has resulted in a number of police teams consisting of one Sergeant, two constables and three Police Community Support Officers being spread out over the Borough over the next three years. These teams provide highly visible community policing dedicated to an identified ward.
- 2.7 In March 2003 a White Paper was published which proposed strengthening local government and police powers to deal with a range of anti-social behaviour deterrents, relating to drug use, housing, parental responsibility and young people and the environment. The proposals were incorporated into the Anti-Social Behaviour Act and became law in November 2003.
- 2.8 An Anti-Social Behaviour Co-ordinator was appointed in July 2004 and in September 2004, the Community Safety Team moved from the Policy and Review Division, renamed the Community Protection Unit and moved to Housing and Health under the management of the Head of Health & Consumer Services.
- 2.9 During March and April 2005 the majority of the enforcement and problem solving services the Council provides to tackle crime, anti-social behaviour and environmental crime were brought together into the new Community Protection Unit. Under the new Crime Disorder and Drugs Strategy this Unit has the clear remit of significantly reducing crime, the fear of crime, anti-social behaviour and the harm caused by illegal drugs.
- 2.10 The services now offered by the Unit dealing in enforcement are
- Abandoned and untaxed vehicles
 - Litter, dog fouling, fly posting, fly tipping and graffiti enforcement
 - Street Wardens
 - Parks Police
 - Licensing, including Liquor Licensing
 - CCTV
 - Anti-social Behaviour Professional Witnesses
 - Late night noise team
 - General nuisance enforcement
 - Community Safety
- 2.11 Enforcement however is only one aspect of reducing anti-social behaviour. The Council provides many other services to prevent and deter criminal and anti-social behaviour and treat the root causes of offending behaviour, using services such as the Youth Offending Team, the Youth Service and the Drugs and Alcohol Action Team.

3. Work Programme undertaken by the Panel

- 3.1 The Panel undertook consultation with key stakeholders, including Councillors,

Departments, Partners, School Governors and the Voluntary Sector inviting their views/comments on the work the Panel should undertake as part of their investigation.

- 3.2 At the first three meetings the Panel were provided with a background report and agreed the draft terms of reference. They then received feedback on the consultation and finalised the terms of reference and agreed a selection of case studies, best practice visits and who to consult. (The terms of reference were subsequently agreed by the Scrutiny Management Board).
- 3.3 The Panel wanted to know what was happening on the ground in the borough, what was working, what was required and what needed to be changed. They also undertook a number of visits which focused on areas where the Council and its partners had made efforts to combat anti-social behaviour.
- 3.4 Initially they concluded that where strong enforcement action is tied in to improvements in the living environment and Streetscene real progress can be made. In that respect the views of all local people in the early stages of development can witness the positive impact of high quality public space but also witness the negative impact of a poorly designed or poorly maintained environment.
- 3.5 More needs to be done to bring together the various facilities for our young people and give them a far more positive relationship with the local community and a strong voice in making local decisions.
- 3.6 The external member of the Panel provided information on the success of dispersal orders and other aspects which involved the service the Police provide working in partnership with the Council.
- 3.7 The Panel decided to visit Camden Council primarily because it is well regarded for its innovative and proactive approach to anti-social behaviour, but also because the Lead Member of the Panel had visited the area two years ago and was keen to see the improvements which had been made. The Panel used the opportunity to question the strong enforcement approach used by Camden and the extensive use of anti-social behaviour orders along with assertive drug rehabilitation programmes to significantly reduce the problems associated with street drinkers and prostitution in and around the Kings Cross area. They used regeneration opportunities to design out crime and significantly reduced problems during redevelopment.
- 3.8 The Panel received information from two non-statutory organisations who gave details of programmes they use to deter anti-social behaviour. The LIFE project (Local Intervention Fire Education) programme provides training programmes for young people. Shelter inclusion project deals with supporting households to maintain their tenancy rather than eviction. The Essex and Suffolk Water Company contacted the Council to share their experiences with the Panel of resolving fire hydrants being vandalised.
- 3.9 The uncertainty of the future of the Magistrates' Court at Barking caused concern to the Panel coupled with their lack of ability to be able to provide details of low-level crime and level of fines.
- 3.10 The Drugs and Alcohol Team (DAAT) are working in partnership with the Council to

deter and rehabilitate the use of drugs and alcohol through strategies. Alcohol, and particularly drugs, both contribute to crime and anti-social behaviour in the community.

3.11 Abbey, Gascoigne and Thames and Wellgate Neighbourhood Team co-ordinators have both been recently appointed to their respective roles. At Abbey, Gascoigne and Thames they have provided drug awareness programmes for parents / carers but are now mainly focusing involving the community in the development of Barking Town Centre. The Wellgate Neighbourhood team have tackled youth disorder effectively and provided extensive information on how to tackle and report anti-social behaviour.

3.12 The Panel felt it was essential to talk directly to victims of anti-social behaviour to gain insight into their experiences and the service they received from the Council and its partners. They heard disturbing descriptions of intimidation and targeted abuse often lasting for months. On the whole residents felt powerless to take action and looked to the Police and the Council to intervene. They found that the Police didn't always respond and, with some exceptions, Council services were closed when the problems were occurring.

3.13 The residents felt that more needs to be done to take away the reliance on victims standing up in court as understandably they were afraid of the consequences. It was apparent that support through the entire process was essential as often one agency's efforts would have a short term benefit but then the problem would re-emerge.

The residents also felt that the techniques used to combat anti-social behaviour needed to vary given the circumstances, but overall they consistently wanted strong enforcement action, with significant penalties for the perpetrators as being the best way to protect the community.

3.14 The attached appendices provides a more detailed account of the work undertaken by the panel

- Appendix 1 Consultation
- Appendix 2 Panel Activities
- Appendix 3 Case Studies
- Appendix 4 Best Practice Visit
- Appendix 5 Information and Presentations from Officers
- Appendix 6 External Organisations
- Appendix 7 Neighbourhood Teams
- Appendix 8 Residents

4. Equalities and Diversity

- 4.1 In recognising that the Council does record the statistics around all sections of the community regardless of gender, sexual orientation, ethnicity, disabled people and harder to reach groups in relation to incidents of anti-social behaviour, we acknowledge a similar approach needs to be undertaken on those persons subject to anti-social behaviour orders for which the appropriate monitoring forms should be introduced, and reported to the Crime and Safety Partnership

5. Conclusion

- 5.1 Anti-social behaviour takes many forms and does not limit itself to normal office hours. The Panel therefore felt that it is essential that the services the Council and its partners provide are comprehensive, in order to address the wider issues of anti-social behaviour and compliment each other to create both a comprehensive enforcement service that could work in the community with victims and perpetrators to find long term solutions.
- 5.2 The Panel concluded to avoid anti-social behaviour they need to support families from the earliest age, for example using Sure Start programmes which provides the development of parenting skills guidance through the early stages of development
- 5.3 The Panel strongly felt that more facilities were needed for our young people, the vast majority who are well behaved but just want somewhere to hang out. For the minority that do cause trouble, the Panel felt far more was needed to be done to stop their anti-social behaviour before it progressed to more significant crime.
- 5.4 Specifically the Panel noted that a Crime and Anti-Social Behaviour Unit has been set up within the Housing and Health Department which will bring together all relevant Teams and Officers previously located in different departments in the Council to provide a cohesive approach to crime and anti-social behaviour.
- 5.5 The Barking and Dagenham Crime, Disorder and Drugs Strategy 2005 to 2008 sets out the key issues affecting the Borough and an action plan on how to achieve the priorities to combat anti-social behaviour and work in partnership with the Police and the Drugs, Alcohol Action Team (DAAT).
- 5.6 The Panel then focused on the successes, particularly the details of being highly ranked in the country or unique in their approach to dealing with anti-social behaviour, or the merits of successful partnership working.
- 5.7 Reported incidents of anti-social behaviour is a subject which draws media attention this needs to be overturned by a scheme where residents are made aware of the Council's continuation to made the Borough safer.
- 5.8 Finally though, the Panel concluded that if anti-social behaviour is not tackled properly then what we see today will become the norm, and we will then be dealing with more extreme forms of behaviour.

6. Acknowledgements

- 6.1 The Chair of the Panel would like to thank all Members of the panel for their contribution to the work undertaken in scrutinising the aspects of anti-social behaviour and to officers for the information and presentations provided. Thanks are also given to all outside organisations and residents of the borough who have contributed to the findings of the Panel's final report.

Background Papers:

Minutes of the Anti Social Behaviour Scrutiny Panel Meetings held on:

25 May 2004

6 July 2004

10 August 2004

22 September 2004

27 September 2004

26 October 2004

16 November 2004

15 December 2004

24 January 2005

10 February 2005

23 February 2005

23 March 2005

CONSULTATION

Views and comments from key stakeholders, which included Councillors, Departments, Partners, School Governor and the Voluntary Sector, were sought as follows:

- What specific anti-social behaviour issues do you feel the panel should focus on (in its initial discussion, the panel mentioned a wide range of issues including the contribution of drugs and alcohol, reducing public fear of reporting ASB and the use of Anti Social Behaviour Orders)
- Who do you feel the panel should consult as part of the review
- Any suggestions you have for possible panel visits/case studies
- What key documents you feel that panel should look at
- Any information you may have on best practice locally or nationally
- What do you see as the key challenges in tackling anti-social behaviour
- Any suggestions you have for improvement

PANEL ACTIVITIES

Councillor Mrs Hunt

Ted Ball Memorial Hall - Local residents requested a meeting to discuss incidents of anti-social behaviour, particularly around the Ted Ball Memorial Hall, surgery and library complex. The concerns raised about anti-social behaviour was football being played in the car park until after 1.00am in the morning, graffiti, broken windows, rubbish and drinking of alcohol in the car park and foyer area.

Marks Gate Estate - The major problem at Marks Gate is the gathering of youths outside the Co-op store where the bollards are in place. The placement of a dispersal order followed by serving Anti-Social Behaviour Orders has helped improve the situation. Generally the impression is that improvements have helped alleviate some of the problems, but some Housing areas could be cleaned up and refurbished outside to meet the Council priorities.

Barking Town Centre – was visited on Market Days. The layout of the stalls gave the perception of intimidation as they were close together, coupled with groups of young people probably aged 14 to 17 years collecting together. Litter was strewn around the market providing an environment that would invite anti-social behaviour. More prominent signs would help to advertise the non-alcohol area of Barking Town Centre.

Councillors Mrs Hunt and Mrs West

Gorsebrook Concierge System - Generally the area looked shabby and in need of repair. The front doors were unsecured. Rubbish was thrown from windows and youths congregate in stair wells and in front of concierge. There are two cameras (CCTV) which sometimes have technical difficulties. There are plans for new cameras to be installed alongside new doors in November. There are issues about charging for dumped black rubbish sacks and a pilot scheme is planned for three months providing half-size bags that fit the rubbish chute. Dogs patrol the area from 6pm to 10pm.

Councillor Justice

Sue Bramley Centre - The Centre is used for a Sure Start programme where a number of support programmes and activities are held for all ages of residents.

There is a sports area with an all weather sports pitch, designed for five-a side and a basketball/netball court. The area was heavily littered which may in part be due to the building work that is taking place in the area. The centre employs twelve staff including midwives, a link worker and core workers covering the Thames View ward. There is much in the complex to occupy the time of both children and adults constructively and this should have a positive effect on the reduction of anti-social behaviour at Thames View and Greatfleet.

Control Centre - There are a number of cameras (CCTV) in operation Borough-wide and there are future plans to increase them in the early part of 2005. Two operators work eight hour shifts and on average six to eight incidents take place per operator each shift. Meetings with police are planned every six weeks. There is a regular maintenance programme, currently there are eleven cameras awaiting repair and the relocation of one

camera to Barking Station. The site of the control room is not a good working environment, although the installation of air conditioning and refurbishment of the building has improved the conditions.

Councillors West & Little

Visits were made to Alleygator schemes, which gates off rear service roads and alleyways with a view to reducing crime, fly tipping and anti-social behaviour. It was reported that at the alley gate at Martins Corner the keys are still awaiting ownership. The service road at the rear of the Matapan is working very well.

Chief Inspector Stark

Abstraction

A significant number of Metropolitan Police officers have been drafted in from all Boroughs, including Barking & Dagenham to support the ongoing security operations to deter terrorist activity, additional security for Royal Palaces, anti-war and pro-hunt demonstrations in London. This obviously has some impact at a local level, although provision has continued to operate a 24 hour response to emergency calls utilising the call prioritisation system to ensure police resources are used to maximum effect. Targets are currently being exceeded for reducing street robbery and residential burglary and on course to see a reduction in recorded vehicle crime.

Contacting the Police

Councillors and the community have raised concerns about contacting the Police. One initiative suggested was the use of pagers, which the police reported would not be an effective means of communication and monitoring or responding to priority calls, such as violent crime, serious road accidents or other high level calls. A number of ways were suggested to contact the Police including the Metropolitan Police web site where a message can be sent by e-mail. There were a number of other options provided but these were for all non-emergency calls.

Truancy

From February until December 2004, Police Officers in partnership with Local Education Authority Enforcement Officers stopped and or intercepted 148 pupils. A School Beat Officer at Warren School has prevented 30 to 40 students truanting during the last three months of 2004. Working in partnership with the school has seen behaviour and attitudes improve.

Safer Schools Partnership

The Safer Schools Partnership initiative resulted from a pilot scheme in Southwark, South London. The Borough introduced School Beat Officers (SBO's) in September 2004 at Sydney Russell School. Following the introduction of Safer Neighbourhood Teams, two additional schools, Warren and Dagenham Park School now benefit from a regular Police presence. In its early stages the role of the SBO is developing and will significantly benefit the community.

APPENDIX 3

CASE STUDIES

Harrow Pub Area / Blake Avenue

A number of incidents of anti-social behaviour are focused in an area stretching across Ripple Road including the John Burns Estate, the Harrow Pub area, Blake Avenue and Eastbury Court. Reports to the Council of anti-social behaviour can be dated back to at least April 1997. The problems in Eastbury Court have ranged from graffiti to damage to the door entry system with fires and vandalism to the bin chamber at John Burns Drive.

A number of initiatives have been introduced, including door entry systems to be installed to a series of low rise blocks at John Burns Drive. An additional fencing scheme is to be installed at the front of Eastbury Court to restrict access to the bungalows on the ground floor. Concierges are to be installed at John Burns Drive, Sebastian Court and then extended to embrace Eastbury Court.

The number of incidents for the Eastbury, Longbridge and Mayesbrook wards from October 2003 until August 2004 totalled 123.

Goresbrook Park

Following the community consultation to proposals and planning of the improvements for Phase I of Goresbrook Park which commenced in January 2002, the park and surrounding areas has been the focus of repeated vandalism and anti-social behaviour. This resulted in a petition of 139 separate addresses raising concerns being reported to the Assembly in February 2004.

Phase 2 of the Goresbrook Park Master plan will not proceed until a revised master plan can be developed for the Park. The Panel were provided with very detailed information about preventative measures against anti-social behaviour being undertaken and the role of all the various Council departments. It was emphasised that neither the Council nor the Police can work in isolation nor provide all the answers which the petitioners in this case are requesting in response to high intensity and determined examples of anti social behaviour in the Goresbrook area. Twenty nine incidents of anti social behaviour were reported in the period July to mid-September 2003.

Changes to the infrastructure of Goresbrook Park are needed and could include 'squeeze barriers' and the extension of hours of Street Wardens. When the original bid took place no budget was set aside for its sustainability. There is only a budget of £40,000 to combat anti-social behaviour for the 26 Borough parks covering 420 hectares.

Councillor Thomas gave details of anti-social behaviour from Goresbrook Park west of Dagenham Avenue to Gale Street inclusive. Increase in anti-social behaviour seemed to escalate soon after Phase I of the park had been completed. The Panel reviewed details of the sort of incidents of anti social behaviour which included motorbike and car racing in residential streets and footpaths and the constant fly tipping. The Panel were shown a Police report covering two months which showed 100 calls, of which 59 calls were from two roads in the area.

The Community Housing Manager for the area also provided information on incidents of anti-social behaviour, including minor criminal damage to motor vehicles, missiles being thrown at passing vehicles on the A13 and targeting a property in Maplestead Road. One of the difficulties in managing this problem is that the area falls at the boundary of two separate Community Housing Partnerships. A number of initiatives have been suggested but have been constrained by lack of funding. These include proposals to extend the street wardens service into the Goresbrook vicinity. Carry out covert surveillance of youths in the Burnham Road area and the installation of an additional CCTV camera that would feedback information to the Goresbrook concierge station.

DRAFT

BEST PRACTICE VISIT

The Anti-Social Behaviour Officer for Camden presented a video showing activities around anti-social behaviour in Camden produced from a Newsnight special. It highlighted the problem areas and how they were actively tackling anti-social behaviour, working in close partnership with the Police and gaining the trust of residents to come forward in reporting anti-social behaviour incidents.

The Panel reflected that the London Borough of Camden, had a much wider demographic society to deal with than Barking & Dagenham. The areas include Kings Cross, notorious for drugs and prostitution, the West End of London and deprived areas.

They have achieved 127 Anti-Social Behaviour Orders of these only 15 were young people, of which, over 50% of these have been breached. The London Borough of Camden has 18 Street Wardens, working day times only and 5 Anti-Social Behaviour Officers. The average cost of an order is £750. In addition there are 2 workers from Leisure Services one working with younger people and one with older people. There are 3 dedicated solicitors who have 2 team workers.

In Camden the Police and the Anti-Social Behaviour Officers have focused on crime and not anti-social behaviour which has meant that crime has been dealt with as it is related to the big problem with drugs in the Borough. They have a witness protection statement scheme, use CCTV mini-cameras and hearsay evidence. Evidence is also gained by expert witnesses usually the Police and Housing Officers. They use the Police national database and UK tracking street activities. Anti-social behaviour in Camden is driven by the Head of Service, who is an ex-Chief Inspector of Police.

Camden when dealing with anti-social behaviour is trying to prevent problems reoccurring. To assist with this, they have an organisation funded by Neighbourhood Renewal called Families in Focus and a drug rehabilitation programme. Information was provided on a number of schemes 'Guide to organising activities for young people on your Estate' 'Domestic Violence Guide' and a 'Acceptable Behaviour Agreements & Parental Guidance Agreements.'

Barking & Dagenham Crime and Anti-Social Behaviour Unit visited Camden to observe an anti-social behaviour appeal case in March.

INFORMATION AND PRESENTATIONS FROM OFFICERS

Anti-Social Behaviour Unit

The Panel received a presentation from Omejefe Agba, the newly appointed Anti-Social Behaviour Co-ordinator who gave details of The Unit's mission statement, their working in partnerships and the current outcomes and local initiatives being undertaken. Information was received on the current powers that are available to the Council for dealing with anti-social behaviour and how the team are currently processing anti-social behaviour orders.

Legal

Paul Feild, solicitor from Legal Services provided details of the Acts used in processing through the law for children and adults who are subject to anti-social behaviour. British trends in crime show that the number of applications for Anti-Social Behaviour Orders has increased from less than 100 to 500 in 2004. Information was given on injunctions and their definitions and prohibition of alcohol consumption. A number of updates on legislation currently being assessed were detailed.

Libraries

Sylvia Currie, Principal Librarian, Customer and Professional Services provided information on the details and categories that anti-social behaviour incidents fell into and the more serious incidents occurring in Libraries, which included physical assault on a member of staff, attempted arson and damage to Council Property. Library staff were frustrated at the slow response or no show from both the Police and Parks Police.

Corporate Complaints

Angie Martin, Deputy Corporate Complaints Manager gave details on Corporate Complaints reported from February to July 2004 detailing anti-social behaviour which totalled 46 incidents. Although it is likely that less than 1% of incidents went through the Corporate Complaints procedure as most were dealt with at service level.

Nuisance Neighbours

Colin Nash, Team Leader from the Noise Nuisance Team informed the Panel that they had received 6,500 complaints within the last twelve months. 93% were neighbour complaints, mostly about noise but also included rubbish, keeping of animals, bonfires and smells. Action is available for unkempt gardens for all residents and a facility for stray dogs at Frizlands Lane.

The Team have a comprehensive Policy that sets out all procedures of how to deal with noise nuisance. It was evident that from the report that a review of the out of hours team should be undertaken.

Youth Offending Team

Geeta Subramaniam, Strategic ISSP Manager gave details of the Youth Justice Plan, to be revised in June 2005 which sets out information on persistent and serious offenders, education and addressing anti-social behaviour. The plan also gave details of effective quality assurance, prevention strategy and services to young people who are sexually abuse.

The Youth Offending Team is highly ranked and is fifth in the country. They work in Partnership with the Community Safety Team with youths who have received Anti-Social Behaviour Orders.

Referrals aged 8-13 are made to the Youth Inclusion Support Panel (YIP) to ensure those at risk are being targeted and intervention measures are in place. Only 7 out of 90 have re-offended. This scheme at Gascoigne is to be extended with additional funding received for Marks Gate and Thames View.

Older youths aged 16-18 have been engaged on building their skills through 'Bridge that Gap' scheme.

Youth Support and Development Service

Brian Lindsay, Head of Youth Support and Development provided information on a recent number of changes that encourage the Service to review its contribution and ensure the lives of young people in the Borough is more positive. It will review the national changes reflecting an increased expectation on youth services to deliver targeted youth work programmes.

The new targets measure 4 key areas of performance, and the recently refurbished Beacon Youth Centre, now called the Vibe will help the team to meet these targets. However the main target of engaging 25% age 13-19 youth population means that 75% will not be prioritised therefore other forms of youth work ranging from sports clubs and voluntary youth sector organisations will be used.

The detached work team is currently working in the Marks Gate area engaging young people in the streets and supporting a recently established voluntary youth group.

Housing Evictions

Kathryn Gilcreest, Community Safety officer informed the panel that eviction is used as last resort to deal with anti social behaviour, as the viewpoint is that all evictions are seen as a failure of the system, inevitably there are occasions when all else fails and the tenant refuses to respond to warnings and support given.

There were 2,487 complaints of anti-social behaviour incidents reported in 2003/04 which revealed a significant increase, partly because of greater public awareness of the problem and the encouragement of residents to come forward. 178 complaints resulted in notices of seeking possession from which 22 evictions were carried out, 15 of these cases were for anti-social behaviour.

Legal costs incurred in eviction for anti-social behaviour are generally upto £10,000. These costs are similar to administering Anti Social Behaviour Orders.

The Housing and Health Department also use alternative measures to eviction including notices for seeking possession, Unacceptable Behaviour Contracts and Anti-Social Behaviour Contracts.

School Exclusions

Ann Jones, Head of Education Inclusion Team provided information was received about the trends in fixed term and permanent exclusions together with action to reduce the level of exclusions. In 2003/04 the number of exclusions in secondary schools rose from 18 to 46. To some extent the reason for the increase relates to better levels of attendance at schools, so that in many cases pupils are reluctant to be in the school environment and rebel.

A number of strategies are being piloted at certain schools at the primary level to tackle exclusions with a view to reducing the problems once the pupils get to secondary school. These plans will be rolled out to all schools in the near future.

School exclusions do affect the life chances of young people and once permanently excluded many find it very difficult to get back into mainstream schools to complete their education. The priority for the Local Education Authority staff is to work with schools to prevent exclusions. A resource centre has been set up at Cambell School where young people are put into smaller classes working with trained staff who also support parents with a view to putting in preventative measures to stop pupils getting deeper into anti-social activities by the time they reach secondary school. Resourcing to reduce the number of permanent exclusions and thereby address wider anti-social behaviour issues for the community as a whole could be redirected from the Neighbourhood Renewal Fund if given to the Council.

Community Protection & Environmental Crime

Darren Henaghan, Lead Service Officer reported on the background of the Council's agenda to deliver an action plan on crime and anti-social behaviour. He emphasised the use of plans and policies which included the Community Strategy, the Crime and Disorder Strategy, the Enforcement Policy, the Liquor Licensing Policy and the cohesive approach with Education and Social Services.

Details were provided on the Cleaner, Greener and Safer Board with the Portfolio Member leading and senior officers attending. This will support the Executive by overseeing the strategic and policy objectives, assessing new projects and programmes and supporting the Local Strategic Partnership.

Arising from difficulties that occurred in contacting staff in different departments, the Lead Member, all other Members and Residents supported a new Crime and Anti-Social Behaviour unit in the Housing and Health Department and is currently evolving by staff being transferred, which when combined will be a highly visible enforcement service, providing cover from mid-day to midnight seven days a week. They will be joined by a team of plain clothes anti-social behaviour Investigation Officers who will respond to complaints and work up to 4am on Friday and Saturday.

It was accepted that whilst work is currently being undertaken with the Youth Offending Team and the Drugs Action Team, more work needs to be undertaken in this area.

The expanding service will require £370,000, of which £315,000 has been set aside in the 2004/05 budgets.

Education Welfare

Paul Kelly, Principal Access and Attendance Officer in Education, Arts and Libraries provided details of the structure of the Access and attendance service, the work of tackling truancy and data relating to the prosecutions of parents and truancy patrols in conjunction with the Metropolitan Police.

Current trends show that during the last 4 years truancy has increased. Truancy Patrols with the Police are undertaken in marked vehicles usually with 3 police officers and 2 to 3 education officers. Statistics of children stopped were provided from September 2003 to July 2004, which highlighted the vulnerability of primary school pupils not in school.

70 parents have to-date been prosecuted and no cases have been lost, the largest fine has been £1,000 for 2 parents with 2 children, no cases have resulted in imprisonment.

Pupils who have been excluded from school are not included in this procedure.

Arts Service

Tracey McNulty, Head of Arts Service gave a presentation on the activities and projects undertaken by the Arts Service to contribute towards the prevention and elimination of anti-social behaviour.

Particular reference was made to a scheme set up in summer 2003, with funding from the Behaviour Improvement Programme to engage young people in creation of a permanent arts installation. Digitise which is still ongoing is working in partnership with Youth Support and Development Services (YSDS) and is supported by funding from the Arts Council to purchase equipment for long term film production training. Molten the diversity arts festival takes place over a number of weeks with projects, exhibitions and workshops in community venues, schools and public buildings, which culminates in performance evenings.

A number of diversionary arts activities have been planned for 2005. The concern for this Panel is the small Arts team to administer any future projects, which could aim specifically to combat anti-social behaviour.

Sports Development

Teresa Parish, Group Manager, Leisure and Community Services gave details of the Development Team 3 year plan which will run until 2007. They identified a number of action plans which are jointly delivered with partner organisations.

They currently run 37 sessions each week throughout the Borough at a range of venues. 16 of these sessions are aimed at young people, with a further nine open to all ages.

The main area tackling anti-social behaviour, are sessions held on a Monday to Friday based at Wood Lane Sports Centre, with sessions both morning and afternoon, this Focus Group are organised by the Team in partnership with Barking College. Members of the Focus Group have either been excluded from school or referred from the Education, Arts and Libraries Department.

The costs of attending Sports Development sessions vary between free for the, 'Just Walk Programme' to £2.50 for an after school club, for an hour and a half session.

Sure Start Programme

Christine Pryor, Head of Early Years and Childcare provided information on the background and the rationale of the Sure Start Programme is to provide support for children 0-4 years and their families, by providing help to improve well-being, relationships, parenting skills, self esteem and confidence, with access to training and employment.

There are three established programmes at Abbey, Thames View and Marks Gate with Gascoigne in the early stages of development. In stage one 2004/06 will see the expansion of the original four centres and by building four new centres, which will serve 65% of the eligible population. Stage two will occur in 2006/08 and will provide for the remaining 35% of children.

Gascoigne Centre is not as well developed in part due to turnover of 6 Managers in 2 years, the programme will now be managed by Coram Family a national children's voluntary sector organisation. The new build at Gascoigne Centre now has the go ahead.

Funding is currently from Central Government with intentions over a period of time, currently 10 years based on deprived areas. Although it is acknowledged that funding will not be enough unless all partners contribute.

Whilst Education are leading the programmes, it is multi-agency operation and includes Health and Social Services, co-operation and commitment is needed from all partners for the programme to succeed which will result in the long term value of building stronger communities establishing inclusion, pride and working towards combating anti-social behaviour.

Mediation Housing & Health

Kathryn Gilcreest, Community Safety officer gave details of the types of mediation that has been used in the Borough. The most common reasons that require mediation are family matters, employment issues and neighbour disputes.

The suitability of mediation is when both parties recognise the problem needs to be resolved and are willing to make changes.

The Housing and Health Department, Landlord Services in 2003/04 resolved 10% of neighbour complaints using mediation. Only a few cases involved buying in services of an independent mediation service.

Mediation costs approximately £300 to £400 a case, costs can increase if more than one meeting is required, but it is a much cheaper option than going to Court.

A pilot to roll forward in-house training on mediation is a good way forward coupled with the Community Safety Team working towards inviting tenders for mediation providers,

which would be a service available Council-wide.

Crime and Anti-Social Behaviour Unit

Jeff Elsom, Crime and Anti-Social Unit Manager, gave information on the new management structure and transferring of staff to make up the new unit with additional funding being sought from the Safer and Stronger Communities Fund for additional posts. Meetings have taken place with the Parks Police, Abandoned Vehicles Team and CCTV operators.

An away day was held in February 2005 for all staff, there were in excess of 60 officers to discuss the formation of the new unit. Ideas were put forward and once analysed will shape the future direction of unit.

Weekly tasking meetings take place to identify hotspots and action plans. 4 focused campaigns on litter and rubbish has resulted in 90 fixed penalty notices.

The Licensing Scheme has been established and 3 Police Licensing Officers will transfer to a base within the unit.

A number of Alleygator schemes have been completed in 21 different locations with about 23 schemes planned totalling 159 gates.

4 Anti-Social Behaviour Orders (ASBO's) have been served, 6 of which are from Marks Gate, and 2 of these have been made formal. A private surveillance company has been used successfully in a targeted operation to gain evidence for Court proceedings.

Information was received of the highly successful joint working of a Police unit established within the same area as Parks Police which has included the Police part funding drugs dog training. This joint unit is unique and should be publicised accordingly.

OUTSIDE ORGANISATIONS

Domestic Violence Forum

Councillor Mrs Conyard provided background information on the Domestic Violence Forum, which works in partnership with Social Services, Education, voluntary organisations and the police sharing information.

The aim of the Forum is to support the family and thereby try to prevent anti-social behaviour becoming part of a tradition.

A co-ordinator has been seconded to strategically raise the profile of Domestic Violence to meet the demands of the new Domestic Violence Bill, which will mean changes in working practices, including collation of statistics and training for frontline staff.

Essex & Suffolk Water

Neal Warren, Distribution Operations Manager, contacted the Council when his staff were subjected to a number of anti-social behaviour incidents and was referred to this Panel. Details were provided for the period of late spring 2003 to spring 2004 of leaking hydrants that were gushing water. However, no such incidents occurred during the winter season.

As a deterrent the water company in agreement with the Fire Brigade have fitted caps to the hydrants for which only they hold the keys.

LIFE Project

The Local Intervention Fire Education Programme is about engaging and transforming their perceptions on a five day programme for young people who have offended. Barking and Dagenham jointly with Redbridge now have their own co-ordinator and the scheme is currently being planned targeting 100 young people. They intend to work in Partnership with the Princes Trust, Cadet Forces and Connexions.

Since the introduction of this programme there has been 43% reduction in anti-social fire setting behaviour and 80% have not re-offended after attending the course.

Shelter Inclusion Project

Shelter is a scheme that aims to reduce anti-social behaviour, promote social inclusion and community stability, prevent eviction and provide a route back into settled housing. They have just undertaken a pilot project in Rochdale, where they supported 56 households of which 88% maintained their original tenancy beyond 6 months and none have been evicted.

The organisation is currently in negotiation with Redbridge to start up a similar scheme their aim being to offer independent support and early intervention, working together with Council Housing departments, the Police and the community. The expectation is that families will be supported from 9 to 12 months, working with 30 families at one time. The cost is approximately £10,000 for each family with the comparison costs of evictions there is expected to be a net cost saving.

Magistrates' Court

The Clerk to the Magistrates' Court in Barking provided information in relation to dealing with anti-social behaviour principally through the application of Anti-Social Behaviour Orders (ASBO's).

From 1 July 2004 all custody cases (serious offenders) have been referred to Stratford Court. This has had a significant impact on the number and type of cases being dealt with locally, with the emphasis now being around domestic violence, drink driving offences etc.

The Court is due for a major refurbishment from mid-December for 3 months and cases were relocated to either Havering or Redbridge.

At the time of receiving this information it was still unclear whether Barking will retain serious custody cases after the refurbishment which will be dependent on upgrading the cells and clarification around the provision of a new Court House in Barking.

The Home Office is looking at the broader issues of amalgamating both Local and Crown Courts and bringing together 'super courts,' in a number of locations yet to be identified.

Having requested information on the provision of statistics of all cases of low-level crime including anti-social behaviour and the level of fines fixed, the Court agreed to provide a sample of cases and fines over a set period. Having arranged to visit the Court and for an officer from Housing and Health to gather this data, the information was not provided.

Drug and Alcohol Action Team (DAAT)

Drugs

DAAT are local partnerships consisting of representatives from Social Services, Housing, Education, Health, Probation and Police charged with responsibility for delivering the National Drugs Strategy in Barking and Dagenham and work towards the four aims at a local level.

The actions taken against anti-social behaviour has included working with the Police to stop overt drug taking and dealing in public places, the closing of crack houses and evicting dealers. They work with Environmental Health to remove needles from public areas and provide disposable containers for 'Sharps' with an exchange service at the Axe Street project.

DAAT have commissioned a Substances Misuse Engagement Team who target areas weekly, some referrals are made through the Youth Offending Team. It is a well known fact that drug users cause most crime. There are estimated to be 500 drug users in this Borough and usually more than 50% are in treatment at one time. Currently there are 35% in treatment all of various age groups.

Alcohol

DAAT have employed a consultant to progress the Alcohol Strategy for the Borough, as a result of the Alcohol Harm Reduction Strategy for England, which was published in March 2004.

The Strategy has 9 key strategic areas and 8 domains, for which an action plan is being developed within a time frame defining the role of DAAT and their Partners. 20 skilled workers will be employed to drive up competency, including early intervention to work towards changing attitudes.

Although DAAT are forming partnership links a closer working relationship should be established between DAAT and the Youth Offending Team.

DRAFT

NEIGHBOURHOOD TEAMS

Abbey, Gascoigne and Thames

The Co-ordinator for this neighbourhood has recently been appointed and as part of the role will be working with the Regeneration Team to involve the community in the proposed development of Barking Town Centre.

A number of initiatives have been delivered through the Neighbourhood Management Partnership Board, particularly working in partnership with DAAT. A grant provided through the Community Development Trust was used to provide a drug awareness programme to parent/carers and year 10 children in all three wards. Other initiatives have included producing a community newsletter 'Focus Three' and introducing other safety prevention measures to vulnerable residents.

Wellgate

Wellgate covers the Whalebone and Chadwell Heath Wards and the Neighbourhood partnership consider tackling anti-social behaviour a key priority, particularly the problem of youth disorder in the Marks Gate area.

They have a ASB sub-group who meet every eight weeks and discuss initiatives in terms of diversion, prevention and enforcement. The membership for this sub-group are the Police, local schools, faith groups, health organisation, Housing, Community Safety, Street Wardens and two main housing providers in the area. Education, Sure Start and the Youth Offending Team also attend.

A comprehensive booklet Tackling ASB on Marks Gate has been published in May 2004. This booklet is issued to all new residents and provides information to assist in solving problems.

RESIDENTS

The Panel heard from residents introduced to the Panel by Councillors Mrs Hunt, Justice and Mrs West.

Residents from Whalebone Ward spoke about being harassed, verbally and physically, including a stone being catapulted through their window. There has been an increase in anti-social behaviour since the dispersal order at Marks Gate Estate which has included a serious assault on the Off Licence Manager. These residents were clearly distressed and victims of anti social behaviour, although they acknowledged it would be difficult to pursue the culprits without being able to identify the perpetrators. The Police did inform the residents that Dog Patrols were now working in the area with additional Police assistance. With the introduction of a Safer Neighbourhood Team working out of Marks Gate Police Station this should go some way towards dealing with the problem

Other residents spoke about nuisance neighbours, causing excessive noise at anti social hours, dogs left and continually barking and breaking through to their garden and leaving mess. They used threatening behaviour and generally making life difficult. Although the perpetrators had been taken to court and fined the level of fines were so low that it still has not deterred them from being a nuisance.

One resident who is a spokesperson for a number of elderly residents highlighted the problem in their area, which seemed to stem from one particular property. Incidents included car tyres being slashed, scratching cars, throwing fizzy drinks, mud and eggs at cars and generally being a nuisance by sitting on walls and breaking fences.

Overall neither the Council nor the Police did very well in responding to the residents, officers of the Council did not always follow up enquiries and the Police were difficult to contact. All felt that greater Police presence would help in tackling anti-social behaviour.

ACTION AND FINANCIAL PLAN FOR THE ANTI-SOCIAL BEHAVIOUR SCRUTINY PANEL

Recommendation	Officer responsible for implementation	Deadline for implementation	Estimate of cost	How the recommendation will be undertaken	How progress will be monitored
A Media Strategy that consistently gives the message that anti-social behaviour will not be tolerated, and the Council and its partners are working together to protect the community	Darren Henaghan / Naomi Goldberg	01.12.05	Within estimates	Officer time to produce strategy and present to the Executive	Milestones within the plan
A media campaign that does more to counter the image that our young people are at the centre of all anti-social behaviour	Geeta Subramaniam / Naomi Goldberg	01.12.05	£5,000 from Safer and Stronger Communities Fund	Officer time to plan and provide a media campaign	Milestones within the plan
A combination of highly visible Police, Street Wardens and Parks Police taking quick and strong enforcement action at times of the day and night when anti-social behaviour is most prevalent	Darren Henaghan / Robin Hopes	Ongoing	£360,000 funding agreed by Executive (22.2.05) to create 22 Street Wardens	Plan to be agreed by the Executive and Community Safety Strategic Partnership	Through the Crime and Disorder and Drugs Strategy

Recommendation	Officer responsible for implementation	Deadline for implementation	Estimate of cost	How the recommendation will be undertaken	How progress will be monitored
A Plan to be devised with the Police to outline improvements in communication and how improved response times can be achieved	Darren Henaghan / Robin Hopes	01.12.05	No cost to the Council	Report presented to the Community Safety Strategic Partnership (CSSP)	Through the Community Safety Strategic Partnership (CSSP)
Re-launch the Street Warden Service as a Borough wide service with a harder enforcement image and more comprehensive powers	Darren Henaghan	01.8.05	Within estimates	Anticipated launch date August 2005	BVPI 199
A Police Safer Neighbourhoods Team in every ward	CSSP	Ongoing	No cost to the Council	Through Partnership working with the Police	Through the Community Safety Strategic Partnership (CSSP)
Professional witnesses collecting the evidence needed to protect the victims of anti-social behaviour and take enforcement action	Darren Henaghan	Ongoing	Training costs - within estimates	By training professional witnesses	ASB team in place
Strong enforcement of the Conditions of Tenancy for both residents of the Council and Housing Association homes	Jim Ripley	Came into force 13 June 2005	Within estimates	officer time and launching costs	Conditions of Tenancy launched

Recommendation	Officer responsible for implementation	Deadline for implementation	Estimate of cost	How the recommendation will be undertaken	How progress will be monitored
Robust enforcement action against environmental crime	Darren Henaghan	Ongoing	£250,000 bid to be made as part of Council's budget setting process for 2006/07	Single pot of money to use enforcement to rapidly remove flytipping, graffiti and rubbish	Through BVIP199
More support for victims and scrutinised action against perpetrators in long term cases of anti-social behaviour	Darren Henaghan / Jim Ripley	Ongoing	Within estimates	Joint working with various agencies	Through customer satisfaction statistics
A wide-ranging strategy for providing activities and support for our young people, with particular emphasis during the evening, school holidays and when pupils have been excluded	Anna Harskamp / Brian Lindsay / Darren Henaghan	December 2005	To be quantified	Formulated in association with YSDS post OFSTED Action Plan, the Government Youth Green Paper (Youth Matters) and the implementation of the Children's Trust developments. Initial paper outlining component parts to be submitted to CSSP meeting 20 July 2005	Through an action plan

Recommendation	Officer responsible for implementation	Deadline for implementation	Estimate of cost	How the recommendation will be undertaken	How progress will be monitored
<p>More use of techniques such as mediation in neighbour disputes to find longer term solutions</p>	<p>Darren Henaghan / Jim Ripley</p>	<p>01.12.05</p>	<p>£25,000 bid to be made as part of the Council's budget setting process 2005/06</p>	<p>Report examining the use of techniques such as mediation presented to the CSSP</p>	<p>Procurement of Mediation Company</p>
<p>An assertive use of the Drugs and Alcohol Team to reduce the abuse of alcohol and illegal drugs that fuel much of the anti-social behaviour in the Borough</p>	<p>Fiona McMahon / Dan Hales DAAT</p>	<p>Ongoing</p>	<p>£120,000 to achieve targets by recruiting Court Referral worker and 2 through care & aftercare practitioners, as B&D not designation through the Criminal Justice Project as a designated 'Drug Interventions Project' £120,000 both bids to be part of the Council's budget setting process for 2006/07</p>	<p>Increase number of problem drug users on treatment programmes to 100% by 2008, with year on year increases</p> <p>Recruitment of 2 additional alcohol outreach workers to ensure client engagement plus 1 additional counsellor</p>	<p>Through Crime, Disorder and Drugs Strategy and targets set around alcohol from the service specification of the service</p>

Recommendation	Officer responsible for implementation	Deadline for implementation	Estimate of cost	How the recommendation will be undertaken	How progress will be monitored
Raise the profile of domestic violence and mainstream the domestic violence service	CSSP	Ongoing	£120,000 to mainstream the DV Co-ordinator post, currently funded through GOL, Police and Supporting People	Employ a full-time co-ordinator and administrator for Domestic Violence	Through Crime, Disorder and Drugs Strategy
Provide more Police Officers in schools	CSSP	Ongoing	No cost to the Council	Through Crime, Disorder and Drugs Strategy	Through Crime, Disorder and Drugs Strategy
A strengthened Community Safety Strategic Partnership that deals specifically with high level commitment from Members, officers and our partners in other public and voluntary agencies that will drive forward these recommendations and learn from experiences of other boroughs	CSSP / Professor Roger Mathews / GOL	Ongoing	Unknown at this stage	Implementing the findings of the GOL Crime Reduction Review	Action plan to implement the findings of the GOL Crime Reduction Review

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THE EXECUTIVE

13 SEPTEMBER 2005

REPORT OF THE DIRECTOR OF FINANCE

BUDGET MONITORING REPORT 2005/06 - APRIL TO JULY 2005	FOR DECISION
<p>Summary:</p> <p>The report updates the Executive on the Council's revenue and capital position from the beginning of April to the end of July 2005.</p> <p>For revenue, it highlights early pressures on Regeneration and Environment, Social Services and Housing and Health departmental budgets totalling about £1.8 million with other remaining Council services on target to meet their budget requirements by the year end. This is slightly offset by a favourable position of interest on balances of about £250,000 giving an overall projected overspend for the Council's budget of around £1.55 million by the year end.</p> <p>In order to alleviate the projected service overspends by the year-end the relevant Director's are currently reviewing elements of their Service budgets to ensure a balanced budget is achieved by the year end. The Director of Regeneration and Environment has produced an initial action plan for implementation to achieve a balanced budget. If the need arises for an action plan in other areas to address these early pressures then these will be reported, as necessary, in future monitoring reports.</p> <p>For the Housing Revenue Account, minimal pressures currently exist but these are being offset by better income through service charges, rental income and interest. The resultant position expected is for the relevant working balance to remain at £2.9 million by the year end in line with original budget.</p> <p>For capital, the latest position is that there has been spend of around £12.7 million on the overall budgeted programme of £96.3 million, with a current projection of a total spend of around £97.6 million (101.4%) by the year end. This aspect will need to be closely monitored by Directors throughout the year to ensure maximum programmed spend is achieved by the year end.</p> <p>Wards Affected:</p> <p>This is a regular budget monitoring report of the Council's resource position and applies to all wards.</p>	
<p>Implications:</p> <p>Financial:</p> <p>The overall revenue budget is indicating a £1.7million overspend against budget with Directors taking action to ensure a balanced position by year end. The capital programme is reported to slightly exceed the original budget of £93 million.</p>	

Legal:

There are no legal implications regarding this report.

Risk Management:

The risk to the Council is that budgets are overspent and that this reduces the Council's resource position. Where there is an indication that a budget may overspend by the year end the relevant Director has been asked to review the Departmental budget position to achieve a balanced position by the year end. This may involve the need to produce a formal action plan to ensure delivery of this position. Similarly, if there are underspends this may mean a lower level of service or capital investment not being fully delivered.

Specific procedures and sanctions are in place through the Resource Monitoring Panels, Corporate Programme Management Office (CPMO), Corporate Management Team and the Executive.

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:

There are no specific implications insofar as this report is concerned.

Recommendation

The Executive is asked to consider and note:

1. the current position of the Council's revenue and capital budget.
2. that the Directors of Regeneration and Environment, Social Services and Housing and Health are currently reviewing their budgets to ensure a balanced position by the year end and that the Director of Regeneration and Environment has commenced the initiation of an action plan to address the position.
3. the position and projected out-turn for the Housing Revenue Account.
4. the prudential indicators for April to June 2005.

Reason(s)

As a matter of good financial practise, the Executive should be regularly updated with the position on the Council's budget.

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1. Introduction and Background

- 1.1 It is important that the council regularly monitors its revenue and capital budgets to ensure good financial management. It is practise now within the Council for this monitoring to occur on a regular monthly basis, which helps members to be constantly

updated on the council's overall financial position and to enable the Executive to make relevant decisions as necessary on the direction of both the revenue and capital budgets.

- 1.2 The report is based upon the core information contained in the Oracle general ledger system supplemented by detailed examinations of budgets between the budget holders and the relevant Heads of Finance to take account of commitments and projected end of year positions. In addition, for capital monitoring there is the extensive work carried out by the Capital Programme Management Office (CPMO).
- 1.3 The monthly Resource Monitoring Panels chaired by the lead member for finance, which monitor the detail of individual departments revenue and capital budgets also enhance and form the basis of the report.

2. Current Position

2.1 Overview for Revenue Budget

At the end of July 2005, the Council has an initial projected overspend of around £1.55 million for the year end. This has moved from a projected overspend position of £0.9m in the last monitoring report. The main change has been the increase in the position for the Regeneration and Environment Department.

Current projections indicate that there are early financial pressures within the Regeneration and Environment, Social Services and Housing and Health budgets. The update position at the end of July for the year end position is that for Regeneration and Environment there is a projected overspend of about £1,300,000. For Social Services there is a projected overspend of £400,000 and for Housing and Health of £110,000. Slightly offsetting these factors is currently a favourable position on interest on balances of around £250,000.

3. Service Position

3.1 General

- 3.1.1 Details of each service's current financial position are provided in Appendix A. It is expected such variances are early initial pressures and should not impact on the outturn position for the year but in these areas of service overspend continual work is required by Directors to ensure a reduction in these current forecasts.
- 3.1.2 At the Executive meeting on 12th July, Members approved that roll forwards from 2004/05 for the revenue budget amounting to some £3.0 million (2003/04 £1.9 million) be added to the relevant Departmental budgets for 2005/06. It is important to remind Members that Directors need to use these funds to deliver the relevant services associated with the agreed roll forwards and that the appropriate work is undertaken to ensure delivery of full spend by the year end. Additionally, consideration by Directors on the use of these roll forwards will need to be made where Departments are currently projecting overspends. Further updates on progress will be provided in future budget monitoring reports.

3.2 **Corporate Strategy**

At the end of July, Corporate Strategy has a projected year-end balanced position.

Within this overall break even position there are offsetting variances are these explained below for each Division of Corporate Strategy.

Corporate Human Resources (HR)

Corporate HR has projected a break-even position. The HR Departments are currently undergoing a restructuring in order to centralise the HR processes across the Council. As a result, savings are expected to be achieved and therefore the potential overspend on the current level of operation will be absorbed within this process.

Legal Services

At the end of July, Legal Services has a projected over-spend of £3,000 within employee costs. In order to offset the anticipated overspend, tight controls on spending within supplies and services are being enforced and it is expected that the actions being taken will result in an overall break-even position at year-end.

As a result of the previously reported change in market conditions, it is anticipated that income for Land Charges of £485,000 will be achieved by year-end against the budget of £659,000. However, £200,000 is available, if required, from the contingency reserves to cover the actual shortfall at year-end, as agreed at the Executive on 22nd March 2005.

Corporate Communications, Democratic Services, Policy and Performance and Grants.

All of the above services are not projecting any material variance on their budgets at the year end.

3.3 **Education**

There are a number of additional budget pressures that have been identified, including the carried forward overspend from 2004/05 of £216,000, however, action is being taken to ensure that these additional costs are covered and it is anticipated, at this stage, that the budget will break-even including the carried forward sum from 2004/05.

Arts and Libraries

The Arts & Libraries element of this department's budget is also projected to breakeven. There are some overspends at present, but these will be offset by underspends within other areas of the overall budget by the year end.

3.4 **Finance**

The Finance Department is projecting an overall year-end break-even position.

Financial Services

Financial Services has a projected under-spend of £47,000 and is mainly due to staff vacancies, which are currently in the process of being filled through recruitment.

Internal Audit

Internal Audit has a projected under-spend of £16,000. This is mainly as a result of the delays in filling staff vacancies.

Information Management and Technology (IM&T)

IM&T is projecting to overspend by £20,000. The main reason for the over-spend is within the employee's budget. As the year progresses, action will be taken to ensure that the Division remains within the budget by managing vacancies and the use of Agency Staff.

Revenue Services

Revenue Services has a projected over-spend of £43,000. This is mainly due to the use of agency staff to cover vacancies at higher rates than budget salaries, which has been partially offset by Housing Benefits overpayment income. Efforts are being made to successfully recruit to vacant posts in order to reduce the reliance on agency staff and therefore reduce the projected overspend.

Business Services

Business Services is projecting to break-even at year end. The projection includes a contingency of £41,000 to engage consultants to deal with systems development work for which the skills do not exist in house.

3.5 Housing and Health

Housing General Fund

Although the Housing General Fund will again be under pressure this year due to the costs of temporary accommodation, measures have been put in place to monitor the spend closely to ensure it remains within budget. The rest of the budget is forecast to spend on target.

Health and Consumer Services

Health and Consumer Services is expected to overspend in 2005-06 by £110,000 due to delays in staffing reductions from 2004-05.

This is from Trading Standards where this area is forecast to overspend by £90,000 and Environmental Health is forecast to overspend by £20,000, both due to the capital cost of early retirement now being charged to revenue. Further work is being undertaken by the Director to balance this projected overspend position.

3.6 Regeneration and Environment

Overall the department is continuing to project an overspend - now £1.3million (last month £1.2million). An action plan has been formulated by the Director of Regeneration of Environment to address relevant pressures in this budget. This will be closely monitored at the monthly Resource Monitoring Panel with the Director and his management team and further separate meetings with the Director, as appropriate, to ensure the relevant corrective action is taken to balance the departmental budget by the year end.

Within the overall overspend a key area is that the Sports Centres projected overspend has increased from £505,000 to £640,000. This is a result of two impacts – that casual staff are treated on the same basis as permanent staff and to grant them higher pay and allowances for working at weekends/evenings (£35,000), and a further loss of income including the Dagenham Small Pool remaining closed (£100,000). Increased income from commercial tenants and car parking generated in 2004/05 is not available to the same extent in 2005/06 to offset the projected overspends.

Regeneration Partnerships

Regeneration Partnerships are projecting to overspend by £52,000 mainly around staffing.

Planning and Development

Planning and Development continue to project to spend to budget.

Land and Property

Land and Property income budgets for 2005/06 were increased to reflect the strong performance in 2004/05. Expenditure and income continue to project to budget. There are known pressures in the rental income budget where tenants have vacated premises and this budget will be kept under close scrutiny.

Environment, Highways, Roads and Transport

Parking income increased in June with the projection showing net additional income of £160,000 against the budget. Highways improvements against the budget are showing signs of pressure on the budget.

The cost of the stores function is not being met by offsetting income and there is now a projected overspend in this area of £80,000 by the year end.

A recent analysis of the split between domestic and trade waste by the East London Waste Authority (ELWA) has identified that our trade waste is approximately 2,300 tonnes higher for the year. The additional cost of disposal of this extra tonnage is £158,000. In addition, ELWA has increased its prices for the disposal of trade waste by 15% from £47 to £54 per tonne. This has resulted in additional costs of £13,000. The total additional trade waste cost is £171,000. Officers are liaising with ELWA on this issue. Additionally a review of the trade waste function is under way to ensure there has been no subsidisation to the business sector.

Other areas of pressure are around wages, additional traffic light maintenance costs, reduced grant funding, and agency cover for long term sick leave.

Leisure and Amenities

The over spend in Leisure presents a major financial risk for the Department in 2005/06.

Salaries are projected to overspend by £165,000 but are partly offset by additional income generated from schools - £67,000. The effect of the closure of the Dagenham Small Pool has resulted in further reduced income and despite the re-opening of Goresbrook Leisure Centre income continues to project below budget by £542,000.

Community Halls planned savings of £65,000 (of the total £173,000 savings) are now projected not to be achieved as a result of slippage in agreeing the transfer of functions, responsibilities and leases.

3.7 Social Services

The Department is presently projecting a £400,000 over-spend for the 2005/06 financial year (approx 0.4% of it's gross budget), although caution is advised on full year projections after only four months' activity. However, the current view by the Director of Social Services is that this position is being managed within the Department and the expectation is that the budget will be balanced by the year end.

Within the overall budget significant financial pressures are building up within the service, in line with Looking after more clients and in pursuit of improved performance. Within the gross expenditure budget of £102 million, there are presently four issues arising – namely Older Persons Social Work, Physical Disability care packages, Learning Disability Residential Care services, and Mental Health Residential Care. The budget pressures in these areas are being partially off-set by favourable budget positions in Residential Care in Older Persons, some Mental Health budgets, and unallocated Grants and other areas.

Children's Services

Pressures are continuing in Social Work recruitment, especially around high cost agency staff usage, and in particular regarding support budgets for Looked after Children. The out-borough placements budget that was showing an underspend of circa £200,000 in previous years, is now projecting an overspend of circa £150,000 due to demands / numbers of children being placed.

Older Persons Services

In aggregate the £41million service budget is projecting a £150,000 overspend. Particular financial pressures in Care Management staffing area (£257,000 projected overspend) due to additional staff over establishment but is being offset by favourable budget position / performance re DTOC / hospital discharge arrangements.

External Care Packages expenditure is increasing at this stage and contingency provision will be required around winter pressures.

Adults with Disabilities

There are significant pressures (£526,000) on the budget for Physical Disability care packages, linked to increased demands and growth in Direct Payment packages.

Also residential care and care packages are under significant pressure in Learning Disabilities (currently projecting overspends in total of £700,000). Factors contributing include additional costs of placements, new volume, particularly around inter-face with PCT re placements.

Due to contingencies and delays in the full implementation of new mental Health initiatives, there is presently an underspend of circa £300,000 which is helping the overall position in Adults. Although pressures are building up in residential placements in Mental Health, particularly around interface issues with the PCT.

3.8 Customer First

The budget for Customer First is contained with the Corporate Strategy Department's overall budget and is £3.072 million for 2005/06. The current position is that full spend is anticipated for this budget, which is primarily the running costs associated with the call centre, the project implementation team and customer service team.

4. Housing Revenue Account (HRA)

The Housing Revenue Account is forecast to spend to budget in 2005-06. Additional monitoring at a Cost Centre level, along with continued overall subjective monitoring, will ensure sufficient a HRA cash balance is maintained.

2005/06 budgets have been issued to Cost Centre Managers and meetings have been scheduled to discuss any issues that may arise during 2005/06, which may impact on the final outturn position.

Although the Repairs and Maintenance budget is currently under pressure with particular issues around insurance works, work is currently taking place to ensure the overall HRA budget does not overspend at year end.

5. Interest on Balances

- 5.1 The current position is that this area of the budget is starting to show signs of improved performance and that current projections show a marginally favourable variance on the budget by the end of the year. As at the end of July this is estimated at about £250,000 for the year. The favourable position is arising due primarily to performance on investments being slightly better than expected coupled with a larger investment base due to a much lower than expected spend on the Capital Programme in 2004/05, which was identified in the outturn report to Members on 12th July. This positive position will allow the strengthening of Council balances at the year end.

6. Savings and Pressures – Budget Decisions 2005/06

- 6.1 The Savings and Pressure items approved by Members as part of the 2005/06 budget process is being closely monitored by relevant Directors and the Director of Finance. Total savings for the EPCS block amounted to £7.017 million and pressures of £3.424 million. A summary by Department on their performance to date for meeting these targets is shown at Appendix B.
- 6.2 The latest position for 2005/06 is that the majority of the level of savings required and pressures commitment is being contained within relevant Departmental budgets. Where specific savings items are not being actioned the relevant Directors have reviewed their budgets appropriately. This relates to the Regeneration and Environment Department where the Director is identifying other areas of savings to ensure the identified target has been met for the year.

7. Capital Programme

- 7.1 The Capital Programme is being managed by the Capital Programme Management Office (CPMO) team in the Department of Regeneration and Environment alongside financial input from the Finance Department. A Summary of the latest position for the 2005/06 programme is shown in Appendix C.
- 7.2 As at the end of July, approximately £12.7 million of this year's programme has been spent out of an overall original budget for the year of around £96.3 million. It is quite usual for the majority of spending on capital schemes to occur in the latter part of the year as a result of tender exercises, consultation etc, however, the spend to the end of July is only 13.2% of the total programme.
- 7.3 Included within the working budget includes the net roll forwards from 2004/05 totalling £14.1 million to assist with better delivery of the overall programme. The relevant schemes associated with the rollforward sums will be monitored through the Resource Monitoring Panels and by the Corporate Programme Management Office (CPMO)
- 7.4 The current projections indicate that there will be an overall spend by the year end of some £97.6 million, and is higher than the original budget for the year by some £1.3m. The projected percentage final spend of the capital programme is 101.4% of the original budget and 81.6% against the working budget.
- 7.5 Regular liaison between the CMPO and project sponsors is taking place to ensure that projections of spend on capital schemes are robust and achievable by the year end. It is important, therefore, that Directors are closely monitoring this position to achieve identified spend of their programmed budgets by the year end. The CPMO are now regularly challenging projections by Departments and mentioned in the last monitoring report reasons for major variances will be identified and reported as part of future monitoring reports. Work is currently underway with the CPMO liaising with project sponsors and the next monitoring report will show the relevant detail.

8. Prudential Indicators

- 8.1 The Assembly at its meeting on 2nd March 2005 agreed the Council's Prudential indicators for 2005/06. These indicators were introduced as part of the new prudential borrowing regime in local authorities. The indicators are required to be set and regularly monitored by the Council to ensure capital investment plans of the authority are prudent, affordable and sustainable. The monitoring of these indicators will occur on a quarterly basis and the first period of April to June 2005 is presented in Appendix D.
- 8.2 The Prudential Indicators as laid out in this report show the impact of capital investment decisions in the first quarter of 2005/06 compared to those figures agreed at the beginning of 2005/06. These figures demonstrate that, while changes to the capital programme have had financial implications on the Council, they have been made having taken into account the key principles of the CIPFA Prudential Code of prudence, affordability and sustainability.

9. Consultees

- 9.1 The members and officers consulted on this report are:

Councillor Bramley
Corporate Management Team
Heads of Finance
Capital Programme Management Office

Background Papers Used in the Preparation of the Report:

Oracle reports
CPMO reports

REVENUE BUDGET 2005/2006**SUMMARY OF POSITION - APRIL TO JULY 2005**

	<u>Original Budget</u>	<u>Working Budget</u>	<u>Budget to date</u>	<u>Actual to date</u>	<u>Projected Outturn</u>	<u>Projected Outturn Variation</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
<u>Department</u>						
Corporate Strategy	5,118	5,121	882	944	5,121	0
Education, Arts & Libraries	141,359	141,359	23,630	24,239	141,359	0
Finance	-	-	-	473	0	0
Housing & Health	4,260	4,260	473	870	4,370	110
Regeneration and Environment	29,910	29,910	5,931	6,027	31,210	1,300
Social Services	71,263	71,263	26,915	27,098	71,663	400
Total for Department's	251,910	251,913	57,831	59,651	253,723	1,810
<u>Other Services</u>						
Corporate Management	5,673	5,673	961	876	5,673	0
General Finance	-32,319	-32,276	-5,387	-5,770	-32,526	-250
Contingency	1,082	1,036	-	-	1,036	0
Levies	5,906	5,906	1,456	1,456	5,906	0
Total for Other Services	-19,658	-19,661	-2,970	-3,438	-19,911	-250
Total Council Budget	232,252	232,252	54,861	56,213	233,812	1,560

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BUDGET SAVINGS AND PRESSURES 2005/06**SAVINGS**

BUDGET SAVINGS 2005/06		
SUMMARY		
Department	Amount £'000	Projected Outturn £'000
Corporate Strategy	687.7	*687.7
Education, Arts and Libraries	77	77
Finance	503	503
Housing and Health	645	645
Regeneration and Environmental Services	1,592	1,487
Social Services	1,570	1,570
Corporate	1,942	1,942
TOTAL	<u>7,016.7</u>	<u>6,911.7</u>

Comments:

*In addition to these EPCS savings there are savings to ring-fenced areas of £90.9k which are on target to be met.

Additionally a saving of £225k within the Housing Revenue Account has been made, as a contribution to Corporate and Democratic Core costs.

PRESSURE

BUDGET PRESSURE 2005/06		
SUMMARY		
Department	Amount £'000	Projected Outturn £'000
Corporate Strategy	1,541.5	1,541.5
Education, Arts and Libraries	33	33
Finance	310	310
Housing and Health	0	0
Regeneration and Environmental Services	491	399
Social Services	0	0
Corporate	1,048	1,048
TOTAL	<u>3,423.5</u>	<u>3,331.5</u>

Comments:

All services are currently intend to utilise all additional budget pressures apart from DRE.

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CAPITAL PROGRAMME 2005/2006SUMMARY OF EXPENDITURE - APRIL TO JULY 2005

	<u>Original Budget</u>	<u>Working Budget</u>	<u>Actual to date</u>	<u>Projected Outturn</u>	<u>Projected Outturn Variation against Working Budget</u>	<u>Projected Outturn Variation against Original Budget</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
<u>Department</u>						
Corporate Strategy	4,069	5,012	319	3,739	-1,273	-330
Education, Arts & Libraries	20,287	26,344	1,644	15,998	-10,346	-4,289
Finance	4,041	5,358	369	4,497	-861	456
Housing & Health	38,627	43,733	4,523	41,806	-1,927	3179
Regeneration and Environment	25,942	34,685	4,488	27,114	-7,571	1,172
Social Services	3,286	3,812	1,362	3,736	-76	450
Total for Department Schemes	96,252	118,944	12,705	96,890	-22,054	638
<u>Accountable Body Schemes</u>						
Regeneration and Environment	-	710	1	710	0	710
Total for Accountable Body Schemes	-	710	1	710	0	710
Total for all Schemes	96,252	119,654	12,706	97,600	-22,054	1,348

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The Prudential Code for Capital Investment in Local Authorities

Prudential Indicators - First Quarter 2005/06

1. Introduction

- 1.1. The Prudential Code for Capital Investment commenced on the 1st April 2004. This system replaced the previously complex system of central Government control over council borrowing, although the Government has retained reserve powers of control which it may use in exceptional circumstances. The Code offers significantly greater freedom to authorities to make their own capital investment plans, whereas the previous system restricted authorities to credit approvals controlled by central government.
- 1.2. Within the regime, authorities must have regard to the *Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Finance in Local Authorities*. The principles behind this code are that capital investment plans made by the Council are prudent, affordable and sustainable. The code identifies a range of indicators which must be considered by the Council when it makes its decisions about future capital programme and sets its budget.

2. The Prudential Indicators

- 2.1. The Prudential Code sets out the information that each Council must consider when making its decisions about future borrowing and investment. This takes the form of a series of "Prudential Indicators".
- 2.2. The Code is a formal statement of good practice that has been developed to apply to all authorities regardless of their local circumstances. For example, while Barking and Dagenham is in a debt free position, the indicators in respect of borrowing are not currently relevant. However, spending on the capital programme results in reduced interest on investments, which creates a gap in the revenue budget, and represents a sum that could otherwise have been spent reducing Council Tax levels, or being spent on other priorities.
- 2.3. From the 1st April 2005 onwards. The Council's "prudential indicators" will be reported as an appendix to the budget monitoring report to the Executive on a quarterly basis. This will ensure that members and senior officers are kept up to date with the financial implications of capital investment decisions on a regular basis.

3. Capital Expenditure

- 3.1 The first prudential indicator sets out **capital expenditure** both for the General Fund, and Housing Revenue Account Expenditure. These figures are shown in table 1:

Table 1: Capital Expenditure (Prudential Indicator)

	2005/06	2006/07	2007/08
	£'000	£'000	£'000
HRA	38,027	27,645	20,600
General Fund	78,655	32,061	13,561
Total	116,682	59,706	34,161

- 3.2 Table 1 shows the current 3 year programme (2005/06 to 2007/08), and incorporates the changes that have been made since the original budget was agreed in February 2005.
- 3.3 There has been a £36.5m increase in the 2005/06 programme, a £24.5m increase in the 2006/07 programme, and a £5.6m increase in the 2007/08 programme since February 2005.
- 3.4 £14m of the increase for 2005/06 is as a result of rollovers from 2004/05. £25m of additional schemes were added to the programme across the 3 years on 19th April 2005. Since that point, a further £26m of additional schemes have been added to the capital programme. Significant schemes include the following:
- Maintenance & repairs of major roads £7.5m;
 - Schools modernisation fund £5.5m;
 - Refurbishment of Old Mead and Bartlett £5m;
 - Public realm £3m; and
 - Child & family health centre £2m.

These schemes are funded from a combination of internal and external sources.

4. Financing Costs

- 4.1 The prudential code also requires Councils to have regard to the financing costs associated with its capital programme.
- 4.2 For an authority that has debt, the prudential indicator for its financing costs is calculated based on the interest and repayment of principle on borrowing. Conversely, for an authority without debt, it is the interest and investment income from its investments. This income contributes to the financing of the Council's revenue budget. However, when capital receipts are used to finance the capital programme, the amount of interest earned will be reduced. The use of capital receipts to finance the capital programme, rather than to raise interest receipts, is therefore a cost to the Council.
- 4.3 Since the authority does not borrow there is no Minimum Revenue Provision ("repayment of principle") in the General Fund financing costs. For the HRA there is, however, a charge for depreciation based on the Major Repairs Allowance. This is

included in the financing costs of the authority although in practice it is matched by an equivalent amount in HRA Subsidy.

4.4 Table 2 shows the following:

- Estimated figures as at 30th June 2005 for the Council's Net Revenue Streams for both the General Fund and the Housing Revenue Account;
- Financing Costs for these two funds; and
- The ratio of Net Revenue Streams to Financing Costs, based on capital expenditure shown in Table 1.

Table 2: Financing Costs (Prudential Indicator)

	2005/06	2006/07	2007/08
	£'000	£'000	£'000
Net Revenue Stream			
HRA	58,831	59,165	57,991
General Fund	232,252	246,585	259,490
Financing Costs			
HRA	13,154	13,154	13,154
General Fund	(5,501)	(4,593)	(3,183)
	%	%	
Ratio			
HRA	22.34%	22.34%	22.34%
General Fund	2.37%	1.86%	1.23%

- 4.5 The net revenue streams for the HRA and the General Fund have not changed since the original budgets were set.
- 4.6 Financing costs in the General Fund relate to the fall in interest receipts that the Council has to suffer as a result of spending capital receipts on capital expenditure, rather than earning income to support revenue budgets.
- 4.7 The original budgeted financing costs for the General Fund were £5.3m, £3.9m and £3.1m for 2005/06, 2006/07 and 2007/08 respectively. These figures now stand at £5.5m, £4.6m and £3.2m as a result of additional schemes added to the programme since April 2005. This indicator is only affected by schemes funded from the Council's own resources.
- 4.8 Financing costs in the HRA relate principally to the Major Repairs Allowance, which is a government subsidy from the Office for the Deputy Prime Minister (ODPM). This figure is fixed throughout the year.
- 4.9 Financing costs can also be shown with reference to their impact on Council Tax and Housing Rents. This shows the additional Council Tax burden for Band D from financing new capital schemes added to the programme from April 2005 to June 2005. This is set out in Table 3.

Table 3: The Impact of Capital Programme on the Council Tax and Housing Rents (Prudential Indicator)

	2005/06	2006/07	2007/08
	£	£	£
For Band D Council Tax	4.27	13.82	1.33
For average Housing Rents	0	0	0

- 4.10 The table shows that the impact of increases in the budgeted capital expenditure from April to June 2005 on Council Tax at Band D was £4.27 in 2005/06 (after adjusting for rollovers), £13.82 for 2006/07 and £1.33 in 2007/08.
- 4.11 As a consequence of the absence of debt and the Government's policy on rent restructuring the capital programme has a minimal impact on future rents. There are no borrowing costs and the revenue contribution to capital expenditure is set according to the rent levels that are established by the rent restructuring regulations.

5. Capital Financing Requirement

- 5.1 The Prudential Code requires the Council to measure its underlying need to borrow for capital investment by calculating its **Capital Financing Requirement**.
- 5.2 The capital financing requirement identifies the level of capital assets on an authority's balance sheet, and compares this to the capital reserves to see how much of these assets have been "funded". The difference is the level of debt that the authority has to repay in the future, or the "capital financing requirement".

Table 4: Capital Financing Requirement (Prudential Indicator)

	2005/06	2006/07	2007/08
	£'000	£'000	£'000
Housing Revenue Account (HRA)	(23,535)	(21,355)	(21,355)
General Fund	23,383	21,103	21,103
Capital Financing Requirement	(152)	(152)	(152)

- 5.3 As all capital expenditure is planned either to be funded from capital receipts, or through external funding, no borrowing is currently factored into the programme. As such, the Council's CFR, or underlying need to borrow, is negative throughout the period from 2005/06 to 2007/08. This position has not changed as at the end of the first quarter of 2005/06, as no plans have been made to change the underlying need for the Council to borrow.

6. External Debt

- 6.1 Table 5 sets out the prudential indicators in borrowing limits. The Council is required to set two limits, an operational limit which should be kept to on a day to day basis (but could be exceeded for short term, "cashflow" purposes), and an authorised limit, which is the outer limit for borrowing in exceptional purposes. In the medium term local authorities only have the power to borrow for capital purposes.
- 6.2 The operational limit has been set at £0, as the Council does not plan to borrow any money apart from in exceptional, "cashflow" situations. The authorised limit has been set at £10m to allow for these exceptional situations.
- 6.3 The Council has not exceeded either limit up to 30th June 2005. No investment decisions have been made that suggest either of these limits will be breached in future.

Table 5: Authorised Borrowing Limits (Prudential Indicator)

	2005/06 £m	2006/07 £m	2007/08 £m
Operational Limit on Borrowing	0	0	0
Margin for Unforeseen Cash Flow Movements	10.0	10.0	10.0
Authorised Limit	10.0	10.0	10.0

7. Treasury Management Indicators of Prudence

- 7.1 The authority has an integrated treasury management strategy and has adopted the *CIPFA Code of Practice for Treasury Management in the Public Sector*. The *Prudential Code for Capital Finance in Local Authorities* supplements this by requiring council's to set and monitor specific indicators to demonstrate the prudence of its treasury management policies. The position against these indicators for 2004/05 is set out below:

a) Interest Rate Exposure

Indicator set:

The Council will not be exposed to any interest rate risk since all its borrowing will be at known overdraft rates (if this occurred) and fixed rates.

30th June position:

The Council was not exposed to any interest rate risk up to 30th June 2005.

b) Maturity Structure of Borrowing

Indicator set:

All the Council's borrowing will be for a period of less than one year.

30th June position:

The Council has not entered into any borrowing as at 30th June 2005.

c) Total Principle Sums Invested

The overriding objective of the investment strategy is to ensure that funds are available on a daily basis to meet the Council's liabilities. The risk inherent in the maturity structure of the Council's investments is that it may be forced to realise an investment before it reaches final maturity and thus at a time when its value may be dependent on market conditions that cannot be known in advance.

30th June position:

The maturity structure of the Council's investments to the 30th June 2005 was such that it did not have to release any of its investments before they reached their maturity date.

8. Summary Assessment

- 8.1 The Prudential Indicators as laid out in this report show the impact of capital investment decisions in the first quarter of 2005/06 compared to those figures agreed at the beginning of 2005/06.
- 8.2 These figures demonstrate that, while changes to the capital programme have had financial implications on the Council, they have been made having taken into account the key principles of the CIPFA Prudential Code of **prudence, affordability** and **sustainability**.

THE EXECUTIVE

13 SEPTEMBER 2005

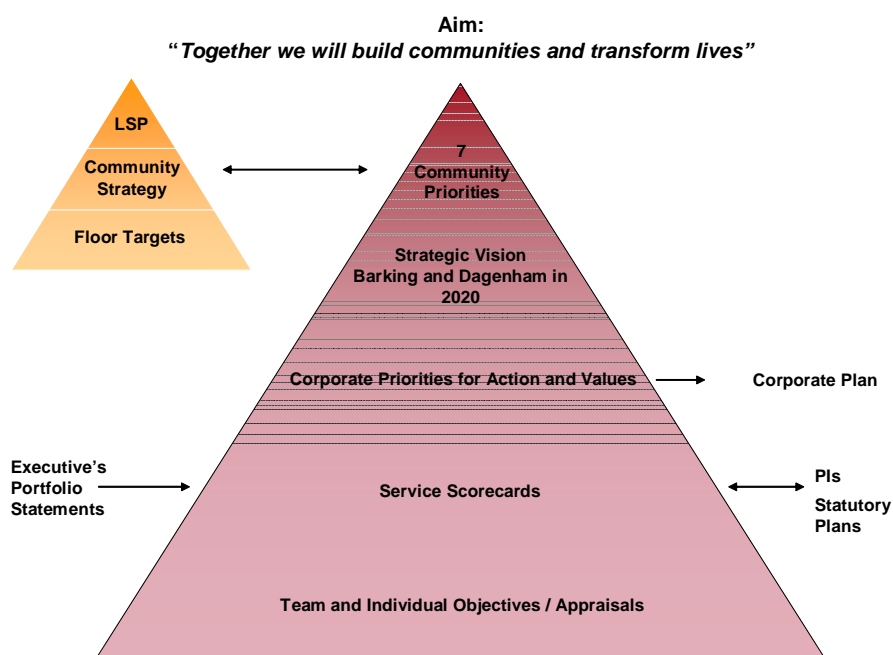
REPORT OF THE DIRECTOR OF CORPORATE STRATEGY

PERFORMANCE MONITORING 2005/2006	FOR DECISION
<p>Summary:</p> <p>This report provides:</p> <ul style="list-style-type: none"> ▪ An overview of the new Planning and Performance Management Framework and the impact on Performance Monitoring. ▪ An update on the 1st Quarter performance data for 2005/06, to promote discussion on progress, for a selection of the following performance indicators: <ul style="list-style-type: none"> – Best Value Performance Indicators (statutory) – Comprehensive Performance Assessment (CPA) Performance Indicators – Local Public Service Agreements (LPSA) targets – Member Portfolio Holder Performance Indicators <p>Wards Affected: None</p>	
<p>Implications:</p> <p>Financial: Not applicable</p> <p>Legal: Not applicable</p> <p>Risk Management: Areas of performance that are highlighted as significantly under-performing, are not sufficiently discussed and adequate actions not identified. CMT and the Executive to ensure that underperformance/ inadequate actions are thoroughly discussed.</p> <p>Social Inclusion and Diversity: The Race Relations (Amendment) Act 2000 places a requirement on local authorities to make an assessment of the impact of new and revised policies in terms of race equality. Existing policies have already been subjected to impact assessments. This Authority has adopted an approach of extending the impact to cover gender, disability, sexuality, faith, age and community cohesion. As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned.</p> <p>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. There are no specific implications insofar as this report is concerned.</p>	

Recommendation(s): The Executive is asked to note the performance monitoring information for the 1 st Quarter 2005/2006 and consider any significant performance issues highlighted by the information presented.		
Reason(s) To ensure that the Council's performance continues to improve in order for Barking and Dagenham to become a 'Good' Council by 2006 and 'Excellent' by 2008.		
Contact Officer: Laura Nicholls	Title: Policy and Review Officer	Contact Details: Tel: 020 8227 2517 Fax: 020 8227 2806 E-mail: laura.nicholls@lbbd.gov.uk

1. Introduction and Background

- 1.1. From 2005/06 the Council has introduced a new Performance and Planning Framework, (see diagram) to ensure we focus on the performance of key service areas.



- 1.2. The framework sets out how our broad strategic aims are translated into specific measurable actions, through the development of annual service and financial priorities (the process of developing Service Scorecards). In turn these inform team and individual objectives and appraisals.
- 1.3. In light of this new framework, from 2005/06 some 200 indicators need to be monitored, alongside preparation for Inspection, to ensure the Council is aware of the progress made.

- 1.4. It is proposed that The Executive will look at a manageable range of performance indicators quarterly referred from CMT. These indicators include:
- ❑ **Comprehensive Performance Assessment (CPA) Performance Indicators** – These indicators are critical to the CPA Service Scores and our overall CPA rating. In addition, some CPA PIs have special rules applied to them. The performance weighting of these PIs is higher than the rest in the CPA basket and poor performance of these PIs will result in a lower service block score.
 - ❑ **Local Public Service Agreement (LPSA) Targets** – These will deliver a range of significant, stretched improvements in key services with a potential Performance Reward Grant (PRG) of £4.6 million.
 - ❑ **Member Portfolio Holder Performance Indicators** – These have been chosen by Portfolio Holders, as the key indicators which will be a priority for the Council over the coming year
 - ❑ **A selection of some other Performance Indicators** – To be determined by CMT.
- 1.5. By monitoring Performance Indicators quarterly, The Executive will be able to identify problem areas at an early stage and take remedial action to improve performance. There will also be the opportunity for The Executive to highlight areas of good practice within the Council and ensure that the good practice is shared throughout the organisation
- 1.6. In addition to The Executive, the new Performance and Planning framework will require other forums to have a responsibility in reviewing the Council's performance, using the performance monitoring graphs. These forums are set out in the table below:

Forum	Frequency	Purpose
CMT (Corporate Management Team)	Quarterly	To monitor the key performance indicators crucial to the delivery of good quality services (CPA, LPSA and Member Portfolio Holder PIs)
DMT (Departmental Management Team)	Monthly / Quarterly (varies between depts.)	Discuss performance information and agree action plans.
Chief Executive's Performance Boards	Weekly	In-depth analysis of key performance indicator issues facing the Council and what remedial action will be taken to improve performance.
SMB (Scrutiny Management Board)	Monthly	Directors and their representatives whose departments have performance indicators in the bottom quartile attend this Board meeting to discuss the reasons for this and possible solutions.

Forum	Frequency	Purpose
CMG (Corporate Monitoring Group)	Quarterly (will go to next CMG following quarterly presentation to Executive)	Oversee performance, in relation to the remainder of the performance indicators.

2 Quarterly Monitoring at The Executive

- 2.1 From 2005/06, the notes section has been replaced with an action plan. This aims to articulate what actions will be taken over the coming year to ensure performance will improve. It also takes into account the key risks to performance if these actions are not carried out successfully.
- 2.2 For presentational purposes, each Performance Indicator is being reported in a graphical format, which allows performance to be shown over time and compared with other Local Authorities. PI headings are traffic light colour-coded and "smiley faces" have been added to clearly express how we are performing.
- 2.3 Those indicators in the CPA basket and those that are considered High Risk are highlighted with a red tab at the top left hand of the graph. Those CPA indicators with special rules applied are highlighted by a 'skull and cross bone'.
- 2.4 For the national indicators, neighbouring Borough information is shown as vertical bars on the graphs.
- 2.5 Top 25% National and London target lines have now been removed from the graphs. They have been replaced with horizontal bands of colour. These bands of green, amber and red represent either:
- National - top 25%, middle 50% and bottom 25%
 - CPA - upper threshold, middle threshold and lower threshold
 - LPSA – Maximum Performance Reward Grant (PRG) achieved, 60% or more of PRG achieved and no PRG achieved.

The graphs now clearly show how far performance is into or away from the bandings. *(Please note it is only possible to compare our performance with the previous year's top quartile targets as these are only released in the December of each year following the outturns for that year).*

- 2.6 For Social Services performance information, comparison is not made with top quartile data. Comparison is made with Performance Assessment Framework (PAF) performance targets for England.

3 Comparing Performance

- 3.1 Guidance from the ODPM advises each Authority to compare performance with other Local Authorities. The monitoring system established allows the comparison of performance across a number of levels. National indicators provide the greatest opportunity for comparing performance as each Local Authority is collecting and reporting identical information.
- 3.2 *Neighbouring Boroughs* – Research undertaken by the Audit Commission has identified that people are particularly interested in comparing the performance of their Local Authority with neighbouring areas. Barking and Dagenham compare their performance with the neighbouring boroughs of Redbridge, Havering and Newham.
- 3.3 *Top 25% of performing Councils* – All authorities must aim to perform within the Top 25% of councils nationally. Top 25% is a minimum performance standard set by central government to ensure that in key policy areas all local authorities are performing to at least a minimum level.

4 Consultee

- 4.1 CMT

Background Papers Used in the Preparation of the Report:

- Best Value Performance Indicators Guidance 2005/06
- Futures 2005/06 – Barking and Dagenham's Corporate Plan
- Consultation on Best Value Performance Indicators 2005/06

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