

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 4 March 2008 - 7:00 pm
Council Chamber, Civic Centre, Dagenham

Members: Councillor C J Fairbrass (Chair); Councillor L A Smith (Deputy Chair); Councillor J L Alexander, Councillor G J Bramley, Councillor H J Collins, Councillor S Kallar, Councillor R C Little, Councillor M A McCarthy, Councillor M E McKenzie and Councillor Mrs V Rush

25 February 2008

R. A. Whiteman
Chief Executive

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AGENDA

1. **Apologies for Absence**
2. **Declaration of Members' Interests**

In accordance with the Council's 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.
3. **Minutes - To confirm as correct the minutes of the meeting held on 19 February 2008 (Pages 1 - 6)**
4. **'Achieving Excellence' - Third Quarter (October to December 2007) (Pages 7 - 51)**
5. **Alcohol Strategy 2008 - 2011- 'Stronger Measures' (Pages 53 - 86)**
6. **Development of Eastbury Primary School (Pages 87 - 92)**
7. **Provision of Wheelie Bins for Household Waste: Pilot Project (Pages 93 - 105)**
8. **Regeneration Strategy 2008/13 (Pages 107 - 136)**

9. **Any other public items which the Chair decides are urgent**
10. **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 as amended).

11. **Operation and Management of Phase 3 Children's Centres (Pages 137 - 143)**
12. **Extensions and De-Conversions Programme 2007-09 (Pages 145 - 149)**
13. **Any other confidential or exempt items which the Chair decides are urgent**

THE EXECUTIVE

Tuesday, 19 February 2008
(7:00 - 7:55 pm)

Present: Councillor C J Fairbrass (Chair), Councillor J L Alexander, Councillor G J Bramley, Councillor H J Collins, Councillor M E McKenzie and Councillor Mrs V Rush

Also Present: Councillor G M Vincent, Councillor J E McDermott, Councillor R J Barnbrook and Councillor R W Bailey

Apologies: Councillor L A Smith, Councillor S Kallar, Councillor R C Little and Councillor M A McCarthy

113. Declaration of Members' Interests

There were no declarations of interest.

114. Minutes (22 January 2008)

Agreed.

115. Local Development Framework: Joint Waste Development Plan Document Preferred Options

Received a report from the Corporate Director of Regeneration on the Joint Waste Development Plan Document being developed by the four East London Waste Authority (ELWA) boroughs (Newham, Havering, Redbridge and Barking and Dagenham), which will assist the Borough in meeting its own sustainable waste management as set out in the London Borough of Barking and Dagenham Waste Strategy.

Noted that, of the six preferred locations identified for the additional future management facilities, one is situated within the Borough at Dagenham Dock. No additional facilities were planned for recycling at the current time as the existing amenities were considered adequate.

Agreed, in order to assist the Council in achieving its Community Priority 'Making Barking and Dagenham Cleaner, Greener and Safer'; contribute to the outcome of 'improved environmental sustainability, especially in relation to energy efficient design, waste management and emissions'; and exceed the key target of recycling 25% of all waste, to:

- (i) Approve the Joint Waste Development Plan Document Preferred Options Report for consultation as set out in Appendix 1 of the report; and
- (ii) Authorise the Corporate Director of Regeneration to make any appropriate and necessary non-material changes to the document prior to consultation.

116. Council Tax 2008/09 and Medium Term Financial Strategy for 2008/09 to 2010/11

Received a report from the Corporate Director of Resources in relation to the revenue budget, setting of the Council Tax for 2008/09, and the Council's three-year financial strategy.

Agreed, to recommend the Assembly to approve:

- (i) The revenue budget for 2008/09, as set out at Appendices A to G to the report;
- (ii) A Council Tax increase of 3.75% (split London Borough of Barking and Dagenham 4.31% and the Greater London Authority precept of 1.96% including the Olympic and Paralympic games levy), following the final levy announcement for the GLA;
- (iii) The three year financial planning figures arising from this budget proposal indicated at Annex 5 within the Medium Term Financial Strategy;
- (iv) The Medium Term Financial Strategy to assist the Council in future decision making on the budget and that it is continued to be reviewed on an annual basis;
- (v) The position on reserves as set out in the report;
- (vi) To note the continuing need to identify relevant efficiency gains throughout the organisation over a three-year period to meet the required Government targets; and
- (vii) Delegate to the Divisional Director of Corporate Finance the responsibility to allocate initial savings targets across all services for the 2009/2010 budget process to commence in April 2008.

The Leader and Corporate Director of Resources placed on record their appreciation to the Divisional Director of Finance and his staff for their hard work in presenting the financial report.

117. Fees and Charges 2008/09

Received a report from the Corporate Director of Resources recommending the appropriate level of fees and charges for 2008/09 for those traditional services where the Council has an obligation to set fee levels.

In addition to those traditional income services, the Council also has the power under the Local Government Act 2003 to charge for other discretionary services that it may already or may wish to provide for in the future.

By Minute 108 (22 January 2008), it was agreed that the overall inflation uplift for 2008/09 for fees and charges should be at least 2.5% and applied to all 2008/09 income base budgets, which had been reflected in the 2008/09 budget strategy, base budget position and savings proposals.

Agreed, as a matter of good financial practice, to the fees and charges for 2008/09 as set out in Appendix A to the report, to be effective from 1 April 2008.

118. The Capital Programme 2008/09 - 2011/12

Received a report from the Corporate Director of Resources setting out the current position with regard to the Capital Programme and proposals for allocating resources for the financial years 2008/09 to 2011/12.

Agreed, in order to assist the Council to achieve all of its Community Priorities, to:

- (i) Recommend the Assembly to approve 12 new bids for 2008/09 totalling £247m to be met from £53m borrowing, an expected £186m external funding and £7m from land sales, as detailed in Appendix C of the report. These bids will be subject to Enterprise Programme Office (EPO) appraisal and receipt of external funding;
- (ii) Recommend the Assembly to approve the Prudential Indicators for the Authority as set out in Appendix E to the report;
- (iii) Recommend the Assembly to approve the Capital Strategy as set out in Appendix F to the report;
- (iv) Note the position of the 2007/08 Capital Programme as detailed in Appendix A to the report;
- (v) Note the existing approved capital programme for 2008/09 to 2011/12 as detailed in Appendix B of the report;
- (vi) Note the position of the overall Council's capital programme for 2008/09 to 2011/12 as a result of recommendation 3 and as detailed in Appendix D to the report;
- (vii) Note the forecasted capital receipt position for 2008/09 to 2011/12 as detailed in the report; and
- (viii) Note the current capital arrangements and prudential capital guidelines as detailed in the report.

119. Treasury Management Strategy Statement, Prudential Indicators, Investment Strategy and Borrowing Strategy 2008/09

Received a report from the Corporate Director of Resources setting out the Treasury Management Strategy Statement, Prudential Indicators, Investment Strategy and Borrowing Strategy 2008/09, in compliance with section 15(a) of the Local Government Act 2003.

Agreed, in order to assist the Council to achieve all of its Community Priorities, to recommend that the Assembly approve:

- (i) The Treasury Management Strategy Statement for 2008/09;
- (ii) The Borrowing Strategy for 2008/09 as detailed in the report;

- (iii) The authorised borrowing limit of £150 million for 2008/09, which will be the statutory limit determined under section 3(1) of the Local Government Act 2003;
- (iv) The Annual Investment Strategy for 2008/09, which states the investments that the Council may use for the prudent management of its investment balances; and
- (v) The Treasury Management Prudential Indicators for 2008/09 as detailed in Appendix A to the report.

120. Budget Monitoring Report 2007/08

Received a report from the Corporate Director of Resources providing an update on the Council's revenue and capital position for 2007/08 as at the end of December 2007.

Agreed, in order to assist the Council to achieve all of its Community Priorities, to:

- (i) Note the current position of the Council's revenue and capital budget as at 31 December 2007, as detailed in Appendices A and C to the report;
- (ii) Note the position and projected out-turn for the Housing Revenue Account, as detailed in Appendix B to the report;
- (iii) Note the action plans being undertaken to alleviate the budget pressures to ensure that the necessary balanced budget for the Council is achieved by the end of the financial year;
- (iv) Agree the re-profiling of individual capital schemes, as detailed in Appendix D to the report;
- (v) Note the Prudential Indicators for April to December 2007, as detailed in Appendix E to the report; and
- (vi) Note the financial Health indicators as detailed in Appendix F to the report.

121. Council Debt Write-Offs

Received a report from the Corporate Director of Customer Services on debts written off for Quarter 3 of 2007/08 in relation to monies collectable by the Council's Income and Collection and Rents and Benefits sections. The report also set out proposals relating to the publication of certain details of individuals whose debts have been written off.

Agreed, as a matter of good financial practice and debt management reporting, to:

- (i) Note the report, in particular the list of debts written off for 2007/08 to date and the list containing the top ten debtors along with their individual details; and
- (ii) In accordance with Minute 69 (6 November 2007) to publicise individual details of certain debtors in appropriate circumstances.

122. Housing Revenue Account Estimates and Review of Rents and Other Charges 2008/09

Received a report from the Corporate Director of Customer Services on the Housing Revenue Account (HRA) estimates and review of rents and other charges for 2008/09 with particular focus on delivering a balanced Housing budget for 2008/09 and the impact on tenants through the Government's Rent Restructuring framework.

It was reported that a delegation on behalf of the Council and tenants, led by Councillor Liam Smith, Portfolio holder for Housing, handed in a petition at Number Ten Downing Street, following the Council's 'Tax on Tenants' campaign to change funding rules for the benefit of tenants.

Discussed issues relating to the steep rise in charges for the provision of centralised heating, which arose because of the unforeseen rise in energy expenditure in recent years and the need to investigate innovative ways of supplying energy at lower cost. Arising from these discussions it was confirmed that the rise in charges will be publicised and additional Housing Benefit Officer support will be available to tenants prior to the implementation of charges.

Further noted that Customer Service and Regeneration Departments are working together to explore innovative ways to supply energy at reduced rates.

Agreed, in order to meet the Council's statutory duty to annually review rents and other charges, to ensure rent levels conform with the Government's rent restructuring proposals, to produce a balanced Housing Revenue Account and assist in achieving the Community Priority of 'Improving Health, Housing and Social Care', to:

- (i) The HRA estimates for 2008-09 as set out in Appendix A to the report;
- (ii) Rent increases being calculated in accordance with the rent restructuring formula as detailed in the report, which represents an average weekly rent increase of £4.32 per dwelling (6.2%);
- (iii) The implementation of Phase Three of the depooling of rents in respect of the caretaking service and upkeep of amenity greens, television aerials and security;
- (iv) The Increase the communal heating charges by 32.3%;
- (v) The increasing garage rents for traditional garages by 10%; and
- (vi) The above changes taking effect from 7 April 2008.

123. Private Business

Agreed to exclude the public and press for the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

124. Future Delivery of Full Day Childcare Services

Received a report from the Corporate Director of Children's Services, setting out proposals to outsource childcare services to ensure that the childcare provision is

financially viable and sustainable.

Agreed, in order to assist the Council achieve its Community Priorities of 'Improving Health, Housing and Social Care' and 'Better Education and Learning for All', to:

- (i) The implementation of Option 3 for the future delivery of full day childcare services, which will involve the commissioning of an external provider to run three of the existing Council-run nurseries;
- (ii) A one-off subsidy of £100,000 per nursery (ie up to £300,000 in total to support 3 nurseries) in the first year of operation by the external contractor(s), to be funded from the existing Sure Start grant; and
- (iii) The full funding and Human Resources (HR) implications of Transfer of Undertakings Regulations (TUPE) and potential redeployment of staff be fully addressed and agreed with relevant officers before entering into any formal agreement.

THE EXECUTIVE

4 MARCH 2008

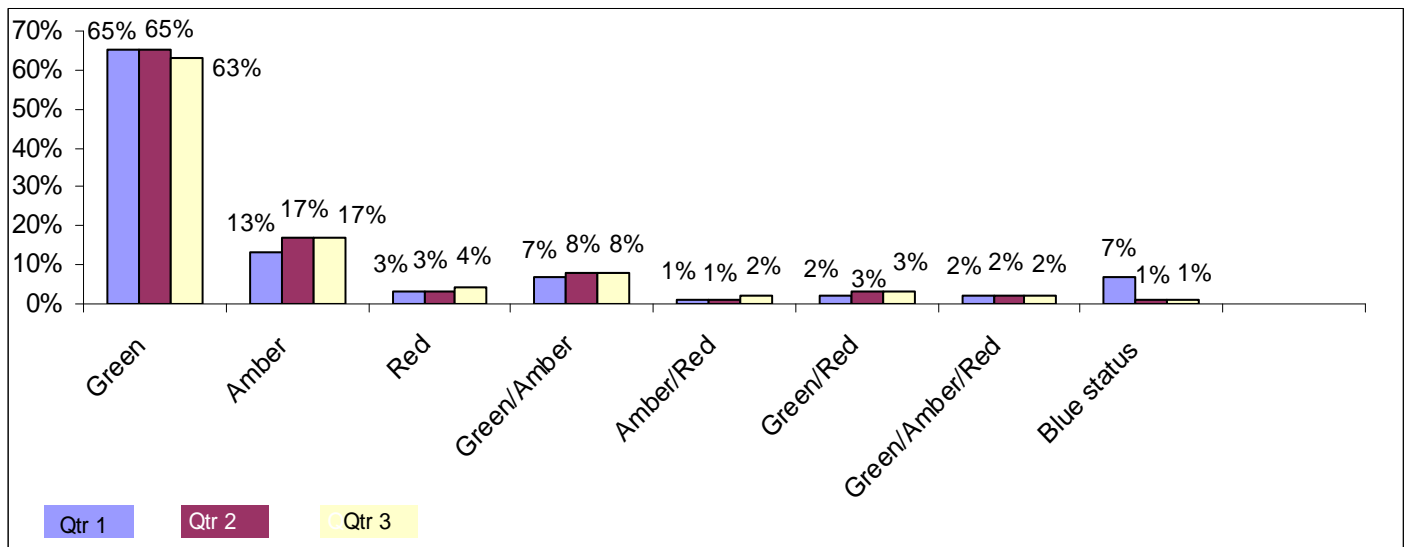
REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

Title: Achieving Excellence 2007/08 - Quarter 3	For Decision
<p>Summary: This report summarises the performance of the Council in key areas.</p> <p>The overview section identifies:</p> <ul style="list-style-type: none"> • the key areas of progress and areas for future focus; • progress against previous actions agreed by Members. <p>The appendices contain the following supporting information:</p> <ul style="list-style-type: none"> • Appendix A: Performance – performance, CPA, inspections and complaints data; • Appendix B: Programmes - progress on the Council's key programmes; • Appendix C: Pounds - budget monitoring, the efficiency and procurement programme; • Appendix D: People - key indicators for human resources. <p>Wards Affected: None</p>	
<p>Recommendation(s) The Executive is recommended to:</p> <p>(i) Consider the report and note the progress against Quarter 2 actions; and</p> <p>(ii) Agree the Quarter 3 actions as set out in Appendix E to the report.</p>	
<p>Reason(s) To assist in achieving the Council Priority of "Improving Performance Across the Board".</p>	
<p>Implications</p> <p>Financial: The position for revenue expenditure indicates that currently budget pressures are showing across the four main service departments with the largest element being in the Children's Services Departments. These pressures are being actively addressed by Heads of Service through the application of various action plans. The latest full position is identified in Appendix C, Table 1. The Capital Programme shows anticipated spend by the year end of £67.9m against a working budget of £71.7m.</p> <p>Legal: No specific implications.</p> <p>Risk Management: No specific implications.</p> <p>Social Inclusion and Diversity: No specific implications.</p> <p>Crime and Disorder: No specific implications.</p> <p>Options Appraisal: Not applicable.</p>	

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1. Overview of Service Plan Performance for Quarter 3

Quarter 3 sees a reduction in overall objectives by 5 to 349 and a reduction in service areas from 27 to 26, following the amalgamation of services in the Children's Department. The bar chart below sets out this quarter's performance, outlining the status of the 349 objectives being delivered through the 26 strategic services of the Council.



63% of objectives have been completed or are on track (green) at this stage, whilst 17% are once again in amber status and 4% are showing red status, a 1% increase on the previous quarter. Overall the Council continues on a positive direction of travel, with the achievement of 3 Star status by Adult Care Services, Use of Resources sustaining a score of 3, a predicted 'Good, improving well' Direction of Travel judgement from the Audit Commission and a score of 3 in the Corporate Assessment earlier in the year. The council was also chosen as one of two Councils in London, to pilot Corporate Area Assessment methodology (CAA).

The Chief Executive will be holding his annual challenge sessions to review proposed service plans in February (*Balanced Scorecard – Forward Planning Challenge Sessions*). These will enable strategic assessment of the likely direction for the authority between 2008 -11 and focus for improvement and outcomes.

Key outcomes from service planning, broken down in to LAA headings:

A Strong Community
<ul style="list-style-type: none"> • 66% of people in the borough think that people from different background get on well; • 87% of service improvements recommendations from complaints feedback are accepted; • Direction of Travel statement – predicted score of "improving well" judgment; • Risk management members awareness workshops, on track; • 9 Neighbourhood Management areas launched during October 2007; • Sheltered services engaged with Neighbourhood Management; • Day care review - implementation consultation with service providers underway; • Olympic volunteers - 115 recruited so-far, out of target of 500 by 2012.

<p>Active & Healthy</p> <ul style="list-style-type: none"> • Adult Care 3 star rating; • CSCI homecare inspection rating 4 stars excellent; • Transitions Team now operational; • 58% of schools achieved Healthy Eating Status; • Drug action plan targets on track; • 43/50 dementia places created; • 116/170 clients receiving either direct/individual payments; • 80 Gascoigne Rd – 2 star service; • £696k increased funding for Primary Care and GP's secured; • Barking Town Centre ice rink - supporting integration through sports and activities; • Becontree Leisure Centre planning agreed – work to commence later in 2008.
<p>Living & Working</p> <ul style="list-style-type: none"> • Customer First/Revenues & Benefits integration on track; • 50% reduction in temporary accommodation - on target; • E- service choice increasing for customer access; • Good progress on T-government; • Above 46% target for highest paid, top 5% women earners; • Disability 2 tick accreditation sustained; • On track for sustaining IIP accreditation; • Use of Resources score of 3 – level 4 achieved in 'Financial Standing' element; • 10 new homes for older people available for purchase; • Work towards establishing local housing company on track; • 700 job opportunities created through regeneration initiatives; • Dagenham 'Jobs Shop' funding secured - June 08 scheduled opening; • Child/Family Health Centre and Foyer Construction on track; • Revision to procurement strategy underway and framework contracts on track; • 76% of value for money service objectives are green.
<p>Clean & Green</p> <ul style="list-style-type: none"> • Barking Town Centre and riverside developments on track; • Accommodation strategy and interim office moves on target; • Waste containerisation pilot to be initiated in 5 areas of the borough for disposal of waste through: wheelie bins for general refuse and green waste (latter upon request); continued use of orange recyclables and a box for glass.
<p>Be Safe, Feel Safe</p> <ul style="list-style-type: none"> • Safeguarding children - record keeping standards rated good; • 96% of Children's Act inspections satisfactory or above non-maintained sector; • 31.5% reduction in burglary; • 10.9% reduction in crime and disorder.
<p>Enjoy & Achieve</p> <ul style="list-style-type: none"> • 21 primary/secondary schools inspected with 81% judged 'good' or better, up 6%; • 12 Children's Centres now open (one more since last quarter); • 7 Children's Centres to provide childcare by non-for-profit organisations; • Work on Parenting Strategy on track; • 67% of children (yrs 8 &10) felt CYP views are listened to, as against 53% nationally.

Key issues in relation to service plan delivery include:

A number of red and amber status areas relate to crucial front facing services in customer services and adult skills and learning, libraries and heritage which have an impact on public perception and satisfaction rates, these include:-

- Progress towards joint service provision with voluntary sector in Amber
- Cleanest streets still showing Red – though mitigating actions underway.

- Work re: ethnicity data /profile, on-going (Housing) - Red
- Planned/responsive repairs in Red
- LAA reward grant – Red. Current level of performance indicates only £1.9m out of a total £5.8m grant would be payable. Impacts on effective community leadership, capacity to influence and deliver services through partnership and will affect CAA
- Stock investment strategy delayed - Red
- Increase in number of children on the Child Protection Register - Amber
- Exclusions from school in Amber
- JAR Action Plan in Amber
- Sickness level at 11.38 days end of year target 9.5 days (Amber)
- Customer satisfaction in Amber / Red (housing)
- Pension fund rates of return bottom quartile at 1st quarter - impact of low investment yield (Red)
- Achieving level 4 Equality Standard - in Red
- Delay in publication of service standards in Community Services, Libraries & Heritage services
- Neighbourhood Management local plans delayed (Red)
- Eastbury and Valence House developments delayed – Red
- Reducing fear of crime in Amber
- Supporting People funding delayed and commitment being reviewed – Amber
- Smoking cessation rates in Red
- Teenage Pregnancy Rates – showing increase in abortions and lowering live birth rates
- LEGI targets in Amber (Skills and Enterprise service target)
- 55 units of affordable housing completed; Abbey Road, Hedgemans Road, Charlecote Road and Eastbrook Avenue (Amber)
 - LAA – economic well being target in Red

2. Overview of Key Performance Indicators, CPA, Inspections and Assessments

Quarter 2 of 2007-8 saw a revised set of KPIs being used. The new suite is more representative of the organisation's diverse range of services, allowing the culture of achieving excellence to be spread across the organisation. Because of these changes, it is most meaningful to compare quarter 3 performance to the 2006-7 year end:-

- 30.77% of KPIs are not at the level they were for the last financial year;
- 18.18% of KPIs are at least 5% off target.

There are six key indicators performing significantly (+10%) above their target:-

- **BV109** - % of a) major planning applications determined in 13 weeks, b) minor planning applications determined in 8 weeks, c) other planning applications determined in 8 weeks;
- **BV204** – proportion of planning appeals allowed;
- Killed and seriously injured road casualties;
- Slightly injured road casualties;
- **HIP E6** – average time taken for non-urgent repairs;
- **BV163** – the number of children in care adopted during the year as a % of the total number of children looked after for 6 months or more.

There were five indicators that performed significantly (+10%) below target:-

- **BV106** – percentage of new homes built on previously developed land;
- **BV200b** – Plan making milestones (Have milestones in LDS been met?);
- **BV82a+b** – total percentage of household waste recycled or composted;

- **PAF D37** – availability of single rooms;
- **PAF D41** – number of delayed transfers of care per 100,000 population aged 65+;

Information regarding the new performance framework for CAA is now becoming available and work is progressing on the process of assimilating and operationalising the new suite of 198 indicators.

A process of prioritising areas for review is also currently being worked on, drawing on a range of criteria including performance, value for money, public perception, equalities issues etc to identify which service areas can be reviewed to most valuably contribute to the Achieving Excellence process.

CPA, Inspections and Assessments

Adult Social Care Services were awarded a three star rating in November. This places the Council among the top-performing social care authorities in England and gives a score of 4 for the Social Care (adults) service block for CPA 2007.

The Use of Resources assessment for 2007 retained an overall score of 3. Component scores were:

Element	Score
Financial Reporting	3
Financial Management	3
Financial Standing	4
Internal Control	3
Value for Money	3

These results mean we are on track to retain our 3* CPA rating for 2007.

The detailed framework proposals for CPA 2008 have just been issued for consultation. This has enabled us to map predictive service block scores for Housing, Culture and Environment. Action is being taken through Performance Boards to address critical PIs to achieve block scores of at least 3. Use of Resources is predicted to achieve at least 3 and Social Care (adults) to retain 4. The Benefits block is expected to achieve 4 under the proposed methodology.

Updated guidance for the assessment of the Children and Young People's block has not yet been issued. A risk assessment against the 2007 framework is being undertaken to identify areas for further action in advance of the June 2008 assessment.

3. Complaints Received 1 October to 31 December 2007

Overview

The number of complaints has decreased this quarter compared to July–September 2007.

Tony Redmond the Local Government Ombudsman (LGO) attended the Assembly on 5 December 2007 and presented the Annual Letter. He commended the Council's response times to LGO enquires which was significantly less than the whole of London and congratulated the authority on this achievement. He said he was pleased to note that the Corporate Complaints Team had moved to a ward based approach. He also mentioned that Barking and Dagenham had a higher than average number of premature complaints and thought that the Council may wish to investigate why the residents are not engaging with the Council's complaint procedure. This matter is currently under review.

The Corporate Complaints Team conducted 2 workshops for the new Contact Centre Staff.

Delivered improvement:

- Customers that complain direct to the Local Government Ombudsman are now being contacted to ask why they did not use the corporate complaint procedure.
- Timescales for contractors to remove the rubbish following the installation of a dropped kerb, has been included into the service standard.
- The staff rotas in Parking Services has now been re-written and require each member of staff to sign a check sheet for all documents brought over from the Barking Learning Centre after documents went missing.
- There was no policy/process in place for Enterprise to write to owner occupiers requesting permission to access their property. They have now created a standard letter to send when access is required.
- Private Sector Housing now acknowledges Grant Enquiry forms within 2 days, there previously was no service standard and could have taken up to 28 days.
- The diving boards are now open at set times at Dagenham Pool for a trial period. Previously requests to use the boards were turned down due to shortage of staff.
- The customer's signature is now required on operative's job sheet to sign that repair has been completed.

Required improvement:

- Availability of complaint leaflets in all council buildings
- All staff are trained on how to deal with complaints and are aware of the corporate complaint procedure
- That all complaints are processed through the CCP and that the number of premature LGO complaints is reduced.
- More service improvements are made following complaints of service failure
- Willingness of officers to take responsibility for resolving matters in line with Done in One.
- Reduction in complaints regarding staff attitude & conduct

4. Overview of Strategic Programme and Capital Programme Performance

Having implemented a revenue project monitoring framework, the Council has adopted an ambitious Enterprise Programme-based approach in order to facilitate the delivery of its strategic ambitions and priorities. In essence this ensures large scale change and benefits are firmly at the heart of all that we do.

CMT are the "Executive" Board – that oversees cumulative progress and the issues from interdependencies between the Programmes. Each Director has responsibility for a Programme and a designated Head of Service undertakes the crucial Programme Management Role.

Programme boards have been established and a governance structure, framework and methodology put in place that is consistent with the internationally recognised MSP programme management standard. This is available at <http://lbbd/resources/performance-and-delivery/programmes-and-projects/enterprise-programme-office.htm>

Broadly aligned with the LAA Petal, five strategic programmes have been established in order to deliver specific outcomes and ambitions that aid the Council in achieving its stated objective of "Building Communities and Transforming Lives".

The programmes are:-

- Modern Ways of Working (MWoW)
- Excellent Customer Services (ECS)
- Living and Working (LaW)
- Strong, Safe, Active and Healthy Communities (SSAH)
- Enjoy and Achieve (EaA)

Each programme will have a project portfolio, a board and operate using a standard set of governance structures, supported and facilitated by the Enterprise Programme Office. Business Change Managers will be appointed for each project within each programme; this role will normally be filled by a Head of Service or similar and each programme will have its own monitoring arrangements. This will supersede current Project Monitoring Document based monitoring. This remains as a tool for DMTs to assist with the monitoring of projects that are outside of the 5 strategic programmes.

Two programmes are up and running, they are:-

Excellent Customer Services (ECS)

The Excellent Customer Services programme will deliver transformational change to the quality of delivery of customer facing Council services. It will encompass the existing “Done in One” and Customer First programmes.

Modern Ways of Working (MWoW)

The Modern Ways of Working programme will create high quality workspaces with motivated and skilled staff to provide effective and efficient services – by December 2010.

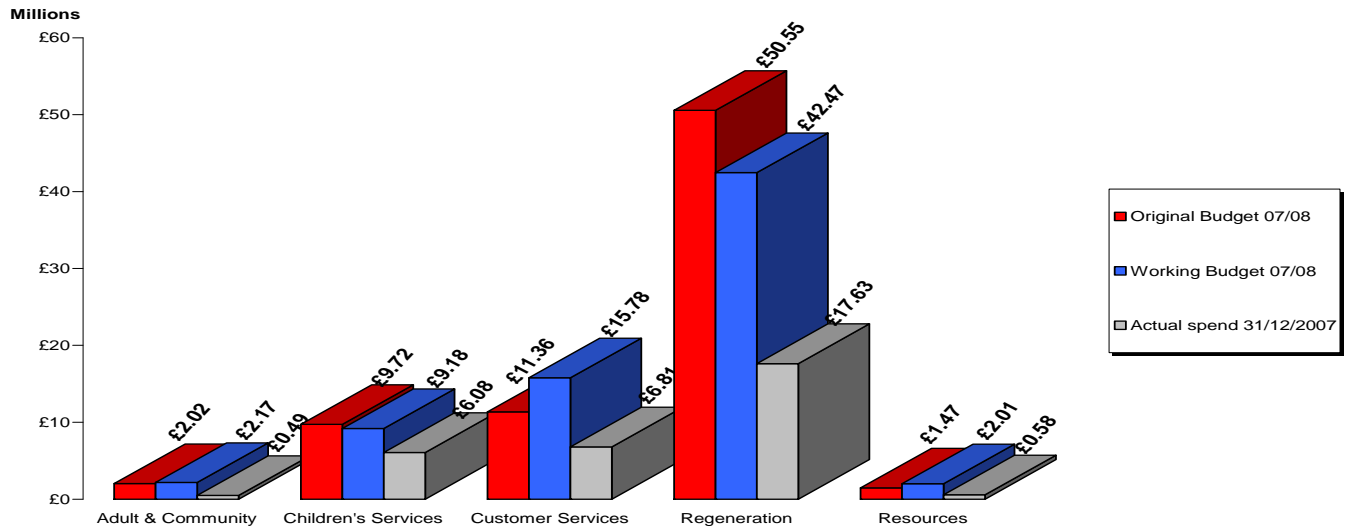
The strength of the desired customer service ambitions will drive the development of the MWoW programme.

A summary of the current state of development of each programme is available in Appendix B

The Capital Programme

The Council set an original Capital Programme budget of £75.1m for the financial year 2007/08. As of 31 December 2007 this had been revised to a working budget of £71.6m. This budget is allocated across the five Council departments funding the delivery of the 140 reported Capital projects (see Appendix B for details). As of 31 December 2007 the Council had spent £ 31.6m (44.1%) of its working capital budget and is projecting full year expenditure of £67.67m (94.5%).

Capital Expenditure 2007/08



External funding

A significant proportion of the Council's capital programme is funded by external bodies such as DfES, Transport for London and Heritage Lottery Fund etc. The original Capital programme budget for 2007/08 was set at £75.1m, of which £40.7m (54.2%) was contributed by external funding bodies. As of 30th November 2007 (the most recent data available) the value of external funding in the working capital budget stood at £30.8m contributing to the delivery of 37 individual projects. This represented 43.9% of the working capital budget as of that date.

5. Overview for Pounds

Revenue - The projected outturn position in relation to the revenue budget as at the end of December indicates an overspend of around £1.75 million. Departmental Management Teams are actively working on action plans to address this position by the year end.

Capital Programme - The projection is that around £67.9m of the working budget will be spent by the year end. The Capital Programme has been further reviewed for new schemes, changes to budget profiles, etc. and this is shown in this report.

Efficiency - The council had a three year efficiency target of £13.4 million to achieve by the end of 2007/08. When estimated efficiency gains from 2007/08 are factored in, we are expecting achieve a total of £19.3m of efficiency gains in the period, nearly £6m over the original target and meeting that target more than one year early.

However, it is currently unlikely that we will achieve the in-year target that we set ourselves at the beginning of 2007/08. This is as a result of the decision to delay the implementation of older persons' modernisation programme, which will delay the efficiencies that will accrue from this. Against an original target of £5.9m, we expect to achieve £5.1m.

The Government announced plans for efficiency targets of 3% per annum cashable efficiency gains from 2008/09 onwards in the Comprehensive Spending Review in October 2007. This is a challenging target, and the Council has already begun to develop a "Modern Ways of Working" Programme which will aim to deliver these efficiency gains over the next 3 financial years.

Value for Money - Plans have been agreed to sustain the judgement awarded for 2006/07 and continue embedding VFM across the council. There is a need to ensure sustainability of this crucial outcome, once external support ends.

6. Overview for People

There has been an improvement on 4 of the 6 indicators, 3 of which are being met and another is within 0.4% of the target as follows:

Performance Indicator	2007/8 Target	1st Quarter	2nd Quarter	3 rd Quarter
Top 5% of earners who are women	46%	45.6%	46.07%	46.41%
Top 5% of earners from minority ethnic communities	11%	9.89%	9.55%	8.94%
Top 5% of earners declaring they meet the disability definition.	3%	2.67%	2.01%	2.60%
Sickness Absence	9.5 days	11.21 days	10.83 days	11.38 days
Number of staff declaring they meet the Disability definition as a % of the total workforce	4%	4.05%	3.98%	4.03%
Minority ethnic community staff as a % of the total workforce	15.51%	15.11%	16.32%	16.72%

Sickness absence is reported as 11.38 days during the last rolling year, which is above the target of 9.5 days per person but below the comparable period last year. As previously reported, action is being taken to embed performance and sickness management processes, and to target areas with the highest levels of absence i.e.:

- Increased monitoring by senior management/action through the formal processes;
- Promotion of the staff "well being" programmes and initiatives;

- Additional vocational support with “case management” (via Remploy);
- Specific “project” work to look at absence related to stress/back issues.

Resources are being prioritised on embedding “sickness management” and targeting those areas with the highest levels of absence, as well as measures to enable staff to take more responsibility for their well being and “work-life balance” e.g. the introduction of new flexible working arrangements, aligned to service delivery.

The half yearly Appraisal Reviews were due to be completed by September and the target for completion is 100%. Reminders have been sent to managers to report back the reviews they have undertaken and the resulting information is still being inputted. An update will be provided prior to the Committee.

Progress is being made with partners on developing measures to attract local people to work for the Council, and to help those from under represented groups into employment and training. This includes the Valuing People Strategy for people with learning difficulties and increased monitoring of staff turnover and “exit” feedback.

Action is being taken to ensure employment and organisational development strategy and indicators are working to deliver the Council’s cost-cutting priorities and that they link into other corporate strategies/plans and initiatives across the Borough, as well as towards developing the leadership capacity of middle managers.

7. Progress against actions agreed by Executive for 2007-8 quarter 2

The following table provides a progress update for actions agreed in quarter 2:-

Area	Recommended Action	Response
a) PAF D40: clients receiving a review	Prepare report for Adult Performance Board (next 8 th January 2008) outlining actions to close gap to target. Prepare a separate report on quality assurance issues around record-keeping on Case Reviews. Sign off with portfolio holder.	Report went to Adult Performance Board, actions taken and indicator is now back on target – will reach 88.00% by year end. Quality Assurance discussed with portfolio at portfolio holder meeting, and made a standing item of discussion at all future meetings.
b) BV66a: rent collection and arrears	Prepare SMB report to scrutinise the performance of this PI.	After further detailed analysis, Quarter 2 data demonstrated the highest rent collection levels at that time of year in the last 4 years. As a result it was agreed that a report was not required for SMB.
c) BV212: average re-let times	Prepare report for Customer Services Performance Board outlining actions to reverse direction of travel. Sign off with portfolio holder.	A report will be submitted to the Customer Services Performance Board on February 15 th as per the action.
d) BV199b: cleanliness of public places (Graffiti)	Work with the portfolio holder to propose new ways to ensure that all graffiti is reported, so that we are able to deal with this issue in the borough more effectively. This should include graffiti in high-rise stairwells and the engagement of front-line staff in reporting.	This was addressed in the Leaders Briefing Issue 1
e) Complaints: staff attitude	Present a paper to the Organisational Development Performance Board (next 13 th February) analysing this issue and proposing improvements.	A consultation exercise has been carried out with all managers in the Customer Services department and a report on the findings and proposals has been drafted for discussion with senior managers in Customer Services and Resources departments. A meeting is being arranged to discuss the complaints procedure report and outcomes of this meeting with regard to complaints against staff will be reported to February's OD performance Board
f) Sickness management	Ensure previous actions reported at SMBs are complete and implementation/ learning have taken place. SMB report on findings and debate whether the actions taken are the right ones.	Achieving Excellence used as basis for SMB for the first time on 12 th December. Sickness considered as key for SMB to examine, Director for Resources will liaise with Chair of SMB to analyse the underlying issues further. http://modern.gov.barking-dagenham.gov.uk/iel/ListDocuments.asp?CId=181&Mid=3402&Ver=4&J=8

Appendix A: Performance – key performance indicators, CPA and inspection and complaints data

A1.0 Performance

A1.1 This report contains the council's 2007-8 quarter 3 key performance indicators (KPIs), showing:-

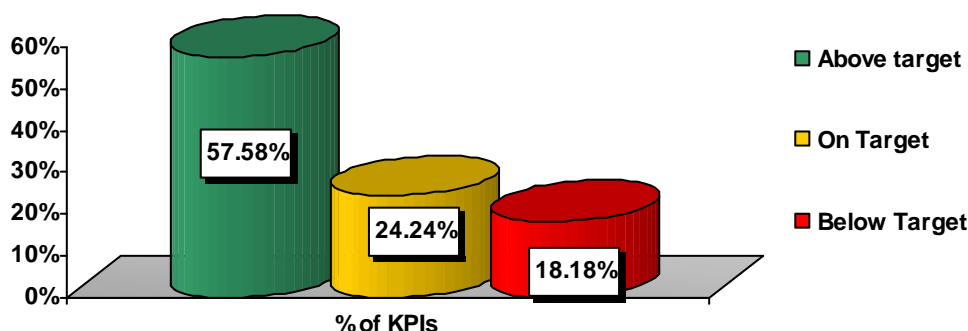
- our direction of travel;
- if we are on target;
- benchmarking against our CIPFA neighbours; and
- where current performance puts us in CPA 2008 estimated thresholds.

KPIs are the council's most important indicators, determining how our services are perceived to be improving. They are the focus of our efforts to achieve excellence and support the commitment to improve made to the community.

A1.2 Key Performance Indicators 2007-8 quarter 3

This section of the report is designed to highlight current performance issues, enabling focus of our resources for improvement. Identifying where performance is below expectations allows underlying causes to be identified and corrective action to be taken. Identifying where performance is above expectations allows attention to be drawn to what we are doing well, enabling appreciation to be shown to those involved in the improvement and to inform the community of improved outcomes.

During 2007-8 quarter 3, overall performance against our KPI targets was:



The table below shows how the KPI variances are calculated and reported:

Well Above Target	Above Target	On Target	Below Target	Well below Target
Result above target by 10% or more	Result above target by 5% - 10%	+ or - 5% of target	Result below target by 5%-10%	Result below target by 10% or more

During 2007-8 quarter 3 performance has improved for **43.59%** of indicators (**17 PIs**), remained static for **25.64%** (**10 PIs**) and has fallen for **30.77%** (**12 PIs**).

Table 1 summarises the KPIs for 2007-8 quarter 3, including (where available) how our performance compares against:

- the current **estimated** CPA 2008 threshold (Upper, Middle or Lower) and which CPA service block the indicator relates to;

- the direction of travel since 2006-7 year end:-
 - ↑ improving; ↔ static; ↓ falling.
- an indication of how well we are meeting the target:-
 - 😊 5%+ better than target or 100% achieved;
 - 😐 +/- 5% from target set;
 - 😞 5%+ worse than target.

Table 1

Description of Performance Indicator	QUARTER 3 PERFORMANCE						
	2006/7 Actual (CPA2007)	2007/8 Target	2007/8 Q3 Actual (CPA2008)	Estimated CPA2008 Threshold	Direction of Travel (since 2006/7)	On Target?	Notes
Environment							
BV109a: 60% of major planning applications determined in 13 weeks	87.50%	60.00%	80.00%	UPPER	↓	😊	For CPA threshold calculation, these PIs are considered as 1 indicator. Projections for 2007/8:- a) 85.71% b) 90.15% c) 96.55%
BV109b: 65% of minor planning applications determined in 8 weeks	85.92%	65.00%	92.96%		↑	😊	
BV109c: 80% of other planning applications determined in 8 weeks	96.62%	80.00%	96.86%		↑	😊	
BV204: Proportion of Planning Appeals allowed	40.54%	33.00%	20.00%	IN BETWEEN	↑	😊	Projection for 2007/8:- 26.67% (CPA2008 threshold based on this)
BV205: Quality of planning service checklist	77.78%	77.78%	78.00%	IN BETWEEN	↑	😐	
BV200b: Plan making milestones (Have milestones in LDS been met?)	Yes	Yes	No	LOWER	↓	😞	
BV165: Percentage of pedestrian crossings with facilities for disabled people	100.00%	100.00%	100.00%	UPPER	↔	😊	
Intervention by the Secretary of State under Traffic Management Act powers	No interventions	No interventions	No interventions	IN BETWEEN	↔	😊	
BV91b: Kerbside recycling – two or more recyclables (Percentage of households served by kerbside collection of at least two recyclables)	100.00%	100.00%	100.00%	UPPER	↔	😊	
BV82a+b: Recycling and composting performance (Total percentage of household waste recycled or composted)	20.97%	25.90%	21.26%	IN BETWEEN	↑	😞	Q3: 15.14% BV82a 6.12% BV82b Both elements are down on Q2 (15.28% and 6.91%)
BV106: New homes on previously developed land (Percentage of new homes built on previously developed land)	100.00%	85.00%	72.67%	IN BETWEEN	↓	😞	

Description of Performance Indicator	QUARTER 3 PERFORMANCE						
	2006/7 Actual (CPA2007)	2007/8 Target	2007/8 Q3 Actual (CPA2008)	Estimated CPA2008 Threshold	Direction of Travel (since 2006/7)	On Target?	Notes
BV84: Tonnage of waste per head of population	524.18	519.00	406.26	LOWER	↓	☹️	2006/7 Q3 = 391.53 Full year projection 2007/8 = <u>541</u>
BV199a: Cleanliness of public places (Proportion of land assessed as having combined deposits of litter and detritus that fall below an acceptable level)	37.74%	20.00%	19.00%	IN BETWEEN	↑	☹️	
BV111: Satisfaction of applicants with planning service	76% (+/-3.61%)	n/a	n/a	IN BETWEEN	n/a	n/a	
BV90a: Satisfaction with waste collection	82.00% (+/-2%) 80% - 84%	n/a	n/a	IN BETWEEN	n/a	n/a	
BV90b: Satisfaction with recycling	96.72% (+/-3%) 99.72% - 93.72%	n/a	n/a	UPPER	n/a	n/a	(Adjusted for deprivation for CPA - raw data 69%)
BV90c: Satisfaction with waste disposal (civic amenity sites)	81.00% (+/-3%) 78% - 84%	n/a	n/a	IN BETWEEN	n/a	n/a	
BV89: Satisfaction with the cleanliness of public space	82.35% (+/-2%) 80.35% - 84.35%	n/a	n/a	UPPER	n/a	n/a	
Killed and seriously injured (KSI) road casualties	52.00	100.40	67.00	UPPER	↓	😊	2007/8 figure based on 2006 calendar year figure - is therefore 15 months in arrears.
Slightly injured road casualties	630.00	651.67	556.00	UPPER	↑	😊	2007/8 figure based on 2006 calendar year figure - is therefore 15 months in arrears.
BV166b: Trading standards checklist (Percentage of criteria for trading standards met)	100.00%	100.00%	100.00%	UPPER	↔️	😊	
BV166a: Environmental health checklist (Percentage of criteria for environmental health met)	100.00%	100.00%	100.00%	UPPER	↔️	😊	
Managing council homes							
HIP E5: Urgent repairs in time	93.00%	97.00%	97.04%	UPPER	↑	☹️	
HIP E6: Average time for non-urgent repairs	8.32 days	11.00	9.05	UPPER	↑	😊	
BV66a: Rent collection and arrears	96.95%	97.60%	96.52%	IN BETWEEN	↓	☹️	
BV212: Average re-let times	35.31	39.00	36.31	IN BETWEEN	↓	😊	
HIP E1: Average weekly management cost	£18.01	n/a	£17.70	LOWER	↑	n/a	Adjusted for deprivation
BV74a: Overall satisfaction with housing service	86.71%	n/a	n/a	IN BETWEEN	n/a	n/a	3 yearly survey next due in 2009/10
BV75a: Satisfaction with opportunities to participate	69.31%	n/a	n/a	IN BETWEEN	n/a	n/a	3 yearly survey next due in 2009/10
BV184a: The proportion of non-decent LA homes	44.80%	39.00%	38.94%	IN BETWEEN	↑	☹️	As at 1st April 2007

Description of Performance Indicator	QUARTER 3 PERFORMANCE						Notes
	2006/7 Actual (CPA2007)	2007/8 Target	2007/8 Q3 Actual (CPA2008)	Estimated CPA2008 Threshold	Direction of Travel (since 2006/7)	On Target?	
Housing the community							
BV183a: Average time in temporary accommodation – time spent in B&B	0.00	n/a	0.00	UPPER	↔	n/a	
BV183b: Average time in temporary accommodation – time spent in hostels	0.00	0.00	0.00	UPPER	↔	😊	
BV64: Proportion of private sector vacant properties returned to occupation or demolished as a result of local authority action	40.53%	n/a	6.59%	UPPER	↓	n/a	
BV175: Racial incidents with further action	100.00%	100.00%	100.00%	UPPER	↔	😊	
BV214: Housing advice service – preventing homelessness (Households accepted as statutorily homeless who were accepted by the same authority in the last two years)	0.00%	n/a	0.00%	UPPER	↔	😊	
BV203: Percentage change in the average number of families placed in temporary accommodation	56.76%	n/a	19.99%	IN BETWEEN	↑	n/a	
Culture							
BV178: Footpaths and other rights of way easy to use by members of the public (percentage of the total length of rights of way in the local authority area that are easy to use by the general public)	100.00%	100.00%	93.59%	UPPER	↓	☹️	
BV119a: Resident satisfaction sport/leisure facilities	56% (+/-3% =) 53% - 59%	n/a	n/a	IN BETWEEN	n/a	n/a	
BV119b: Resident satisfaction libraries	67% (+/-3% =) 64% - 70%	n/a	n/a	IN BETWEEN	n/a	n/a	
BV119c: Resident satisfaction museums / galleries	29% (+/-3% =) 26% - 32%	n/a	n/a	IN BETWEEN	n/a	n/a	
BV119d: Resident satisfaction theatres / concert halls	34% (+/-3% =) 31% - 37%	n/a	n/a	IN BETWEEN	n/a	n/a	
BV119e: Resident satisfaction parks / open spaces	66% (+/-3% =) 63% - 69%	n/a	n/a	IN BETWEEN	n/a	n/a	
Participation of children in sport (Percentage of 5 – 16 year olds in school sports partnerships engaged in two hours a week minimum on high quality PE and school sport within and beyond the curriculum)	56.00%		80.00%		↑		
Adults & Community Services							
PAF D37: Availability of single rooms.	96.00%	98.00%	85.63%	n/a	↓	😐	
PAF D40: Clients receiving a review.	83.00%	88.00%	80.35%	n/a	↓	☹️	
PAF D41: The number of delayed transfers of care per 100,000 population aged 65 and over.	50.00	39.78	53.65	n/a	↓	☹️	

Description of Performance Indicator	QUARTER 3 PERFORMANCE						Notes
	2006/7 Actual (CPA2007)	2007/8 Target	2007/8 Q3 Actual (CPA2008)	Estimated CPA2008 Threshold	Direction of Travel (since 2006/7)	On Target?	
Childrens Services							
First time registrations as a percentage of total registrations on the CP register;	88.98%	90.00%	89.09%	n/a	↑	☹️	
BV49 - % of children in care who have had 3 or more placements during the year;	15.90%	14.00%	9.63%	UPPER	↑	😊	Figure is cumulative, therefore year end projection is 12.84%
BV162 - % of child protection cases which should have been reviewed within the year that were reviewed;	100.00%	100.00%	100.00%	UPPER	↔️	😊	
BV163 – the number of children in care adopted during the year as a % of the total number of children in care looked after for 6 months or more.	9.70%	9.00%	10.04%	UPPER	↑	😊	Figure is accumulative, and the current year target has been met at quarter 3.

A1.3 Comments on performance

Comments have been provided for indicators that significantly exceed target (10%+ above) and those that are significantly below target (10%+ below). This is to highlight where we are doing well and should draw attention to our successes, and where we need to focus in order to ensure we stay on route to excellence.

A1.3.1 Indicators that well exceed their target

BV109 - The percentage of: a) major planning applications determined in 13 weeks; b) minor planning applications determined in 8 weeks; c) other planning applications determined in 8 weeks.					
2006/7 Actual	a) 87.50% b) 85.92% c) 96.62%	2007/8 Target	a) 60% b) 65% c) 80%	2007/8 Q3 Actual	a) 80.00% b) 92.96% c) 96.86%
Benchmarking Q3 v CIPFA 2005/6 data	a) 4th of 16 b) 2nd of 16 c) 2nd of 16	% target achieved	a) 133% b) 143% c) 121%	CPA threshold	UPPER

- BV109 had a major improvement drive in 2002/3. Detailed analysis of blockages and process improvement was undertaken and weekly monitoring identified cases at an individual level where performance could be improved;
- Our weekly monitoring report enables closer management control and analysis of all applications. It has enabled continued improvement and performance levels significantly above the nationally set targets;
- Consequently all three elements of BV109 remain comfortably in the upper threshold for CPA and among the top 5 performers in our CIPFA benchmarking group.

BV204 – Proportion of planning appeals allowed.					
2006/7 Actual	40.54%	2007/8 Target	33.00%	2007/8 Q3 Actual	20.00%
Benchmarking Q3 v CIPFA 2005/6 data	1st of 16	% target achieved	119%	CPA threshold	IN BETWEEN

- This indicator continues to perform better than during 2006/7 – the result of action going back over a year set out below;
- A report was put before the DCB last October in respect of this BVPI explaining that the poor performance was a direct result of members overturning recommendations made by planning officers and then subsequently failing on appeal. Members now give more

consideration to such actions and take advice from Officers on reasons for refusal should they wish to exercise this option.

- We have also undertaken Member awareness building sessions on this matter to enable members to make more informed decisions.

<i>Killed and seriously injured (KSI) road casualties.</i>					
2006/7 Actual	52.00	2007/8 Target	100.40	2007/8 Q3 Actual	67.00
Benchmarking Q3 v CIPFA 2005/6 data	3rd of 16	% target achieved	150%	CPA threshold	UPPER

<i>Slightly injured road casualties.</i>					
2006/7 Actual	630.00	2007/8 Target	651.67	2007/8 Q3 Actual	556.00
Benchmarking Q3 v CIPFA 2005/6 data	4th of 16	% target achieved	117%	CPA threshold	UPPER

- Our most important road safety targets remain well ahead of target;
- There has been a long-term, targeted campaign of engineering improvements and working in partnership with schools to improve road safety through education and producing and delivering School Travel Plans;
- In partnership with seven other London Borough we have launched websites (www.dangerousgames.co.uk and www.mopedssafety.com) and produced promotional materials directed at motor-cyclists, who are a high risk group among road casualties;
- To address what appears to be an increasing problem of drive throughs and aggressive driving behaviour at school crossing patrol sites across London the borough along with others in London promoted the Stop means Stop campaign through the local media;
- In 2007 in partnership with 6 other London boroughs the Right Gear Campaign was promoted through a number of mediums (including poster and radio) aimed at raising awareness of scooter and commuter riders to the need for protective clothing. One of the campaigns images featured a naked rider which helped to illustrate the vulnerability to injury of powered 2 wheeler riders who are still a high risk group;
- Drink Driving continues to be addressed through publicity and joint initiatives with the police. Options for raising awareness of Drug Driving are being explored;
- With the introduction of National standards in Cycle training we are increasing the numbers trained year on year.

<i>HIP E6: Average time for non-urgent repairs.</i>					
2006/7 Actual	8.32 days	2007/8 Target	11.00 days	2007/8 Q3 Actual	9.05 days
Benchmarking Q3 v CIPFA 2005/6 data	n/a	% target achieved	121%	CPA threshold	UPPER

- The majority of repair requests are high volume but of low time required to carry them out. Therefore this allows higher number of jobs per operative to be completed in one day. On average this equates to between 10 and 15 jobs per operative per day;
- A workforce incentive scheme encourages more work to be done and vice versa the workforce requires a constant flow. This allows new requests to be allocated and completed in a short period;
- More work is being requested to be done with minimal waiting time. This is both tenant demand and many jobs have a requirement to be attended to between 7 and 25 days owing to the defect reported;
- Most work items are repair only and not replacement, hence less time within a property;
- Standard working hours are 8am to 6pm, allowing for early and late jobs to be undertaken for tenants with other commitments during the day.

BV163 – the number of children in care adopted during the year as a % of the total number of children in care looked after for 6 months or more.					
2006/7 Actual	9.70%	2007/8 Target	9.00%	2007/8 Q3 Actual	10.04%
Benchmarking Q3 v CIPFA 2005/6 data	n/a	% target achieved	112%	CPA threshold	UPPER

- At the end of quarter 3, 24 children had been adopted from care or granted a special guardianship order (SGO). This compares with a total of 20 adoptions/SGO over the course of last financial year;
- Predicted end of year performance is 12.30% (30 adoptions/SGO of 244 children in care);
- As part of the education campaign for foster carers, SGOs are being encouraged. As a result, the number of SGOs has increased this year;
- Parallel to the campaign to increase the number of foster carers in the borough, the authority is also running one for adoptions. Other activities include development of adoption consortia, parallel planning between the reviewing and the adoption teams, and looking at adoption with sibling groups;
- The borough promotes adoptions/SGOs to improve the emotional and mental wellbeing of children by providing stability and a family setting in which to grow up in rather than being in care long term.

A1.3.2 Indicators significantly below their target

BV106 – percentage of new homes built on previously developed land.					
2006/7 Actual	100.00%	2007/8 Target	85.00%	2007/8 Q3 Actual	72.67%
Benchmarking Q3 v CIPFA 2005/6 data	1st of 16	% target achieved	85%	CPA threshold	IN-BETWEEN

- The performance in this PI has a history of being good because we are an Urban Borough and most of our land, with the exception of statutory allotments and green belt is brownfield land which by definition is 'previously developed';
- During this year the figure has fallen below 100% for the first time;
- As a result the threshold in the CPA Environment service block has fallen from upper to in-between;
- Consequently the indicator has been referred to the Regeneration Performance Board for analysis and action if necessary;
- On its own, the drop in threshold would not cause our Environment service block to fall from the current 3.

BV200b – Plan making milestones.					
2006/7 Actual	Yes	2007/8 Target	Yes	2007/8 Q3 Actual	No
Benchmarking Q3 v CIPFA 2005/6 data	n/a	% target achieved	0%	CPA threshold	LOWER

- As a result of consultation and advice from the Government Office the milestones for the Local Development Scheme have slipped;
- A report will be going to the Executive on 11th March 2008 to rectify the slippage.

BV82a + b – Total percentage of household waste recycled or composted.					
2006/7 Actual	20.97%	2007/8 Target	25.90%	2007/8 Q3 Actual	21.26%
Benchmarking Q3 v CIPFA 2005/6 data	a) 10 th of 16 b) 7 th of 16	% target achieved	82.08%	CPA threshold	IN BETWEEN

- The lower than expected recycling/composting performance reflects the dependence of the "back end" processes from the refining section of the Bio MRFs, which consists of recycling a glass fraction, and composting a "fine" fraction;
- Therefore, the main reason for failing to meet the 25.90% local target is due to the loss of this "back end" recycling/composting which has significant impact (approximately 6%) on overall performance, because markets for these materials have yet to be found by Shanks;
- There was a further decrease in green waste arisings in the third quarter which affected our composting figure;
- There is a strong risk our recycling target of 25.90% for 2007/8 will not be achieved.

PAF D37: Availability of single rooms.					
2006/7 Actual	96.00%	2007/8 Target	98.00%	2007/8 Q3 Actual	85.63%
Benchmarking Q3 v CIPFA 2005/6 data	n/a	% target achieved	87.30%	CPA threshold	n/a

- The gap in performance in this indicator during quarter 3 was due to a delay in processing data which has since been remedied;
- During January 2008 the backlog was processed and the indicator performing at around 97.00%.

PAF D41 – The number of delayed transfers of care per 100,000 population aged 65+					
2006/7 Actual	50.00	2007/8 Target	39.78	2007/8 Q3 Actual	53.65
Benchmarking Q3 v CIPFA 2005/6 data	n/a	% target achieved	74.14%	CPA threshold	n/a

- Social care delays remain at low levels, although overall performance across partners this year has increased slightly;
- Despite this performance is still firmly in the 3 "blobs" threshold;
- It is unlikely we will hit target but performance banding will not drop;
- Discharge policy has been revisited and procedures for recording are now more robust;
- 12 rehab beds have been opened at Brocklebank Lodge and further funding has been secured from PCT to purchase external placements.

A1.4 CPA, Inspections and Assessments

Adult Social Care Services were awarded a three star rating in November. This places the Council among the top-performing social care authorities in England and gives a score of 4 for the Social Care (adults) service block for CPA 2007.

The Use of Resources assessment for 2007 retained an overall score of 3. Component scores were:

Element	Score
Financial Reporting	3
Financial Management	3

Financial Standing	4
Internal Control	3
Value for Money	3

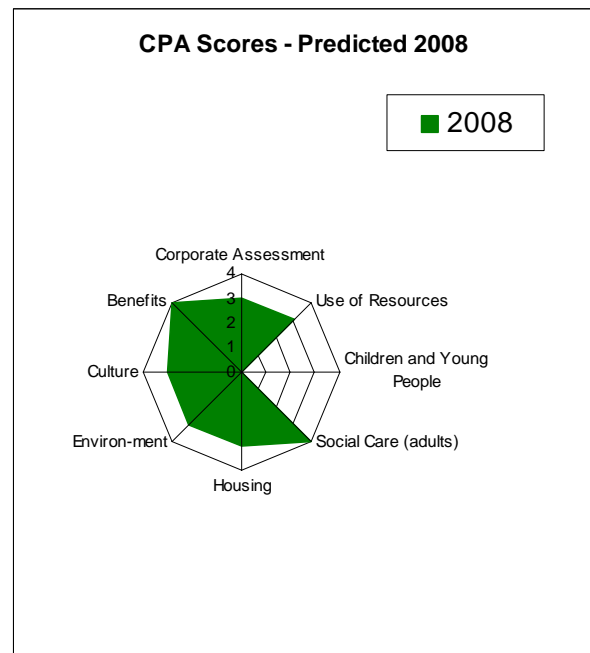
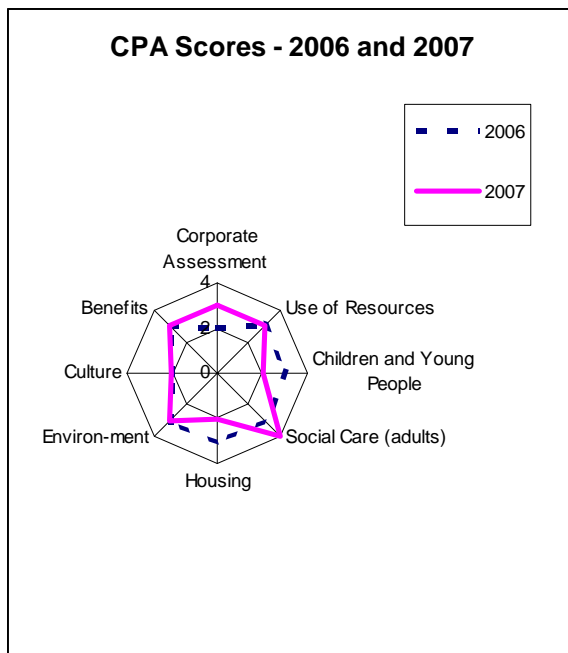
These results mean we are on track to retain our 3* CPA rating for 2007.

The detailed framework proposals for CPA 2008 have just been issued for consultation. This has enabled us to map predictive service block scores for Housing, Culture and Environment. Action is being taken through Performance Boards to address critical PIs to achieve block scores of at least 3. Use of Resources is predicted to achieve at least 3 and Social Care (adults) to retain 4. The Benefits block is expected to achieve 4 under the proposed methodology.

Updated guidance for the assessment of the Children and Young People's block has not yet been issued. A risk assessment against the 2007 framework is being undertaken to identify areas for further action in advance of the June 2008 assessment.

CPA Scores (bold indicates confirmed score)

Year	CPA score	Corporate Assessment	Use of Resources	Children and Young People	Social Care (adults)	Housing	Environment	Culture	Benefits
2006	3	2	3	3	3	3	3	2	3
2007	3	3	3	2	4	2	3	2	3
2008	tba	3	3	June 2008	4	3	3	3	4



Recent Inspection and Assessment Results

Assessment/Inspection	Date	Result	Ranks
Use of Resources 2007 Annual Relationship Meeting (Adult Social Care) 2007 Equalities Standard Corporate Assessment Joint Area Review Direction of Travel 2006	Jan-08	3	1 to 4
	Nov-07	3 star	1 to 3 star
	Sep-07	3	1 to 5
	Jul-07	3	1 to 4
	Jul-07	2	1 to 4
	Jan-07	Improving Well	4 scores, this is the 2nd highest

A1.5 Conclusions

Quarter three performance shows a positive overall trend, improving since quarter two. Comparing quarter three to the 2006-7 year end:-

- 30.77% of KPIs are not at the level they were for the last financial year;
- 18.18% of KPIs are at least 5% off target.

In the final quarter of the year, there remain opportunities to ensure that we improve many of our indicators – the key opportunities are included in Appendix E (recommendations for action). There remain some challenges around the service blocks and ensuring that improvement is delivered consistently across them: consultation documents for CPA 2008 are currently being assessed for impact on our block scores to ensure our route maps to excellence in Culture, Housing and Children's Services that are addressing the proposed new challenging thresholds.

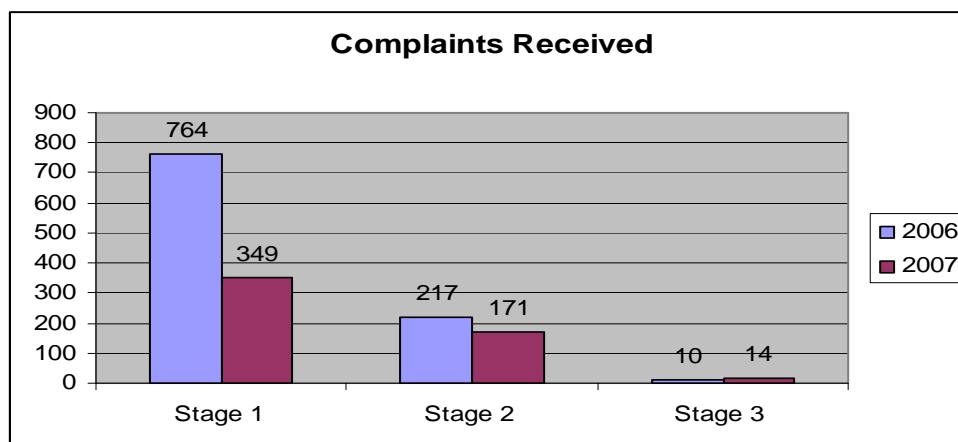
Given the latest information provided by services, we are on track to achieve at least a score of 3 in each CPA service block which will support our journey to excellence. There is a need to carefully monitor our performance across all of the CPA service blocks as we approach the year end – to ensure that there are no issues or obstacles that negatively impact on our services to the community. Service block performance boards will be used to co-ordinate this effort.

Information regarding the new performance framework for CAA is now becoming available and work is progressing on the process of assimilating and operationalising the new suite of 198 indicators.

Complaints

This section covers complaints made under the Corporate Complaints Procedure and the Social Services Statutory Complaints Procedure.

Breakdown of Corporate Complaints by Stages – 1.10.07 –31.12.07



There were 534 corporate complaints received at all stages in this period, a significant decrease of 167 complaints compared to the quarter 2 and a 46.1% decrease compared to the same period last year.

Breakdown of Corporate Complaints by Department – 1.10.07–31.12.07

Department	Petition >100 households	Petition <100 households	Stage 1	Stage 2	Stage 3	Total
Adult & Community Services	0	0	7	5	0	12
Children's Services	0	0	7	3	0	10
Customer Services	0	0	307	145	14	466
Regeneration	0	0	22	17	0	39
Resources	0	0	6	1	0	7
Total	0	0	349	171	14	534

Complaints against both Customer Services and Regeneration have dropped this period with distribution changes between the remaining departments being minimal. 65% of complaints were received at Stage 1. This is a 4% decrease on the previous quarter. There have been 41 Stage 3 recommendations made to service areas to improve service provision in this period. 26 have been agreed with 15 recommendations relating to Action Plans outstanding with no confirmation of implementation.

Breakdown of nature of corporate complaints 1.10.07 – 31.12.07

Complaint Nature	Adult & Community	Children's Services	Customer Services	Regeneration	Resources	Total
Data Protection	0	0	0	1	0	1
Discrimination+	1	0	0	0	1	2
Employee behaviour+	4	2	43	8	1	58
Service access+	1	0	1	0	0	2
Service cost	0	1	0	1	0	2
Service delayed+	0	0	35	4	1	40
Service inappropriate	1	1	31	2	1	36
Service not provided+	3	1	117	7	1	129
Service policy	0	0	4	1	0	5
Service quality/mistake+	1	5	235	21	4	266
Service taken away	1	0	1	2	0	4
Total	12	10	467	47	9	*545

*This total varies from the previous two tables as this figure relates to the nature of complaints. Customers may raise more than one issue within a single complaint hence the difference in totals.

The table above shows that complaints about services not being provided or service mistakes make up 49% of all complaint issues.

As in the last quarter, complaints about staff behaviour (conduct/attitude/rudeness) have appeared as one of the top three types of complaint made to the Council. 34 (59%) of the 58 complaints have so far been determined as agreed/partly agreed. This is a 6% increase on last quarter, with levels remaining high. This has been highlighted in the CMT, HOS and service area reports.

Breakdown of Corporate Complaints by Outcomes 1.10.07 – 31.12.07

Department	Agreed	Not Agreed	Part Agreed	W/drawn, discontinued or o/s CCP	No response, escalated to next stage	Open	Total
Adult & Community	4	3	2	1	-	2	12
Children's Services	4	4	1	-	-	1	10
Customer Services	183	93	85	23	8	74	466
Regeneration	9	5	6	3	-	16	39
Resources	1	2	2	-	-	2	7
Total	201	107	96	27	8	95	534

56% of complaints were found to be agreed or part agreed on investigation. This is a 10% decrease on the last quarter. The number of complaints escalating to the next stage because of non response has remained the same at 1% of complaints made this quarter.

Breakdown of numbers of complaints answered within published timescales (working days)

Department	Stage 1 (5 days)	Stage 2 (20 days)	Stage 3 (20 days)
Adult & Community Services	3 (42.9%)	2 (50%)	0 (0%)
Children's Services	4 (80%)	2 (66.7%)	-
Customer Services	182 (57.6%)	88 (57.9%)	4 (18.2%)
Regeneration	14 (58.3%)	9 (60%)	0 (0%)
Resources	3 (75%)	1 (50%)	-

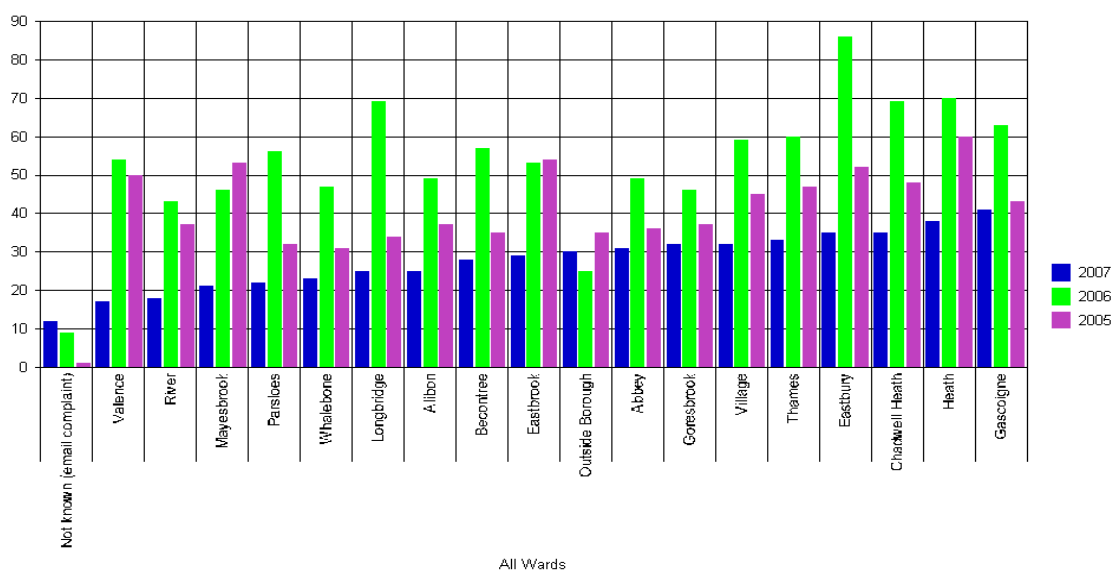
Performance against timescale at both stages has improved this quarter in Regeneration & Customer Services. Adult & Community Services has dropped performance at Stage 1, but has remained the same at Stage 2. Performance in Resources has improved at Stages 1.

Across the board Stage 1 performance has improved slightly as 57.9% of all Stage 1 complaints were answered within the 5 working day target an increase of 4.3% on the previous quarter.

Stage 2 performance has improved at an average of 57.5% across the board. This can in part be attributable to the quality checking that is now being done on all stage 2 responses. Hopefully as the process becomes embedded response times will improve further. Stage 3 performance has not improved this quarter.

Breakdown of Corporate Complaints by Ward

Corporate & LGO Complaints Received by Ward - 1.10.07 - 31.12.07



The graph above illustrates where complaints are being received by Ward. Further detail on the nature of complaints can be obtained by contacting the Corporate Complaints Team.

Stage 1 Complaints received under the Social Care Statutory Complaints Procedure 1.10.07 – 31.12.07

Department	Agreed	Part Agreed	Not agreed	Withdrawn Outside Procedure	Resolved	Open	Total
Children's Services	3	6	13	0	3	4	29*

*There was also one complaint that had already been responded to so the complainant was advised to take the concerns to the LGO if they wished to proceed further as no further redress could be achieved. One complaint that did not sit within this authority was forwarded on to the correct Local Authority.

24 Complaints were answered inside of the published timescales, 4 are still open. Overall this means that only 1 complaint failed to meet the agreed deadline so far.

This quarter saw the start of the Good Job/Bad Job workshops which have proved to be successful. Staff have been told that the workshops are mandatory for all social work teams. To date 98 staff have attended these which are facilitated and run by the Social Care Complaints Manager. All staff have been given a certificate of attendance which also supports 1 hours CPD.

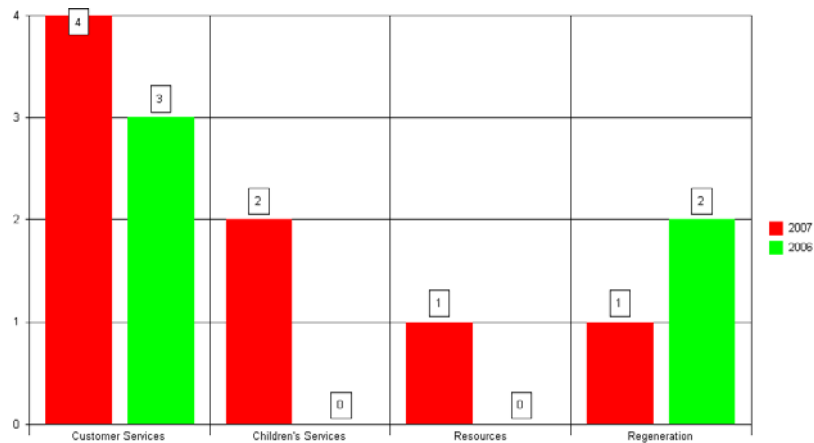
The trends around complaints generally were quite eclectic and all staff appear to be supportive of the complaints process with more and more leaflet supplies being requested.

Department	Agreed	Part Agreed	Not agreed	Withdrawn Outside procedure	Resolved	Open	Total
Adult & Community Services	3	2	6	2	0	8	21

8 of the closed complaints were answered with the agreed timescale. 1 was placed into the Adult protection route and 2 did not meet time frames.

- The main single in house trend this quarter was the families' challenges to placement panel decisions.
- The main provider trends were around care quality and for one agency this resulted in a three month suspension of commissioning any new work with them.

LGO complaints 1.10.07 – 31.12.07



The chart above shows that there have been 8 LGO complaints this quarter compared to 4 in the last quarter.

Compliments – 1.10.07–31.12.07

Service	Total
Adult & Community Services	
▪ Community Services & Libraries	4
▪ Total for Social Care	54
Children's Services	
▪ Total for Social Care	7
Customer Services	
Contact Centre & Customer First	
▪ Call Centre	3
▪ One Stop Shop & Registrar	2
Environmental & Enforcement Services	
▪ Crime & Anti Social Behaviour Unit+	1
▪ Environmental Health Team	1
▪ Street Scene+	6

Service	Total
▪ Waste Management & Transport+	3
Housing Services	
▪ CHP 1,3 & 6+	3
▪ Housing Management	1
▪ Enterprise	1
Revenues & Benefits	
▪ Income & Collection+	1
▪ Customer Services	3
Regeneration	
▪ Spatial Regeneration	1
Resources	
▪ Corporate Complaint Team	2
Total for Council	93

Appendix B: Programmes – progress on the Council’s programmes

B1.0 Progress on Programmes

Modern Ways of Working

The projects that constitute the Modern Way of Working Programme are:-

- Corporate Accommodation;
- Human Resources;
- Business Improvement;
- IT Project.

All constituent projects now have boards and appropriate governance structures in place and are in the process of finalising business plans.

Excellent Customer Services

The Excellent Customer Services Programme Board has held initial meetings and is in the process of defining its aims, objectives and intended outcomes. Work is underway to define the project work streams required to facilitate the delivery of these outcomes. Currently the projects that constitute the Excellent Customer Services programme are:-

- Customer First;
- Done in One.

Living and Working (including Cleaner and Greener)

The Living and Working Programme Board has held initial meetings and is in the process of defining its aims, objectives and intended outcomes. Work is underway to define the project work streams required to facilitate the delivery of these outcomes.

Strong, Safe, Active and Healthy Communities

The Strong, Safe, Active and Healthy Communities Programme Board has held initial meetings and is in the process of defining its aims, objectives and intended outcomes. Work is underway to define the project work streams required to facilitate the delivery of these outcomes.

Enjoy and Achieve

The Enjoy and Achieve Programme Board has held initial meetings and is in the process of defining its aims, objectives and intended outcomes. Work is underway to define the project work streams required to facilitate the delivery of these outcomes.

B2.0 Progress on the Capital Programme

Adult and Community Services

As of 31st December 2007 the Adult & Community Services Capital working budget stood at £2.166m. Based on Sponsor “Expected Spend” the department is projecting full year expenditure of £1.835m (85%). Expenditure for the year to end of December stood at 23% of the allocated working budget.

As of November 30th (the most recent data available) the Adult & Community Services department had three projects that are in receipt of external funding:-

- Eastbury Manor House (£353,000);
- Valance Redevelopment (£235,000);
- CCTV Chadwell Heath High Street (£77,000).

Children's Services

As of 31st December 2007 the Children's Services Capital working budget stood at £9.718m. Based on Sponsor "Expected Spend" the department is projecting full year expenditure of £10.103m (110%). Expenditure for the year to end of December stood at 66% of the allocated working budget. As of November 30th (the most recent data available) the Children's Services department had seven projects that are in receipt of external funding:-

- Dagenham Park Sports Hall (£240,000);
- Furze Children's Centre (£637,000);
- Leys Children's Centre (£500,000);
- School Modernisation Fund (£226,000);
- Trewern Climbing Wall (£247,000);
- Exceptional Basic Needs (£200,000);
- Extended Schools (£310,000).

Customer Services

As of 31st December 2007 the Customer Services Capital working budget stood at £15.78m due to structural changes in the Council Departments. Based on Sponsor "Expected Spend" the department is projecting full year expenditure of £11.52m (73%). Expenditure to the end of December stood at 43% of the allocated working budget. As of November 30th (the most recent data available) the Customer Services department had one project that is in receipt of external funding:-

- Housing Renovation Grants- DFGs (£420,000).

Regeneration

As of 31st December 2007 the Regeneration Capital working budget stood at £42.46m due to structural changes within Council Departments. Based on Sponsor "Expected Spend" the department is projecting full year expenditure of £42.22m (99%). Expenditure to the end of December stood at 42% of the allocated working budget. As of November 30th (the most recent data available) the Regeneration department had twenty five projects that are in receipt of external funding:-

- TFL Schemes (£3,492,000);
- Housing Futures (£16,720,000);
- Parks and Greens Spaces (£533,000);
- Implement Corp Accommodation Strategy (N/A);
- Relocation of Eastbrook Garage (N/A);
- Maintenance Non Principal Roads (N/A);
- A13 Artscape (£45,000);
- BTC Lifelong Learning Centre (£60,000);
- BTC Public Realm (£200,000);
- BTC Artwork (£72,000);
- Barking Town Square – Secret garden (£154,000);
- Barking Park Artwork (£10,000);
- Civic Artwork (£3,000);
- Sporting Legends (£190,000);
- Dagenham Dock Interchange (N/A);
- Barking Family Health Centre (N/A);
- Dagenham Dock Infrastructure (£5,000);
- Thames Gateway Social Infrastructure (£47,000);
- Dagenham Heathway Public Realm (£547,000);
- Barking Town Square (phase 2) (£1,600,000);
- BTC Redevelopment / Lintons (£2,100,000);
- LRL Industrial Signage (£11,000);

- Energy Efficiency Programme (£103,000);
- LEGI Business Centre (£1,187,000);
- LEGI (Excite Dagenham Centre) (£100,000);

Resources

As of 31st December the Resources Capital working budget stood at £2.00m. Based on Sponsor "Expected Spend" the department is projecting full year expenditure of £1.924m (95.91%). Expenditure to the end of December stood at 29% of the allocated working budget

As of November 30th (the most recent data available) the Resources department had one project that is in receipt of external funding:-

- e-Government (£225,000)

Appendix C: Pounds – budget monitoring and efficiency

C1.0 **Pounds** - This chapter provides detail on the council's budget monitoring for revenue and capital and provides a progress report on our procurement practises and our efficiency programme.

Revenue Budget Monitoring – overview of quarter 3 2007/08

The position for revenue expenditure indicates that currently budget pressures of £1.7m are showing across all four main service departments. These pressures have, however, reduced by £1m from the Q2 position as a result of the implementation of a range of departmental action plans. The remaining pressures are being actively addressed by Heads of Service through the application of various action plans. The latest full position is identified in **Table 1**.

ADULT AND COMMUNITY SERVICES DEPARTMENT

The Adult and Community Services budget position after nine months of the financial year continues to be challenging. It is clear that there are some issues facing the department, and a worse case scenario would indicate a potential £275k budget overspend which reflects a reduction of £225k from the position reported at the end of Q2.

The pre-dominant area of financial pressure is within the Adult Care Service, with revised timescales in the delivery of the Older Persons Modernisation savings in residential and Home Care. This has been partly addressed by an approved adjustment to the budget of £1m by the Executive. The Library and Community Safety and Prevention Services are both experiencing pressures on non-delivery of approved savings options, the decision not to site the one-stop shop/library at the Heathway and pressures in the Parks Police and external Security service. These amount in total to £760k but are offset by £485k of underspend/contingency in other areas of the Department's budget.

The Department's Management Team remain committed to maintaining a sound financial base, dealing with current overspend areas, and bringing the departmental budget in on target for the current year. VFM considerations are paramount within Adult and Community Services.

To reduce the remaining pressures on its budget, the department is identifying and implementing a range of action plans to address these pressures by year end. The overall departmental position will continue to be closely monitored to ensure the full reduction in these pressures, and the position will be regularly reported to both the Resource Monitoring panels and the Executive.

CHILDREN'S SERVICES DEPARTMENT

The Children's Service, at the end of December, continues to experience some significant pressures for 2007/08 which currently indicate a potential £1m budget overspend. This position remains unchanged from that reported at the end of Q2.

The main area of concern relates to the Safeguarding and Rights service and in particular the Placements budget, which although having had the benefit of a £1.2m budget enhancement for 2007/08 to set an original budget of £11m has required a further budget supplement in year agreed by the Executive for £3.5m bringing the working budget to £14.5m. The current projected position for the year end is that spend in this area will be around £15.7m and therefore £1.2m greater than the working budget. However, this is partially offset by other savings within Children's Services on grants etc: there remains a projected net overspend of £1m for year end.

The Executive will recall that placement numbers have increased significantly over the past two years (63 placed in April 2005 to 146 placed in December 2007) and it now appears that this position looks set to continue throughout the remainder of 2007/08. As a consequence of these on-going costs the budget increase for 2007/08 is unlikely to be sufficient to cover the full-year effects of the additional numbers of looked after children and children in out-borough placements.

The department is also facing issues in the delivery of some of the £1.4m approved savings for 2007/08, as well as financial pressures related to multi-occupation buildings and PFI funded projects. The Castle Green Centre and the Schools Meals service are subject to particular pressures where the cost of provisions due to healthy eating initiatives has risen significantly.

In order to reduce the pressures on its budget, the department has identified and implementing a range of action plans to address these pressures. However, it is already clear that because of the type and demand of pressures that the department currently faces, it is likely to be difficult for it to be able to absorb all of these pressures within its existing financial resources. The overall departmental position will therefore continue to be closely monitored to ensure the maximum reduction in these pressures, and the position will be regularly reported to both the Resource Monitoring panels and the Executive.

CUSTOMER SERVICES DEPARTMENT

The department is experiencing pressures in 2007/08 amounting to approximately £239k at the end of Q3. This position reflects a reduction of £148k from that reported at the end of Q2, and the main reasons for the current projection relate to:

- recurring overspends arising from 2006/07, such as additional employee costs;
- reductions in levels of income for vehicle maintenance and fleet management, and increased repair costs due to the age of the existing fleet;
- income in trade waste services is currently below the budget requirement;
- potential risks in delivering the approved savings options for 2007/08.

Management actions including holding vacant posts, tight controls on agency recruitment and supplies and services spend, reduction in levels of overtime and a review of recovery of outstanding debt are being undertaken to contain these pressures by the year end.

REGENERATION DEPARTMENT

The department is experiencing pressures in 2007/08 amounting to approximately £184k at the end of Q3. This position reflects a reduction of £196k from that reported at the end of Q2. The main reasons for the current projection relate particularly to recurring overspends arising from 2006/07, such as additional employee costs and shortfall in income; as well as potential risks in delivering the approved savings options for 2007/08.

Management actions including holding posts vacant and tight controls on agency recruitment and supplies and services spend remain in place to contain the recurring items and to balance the budget by the year end.

RESOURCES DEPARTMENT

The Department is now forecasting a balanced budget for 2007/08 following the approval and implementation of a detailed action plan by the department's management team. The Q3 position and future forecast, reflects a reduction of £490k from that reported at the end of Q2.

The Department has incurred a number of financial pressures during 2007/08 including:

- The savings relating to the Payroll Review not being achieved due to the additional work required within Payroll to move employees from weekly to monthly payroll - £63k;
- A reduction in Land Charges income due to changes in Legislation - £140k;
- Legal Services costs in respect of the service review undertaken by consultants - £80k.

The management actions taken to reduce these pressures include holding vacant posts and tight controls on both the use of agency recruitment and supplies and services spend.

REVENUE BUDGET 2007/2008

TABLE 1

SUMMARY OF POSITION - DECEMBER 2007

<u>Department</u>	<u>Original Budget 2007/08</u> <u>£'000</u>	<u>Working Budget 2007/08</u> <u>£'000</u>	<u>Current Projected Position</u> <u>£'000</u>	<u>Current projected variance</u> <u>£'000</u>	<u>Action in place/ to be taken</u> <u>£'000</u>	<u>Projected Outturn 2007/08</u> <u>£'000</u>
Adults & Community Services	58,647	58,555	58,830	275	275	0
Children's Services	172,184	183,761	184,761	1,000	1,000	0
Customer Services	15,593	15,907	16,146	239	239	0
Regeneration	22,800	23,051	23,235	184	184	0
Resources	922	1,141	1,141	0	0	0
Total for Department's	270,146	282,415	284,113	1,698	1,698	0
Other Services						
Corporate Management	4,930	4,740	4,740	0	0	0
General Finance	(19,470)	(31,470)	(31,470)	0	0	0
Contingency	1,200	1,121	1,121	0	0	0
Levies & precepts	6,581	6,581	6,581	0	0	0
Total for Other Services	(6,759)	(19,028)	(19,028)	0	0	0
Total Council Budget	263,387	263,387	265,085	1,698	1,698	0

Housing Revenue Account (HRA)

There is currently no major variance for the HRA for 2007/08, with the revenue account projecting an in-year underspend (i.e. a contribution to balances) of £133k. The Q3 position is an improvement on Q2, which forecasted a £175k overspend, and the main reason for this improvement is as a result of an increase in the refund of insurance payments.

The increase in the negative subsidy payable to the Government has and will continue to increase the pressures on this account. In addition Right to Buy sales will reduce stock levels which will result in income falling, and the challenge will be to ensure that costs fall in line with the reducing stock. There will continue to be other significant pressures on the HRA including repairs and maintenance spend, premises costs, rising energy prices and reducing Supporting People Grant. In part this may be off-set by improved performance in rent collection and better management of voids.

Specific in-year issues relating to the HRA include:

- Overall income is forecast to overachieve by £1.6m. This is due to a combination of 2007/08 being a 53 week year, thereby allowing the HRA to achieve an additional one week's rental income, and a refund of insurance payments. In addition void levels are reducing which will generate additional income;
- Supervision and Management budgets are currently forecast to overspend by £448k due to increased wages and other costs resulting from a 53 week financial year, and other pressures on salary and running costs;
- The Repairs and Maintenance budget is forecast to overspend by £1.3m mainly due to the increased demand on the repair service;
- Interest receipts are projected to exceed the original forecast by £315k due to improvements in interest rates during 2007/08.

It is currently forecast that 193 properties will be sold during 2007/08. The forecast sales in 2007/08 are expected to generate £18.5m of capital receipts, of which £4.6m (25%) can be retained. A summary of the latest position for the HRA is shown in **Table 2**.

Capital programme

The Capital Programme is managed by the Enterprise Programme Office (EPO) team, in the Department of Resources, with financial input from the Corporate Finance service. A summary of the latest position for the 2007/08 programme is shown in **Table 3**.

As at the end of December, £31.7 million (£14.8 million at the end of September) of this year's programme had been spent out of an overall working budget for the year of around £71.7 million.

HOUSING REVENUE ACCOUNT - BUDGET MONITORING SUMMARY – Month December 2007

Table 2

<u>Housing Revenue Account</u>	<u>Original Budget</u> <u>£'000</u>	<u>Revised Budget</u> <u>£'000</u>	<u>Forecast</u> <u>£'000</u>	<u>Variance</u> <u>£'000</u>
NET RENT OF DWELLINGS	(69,047)	(69,047)	(70,408)	(1,361)
OTHER RENTS	(2,438)	(2,438)	(2,438)	0
OTHER CHARGES	(5,170)	(5,170)	(5,111)	59
CONTRIBUTIONS TOWARDS EXPENDITURE	0	(825)	(1,145)	(320)
TOTAL INCOME	(76,655)	(77,480)	(79,102)	(1,622)
REPAIRS AND MAINTENANCE	21,878	21,722	23,063	1,341
SUPERVISION & MANAGEMENT	24,023	24,843	25,291	448
RENT, RATES AND OTHER CHARGES	994	379	385	6
NEGATIVE HRA SUBSIDY PAYABLE	14,125	14,125	14,125	0
NEGATIVE HRA SUBSIDY XFER TO GENERAL FUND, TRANSITIONAL ARRANGEMENTS	3,449	3,449	3,449	0
DEPRECIATION & IMPAIRMENT OF FIXED ASSETS	23,197	23,197	23,197	0
HRA SHARE OF CDC COSTS	750	776	776	0
TOTAL EXPENDITURE	88,416	88,491	90,286	1,795
INTEREST EARNED	(1,354)	(1,354)	(1,669)	(315)
NET COST OF SERVICE	10,407	9,657	9,515	(142)
DEPRECIATION ADJUSTMENT	(10,098)	(10,098)	(10,089)	9
MOVEMENT IN WORKING BALANCE	309	(441)	(574)	(133)
WORKING BALANCE B/F	(2,776)	(1,665)	(1,665)	0
WORKING BALANCE C/F	(2,467)	(2,106)	(2,239)	(133)

Notes:

(1) Revised Budget b/fwd balance reflects the closing working balance as per 2006/07 outturn

(2) Revised Budget c/fwd balance reflects estimated balances at year end

CAPITAL PROGRAMME 2007/08

Table 3

SUMMARY OF EXPENDITURE - DECEMBER 2007

<u>Department</u>	<u>Original Budget (1)</u> £'000	<u>Working Budget</u> £'000	<u>Actual to date</u> £'000	<u>Projected Outturn</u> £'000	<u>Projected Outturn Variation against Working Budget</u> £'000
Adult & Community Services	2,019	2,166	493	1,835	(331)
Children's Services	9,718	9,179	6,081	10,103	924
Customer Services	11,358	15,781	6,813	11,521	(4,260)
Regeneration	50,555	42,466	17,634	42,368	(98)
Resources	1,467	2,006	582	1,924	(82)
Total for Department Schemes	75,117	71,598	31,603	67,751	(3,847)
<u>Accountable Body Schemes</u>					
Regeneration	-	111	97	111	0
Total for Accountable Body Schemes	-	111	97	111	0
Total for all Schemes	75,117	71,709	31,700	67,862	(3,847)

Note

(1) Excludes provisional schemes approved at Executive 20th February subject to achieving 'four green lights' from CPMO appraisal

C1.1 Procurement

The Corporate Procurement team is looking at ways in which the council can achieve both financial savings and improve efficiency in the council's procure to pay processes, with a focus on meeting the requirements of the Gershon Efficiency Programme and the National Strategy for Procurement. In addition, they will ensure that our procurement initiatives fit with the broader strategic objectives of the council. The main priorities for procurement are set out below:-

Developing Procurement Skills

Effective procurement skills will enable the organisation to develop more efficient and best practice procurement which will assist in the successful delivery of major procurement projects, the management of strategic partnerships and the realisation of savings that can be channelled into priority services or into council tax reductions.

As part of a London Centre of Excellence initiative, a procurement skills needs analysis was undertaken amongst procurement practitioners and those managers for whom procurement forms a significant part of their day to day role. As a consequence, a framework of procurement training with seven core procurement modules plus eight specialist procurement modules, eg commissioning social care contracts has been developed and is now being promoted across the council. Half day internal Procurement Overview sessions have been developed and are held once a month. The feedback from all training events held so far has been positive.

Contracts

The council will look to increase the number of corporate contracts as a consequence of standardising and aggregating demands for the supply of regularly used goods and services. This will enable the council to explore opportunities to use various procurement options including partnering, use of voluntary and community sector, collaboration and consortia. The work programme includes energy procurement (spend £5.5M), consultancy services (spend £6M), various facilities management goods and services (spend £0.5M).

Sustainability

Corporate Procurement are working to establish mechanisms through which local enterprise and employment can be fostered and encouraged to exploit trading opportunities provided by the council and through its procurement activities. For example, the contract for the provision of agency staff services referred to above has recently become operational. Provision has been made within this contract to ensure that smaller local staff agencies and other agencies such as Jobcentre Plus are included in the temporary staff recruitment process to ensure that employment opportunities for local people are exploited.

A full spend profile analysis has been undertaken, one objective of which is to identify the extent to which the Council trades with local businesses and to highlight particular areas of risk and opportunities for local firms when embarking on major procurement initiatives.

The council will also be introducing a number of electronic procurement solutions over the next three years (see below). It has been recognised that as a consequence many local, and especially small, businesses may have difficulty trading in this way and in light of this, Corporate Procurement officers continue to participate in local SME workshops to alert and encourage them to consider the benefits of electronic trading methods. Feedback from these workshops has been positive.

Corporate Procurement continues to support activity within the review of the Mainstream Grants Programme, with its core proposal being to move the majority of the Council's mainstream grants

budget to three year service agreements where funding is linked to the delivery of agreed outputs and outcomes.

In a move towards a consistent approach to the letting and monitoring of contracts to the Voluntary and Community Sector (VCS) we have designed a Commissioning and Procurement Guide with the objective to secure the excellence that can be achieved by the VCS. The guidance document will be primarily available to Council commissioning managers to promote the use of the VCS in service delivery, and to aid their commissioning work.

Equalities

In line with the Council's Equalities and Diversity Framework we will work towards raising service providers' performance in race equality and in employment and equal opportunities in general by securing contracts that deliver equalities in public procurement for the residents of the council. The Corporate Procurement Team regularly review the procurement guide to equalities in tandem with any new legislation advised by the Group Manager Equalities and Diversity. New guidance has been circulated that cover the requirements of Contracting for services in light of the Human Rights Act 1998

Electronic Procurement

The council is looking at the introduction of e-procurement solutions with a view towards improving efficiency in the purchasing process through reduced internal transaction times for regularly purchased goods and services, reducing error rates, focussing spend with contracted suppliers, speeding up invoice payment times and the identification of opportunities for collaboration and aggregation reducing purchasing price.

Following the decision to close the Stores Corporate Procurement have established an electronic on-line ordering facility for goods previously ordered via the Stores with payment using Purchase Card as the Council's preferred payment mechanism.

The roll out of purchase cards is now much more aggressive and applications are being processed from all divisions across all Departments. We are also promoting the benefits of purchase cards to the boroughs schools with a reasonable level of interest being generated.

The Corporate Procurement team have been working with stakeholders from across the Council on implementing an electronic sourcing tool which will enable procurement projects to be advertised, tender documents issued, evaluated and contracts awarded on line. This system will save significant amounts of time both for Council staff regularly involved in tendering exercises and for suppliers completing tender documents. The pilot phase exposed several flaws in the technology and accessibility to the system and as a result the pilots have been suspended subject to the resolve of the following fundamental issues:

Work on implementing Oracle I-Procurement which will make the raising of purchase orders a much easier process than at present plus it will help to enable further on-line electronic ordering and electronic invoicing which will bring about further efficiencies in the order to pay process.

Key Procurement Projects

Some of the key projects across the council currently in progress that have/will change the way we work smarter, are:-

- Implementation of electronic sourcing tool;
- introduction of Oracle I-Procurement and electronic marketplace;
- Procurement of new vehicle and plant fleet
- Procurement of consultancy services
- Transformation of transport service with performance partners;
- Purchasing cards.

C1.2 Efficiency

Targets for efficiency gains were set across the public sector for the period 2005/06 to 2007/08. The Council's efficiency target for this period is £13.4m.

The Council submitted its "backward look" efficiency statement for 2006/07 on the 5th July. This shows the final efficiency gains achieved for the period. The total gains of £4.7m exceeded the target we set for the year of £4.5m. It also means that we have now exceeded our target of £13.4m to 2007/08 a year early, which is a fantastic achievement.

This table shows how we have achieved our overall three year target to 2007/08:

	<u>£'000</u>
Backward look for 2004/05 (outturn)	4,502
Backward look for 2005/06 (outturn)	4,986
Backward look for 2006/07 (outturn)	4,689
Backward look for 2006/07 (outturn)	5,147
Estimated 2007/08 efficiency gains	
Total	19,324
Target to 2007/08 (revised, originally £12,300)	13,400
Over-achievement/(shortfall)	5,924

The Council has set itself an efficiency target of £5.9m for the period 2007/08. Current projections after 9 months suggest that actual efficiency gains in the period will only total £5.1m. The reason for this is that the planned efficiency gains from the older person's modernisation programme will accrue later than originally planned, as a result of a decision to re-profile this work.

The Comprehensive Spending Review was announced in October 2007. Part of this announcement indicated the future for the efficiency agenda over the next 3 years. The key headlines were as follows:

- At least 3 per cent value for money savings per year over the CSR period are expected across central and local government, all net of implementation costs;
- Cash releasing savings totalling over £30 billion of annual savings by 2011 across the public sector; and
- A £150m transformation fund is being made available to support efficiency delivery.

This will be a challenging agenda, and the Council is already taking steps to ensure that these targets can be met. The "Modern Ways of Working" programme is now underway that will drive out significant efficiency gains over the next few years through better use of Information Technology, accommodation, better procurement practices and improvements to business processes across the organisation.

Appendix D: People – key indicators for our human resources

D1.0 This chapter contains the results for the Human Resources (HR) key performance indicators for the third quarter of 2007/08 and additional indicators that are useful benchmarks for the HR function across London Boroughs. The HR Management Team tracks the performance of the indicators on a monthly basis and reporting of these and additional HR management information is done quarterly.

Workforce Monitoring

As previously reported, trade union and staff representatives are being consulted on the arrangements for a data verification exercise to obtain up to date information on the existing workforce for impact assessment purposes and target setting etc. HR are also working with the Disabled Staff Group on a survey of survey disabled staff, as there is an issue with under-reporting; Staff Survey results indicated that 13% of staff considered themselves to have a disability against 3.98% for the second quarter.

Work has commenced on monitoring staff turnover and towards equalities impact assessing employment policies to identify trends etc, including:

i) Starters and Leavers

The starters and leavers data from January to December 2007 has been collated and is currently being analysed. A report will be provided next Quarter.

ii) Exit Procedure

The Exit Procedure has been updated to make it easier for staff to complete on-line and to capture more detailed information.

The responses for the period from 1 April 2007 have been reviewed. Of the 69 staff that completed the process, 50 (72%) said they would consider returning to the Authority if a suitable position became available. "Home relocation/travel" was the main reason for leaving. The other main reasons given were:

- Lack of job satisfaction/career prospects
- Wanting a new challenge
- Pay/benefits

iii) Equalities Impact Assessments (EIA's)

HR has agreed a timetable for impact assessing employment policies in 2008/2009 and is currently collating the necessary data. A progress report will be provided each quarter.

Recruitment and Retention Initiatives

HR are working with partners, (departments, educational establishments, community groups and JobCentre Plus), on measures to attract local people to work for the Council, and/or into employment and training. This will help to regenerate the Borough and provide better value for money i.e. with recruitment to shortage areas and reducing the reliance on agency staff. In the short-term, this includes:

- Reviewing recruitment forms/processes and more use of e-recruitment
- Proposals to develop the Internal Administrative Staff Bank
- More outreach work in the Community providing advice on recruitment and applying for jobs (monthly "sessions" at nurseries and/or at recruitment fairs)

- Developing new work experience/placement arrangements to create more opportunities for under-represented groups in the Community.

As reported previously, the partnership with JobCentre Plus to handle the responses for all posts up to SO2 has achieved considerable savings on advertising in the local press. Work is progressing with Jobcentre Plus on “work trialling” which will give disabled people etc the opportunity to try out posts and be interviewed by managers, ready for when vacancies become available.

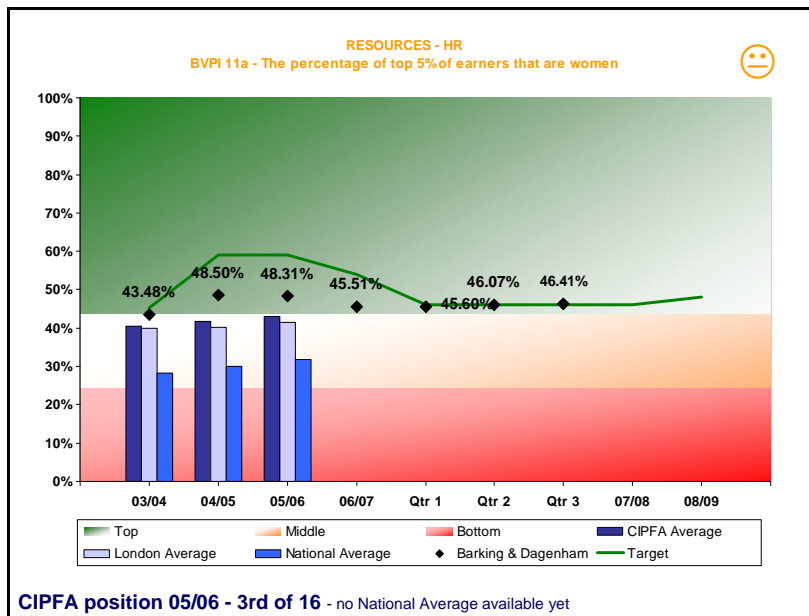
Progress is being made on developing the Valuing People Strategy for the employment of people with learning difficulties and towards setting targets for 2008/9. The proposed work experience and placement arrangements are intended to establish a Council wide scheme with opportunities at various levels and to building capacity for placements into work force planning.

Progress has been made as part of the “Modern Ways of Working” Programme on introducing Work-life Balance arrangements. The Salary Sacrifice Child Care Voucher Scheme was launched in April and the new flexi-time arrangements introduced on 1 January 2008. Work has started on identifying the next initiatives to pilot e.g. career breaks, flexibility around carrying forward annual leave and flexible retirement.

HR Learning and Development has successfully developed and launched the Inspiring Leaders, Improving Lives (IL2) development programme for middle managers. Learning and Development are reviewing induction, mentoring and shadowing arrangements, and looking different ways of delivering training to make this more accessible, especially to staff working non-standard hours.

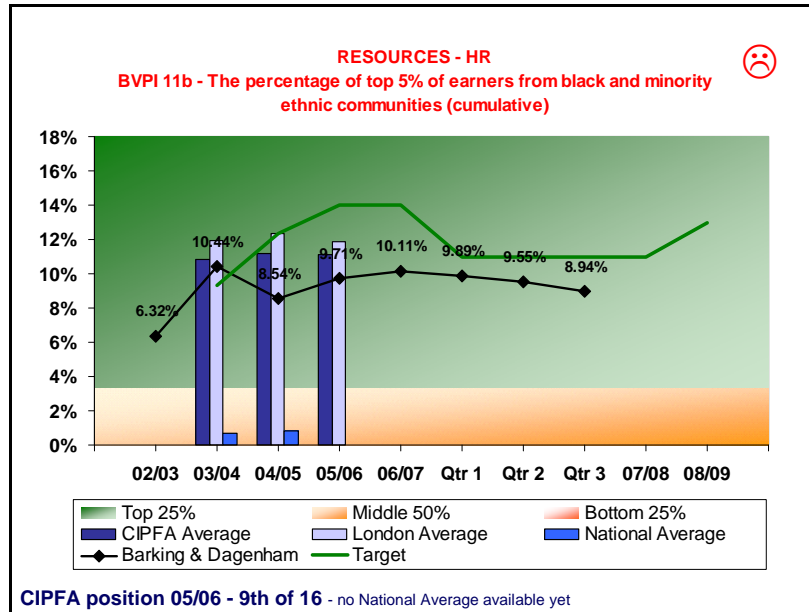
Key Performance Indicators

Top 5% of earners who are women.



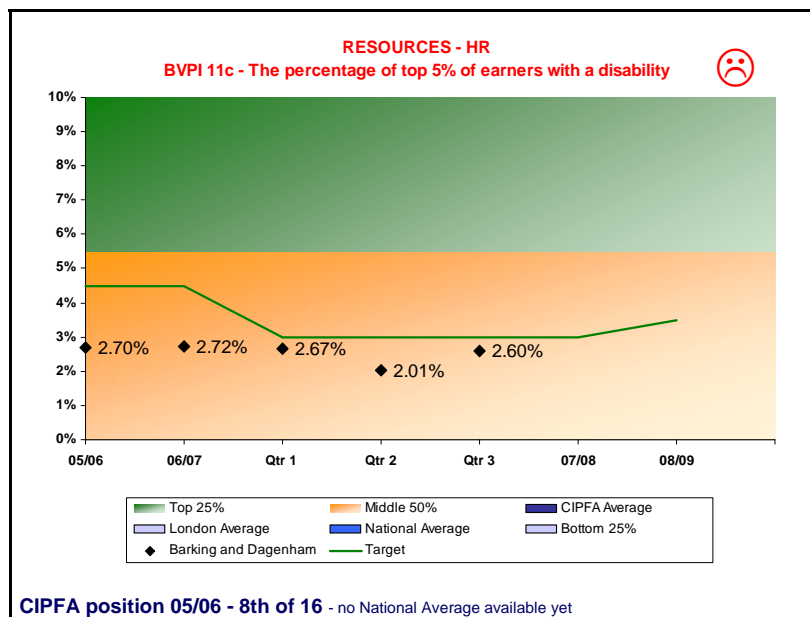
The figures for the third quarter show the number of women in the top 5% of earners has increased from 46.07% to 46.41%, above the 2007/8 target of 46%.

Top 5% of earners from black and minority ethnic communities



The number of staff from minority ethnic communities in the top 5% of earners has reduced from 17 to 16, which reduces the overall percentage from 9.55% to 8.94%, below the 2007/8 target of 11%.

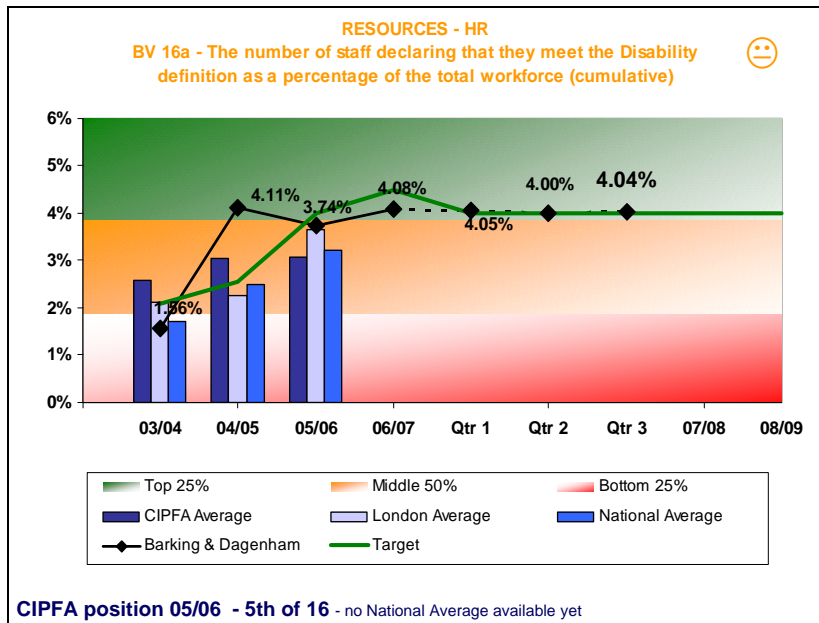
Top 5% of earners declaring they meet the disability definition.



The number of self assessed disabled staff in the top 5% of earners has increased from 3 to 4, which increases the overall percentage to 2.60% but is below the 2007/8 target of 3%.

This data is taken from the monitoring form people complete when applying for posts, and the Staff Survey results indicate the actual figure is much higher e.g. 6% of JNC officers that responded, consider themselves to have a physical, learning, sensory or mental health impairment or disability.

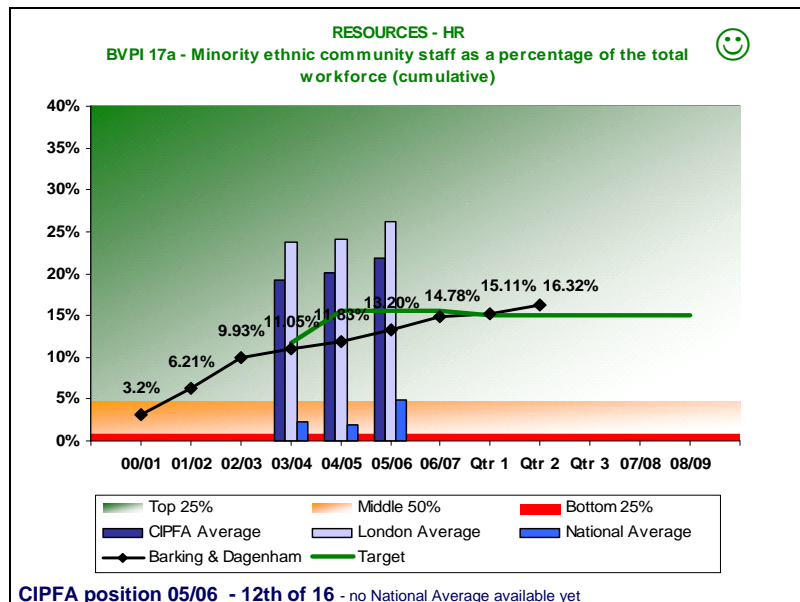
The number of staff declaring that they meet the disability definition as a percentage of the total workforce (cumulative)



There has been a minor increase from 3.98% to 4.04% last quarter, which is above the 2007/8 target of 4%.

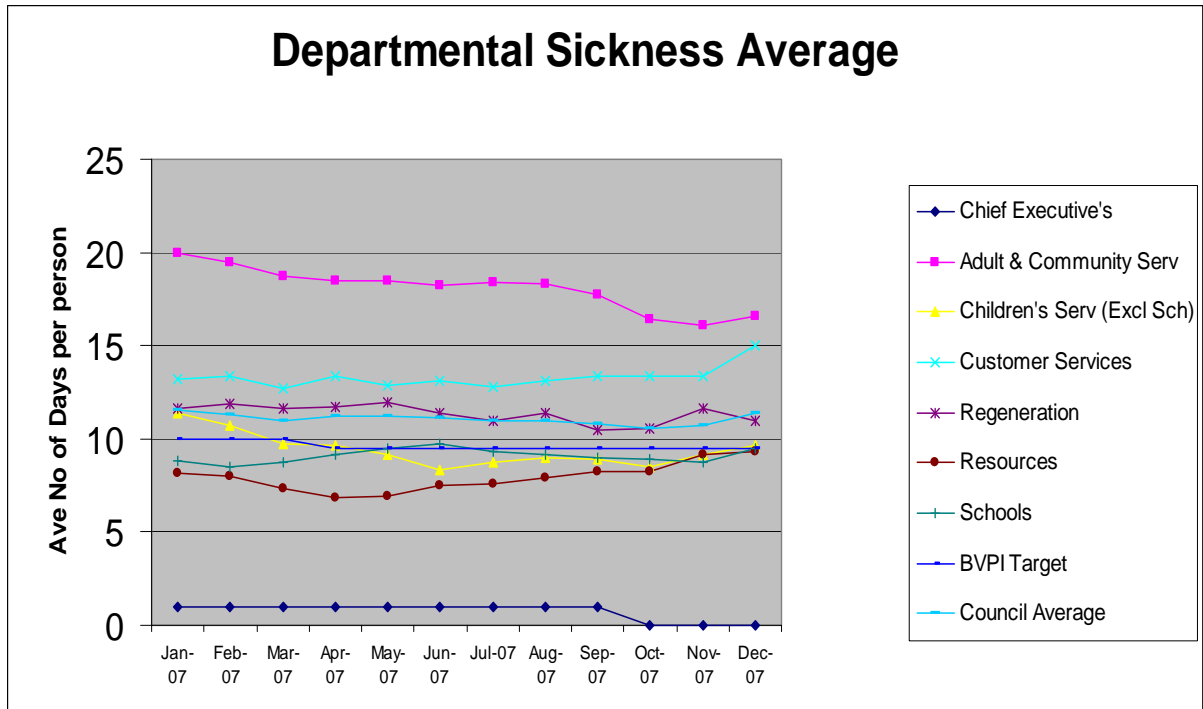
This data is taken from the monitoring form people complete when applying for posts, and the Staff Survey results indicate the actual figure is much higher e.g. 13% of staff that responded consider themselves to have a disability. Various actions are being investigated with the Disabled Staff Group to attract and retain disabled people,

Minority ethnic community staff as a percentage of the total workforce



There has been a further increase from 16.32% to 16.72% during the third quarter supporting a continuing rising trend. The figure is above the 2007/8 target of 15.5%.

Sickness Absence



	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07
Chief Executive's	1	1	1	1	1	1	0	0	0
Adult & Community Services	18.52	18.52	18.24	18.41	18.31	17.73	16.41	16.09	16.62
Children's Services (excluding schools)	9.65	9.19	8.36	8.71	9	8.94	8.52	9.17	9.64
Customer Services	13.33	12.88	13.11	12.78	13.1	13.36	13.34	13.40	14.98
Regeneration	11.7	11.97	11.35	10.98	11.4	10.5	10.59	11.66	11.00
Resources	6.86	6.94	7.53	7.63	7.93	8.24	8.21	9.14	9.31
Schools	9.19	9.49	9.72	9.32	9.16	9.02	8.89	8.71	9.5
BVPI Target	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5
Council Average	11.22	11.26	11.17	10.98	10.98	10.83	10.56	10.73	11.38

The data shows an average of 11.38 days were lost during the last rolling year to December 2007. Senior managers are monitoring absence to ensure early intervention and action is taken to progress cases, through the management processes and/or Occupational Health, with an increase in the number of cases going through to Stage 3 Hearings. Return to work interviews can now be recorded on the Oracle HR Self Service system.

All managers and supervisors are attending "Improving Attendance" workshops and will receive regular guidance on managing staff. HR is also now using Remploy's vocational services for additional support with managing long-term sickness and return to work arrangements.

Occupational Health are actively promoting health, wellbeing and sickness programmes, including health screening, "weight wise" and physiotherapy. Other developments due shortly include morning walk-in clinics, workplace wellness sessions, body MOT's, hearing and vision checks and health promotions linked to PCT initiatives.

Appraisal

The target for completing the half yearly Appraisal Reviews is 100%. Reminders have been sent to managers to report back the reviews they completed and the resulting information is being inputted. An update will be provided prior to the Committee.

The IIP Steering Group has already taken action to help achieve the appraisal targets and to ensure that there is a significant improvement on the number completed at the end of the reporting periods in future, including:

- using DMT's to review the number of appraisals scheduled/completed/recorded;
- monthly spreadsheets to show the number of appraisals recorded on Oracle;
- regular features in the staff e-newsletter.

The IIP Steering Group will continue to monitor progress towards achieving the targets as well as explore methods of capturing data on the quality of appraisals through e-surveys and collection boxes for the feedback questionnaires.

A new module has been developed on Oracle that will enable managers to record appraisal ratings via Oracle HR Self Service, which should enable more accurate and timely information to be provided in future.

D2.0 Staff Numbers

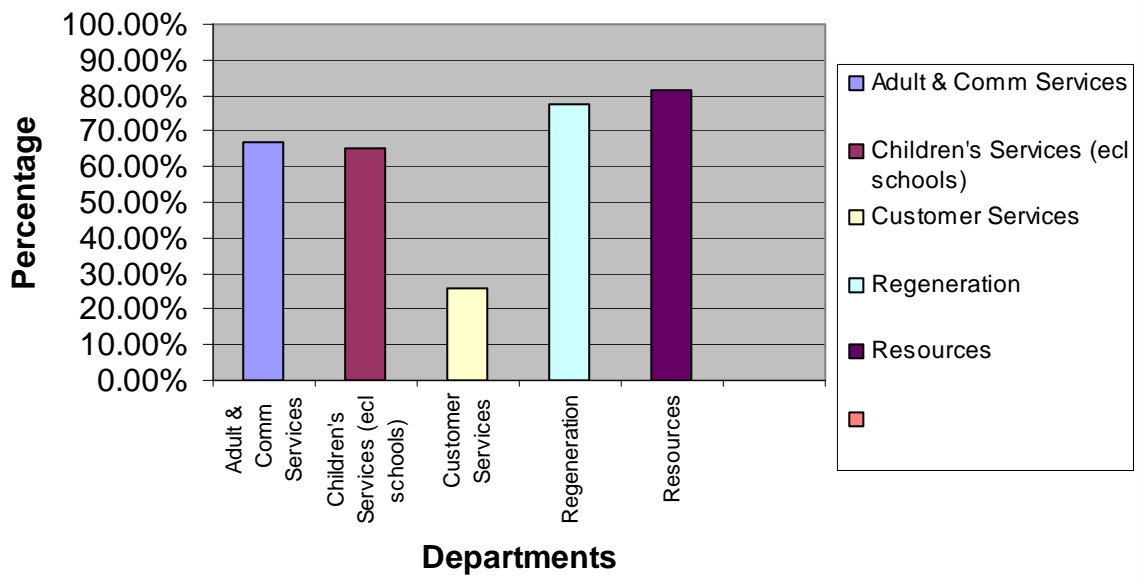
As at end of December 2007, the Council employed 7,948 staff, a decrease of 1 from the last quarter.

Total Employees*		Total at Start of Quarter 3	Total at End of Quarter 3
Chief Executive		3	3
Adult & Community Services		947	918
Children's Services	Departmental Staff	1,098	1,034
	Schools Staff	3,376	3,480
	Total	4,474	4,514
Customer Services		923	1,075
Regeneration**		809	564
Resources **		781	862
TGLP		12	12
TOTAL:		7,949	7,948
* Excluding casual claims staff			
** Changes in Departmental figures reflect reorganisation changes in Establishment.			

Recruitment Information

The Corporate Performance Indicator is that interviews should be completed and the offer of employment made within 25 days of the closing date of the advert. The information below is a summary of performance against the Indicator. Performance against the target is affected by delays in managers returning paperwork to the HR Recruitment Team and delaying interview deadlines.

Offers made within 25 days of closing date



Achieving Excellence 2007/08 - Quarter 3 Recommendations for Action

APPENDIX E

Page	Title	Issue	CPA Impact	Action	Who
17, 12	BV200b Planning Milestones	Not all planning milestones have been met.	Part of the CPA Environment service block: not meeting all milestones will send the indicator into the lower threshold banding.	Take corrective action to ensure all milestones are met by end of March. Report progress to next Regeneration performance board to ensure that all future milestones will be achieved. Report at next Regeneration Performance Board on LDF progress and how to integrate with corporate planning.	Jeremy Grint
18, 12	BV106 % of new homes built on previously developed land	Fallen below 100% for first time.	Current performance takes PI from upper to in-between threshold in Environment service block.	Look at implications of not using brownfield sites for new home development. Report progress to next Regeneration performance board to ensure that all future developments comply with our targets and planning policy.	Jeremy Grint
18, 12	BV82a+b Recycling and Composting	Performance is below target and has fallen for both recycling and composting elements since Q2.	Part of the CPA Environment service block: falling performance puts the indicator nearer the lower threshold banding. Upper threshold performance requires 94%.	For next Customer Services Performance Board, develop marketing strategy for back-end products of bio-MRF involving all relevant partners to seek to unlock the 6% performance that it is claimed finding a market will create.	Darren Henaghan
20, 19, 14	Culture service block	Some thresholds look to be changing in the consultation for CPA 2008.	The culture block is probably the highest risk of our service blocks as it has a large number of satisfaction based PIs that we cannot move as it is not a survey year – so the few remaining PIs in the block make it sensitive to changes in thresholds.	Need to revisit the Culture route map and assess risks and issues as soon as possible, considering data quality issues of third party information. Feed results into next Culture Performance Board.	Heather Wills and Allan Aubrey
20, 19	APA	Last CPA saw this fall from scoring 3 to 2.	Getting back to scoring 3 supports our journey towards excellence.	Carry out a mock self-assessment and report on findings and actions resulting from it to CMT in March.	Roger Luxton
42	Investors In People	Major inspection this year managed by IIP steering group to get re-accredited with Investors In People.	None.	Resources DMT to consider the risks around the re-accreditation and inspection process. For onward discussion as part of the next available Organisational Development Performance Board at CMT.	Christine Shepherd

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EXECUTIVE COMMITTEE

4 MARCH 2008

REPORT OF THE CORPORATE DIRECTOR OF ADULT AND COMMUNITY SERVICES

Title: Alcohol Strategy 2008-11 – ‘Stronger Measures’	For Decision
<p>Summary: The updated national alcohol strategy in 2007 “Safe.Sensible.Social” and the new Public Service Agreements (PSA) attached to this strategy places a responsibility on Crime Reduction Partnership to develop a local Alcohol Harm Reduction Strategy prioritising health, crime reduction and community safety issues. This Strategy is intended to cover the contribution that all partners can make to this important agenda.</p> <p>Key recommendations from the strategy include:</p> <ul style="list-style-type: none"> • A comprehensive annual alcohol needs assessment, tied to the annual drug needs assessment; • Expansion of current alcohol treatment provision with a greater focus on outreach and community support (including provision for Black and Minority Ethnic (BME) groups); • More targeted focus on young people with better liaison between young people’s services; and • More joint local education campaigns, targeting “at-risk” groups. <p>Currently, direct local spend on alcohol treatment provision is approximately:</p> <p>£178K from the Barking and Dagenham Primary Care Trust (PCT) for community treatment and inpatient detox £180K from the London Borough of Barking and Dagenham (LBBD) for community treatment and residential rehab</p> <p>It is estimated that an additional amount in excess of £500K will be required to deliver a comprehensive range of local services and education campaigns (in contrast to over £3million spent by the partnership on drug misuse) to enable the partnership to meet its PSA obligations. These funds will be sought through a bid to the PCT and from a restructuring of existing resources.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s) The Executive is asked to:</p> <ol style="list-style-type: none"> (i) Adopt the Partnership strategy for alcohol harm reduction; (ii) Note the actions which affect the Council and have been subject to consultation with officers and Members (iii) Give direction on future areas of development they would like pursued. 	
<p>Reason(s) To assist the Council in its Community Priorities “Improving Health, Housing and Social Care” and “Making Barking and Dagenham Cleaner, Greener and Safer”.</p>	
<p>Implications:</p>	

Financial:

There is no ringfenced allocation within existing Government funding for expenditure on alcohol, and currently a small contribution is made by the PCT and Local Authority mainstream funding to support the delivery of alcohol services.

The proposal outlined in this report could provide significant savings to the PCT if investment is made in services. This would be through the reduction in occupied bed days and inappropriate admissions to acute services. Opportunities for collaborative sector wide commissioning arrangements are being explored with the London Boroughs of Havering and Redbridge.

Direct funding for alcohol harm reduction is currently:

£180,000 LBBD

£178,000 PCT

The strategy will require additional funding of approximately £500,000 from across the partnership to deliver the action plan. Pooling of these budgets will provide the opportunity for more effective intervention and enhanced value for money. Additional funding will be required to fully implement the Strategy and it is proposed that this will be sought through a bid from the PCT and from a restructuring of existing resources.

Legal:

The Government requires Partnerships to develop a local alcohol harm reduction strategy. Whilst this may not be a legal requirement as such non-compliance will clearly impact on inspection regimes. The Strategy considers such issues as licensing, planning and child protection and whilst it makes broad recommendations in these areas any detailed proposals will need to be worked through in the context of the legal frameworks covering those Council duties.

Risk Management:

If a local alcohol harm reduction strategy is not developed this will impact negatively on the Partnership's relationship with central government.

New PSA targets for alcohol have been introduced and the strategy sets a framework for delivery against these.

The strategy identifies the need for improvement in services and unless this is achieved PSAs 14, 25 and 23 may be at risk.

Social Inclusion and Diversity:

As the Strategy has been developed an Equality Impact Assessment has been undertaken. The needs of the elderly and the transitions populations have been identified in addition to faith groups, black and minority ethnic groups and lesbian, gay, bi-sexual and transgendered populations.

The Strategy strengthens the service delivery to all of these groups and improves links with local community organisations.

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. 61% of Barking &

Dagenham residents perceived people using alcohol as a 'very' or 'fairly' big problem (Respect 2007).

The provision of these services will contribute to the reduction of crime amongst young people and adults with substance misuse needs and improve community safety. It will also contribute to the Every Child Matter outcomes by increasing children & young people's potential to stay safe and to make a positive contribution.

The Strategy will drive alcohol treatment agencies to be more strongly aligned to criminal justice organisations.

Options Appraisal:

Not Applicable

Contact Officer: Ivan Calder	Title: Drug and Alcohol Action Team - Group Manager	Contact Details: Tel: 020 8227 2409 E-mail: ivan.calder@lbbd.gov.uk
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1. Introduction and Background

- 1.1 The 2004 National Alcohol Harm Reduction Strategy was the first national alcohol strategy, produced by central government. The strategy laid out a plan for reducing alcohol related harm but did not give local areas targets to work towards.
- 1.2 The updated strategy in 2007 "Safe.Sensible.Social" and the new Public Service Agreements (PSA) attached to this strategy places a responsibility on partnerships to develop a local Alcohol Harm Reduction Strategy prioritising health, crime and community safety issues.
- 1.3 The Police and Justice Act (2006) requires local areas to have a strategy to tackle alcohol misuse.
- 1.4 The new PSA 25 requires local partnerships to work together to reduce alcohol related hospital admissions, reduce the percentage of the public who perceive drunk or rowdy behaviour to be a problem in their area and reduce alcohol related crime (specifically violent crime).
- 1.5 PSA 14 has always included a requirement to reduce alcohol (and drug) misuse amongst young people.

2. Current Position

- 2.1 The existing local alcohol harm reduction strategy concludes in March 2008.
- 2.2 A new strategy has been developed for 2008-11 by the local Alcohol Strategy Group. This group consists of senior representatives of the affected departments within the Council, the PCT, Probation Service, North East London Mental Health Trust (NELMHT) and the local alcohol treatment provider.

3. Report Detail

- 3.1 Currently, alcohol does not receive the same focus that is given to drugs. Although the two are nominally included under the term “substance misuse”, in practice targets, strategy and financial directives from central government have focused on drugs.
- 3.2 The two national strategies have been the first attempts by central government to give a steer to local areas in regard to alcohol harm reduction. In addition, Models of Care for Alcohol Misuse was produced by the Department of Health in 2006, outlining evidence and best practice for alcohol treatment interventions. The local draft strategy “Stronger Measures” is based on these national guidelines.
- 3.3 The starting point for developing the strategy was to establish the true local picture and baselines. This limited assessment has identified that perceptions of problematic alcohol misuse vary between local officers, public and central held data (from the Northwest Region Public Health Observatory which collates alcohol related data for the country).
- 3.4 Aside from the local alcohol treatment provider (the Community Alcohol Team), and NELMHT, very few local agencies are recording meaningful data in relation to alcohol. Thus, for example, it has been impossible to gauge the true effect of alcohol misuse on local Accident and Emergency Departments. However, despite the lack of data, a few key themes have emerged.
- 3.5 **Demand for Services**
Most significantly the Community Alcohol Team is currently not able to keep up with demand for services. This is primarily due to the fact that they are the only service commissioned to provide alcohol interventions and have been attempting to work with the whole spectrum of alcohol misusers. This contrasts with the drug treatment system where there are five treatment providers.
- 3.6 **Mental Health Services**
The available data suggests that there is a heavy demand on mental health services from people with primary alcohol problems.
- 3.7 **Young People**
In regard to young people, alcohol misuse remains a concern for those working with young people, although data is not available to measure this. However, proxy indicators, such as the Teenage Pregnancy Rate, would suggest that there is a high level of alcohol and drug experimentation amongst the local under 18 population. The young people’s treatment service provides treatment for both.
- 3.8 **Licensing**
The Licensing Department conducts a robust programme of test purchases. The Strategy has identified the need to improve communication of the results of those test purchases to young people’s services and the community and in more general terms to provide greater assistance to the community in exercising their rights under the Licensing Act. This is of import in the light of planned local development, including the Thames Gateway Development.

3.9 Drawing on these and other themes some key recommendations from the strategy include:

- A comprehensive annual alcohol needs assessment, tied to the annual drug needs assessment;
- Expansion of current alcohol treatment provision with a greater focus on outreach and community support (including provision for BME groups);
- More targeted focus on young people with better liaison between young people's services;
- Increased focus on licensing activity and communication around this issue;
- More joint local education campaigns, targeting "at-risk" groups.

4. Financial Implications

4.1 Currently, local spend on alcohol treatment provision is approximately:

£178,000 from the PCT for community treatment and inpatient detox
£180,000 from LBBB for community treatment and residential rehab

4.2 In order to deliver this Partnership strategy, it is estimated that an additional amount in excess of £500,000 will be required to deliver a comprehensive range of local services and education campaigns (in contrast to the over £3million spent by the partnership on drug misuse) to enable the partnership to meet its PSA obligations. Following discussions with the PCT bids are being submitted to them in order to make up this additional amount. Should such a bid not be successful it is the treatment elements of the strategy which are at risk, albeit that in many instances mainstream health services are already incurring these costs. There are many elements of the strategy which do not require an additional resource and which will still be deliverable.

5. Consultees

5.1 The following were consulted in the preparation of this report:

- Executive Portfolio Holder for Community Safety, Parks and Open Spaces
- Director of Adult and Community Services
- Head of Adult Commissioning
- Head of Adult Social Care
- Head of Community Services, Libraries and Heritage
- Corporate Procurement
- Divisional Director Legal and Democratic Services
- Substance Misuse Adult and Young People Joint Commissioning Boards
- Service Users and Carers
- Safer, Stronger Communities Board (SSCB)
- Finance Department
- Children's Trust Board
- Police

In addition in considering the draft strategy two consultation events were arranged for all Members of the Council.

Background Papers Used in the Preparation of the Report:

- Barking & Dagenham Adult and Young People Substance Misuse Treatment Plan
- Models of Care - Published by the National Treatment Agency
- The National Alcohol Strategy – Draft 2004 Department Of Health
- National Drugs Strategy- Home Office 2000
- NHS and Community Care Act 1990
- Draft Alcohol Strategy for Barking and Dagenham 2008-11
- Safe. Social. Sensible (DoH 2007)
- National Alcohol Harm Reduction Strategy (2004)

Barking and Dagenham
Safer and Stronger Communities Board

Stronger Measures

Barking and Dagenham's Alcohol Harm Reduction Strategy and
Implementation Plan
2008-2011

DRAFT

Executive Summary

Alcohol misuse and alcohol treatment have not received the same level of attention and focus that has been given to drug misuse. However, in response to increasing levels of harm associated with misuse of alcohol and increased incidences of alcohol related anti-social behaviour, the government developed a National Alcohol Harm Reduction Strategy for England in 2004. This began the process of addressing the problem but did not give partnerships clear targets in relation to reducing alcohol related harm.

In 2007, "Safe. Social. Sensible." detailed the next steps to be taken and placed a responsibility on Local Strategic Partnerships to tackle alcohol misuse, emphasising the need to address the health and anti-social behaviour problems associated with such misuse.

A new Public Service Agreement (PSA) was also introduced. This puts a responsibility on Partnerships to:

- Reduce the alcohol related hospital admission rate
- Reduce the assault with injury rate
- Reduce the public's perception that alcohol misuse is a big problem
- Reduce alcohol misuse amongst young people.

This strategy is Barking and Dagenham's response to the national strategies and to the alcohol-related PSAs.

The Partnership's overarching aim has been to develop a strategy that will assist them to encourage and support the responsible use of alcohol by both adults and young people in order to improve the health and lives of people living, learning and working in Barking and Dagenham and to reduce crime and antisocial behaviour caused by alcohol misuse

On the face of it, Barking and Dagenham does not appear to have the same types of problems associated with alcohol misuse as some neighbouring areas. There is not for example a town centre night-time economy focused on alcohol with the attendant problems that that brings. However, there is clearly a need for alcohol intervention services since the current treatment provider has been overwhelmed by referrals since inception in 2005.

Recent developments have seen more multi-agency working taking place to tackle the problem of alcohol misuse. For example, the Teenage Pregnancy Service and the Young People's Substance Misuse Commissioning Service have brokered a standing forum to investigate and plan interventions addressing the use of drugs and alcohol in young people's sexual experimentation.

There are also instances of good practice, with the Licensing Department for example, conducting an ongoing and comprehensive programme of Test Purchasing, to filter out those premises which consistently serve alcohol to underage young people.

However, more joint working is needed to ensure that pockets of good work do not continue in an isolated manner but rather that agencies work together to maximise gains.

The partnership will also need to ensure that data recording is improved across all agencies in relation to problems of alcohol misuse. This will ensure that more accurate baseline information can be ascertained and will further ensure that the success or failure of interventions can be measured and resources directed appropriately. This is a priority for the partnership during the first year of the strategy.

The Partnership will also need to conduct a detailed review of local spending in relation to alcohol based on the data gathered. This will provide a full picture of the direct and indirect expenditure related to alcohol misuse. In turn, this will enable the partnership to evaluate more accurately where resources are being spent and where there may be a lack of investment.

It is acknowledged locally that alcohol has a pervasive reach, touching many groups and areas of society and is a factor in many adverse incidents. In respect of this, this strategy takes its lead from a number of local strategies and plans. These include:

- Community Cohesion Strategy
- Domestic Violence Strategy
- Anti-social Behaviour Strategy
- Children and Young People's Plan
- Vulnerable Adults
- Young People's Engagement Strategy
- Transitions Strategy

The strategy has been developed under the aegis of the Safer and Stronger Communities Board and as such has had the full support of all partners including:

- Barking and Dagenham Primary Care Trust
- London Borough of Barking and Dagenham
- Metropolitan Police Service, Barking and Dagenham
- North London Probation Service, Barking and Dagenham
- North East London Mental Health Trust
- Community Alcohol Team (provided by CRI)
- London Fire Brigade

The London Drug and Alcohol Network "Alcohol Strategy Toolkit" was utilised to guide the development of the strategy and data from the North West Region Public Health Observatory used to inform the direction of the strategy.

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In line with the trajectory of the national alcohol strategies, this strategy focuses on a range of issues but has a particular focus on reducing health problems associated with alcohol misuse and on reducing alcohol related crime.

Alcohol in Context: A national problem

“Alcohol and fast food are portrayed as offering excitement, escape and instant gratification. Television, computer games and the sofa offer attractive entertainment options. In contrast, the portrayal of healthy lifestyles by government can seem preachy, boring and too much like hard work.”¹

Health Care

Nationally, alcohol misuse is linked to²:

- Annual expenditure of around £95million on alcohol treatment,
- 180,000 hospital admissions annually for alcohol related illness or injury³
- Approximately 22,000 premature deaths per annum,
- Up to 70% of all admissions to accident and emergency (A+E), at peak times

Current health advice states that for men who regularly drink more than 8 units a day and women who regularly drink more than 6 units a day (or 50/35 units per week respectively) the risks of various diseases, such as liver disease, stroke etc., are significantly higher.

Alcohol places a significant burden on health services, particularly A+E and mental health services. The Alcohol Harm Reduction Strategy for England estimated that the total cost of alcohol misuse to the NHS is around £1.7billion per annum.

Crime and Anti-social behaviour

Alcohol misuse shows strong links to violent crime. However, as a result of a general fall in the levels of violent crime since 1995, as measured by the British Crime Survey (BCS), the actual number of offences where the offender is believed to be under the influence of alcohol has dropped by about third since 1995.

While alcohol consumption is most likely to be associated with violence committed by strangers and with incidents which result in wounding, it has

¹ Choosing Health. (DH 2004)

² Alcohol Harm Reduction Strategy for England (Cabinet Office, 2004)

³ Safe. Sensible. Social. (DH/HO 2007)

been estimated⁴ that offenders were thought to be under the influence of alcohol in nearly half of incidents of domestic violence (44%) and acquaintance violence (44%), whereas they were least likely to be under the influence in incidents of mugging (21%).

More generally, alcohol is linked to disorder and significantly contributes to driving up people's fear of crime. According to BCS figures (Lovbakke J. et al (2007)) around 25% of the population think that people being drunk or rowdy in a public place is a serious problem.

Loss of Productivity and Profitability

Alcohol misuse is a major employer concern. A survey carried out by the Office for National Statistics⁵ determined that employed people are more likely to have heavily consumed alcohol the previous week, in comparison to those not working. By addressing alcohol in the workplace, the London Borough of Barking & Dagenham (LBBDD) will tackle inappropriate drinking, where the consequences have an affect on activities undertaken whilst at work. Many people also consume alcohol socially, without experiencing problems.

Alcohol can fuel many issues in the workplace⁶:

- *Absenteeism*: Studies show that absenteeism can cost approximately £2 billion annually and has a causal connection to occasional or excessive drinking;
- *Performance and Productivity*: An employee can under perform as a result of a hangover or under the influence of alcohol. Possible side effects of binge drinking (which can last several days) are anxiety, depression and fatigue;
- *Accidents*: Approximately 20-25% of workplace accidents can be attributed to alcohol consumption. By impairing judgment, concentration and co-ordination, a drinker can affect the health and safety of colleagues. The Health & Safety at Work Act (1974) attempts to counteract this.
- *Cost through loss of staff and recruitment*: Organisations experience increased recruitment costs when replacing a person misusing alcohol.

It is estimated that the cost of lost productivity as a result of alcohol misuse is around £20 billion per annum and that up to 17 million working days are lost as a result of alcohol misuse per annum⁷.

Harm to children, young people, families and society

It has been estimated that between 780,000 and 1.3 million are affected by parental alcohol problems. Marriages where there are alcohol problems are

⁴ Budd (2003) quoted in Safe. Sensible. Social

⁵ Office for National Statistics (2000) Living in Britain: Results from the 1998 General Household Survey. London: The Stationery Office

⁶ Alcohol Concern: Factsheet – Effect of alcohol use in the workplace

⁷ Alcohol Harm Reduction Strategy for England, 2004

twice as likely to end in divorce. The children of alcohol misusers are more likely to drink earlier and to experience behavioural problems and poor outcomes at school.⁸

In addition, up to half of all rough sleepers have problems with alcohol. The estimated cost of the human and emotional impact suffered by victims of alcohol related crime is £4.7 billion per annum, nationally.

Hazardous alcohol consumption may be defined as a level of consumption or pattern of drinking that is likely to result in harm should present drinking habits persist. Harmful consumption is the consumption of alcohol which causes harm to the psychological or physical well being of the individual⁹.

The need for a local strategy

Alcohol misuse affects individuals, families and the wider community, whilst placing a huge burden on our health, wellbeing, social care and criminal justice system. In attempting to address these problems, we are struggling against cultural norms – alcohol is a widely used and widely accepted substance and its use is intimately connected with celebration and consolation.

The picture in Barking and Dagenham is somewhat complex.

The local alcohol treatment provider, Barking Community Alcohol Team (CAT) has reported an overwhelming number of referrals for all its services since its inception in 2005. This oversubscription is balanced by Hospital Episode Statistics which suggested that Barking and Dagenham is one of the 10 local authority areas nationally with the lowest levels of “hazardous” drinking (as a percentage of adults aged 16+):

- Slough 16.2
- Wolverhampton 16.2
- **Barking and Dagenham 16.1**
- Boston 16.0
- Lewisham 16.0
- Tower Hamlets 15.9
- Hackney 15.7
- Redbridge 15.3
- Waltham Forest 15.3
- Newham 14.1

⁸ Safe. Sensible. Social. (2007)

⁹ Taken from WHO, 1992

There is, however, some concern locally that this data is not representative of the actual picture. Further investigation needs to be undertaken in order to fully understand this issue and to rectify any potential discrepancies.

Local perceptions of alcohol misuse also present a somewhat mixed picture. The Best Value General User Survey 2006/07 indicates that only 14% of local people feel that people being drunk or rowdy in public spaces is a “very big” problem (as opposed to 35% who felt that drug use or drug dealing is a very big problem).

This contrasts with 47% who think that teenagers hanging around on the streets is a “very big” problem and indeed the Parks Police report that around 90% of the callouts they receive from members of the public are reports of young people “hanging around in parks drinking and/or taking drugs”.

However, the findings lead the report’s authors (Ipsos MORI)¹⁰ to conclude that “...issues such as...people being drunk or rowdy in public places are not a major problem for the vast majority of local residents.” This concurs with the observation of the Community Safety Group Manager that alcohol as a problem is not generally raised at public meetings.

These findings contrast with a survey conducted by the DAAT at the Town Show in August 2007. While the sample population for this survey was self-selecting, the results from 137 people interviewed show that 77% of adults felt that binge drinking amongst young people was a problem locally.

Nonetheless, a key priority for the Partnership is to reduce the perception locally that drunk or rowdy behaviour is a problem. To help achieve this, a series of local alcohol harm reduction campaigns will be run. In addition better data recording of CCTV logged incidents will be implemented in order to target any “hotspot” areas.

Alcohol Treatment

The London Ambulance Service report that for Barking Dagenham, during 06-07, 1.6% of their call-outs were for alcohol related problems. These include accidents, falls, alcohol poisoning, “abnormal behaviour” and suicide attempts.

During 2006-07, there were a total of 275 hospital inpatient episodes in Barking and Dagenham directly related to alcohol misuse. Of these, over 51% were for “Mental and Behavioural Disorders Due to Alcohol”. 41% were hospitalised for Alcoholic Liver Disease. Only 2.5% were treated for “Degeneration of nervous system due to alcohol”.

¹⁰ Full report may be found at <http://www.barking-dagenham.gov.uk/features/react/pdf/bvpi-general-user-survey-0607.pdf>

However, there were a further 166 inpatient episodes which had a secondary alcohol misuse diagnosis. Again, the majority of these (66%) were for “Mental and Behavioural Disorders Due to Alcohol”. 15% had a secondary diagnosis of Alcoholic Liver Disease.

Perhaps surprisingly, only 5 admissions during this period were for “Toxic Effects of Alcohol” (1.8%). Admissions for Alcoholic Cardiomyopathy, Alcoholic Gastritis, Alcohol-induced Chronic Pancreatitis were also low, at less than 1.8% for each condition (or less than 5 admissions during the period).

Approximately 10% (n=14) of those admitted for “Mental and Behavioural Disorders Due to Alcohol” were under 18. There were less than 5 under-18 admissions due to “Toxic Effects of Alcohol”.

Locally, it would appear that Accident and Emergency (A&E) data is poorly coded and a large proportion of A&E admissions are completely uncoded¹¹. The Partnership will need to look at ways of addressing this problem since nationally, research suggests that up to 70% of all admissions to A&E during peak times are alcohol related¹². In addition, the Psychiatric Liaison Service, based at Queen’s Hospital Romford, report that around 60% of the referrals they receive from A&E are for problem drinkers.

During the same period (2006-07), the Psychiatric Liaison Service triaged around 379 individuals who were apparently drunk. A total of 245 episodes of problematic or dependant drinking were noted.

This would suggest that there is a relatively high incidence of alcohol related health problems being addressed by A&E. Further research and improved admission coding is needed to fully understand this issue in Barking and Dagenham.

However, understanding this issue is crucial. A study conducted in 2000¹³ showed that employing specialist nurses in the A&E department of an inner city hospital prevented unnecessary admissions to the hospital and encouraged better patient education and links with other services. For the hospital concerned (The Royal Liverpool Hospital) this resulted in the discharge of 258 patients who might otherwise have been admitted, resulting in a considerable cost saving to the hospital.

This “Invest to Save” approach, by investing in both A&E and Community Treatment will assist the partnership in reducing the number of hospital admissions due to alcohol (a key Public Service Agreement Target).

¹¹ Source of Hospital Admission Data: Public Health Dept. Barking and Dagenham PCT.

¹² National Alcohol Harm Reduction Strategy (2004).

¹³ Pirmohamed, M. et al (2000): “The burden of alcohol misuse on an inner-city general hospital”

During 2006-07, 224 people received an intervention from the Community Alcohol Team. Of these, 168 received a Tier 3 intervention (Structured Counselling and/or Structured Day Programme). In addition, CAT carried out approximately 30 community detoxes.

The majority of people in community treatment are male (around 70%) and the overwhelming majority are White British.

The male/female ratio for community treatment is consistent with the national picture and consistent with our local in-treatment drug using population. However, further investigation is needed to ascertain if this is a true representation of local need.

In addition, research commissioned by the DAAT in 2005¹⁴ indicated that there were significant levels of drinking among women from African communities in B+D. This would indicate that more needs to be done to make services accessible to all community groups, perhaps through the use of outreach services.

CAT have also seen an ongoing increase in the number of Eastern European clients entering treatment. This warrants more detailed investigation to establish whether more targeted services for are needed for this group.

Approximately 20% of CAT referrals come from criminal justice agencies. However, of these, only 40% actually make it into treatment. This high drop-out is potentially problematic, especially given that Safe.Social.Sensible. places an emphasis on reducing alcohol related crime. However, it is likely that alcohol treatment for criminal justice clients will be markedly improved by developing Drugs Intervention Programme-type mechanisms for alcohol clients.

CAT have received an increasing number of referrals since the service was launched in October 2005. In the past, this has caused blockages and delays in people being able to access treatment. However, CAT has instigated a decision making matrix in order to prioritise those most at risk. These would typically be those who represent a danger to themselves or others, especially children, as a result of their drinking. This has resulted in some decrease in waiting times for treatment.

However, despite these measures, waiting times for the service are still higher than Partnership aspirations and there is clearly an issue with regard to the current capacity for the service to meet demand. In addition, further work needs to be undertaken with GP services, both by CAT and by the PCT, to provide interventions to clients in primary care settings.

A challenge for CAT remains the need to increase their visibility and their links with other services, particularly primary care and mental health services.

¹⁴ Transocean Development Agency (2005):
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More in-reach services are needed to work with individuals in these settings and to improve liaison with A+E. As a matter of urgency, protocols need to be developed with the A+E services to facilitate access to specialised treatment (particularly Brief Interventions) for clients in these settings and also in settings GP.

CAT is currently commissioned under a joint arrangement with the London Borough of Havering. This stems from the time when most substance misuse services were commissioned jointly by both boroughs. However, over the years, differing types of need have emerged in each borough and the drug treatment services are no longer jointly commissioned. It would therefore seem that there are potential local gains to be made from re-commissioning a community alcohol treatment service as a stand alone Barking and Dagenham service.

In addition, the partnership will need to examine in more detail the level of medical input into CAT. Unlike the drug service, which is consultant lead, the Community Alcohol Team does not have dedicated medical input. Community detoxes are carried out by a Nurse (in conjunction with the patients GP) but the service does not have the ability to refer patients for specialist treatment to an in-house medical officer.

Some alcohol related treatment is also provided by GPs. Work is currently underway in conjunction with the PCT to try to establish locally what the situation is with regard to GPs and alcohol related treatment. This requires detailed work with individual surgeries as this information is not collected centrally. However, once completed, this will give the partnership a better understanding of levels of Harmful and Hazardous drinking in Barking and Dagenham (as measured by units of alcohol drunk).

The local Shared Care Monitoring Group has recently taken on the issue of GPs and alcohol misusers. The group aim to expand the current shared care arrangements which cover drug misusers and apply these where possible to alcohol misusers. This is a new direction for the group, but as this develops it will provide improved support to GPs working with alcohol misusers. This should in turn result in improved primary care treatment options for patients.

Drug Treatment Services

In Barking and Dagenham, the majority of drug treatment services are not commissioned to provide services for people with primary alcohol problems. However there are a significant number of drug users who also use alcohol problematically.

The Stimulant Service estimates that approximately 28% of its service users report using alcohol problematically (rather than social drinking). While their stimulant use (mainly cocaine powder) is the factor that brought them to treatment, the treatment provider necessarily has to address the alcohol misuse in order to provide effective treatment. In addition, these stimulant users report that alcohol misuse is the factor that triggers the stimulant use.

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Mental Health Services

Both the Home Treatment Team and the mental health inpatient wards for Barking and Dagenham report that alcohol misuse is a big problem amongst their service users.

Analysis of the ICD10 Codes (the psychiatric admission codes) for the first 2 quarters of 2007-08 suggests that around 30% of Barking and Dagenham admissions across the whole of the North East London Mental Health Trust (NELMHT) have alcohol misuse as a factor. Ward Staff at Ash Ward (the male admission ward) have calculated from the admissions logs that 17% of those admitted to the ward have an identified alcohol problem. A further 25% have a drug and alcohol problem (with a further number having a drug only problem).

The Home Treatment Team estimates that every third client they see is experiencing problems related to alcohol while the Dual Diagnosis workers report that between 25-30% of their clients have alcohol related problems.

However, HUBB, the local Mental Health Advocacy service estimates that around 90% of their clients have alcohol related problems. This suggests a much larger problem than current data recording systems are picking up. HUBB suggests that the problem is masked by a number of factors including the way alcohol is used, undiagnosed problems and by self-reporting.

Clearly alcohol misuse has a major impact on mental health services. Ward staff report that it is not uncommon for clients who are clearly 'under the influence' to be brought in by police under emergency section. In a majority of these cases, the behaviour that brought the individual to the attention of the police is the result of alcohol intoxication rather than mental health problems. Such use of inpatient wards as a "sobering up" facility is clearly inappropriate.

More training may be needed for the police in dealing with individuals who are intoxicated and more training for mental health workers in understanding police pressures. Improved links are also needed between mental health services, and community alcohol treatment services. Outreach services are required to support clients with alcohol misuse problems who are discharged from mental health services (and who often will not reach alcohol treatment services despite referrals being made). "In-reach" services are needed on the wards to provide support for those inpatients requiring specialised alcohol services.

Learning Disability Services

It is likely that there may be a need for some alcohol intervention services amongst service users with learning disabilities. However, at the current time there is limited data available to quantify this need or direct the type of intervention that may be required.

It has been agreed that the Drug Use Screening Tool (DUST), which also screens for alcohol, will be used as part of the assessment of individual need amongst this group of services users. This will more readily identify those individuals who may benefit from some type of alcohol intervention. The partnership will also have to ensure that services are commissioned to meet these needs.

The partnership will work closely with Transitions Services for people with learning disabilities moving into more independent forms of living to ensure that appropriate advice, information and interventions are available as appropriate.

Older People's Services

Anecdotal evidence locally suggests that a large number of community care packages for older people break down as a result of alcohol misuse problems. In addition, there is also anecdotal evidence that local taxi firms are providing a "collect and deliver" service to older people, providing a readily available source of alcohol.

Interventions for older people with alcohol problems are often hampered by the view that "at their age, it doesn't really matter" or that they deserve a "bit of fun at their time of life". In truth, alcohol misuse can be more damaging amongst older people contributing to potentially life threatening falls and accidents.

CAT currently have no upper age limit, but are not commissioned to provide comprehensive outreach services. The partnership will need to ensure that appropriate services are commissioned to provide interventions to older people and to work with older people's services to ensure that appropriate data can be collected.

Criminal Justice Services

The police no longer flag incidents of domestic violence where alcohol is a factor. It would be useful if this were reinstated in order to provide a clearer picture and to enable targeted input.

Data from the Drug Arrest Referral Service (based in the custody suite at Dagenham East Police Station) indicates that for the period August 2006 to August 2007, 13% (n = 44) of people they saw in custody had alcohol misuse problems. While at face value this may not seem especially high it should be noted that the service is not specifically commissioned to work with alcohol misusers and therefore this percentage is not representative of the actual number of arrests.

Police custody data for the period 1st April 2007 to 31st December 2007 indicates that there were approximately 302 alcohol related arrests¹⁵ during

¹⁵ MPS (Barking and Dagenham) NSPIS Custody data
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this time. This would suggest that there are a fairly significant number of individuals who might benefit from targeted interventions in custody (including Brief Interventions) and contrasts with the 44 individuals seen by the Arrest Referral Service over a 12 month period. 82% of these arrests were for traffic or motor vehicle associated offences. This further suggests that local, multi-agency drink driving campaigns would be beneficial.

From the 1st January 2007 to the 31st December 2007 there were 460 reports of alcohol related violence. In addition, there were a further 163 reports of alcohol related violence in and around licensed premises¹⁶.

For the same period, there were also:

- 212 incidents of street drinking
- 85 licensing incidents
- 441 incidents of rowdy/nuisance neighbours
- 4752 incidents of rowdy/inconsiderate behaviour¹⁷.

Alcohol is not specifically mentioned in the last two categories (rowdy/nuisance neighbours and rowdy/inconsiderate behaviour) but it is likely to be a significant factor in a number of these incidents.

It should be noted that both CAD and CRIS data does not necessarily reflect actual crime and that some incidents may be recorded more than once on each system. Further investigation is therefore required.

Data from the Northwest Region Public Health Observatory suggests that Barking and Dagenham has higher levels of alcohol related violent crime and alcohol related sexual offences than both the regional and national averages. Current local data does appear to support this. However the partnership is committed to reducing all crime locally, including alcohol related crime.

During 2006-07, the North London Probation Service had 45 individuals on Alcohol Treatment Requirement orders. These are community orders targeted at those individuals whose offence is related to alcohol (and does not warrant a custodial sentence).

Alcohol and Domestic Violence

The Barking and Dagenham Domestic Violence Strategy 2007-10 reports that between April 2005 and March 2006, Barking and Dagenham Police received approximately 3,784 reported domestic violence incidents. This equated to a 15.5% increase over the same period the previous year.

However, the strategy notes that “Considerable difficulties have been experienced in collecting accurate data on domestic violence”. This makes it difficult, therefore, to gauge to what extent alcohol is a factor in these incidents. National research would suggest that this should be somewhere in

¹⁶ MPS (Barking and Dagenham) CRIS reports

¹⁷ MPS (Barking and Dagenham) CAD data

the region of 30 to 40% but more robust local data gathering will be necessary to present an accurate picture.

Officers working in the Domestic Violence Team additionally point out that while alcohol is a factor in a significant number of instances of domestic violence, alcohol use is not a causal factor. Put simply, the suggestion is that dealing with an alcohol dependence problem will not lessen the instances of domestic violence.

The above notwithstanding, since the overall aim of the Domestic Violence Strategy is to “reduce the incidence of domestic violence, and to prevent domestic violence related homicides in Barking and Dagenham” reducing levels of alcohol usage will have some positive impact since the disinhibiting effects of alcohol are widely documented. It is likely that reducing alcohol consumption in this context will at the very least raise the threshold for the violent behaviour.

While the Domestic Violence Service rightly provides support for the victims of domestic violence, where alcohol is a factor improved protocols between the Domestic Violence Service and community alcohol treatment services would be beneficial.

Young People and Alcohol

Barking and Dagenham has the eleventh highest teenage pregnancy rate in the country and the fourth highest in London. In 2005, the under 18 conception rate (conceptions per 1000 females aged 15-17) was 64%¹⁸. Reducing the under 18 conception rate by 50% (from 1998 baseline) by 2010 is a key Public Service Agreement target for the local partnership.

While there has been limited study locally of the factors affecting teenage pregnancy, nationally alcohol use is strongly linked with young people experimenting sexually. “Sex, Drugs, Alcohol and Young People”, a report published by the Independent Advisory Group on Sexual Health and HIV in June 2007 noted “That alcohol and drugs are used to enhance sexual activity is in no doubt”. The report further states that “Alcohol consumption must be reduced if there is to be an effect on risk; by early intervention and by making it more difficult to purchase alcohol underage”.

However, it is important that the messages are consistent with the way young people view their behaviour. In the arena of sex, young people do not view their actions as “risky” but rather see themselves as experimenting.

A consistent and joined up approach has been advocated locally by the Young Persons’ Substance Misuse Commissioner and by the Teenage Pregnancy Unit to ensure that the message is indeed the right one. Subsequently, a focus group has been set up to look at this issue and to

¹⁸ B+DPCT Public Health Report No Dph 195, February 2007
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make recommendations to the Teenage Pregnancy Board and to the Young People's Substance Misuse Commissioning Board. The recommendations from this group will be incorporated into the Implementation Plan for this strategy.

Anecdotally, local Young People's services report high levels of binge drinking in under 18s. During the consultation to this strategy, this problem was identified by a number of professionals across a range of agencies. However, this information is not recorded by local services and where information on alcohol use is kept it is generally noted as "Substance Misuse" or "Drug/Alcohol misuse". A better understanding of this problem will be a key priority for the first year of the strategy.

However, some information is available from young people in Barking and Dagenham themselves. The TellUs2 Survey (a mandatory national survey of young people across England) revealed that:

- 47% of local young people stated that they had never had an alcoholic drink (against 42% nationally)
- 42% stated that they had had a full drink (against 48% nationally)

Young people are not just harmed by their own drinking. They are sometimes at risk due to parental drinking problems. This harm can manifest itself in a number of ways, including abuse, neglect and domestic violence. Current recording systems do not allow easy analysis of the child protection register to determine how many young people are on the register because of parental alcohol misuse problems. However, this will form part of the needs analysis work to be undertaken during the first year of the strategy.

Housing Related Services

Service Users and treatment providers report that housing related problems are a major concern in the Borough.

An alcohol misuse problem on its own does not give an individual priority need in Barking and Dagenham. However, anecdotally, Homelessness and Housing Advice Services report that the misuse of substance misuse is a factor in a significant number of homelessness applications. Some of the reasons reported are neighbour nuisance problems, noise problems, threatening behaviour and loud parties.

In addition, in the last 2 years, the Housing Advice Service has taken out 6 injunctions and banned 2 people from their offices. All of these incidents were related to alcohol or drugs.

Both services feel that a significant gap locally is supported housing provision for people with alcohol problems. There is 1 specialist Floating Support

Worker based in the team who works with individuals with substance misuse problems but the team feel that more supported living schemes are needed.

A Rent Deposit Guarantee Scheme is in operation and in theory, this service could be used by people with alcohol problems (who do not have another priority need). However, the limited funding that this scheme receives means that it is mostly used to assist families facing homelessness.

Irresponsible Sales

The Licensing Act (2003) was implemented in November 2005. It provides the framework for the licensing of all premises which sell or supply alcohol. The Act charges Licensing Authorities with four main objectives:

- The prevention of crime and disorder.
- Public Safety.
- The prevention of public nuisance.
- The protection of children from harm.

The Act covers pubs, clubs bars and off-licences, as well as cinemas and late-night refreshment venues. There are 270 licensed premises in Barking and Dagenham. There are also 11 Private Members Clubs in B+D.

When an application is made for a licence to sell alcohol, the applicant must display a notice in the window of the premise involved stating that a licence has been applied for. The applicant must also place and advert in the local paper, stating the same. Additionally, in Barking and Dagenham, the Licensing Department have a policy of writing to every dwelling within 100 metres of the proposed venue. On occasion, this has necessitated writing to over 1000 dwellings.

Objections may be made against the Licence by either the public or a Responsible Authority, as defined by the Licensing Act, but these objections have to be valid under the terms of the Act. In order for objections to be valid, there needs to be evidence that the proposed premises would cause or aggravate an existing problem with noise nuisance, street drinking etc.

Most objections received in Barking and Dagenham are generally not valid under the terms of the Act. There is therefore scope for more work to be undertaken locally, perhaps by Neighbourhood Wardens in regard to education and information provision to local neighbourhoods to enable them to better understand their rights under the act.

Barking and Dagenham is earmarked for significant development over the next few years as part of the Thames Gateway regeneration programme. This regeneration will include mixed housing, community facilities and restaurants and bars. The exact nature of the development is unclear at this time, but the Partnership will work together to ensure that local services are in place to mitigate any pressures this development may pose and also to ensure that new development is not saturated by licensed premises.

A key challenge nationally, and a commonly held view locally is the challenge presented by under-age drinking. As part of their duties under the Licensing Act, the Licensing Department conduct a programme of "Test Purchases" during the course of the year. Test Purchases involve specially selected and trained young people attempting to buy alcohol from the premises selected.

In 2005-06, the "failure" rate for test purchases for the year (the rate at which attempts resulted in sales to the young person) was 12% i.e. 12% of tests resulted in sales to young people. In 2006-07, this rate increased to 29%. Currently rates suggest that the failure rate for 2007-08 is likely to have dropped compared to 2006-07 levels.

Test Purchasing is closely supervised by the Licensing Team and the alcohol is immediately removed from the young Test Purchaser. However, in general, while a failure results in an on-the-spot fine for the sales assistant and a court fine for the premises owner, no further action is taken, but the probability is that the premises concerned has an established under-age market.

In order to provide a more comprehensive approach, the Partnership will look of ways of involving young people's intervention services (Subwise, Detached Youth Workers and the Engagement Team) post-test purchase in order to provide interventions to this "market". This will need to be incorporated into the overall Engagement Strategy for Young People.

More integrated working with young people's services will also be necessary to enable targeted intervention at those premises who are selling only to known (under-age) buyers, who are largely coming from out of the borough in order to purchase alcohol.

Service Users

CAT's Service User Group has stressed the need for outreach services. Many service users talk of the importance of having low-key interventions during the precontemplative phase in order to prepare them for treatment. Most state that the best form this intervention could take would be community outreach services. Some have spoken of "stumbling across" community treatment services. Others resorted to paying for detoxes and rehabs from their own resources as they had no idea how to access treatment otherwise.

Further, the group feel that Peer Support Services/Mentoring Services are needed locally and that these could be used to support individuals before, during and after treatment and also to carry harm reduction messages, especially into schools. There is some evidence that unofficial peer support is being tapped into by GPs.

There is a feeling that alcohol treatment is the "poor relation" in comparison with drug services. The group speak of the need in Barking and Dagenham for an alcohol Treatment System, similar to the drug Treatment System, rather

than a single treatment provider. They also feel that there is a lack of space at CAT.

Part of the issue around space will be resolved by re-commissioning CAT as a Barking and Dagenham service. It was originally commissioned jointly with Havering but there have been ongoing problems with locating a service within Havering and the site at Ripple Road is the main client site.

However, there is also a feeling amongst the group that some of the messages around alcohol misuse may be getting through. There is a perception that people from younger age groups are seeking treatment at an earlier point than has traditionally been the case. Again, the Partnership need to conduct further needs analysis into this.

The Partnership recognises that service users and ex-service users can play an important role in delivering a mixed economy of health and social care provision. It will therefore seek to harness these skills from all available local service user groups in order to provide the services and interventions needed locally and to optimise access to services.

Carers

There is currently no local carers group for carers of alcohol misusers. It was not possible to elicit the views of carers during the production of this strategy.

The lack of services for carers in this respect is a major gap which the partnership will address by working closely with local carer services.

Alcohol in the Workplace

An employee can under perform as a result of a hangover or under the influence of alcohol. Possible side effects of binge drinking are anxiety, depression and fatigue and these can last several days. All of these side effects can affect productivity, outputs and effectiveness of employees and have a negative impact on safety in the workplace. However, it is difficult to quantify locally the exact effect that alcohol misuse has in the work environment.

Generally, individuals do not self-report to managers or via sickness recording routes the fact that they are experiencing ill-effects of alcohol misuse. If an employee takes time off due to excessive drinking they are much more likely to report the cause as a stomach upset, or food poisoning etc.

Some local employers, most notably within the Safer and Stronger Partnership, do have a workplace alcohol policy. However, these are often somewhat blunt instruments and need some refining. The Local Authority has agreed to review its internal policy on alcohol. In addition, the DAAT will develop a template workplace alcohol policy to be disseminated to all local employers as required.

It is important to note that as well as the negative impact it can have on productivity, alcohol can also have a positive impact on the local economy in the form of new business and new jobs. The partnership will work with Licensing Authorities to ensure that balance is achieved locally with the need to invigorate the economy of Barking and Dagenham balanced against the need to avoid saturating the area with alcohol-based businesses and the social problems this might fuel.

The Partnership will also work with employers to develop training and employment opportunities for those whose treatment gains make this a viable option. These training and employment opportunities will also be developed for young people in order to provide more productive options.

Local Growth

Barking and Dagenham is part of the Thames Gateway programme and parts of the borough are earmarked for intensive redevelopment. While the precise plans are uncertain at this stage, it is likely that the redevelopment will include new pubs and bars. The partnership will ensure that it has good links with planning and regeneration services to ensure that local intervention and support services are ready for any challenges that this development may throw up and that new development is not saturated by alcohol driven business.

In addition to this, the 2012 Olympic Games are due to bring development and regeneration to East London. This is likely to impact on Barking and Dagenham. The development and regeneration will see an influx of workers in the form of construction workers, lorry drivers etc. It is possible that many of these workers will be non-British. While the exact impact of this and the need for services that it might generate is unknown, it is possible that alcohol misuse will figure in the full picture.

In order to better understand how this may affect Barking and Dagenham, the partnership will undertake an impact assessment, to inform not just its response to alcohol misuse but also to other areas.

What does this mean for Barking and Dagenham?

Safe.Sensible.Social. and the new Public Service Agreement (PSA) places a responsibility on partnerships to develop a local Alcohol Harm Reduction Strategy prioritising health, crime and community safety issues. The Police and Justice Act (2006) requires local areas to have a strategy to tackle alcohol misuse.

In addition, for the first time, partnerships have a new PSA target directly connected to alcohol. This was perhaps one of the major weaknesses of the first National Alcohol Harm Reduction Strategy.

PSA 25 has 3 key indicators related to alcohol:

- Reduce the number of alcohol related hospital admissions. Baseline data will be given to partnerships in December 2007. To support partnerships in the delivery of these targets, the North West Region Public Health Observatory is collating data on a PCT/Local Authority level.
- Reduce the percentage of the public who perceive drunk or rowdy behaviour to be a problem in their area. This information will be taken from the British Crime Survey (BCS) and baseline data will be released in July 2008.
- Reduce the Assault with Injury Crime Rate.

There is also a related alcohol indicator from DCSF. PSA 14 requires a reduction in drug, alcohol and substance misuse by young people. The OFSTED TellUs annual survey is being piloted as the dataset for this indicator.

Our strategic vision

To encourage and support the responsible use of alcohol by both adults and young people in order to improve the health and lives of people living, learning and working in Barking and Dagenham and to reduce crime and antisocial behaviour caused by alcohol misuse.

Our aims and objectives for alcohol harm reduction

We want to reduce alcohol related harm in Barking and Dagenham so that residents do not suffer the consequences of their own or others' alcohol misuse. We will achieve this by:

1. Improved and better targeted education and communication.
2. Better, and more rapid, identification and treatment of alcohol problems.
3. Better co-ordination and enforcement of existing powers against crime and disorder.
4. Encouraging licensed premises to promote responsible drinking and to take a role in reducing alcohol related harm.
5. Better recording, collating, analysing and monitoring alcohol related data, including an annual alcohol needs assessment.

*Barking and Dagenham Draft Alcohol Strategy
Neale Thomas, Barking and Dagenham Drug and Alcohol Action Team
December 2007
Version 1.3*

Our 3 main strategic aims and their associated targets and objectives are outlined in the table below.

Aims and Targets	Objectives
<p>Aim: To help young people to resist alcohol misuse in order to achieve their full potential in society.</p> <p>Target: To reduce the number of young people reporting the use of alcohol.</p>	<p>To ensure that all young people access a planned drugs, alcohol and tobacco education programme as part of schools PSHE programmes.</p> <p>To ensure that parents receive appropriate information on alcohol misuse and other services.</p> <p>To ensure that young people identified as being vulnerable receive appropriate advice, information, education and support.</p> <p>To ensure that young people identified with alcohol misuse problems receive an appropriate intervention.</p>
<p>Aim: To protect communities in B+D from alcohol related crime.</p> <p>Target: To reduce alcohol related crime and disorder and the public's perception of alcohol related problems</p>	<p>To increase the number of offenders accessing alcohol treatment.</p> <p>To reduce alcohol related youth offending and nuisance.</p> <p>To reduce public drunkenness</p> <p>To reduce the number of alcohol related violent crimes.</p> <p>To reduce the number of drink driving offences.</p> <p>To initiate alcohol related workplace initiatives</p> <p>To reduce the amount of illegal alcohol sold in the community.</p>
<p>Aim: To enable people with alcohol problems to overcome them and lead healthy lives.</p> <p>Target: To increase the number of people in contact with alcohol treatment services.</p> <p>Target: To reduce the number of alcohol related hospital admission.</p>	<p>To ensure that all people with alcohol related problems have access to appropriate services.</p> <p>To ensure that all problem drinkers have access to services will enhance their lifestyles.</p>

The table below sets out each of the strategic aims with the respective overall targets, objectives and performance indicators:

Overall Target	Objective	Baseline Information	Performance Indicator
To reduce the number of young people reporting use of alcohol	1. To ensure that all young people access a planned drugs, alcohol and tobacco education programme as part of schools PSHE programmes.	XX% schools delivering a planned drugs alcohol and tobacco education programme.	30% increase in schools delivering a planned drugs alcohol and tobacco education programme.
		XX% of schools with an up to date substance misuse policy in line with local and national guidelines.	30% increase in schools with an up to date substance misuse policy in line with local and national guidelines.
	2. To ensure that parents and carers receive appropriate information on local alcohol support services.	XX% school drug policies which outline work with parents and carers	30% increase in school drug policies which outline work with parents and carers
	3. To ensure that young people identified as being vulnerable receive appropriate education, advice, information and alcohol misuse support.	Number of young people in LBBB determined to be at risk - %age of young people currently receiving advice information and support	%age increase in the number of young people receiving advice information and support. (Target = 100% by)
	4. To ensure that young people identified as having problems with alcohol misuse receive an appropriate intervention or care package	Number of young people in LBBB identified as having alcohol misuse problems – number receiving a treatment intervention	Increase by 50%
To reduce alcohol related crime and disorder.	1. To increase the number of alcohol crime related offenders accessing treatment programmes	Number of offenders accessing treatment services = 20	Increase by 150% the number of offenders receiving alcohol treatment interventions
		Number of incidents alcohol related crime and disorder	Decrease alcohol related crime and disorder by 10%
		Number of ex-offenders and prison returnees receiving treatment for their alcohol problems	Increase by 30% the number of ex-offenders and prison returnees receiving treatment for their alcohol problems
		Number of ATRs made.	Increase by 30% the number of ATRs made.
	2. To reduce the level of alcohol related youth offending and nuisance	Number of youth offences related to alcohol – number of alcohol related youth nuisance reports	10% year on year decrease.
3. To reduce incidents of public drunkenness	Number of alcohol related injuries reported to A+E	10% year on year decrease.	
	4. To reduce the number of alcohol related violent crime	Number of alcohol related crime and disorder offences	Reduce by 10%
		Number of alcohol related violent crimes	Reduce by 10%
	5. To reduce the number of drink driving offences	Number of domestic violence incidents where alcohol is a factor	Reduce by 10%
		Number of drink driving offences	Reduce by 10%
6. To reduce the amount of illegal alcohol sold in the community (including alcohol	Number of licensed premises inspected by trading standards	Increase to 100%	

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	community (including alcohol sold to underage drinkers by licensed premises)	% failure of Trading Standards test purchases	10% year on year reduction in failure rate of test purchase to young people
		Number of premises engaged in the Challenge 21 Scheme	10% year on year increase in the number of premises in the scheme.
To increase the number of people in contact with community alcohol treatment services	1. To ensure that all people with alcohol related problems have access to appropriate interventions.	Number of assessments completed by CAT	Increase by 20%
		224 people entered community treatment during 2006-07	Increase by 10% year on year
	2. To ensure that all problem drinkers have access to services which their lifestyle (including housing education and training)	Number of problem drinkers in stable accomodation	Increase to 100%
		Number of problem drinkers in education or training	Increase by 10%

Making it happen

The Safer and Stronger Communities Board has overall local responsibility for ensuring that crime and disorder are reduced and that community safety and the health of the community is increased. This Board will therefore oversee delivery of the local alcohol strategy and be responsible for ensuring that targets in the strategy are delivered.

Membership of the Board includes:

- Barking and Dagenham Primary Care Trust
- Metropolitan Police (Barking and Dagenham)
- North East London Probation
- London Borough of Barking and Dagenham
- London Fire Brigade
- Representatives from Barking and Dagenham Community and Voluntary Sector

Representatives include officers involved in community safety, drug and alcohol issues, public health, crime reduction, young peoples services and youth offending.

In order to support implementation of the strategy, it will be necessary for the Partnership to identify what resources are available locally. The success of the Partnership Drug Treatment Plan is underpinned by the Pooled Treatment Budget, a budget created by pooling funding streams from the Police, Probation, Local Authority and Health Services. This encourages these organisations to work collaboratively to achieve common goals.

This level of co-ordination is unlikely to be imposed centrally, so the Partnership in Barking and Dagenham are investigating ways of creating a locally pooled budget for alcohol. However, currently it is difficult to establish

exactly what resource each organisation is directing towards alcohol and therefore what may usefully be pooled. This will require more detailed work.

Some areas are relatively easy to ascertain. The DAAT for example spends around £300K on community treatment in various forms. It will be more difficult to establish the exact level that the Primary Care Trust and other organisations spend but this work needs to be undertaken in order to facilitate invest to save measures.

The Implementation Plan below will be used by the Board to plan and deliver their strategic objectives for alcohol harm reduction. However, due to limitations with current data collection in respect of alcohol, a key activity for the first year of the strategy will be to conduct a comprehensive cross-organisation alcohol needs assessment. This needs assessment may highlight the need for priorities and actions to be amended so all actions are provisional at this stage.

Better recording, collating, analysing and monitoring alcohol related data						
Objective	Baseline	Year 1	Year 2	Year 3	Lead	
Appoint Alcohol Co-ordinator to be based in CSPA but to work across partnership		By April			DAAT Manager	
Commission a comprehensive alcohol needs assessment for Barking and Dagenham, which will be completed by September 2008.	Limited needs assessment conducted during 2007 revealed many gaps in information	To be completed by September	To be completed as part of the Substance Misuse Treatment Plan Needs Assessment	To be completed as part of the Substance Misuse Treatment Plan Needs Assessment	DAAT Manager	
Improve local data recording and information management with regard to alcohol misuse.	Limited local data recording of alcohol issues	Dataset agreed across partnership. Data recording begun by September	Ongoing	Ongoing	SSCB	
Update Alcohol Strategy		By December	Annual refresh	Annual refresh	DAAT Manager	
Reduce the number of young people reporting use of alcohol						
Objective	Baseline	Year 1	Year 2	Year 3	Lead	
1. To ensure that all young people access a planned drugs, alcohol and tobacco education programme as part of schools PSHE programmes.	XX% schools delivering a planned drugs alcohol and tobacco education programme.	Increase by 10%, targeting schools in the most deprived wards.	Increase by 10%	Increase by 10%	Schools Drugs Advisor	
	XX% of schools with an up to date substance misuse policy in line with local and national guidelines.	Draft template policy produced by June. Template agreed by Education Services. Increase by 10%, targeting schools in the most deprived wards.	Increase by 10%	Increase by 10%	YP Substance Misuse Commissioner/Schools Drugs Advisor	
2. To ensure that parents and carers receive appropriate information on local alcohol support services.	XX% school drug policies which outline work with parents and carers	Draft template policy produced by June. Template agreed by Education Services.	Increase by 10%	Increase by 10%	YP Substance Misuse Commissioner/Schools Drugs Advisor	

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		Increase by 10%, targeting schools in the most deprived wards.			
3. To ensure that young people identified as being vulnerable receive appropriate education, advice, information and alcohol misuse support.	Number of young people in LBBB determined to be at risk - %age of young people currently receiving advice information and support	Implement alcohol misuse screening programme by December Commission alcohol training package for YP Services 30% increase in the number of young people receiving advice information and support.	30% increase in the number of young people receiving advice information and support.	30% increase in the number of young people receiving advice information and support.	YP Substance Misuse Commissioner
4. To ensure that young people identified as having problems with alcohol misuse receive an appropriate intervention or care package	Number of young people in LBBB identified as having alcohol misuse problems – number receiving a treatment intervention	Improve data recording in YP services Implement alcohol misuse screening programme by December Increase referrals to YP SM Service by 30%	Increase referrals to YP SM Service by 30%	Increase referrals to YP SM Service by 30%	YP Substance Misuse Commissioner/YP Planning Group
Reduce alcohol related crime and disorder and reduce the public's perception of alcohol related anti-social behaviour					
Objective	Baseline	Year 1	Year 2	Year 3	Lead
1. To increase the number of alcohol crime related offenders accessing treatment programmes	20 offenders accessed community treatment services during 06-7	Increase by 50% the number of offenders receiving alcohol treatment interventions Probation service audit of offenders with alcohol related offences by September. Pilot Alcohol Arrest Referral Service (as part of current ARS) Commission Alcohol Engagement/Outreach Service to reduce attrition rates of criminal justice referrals	Increase by 100% the number of offenders receiving alcohol treatment interventions	Increase by 100% the number of offenders receiving alcohol treatment interventions Review Alcohol Arrest Referral Service	Alcohol Co-ordinator (DAAT Manager)
	Number of incidents alcohol related crime and disorder	Decrease alcohol related crime and disorder by 10%. Improve police and CSU logging of alcohol related incidents by September	Decrease alcohol related crime and disorder by 10%	Decrease alcohol related crime and disorder by 10%	SSCB/CSU Manager

	Number of ex-offenders and prison returnees receiving treatment for their alcohol problems	Expand DIP services to include alcohol misusers	15% increase in number of ex-offenders and prison returnees seen by DIP Service	15% increase in number of ex-offenders and prison returnees seen by DIP Service	Alcohol Coordinator/DAAT Manager
	Number of ATRs made.	10% increase in number of ATRs made.	10% increase in number of ATRs made.	10% increase in number of ATRs made.	Probation ACO
2. To reduce the level of alcohol related youth offending and nuisance	Number of youth offences related to alcohol – number of alcohol related youth nuisance reports	Improve YOS data recording. Screening and referral tool for at-risk groups implemented. 10% decrease in number of offences.	10% decrease in number of offences.	10% decrease in number of offences.	YOS Manager YP Substance Misuse Commissioner/Schools Drugs Advisor
3. To reduce incidents of public drunkenness	Number of alcohol related injuries reported to A+E	10% decrease. Develop A+E liaison/referral service. Develop alcohol outreach/engagement service Harm Reduction Campaign targeting at risk populations	10% decrease. Harm Reduction Campaign	10% decrease. Harm Reduction Campaign	DAAT Manager/Treatment Provider DAAT Manager/Treatment Provider Alcohol Coordinator
	Number of alcohol related crime and disorder offences	Reduce by 10% Alcohol Arrest Referral Service (as above). Alcohol outreach/engagement service (as above) Engage with licensees to ensure they understand alcohol strategy	Reduce by 10% Local harm reduction campaign	Reduce by 10% Local harm reduction campaign	Police Alcohol Coordinator/DAAT Manager
4. To reduce the number of alcohol related violent crime	Number of alcohol related violent crimes	Reduce by 10%			
	Number of domestic violence incidents where alcohol is a factor	Reduce by 10%			
5. To reduce the number of drink driving offences	Number of drink driving offences	Reduce by 10%			
6. To reduce the amount of illegal alcohol sold in the community (including alcohol sold to underage drinkers by licensed premises)	Number of licensed premises inspected by trading standards	Increase to 100%			

	% failure of Trading Standards test purchases	10% year on year reduction in failure rate of test purchase to young people			
	Number of premises engaged in the Challenge 21 Scheme	10% year on year increase in the number of premises in the scheme.			
Increase the number of people in contact with community treatment services and reduce alcohol related hospital admissions					
Objective	Baseline	Year 1	Year 2	Year 3	Lead
1. To ensure that all people with alcohol related problems have access to appropriate interventions.	Number of assessments completed by CAT	Increase by 20%	Increase by 20%	Increase by 20%	
	224 people entered community treatment during 2006-07	Increase by 10% Alcohol awareness training programme for Tier 1 agencies Develop Brief Intervention Training Resource and "Train the Trainers" Programme Fund the delivery of alcohol intervention to include: <ul style="list-style-type: none"> • Advice and information • Outreach (and In-reach) Services • Brief Intervention Services • Alcohol Arrest Referral Brief Intervention • Psychosocial Support • Community Treatment including Share Care • Rehab and Detox • Community based Aftercare 	Template alcohol policy for workplace Pilot the use of alcohol screening tools (e.g. CAGE) in primary care setting	Disseminate template policy	PCT/DAAT
2. To ensure that all problem drinkers have access to services which improve their lifestyle (including housing	Number of problem drinkers in stable accomodation	Increase to 100%			

(including housing education and training)	Number of problem drinkers in education or training	Increase by 10%			
		Fund carer services			

DRAFT

THE EXECUTIVE

4 MARCH 2008

REPORT OF THE CORPORATE DIRECTOR OF CHILDREN'S SERVICES

Subject: DEVELOPMENT OF EASTBURY PRIMARY SCHOOL	FOR DECISION
<p>Summary: The Executive will be asked to approve a revised procurement route and the establishment of a revised budget for the development of this new facility to house Eastbury Primary School. This proposal will mean making use of existing buildings, where possible, and some new facilities that are desperately needed. Further, the Executive will be asked to reallocate existing grants so that there are funds to support other basic expansion of schools to accommodate an increase in pupil population.</p>	
<p>Wards Affected: Eastbury.</p>	
<p>Recommendation(s): The Executive is asked to agree:</p> <ul style="list-style-type: none"> (i) A change in the procurement route to enable refurbishment and remodelling and provision of some additional facilities; (ii) The use of the Council's framework contractor where value for money can be demonstrated; (iii) The Corporate Director of Children's Services, in consultations with the Corporate Director of Resources, be authorised to approve the acceptance of the most appropriate tender price based on added value and benefits to the Council; and (iv) The reallocation of the capital resources as set out in paragraph 5.1 of the report and the relevant amendment to the Council's capital programme. 	
<p>Reason(s) In order to assist the Council in its Community Priority "Better Education and Learning for all".</p>	
<p>Implications:</p> <p>Financial: This report sets out the proposed reduction in capital funding to be allocated to the Eastbury Primary School expansion project. Previously, the project was for £13m, but the scaled down proposals are now expected to cost £10m. The £3m reduction will result in £1.7m of funding provided by the Department for Children, Schools and Families (DCSF) for school expansion projects and £1.3m of funding provided by the DCSF for school modernisation projects being available again to support other projects in the capital programme.</p> <p>This report sets out the rationale for reallocating resources originally set aside for this scheme and demonstrates a need to spend less on this building than was</p>	

originally envisaged.

Legal:

Legal aspects of changing the status of the school have previously been dealt with.

Risk Management:

We are facing considerable increases in pupil numbers across the Borough and a report is being prepared for discussion by the Corporate Management Team (CMT) and referral to the Executive. The immediate issue is that we need to retain some of the resources identified for addressing basic need provision within the Borough through a grant from the DCSF, in order to have resources in place to respond to the growing population risks.

Social Inclusion and Diversity:

As would be expected with the increase in the population and changes to the composition of households, ie larger families, there is pressure on the Council to provide additional school places in the vicinity, particularly of Barking, but there is a growing pressure across the whole Borough. At present we have some problems in relation to admissions where the demand numbers are being exceeded because of the lack of school places within a reasonable distance.

Crime and Disorder:

Within the design of the revised primary school scheme, there will be consideration about designing out potential security issues and we will, therefore, be adopting the principles of 'secure by design' in order to reduce crime and disorder in Barking & Dagenham.

Options Appraisal:

The present scheme for the development of a primary school at Eastbury was intended to be a completely new school. However, recent evidence has shown that the cost of the new school would exceed the original budget that was available and there are no additional funds. There is also a demand to make better use of the available resources to ensure a better value outcome from the proposed investment.

Mike Freeman	Group Manager Asset Management & Capital	Tel: 020 8227 3492 Fax: 020 8227 3148 E-mail: mike.freeman@lbbd.gov.uk
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1 Introduction and Background

- 1.1 At the meeting of the Executive on 26 September 2006 (*Minute No.70*) agreement was reached to expand the former Eastbury Infant School from a two form entry infant school to a three form entry primary school, for pupils aged 4 years to 11 years.
- 1.2 Subsequent work has been undertaken to try to identify the requirements for the new school which was due to be located on the former infant school site, but also utilising the former secondary school site at Dawson Avenue. This work, to which there were a number of contributors including the school, governors, new headteacher as well as some external consultancies, came forward with a solution which was above the £13m budget and, at one stage, as much as £14.7m. Whilst the exercise has proved extremely valuable in helping to identify the sorts of

facilities, the size of rooms and the resources that are needed for a new school, it is clear that within the existing budget it is not possible to achieve the outcome of a newly constructed building.

- 1.3 In order to consider alternative provision, working with the Department of Regeneration (DRE), it has been possible to bring forward plans that will utilise existing buildings in the majority but will add some additional facilities which would not have been possible within the confines of a new building. It is estimated that this revised plan will cost £10.0m, achieving a saving of £3m on the original budget of £13m.

2 Current Position

- 2.1 There have been protracted discussions with school representatives to develop a scheme which is workable and acceptable to the school, utilising existing accommodation and the provision of new. The school's representatives are clearly disappointed that it is not possible to provide them with a new building. Funds are insufficient to achieve this and a need exists to make use of available resources and spread them across the Borough to provide additional facilities at a number of schools. Clearly we cannot concentrate all of our funding into one development when there are growing pressures.
- 2.2 The verbal advice from the Building Research Establishment is that the buildings that are currently standing are worth reinvestment and an independent report will be commissioned to explore this further.

3 Progressing the Scheme

- 3.1 In order to move this forward, provide additional information about costs and deliverability and the need for facilities to be largely available for September 2009, work has to progress quickly. The DRE will undertake the project and appoint any additional consultancies necessary to meet the timescales.
- 3.2 It would be intended, once the scheme has been developed sufficiently and value for money has been demonstrated, to utilise a procurement method through the framework agreements developed by the Council.
- 3.3 The key objectives of the development will be to maximise the possibilities of:
- transforming the overall opportunities for children, young people and the wider community;
 - delivering creative designs supporting innovative thinking on teaching and learning;
 - narrowing achievement gaps and tackling the effect of poverty and disadvantage;
 - increasing access to community services;
 - securing effective use of new technologies;
 - providing places for learning that are exciting, flexible, healthy, safe, secure and environmentally sustainable.
- 3.4 The advantage of developing the remodelling/refurbishment option is not just about saving money. The following are clear benefits:

- 3.4.1 New build provides 3958m² including the nursery, but excluding a children's centre, whereas remodelling/refurbishment provides 4637m². [Both options are superior to BB99 which would provide 3800m², excluding both a nursery and children's centre];
- 3.4.2 In addition to the remodelling/refurbishment component – there are additional new builds such as new library, multi-purpose hall areas and some new classrooms;
- 3.4.3 The extra amount of flexible space for effective personalisation and for an excellent response to children with learning difficulties and disabilities, over and above what would normally be expected;
- 3.4.4 The range of substantial practical areas, such as food science, art/design and music practice spaces;
- 3.4.5 Superior staff facilities; and
- 3.4.6 Additional space for dining.

4 Developing Children's Centre Services

- 4.1 It had originally been intended to locate a new children's centre on the site at Dawson Avenue. However, certain facilities traditionally associated with children's services are already being provided in the newly refurbished centre located in Blake Avenue.
- 4.2 There are some training and support services together with portage services which need to be provided and relocated and these services, together with extended schools' activities, can be accommodated in part of the existing building. This would be subject to identifying funding to support such development through appropriate funding streams.

5 Financial Implications

5.1 Capital Issues

- 5.1.1 The Council, through the DCSF bidding round in 2005, was awarded £16.2m, under the Basic Need Safety Valve (basic need) system which supports the provision of additional school places where exceptional circumstances exist.
- 5.1.2 The award was identified to support two schemes at Northbury and Eastbury, but the early estimates indicated these two schemes would total £19m. Accordingly, £2.8m of School Modernisation Funding (SMF) – another grant from DCSF - was added to the project's fund to support delivery.
- 5.1.3 In view of the proposed change of direction for the project at Eastbury, it is suggested that the following budget breakdown be approved:

Northbury Infant and Junior

Total cost £6m - funded by £5m basic need
£1m SMF

Eastbury Primary

Total cost £10m - funded by £9.5m basic need
£0.5m SMF

Costs for Eastbury are subject to further detailed work and will be updated as the project is developed.

- 5.1.4 This would mean that from the original £16.2m of basic need funding, a commitment of £14.5m will have been set aside; the balance of £1.7m to be reserved for other projects which are subject to exploration and discussion with schools that are going to need to accommodate increase in pupil numbers. A further report will come to the Executive on these matters.
- 5.1.5 Further, the SMF which had £2.8m reserved to support these schemes now only needs to commit £1.5m. The balance of £1.3m can, therefore, be returned to the general SMF grant fund to support improvements to condition and suitability across the whole school estate. This is an important objective, having regard to no grant fund being awarded by DCSF in 2008/09 and there still exists significant areas of school buildings which need urgent attention.

5.2 Revenue Funding

- 5.2.1 The school is expanding and gradually taking additional pupils. Accordingly it receives an increasing allocation of funding under the Council's funding regime for supporting schools.
- 5.2.2 As part of the remodelling and refurbishment proposals, a new roof, windows and a high level of insulation will be included which will support a reduction in revenue energy costs.
- 5.2.3 Where the floor area of the school is increased to support the provision of additional school places, then the revenue costs will be supported through the formula funding regime.

6 Consultation

- 6.1 The following Councillors and officers have been consulted in the preparation of this report:

Councillor Jeanne Alexander	Lead Member for Children's Services
Joe Chesterton	Divisional Director for Corporate Finance
David Tully	Group Manager Children's Services Finance
Jim Mack	Head of Asset Strategy & Capital Delivery
Robin Hanton	Group Manager – Corporate/Legal
Christine Pryor	Head of Integrated Family Services
Sandra Hamberger	Group Manager Programmes & Projects

Background Papers Used in the Preparation of the Report:

Report to the Executive dated 26 September 2006

THE EXECUTIVE

4 MARCH 2008

REPORT OF THE CORPORATE DIRECTOR OF CUSTOMER SERVICES

Title: Provision of Wheelie Bins for Household Waste: Pilot Project	For Decision
<p>Summary:</p> <p>In March 2006, Members adopted the Barking and Dagenham Waste Strategy which sets out three simple objectives to:</p> <ol style="list-style-type: none"> 1. Have the cleanest streets in London; 2. Achieve the greatest waste reduction, and highest recycling and composting rates in London; and 3. Deliver effective, efficient and customer-focused services that demonstrate value for money. <p>The strategy required a reassessment of the refuse collection method with three key considerations:</p> <ol style="list-style-type: none"> (a) Reducing the volume of waste collected; (b) Increasing recycling and composting; and (c) Keeping rubbish off the street and giving customers an excellent service. <p>As the current system of bag collection places no limit on the amount of waste our communities can present, Barking and Dagenham residents put out far higher volumes of waste than other London Boroughs (BV84). Recycling (BV82a&b) has significantly improved in recent years but systems that limit the amount of general waste are proven to significantly increase recycling, as residents have no other method of disposal.</p> <p>Black bag collection also impacts adversely on the street scene (BV199) as bags are often split open by foxes looking for food waste and are piled up on pavements, around trees and outside homes in an unsightly way.</p> <p>Our community regularly ask for improvements to be made to the collection system through 'Tell Us'. During the recent neighbourhood surveys, litter was a consistent point raised with residents asking for the introduction of wheelie bins.</p> <p>This report proposes a new approach to collection in low rise (houses) residential properties, namely:</p> <ul style="list-style-type: none"> – A weekly collection of residual waste from a 140 litre Wheelie bin – A weekly collection of mixed dry recyclables in Orange bags, placed beside the bin – A fortnightly collection of green garden waste from a 140 litre Wheelie bin – A fortnightly collection of mixed glass from a 30 litre Plastic box. <p>This collection is the equivalent of 7 full bags of waste each week. Residents with large items of waste or more waste than will fit in their wheelie bins will be directed to the bulky waste collection service or one of the four Reuse and Recycling Centres across the East</p>	

London Waste Authority Region. Existing controls at these sites will ensure commercial or builders' waste does not enter the domestic waste stream.

We propose to test the new system for 6 months in 5 pilot areas starting in June 2008. A full analysis of the impact of the pilot scheme will be presented to Members at the end of the 6 month pilot period to see whether in both financial and service terms a full roll out of the proposal is possible across all low rise residential properties.

During the pilot our specialist waste staff, supported by the Neighbourhood Management service, will assess community reaction to the new scheme. With assistance from the government's Waste and Recycling Action Programme (WRAP) each resident will be visited regularly throughout the pilot to explain the new system and be given advice about waste reduction and recycling.

Through detailed analysis of refuse weight we will track the expected waste reduction and focus on individual households who are producing excessive waste or not recycling. Regular surveys will also be undertaken to address the effect of the new scheme on street cleanliness.

A dedicated team of street wardens will be deployed to ensure residents are not tempted to fly tip their waste or abuse the recycling systems with general waste.

By learning from Boroughs who have already moved to this type of system we know that we are likely to see a significant improvement in Street Cleansing; and with careful design, excellent communication and effective enforcement we are likely to see a marked reduction in waste collected. This will therefore substantially improve our BVPI199 (street cleanliness) and our BV84 (Volume of waste collected) performance, moving the Comprehensive Performance Assessment (CPA) Environment Service Block to 4 or 'excellent'.

Collecting less waste will also result in a potential financial reduction in disposal costs which subject to the annual budget process will allow us to reinvest in better street cleansing, more environmental enforcement. In later years a further potential corporate saving on our levy payment is also anticipated.

Wards Affected: All

Recommendation(s)

The Executive is asked to:

- (i) Agree to the introduction of a six month pilot project to provide houses in five areas - Chadwell Heath, the Leftley Estate, Barking, Rush Green, Waterbeach Road area of Becontree Ward and the Rylands Estate, Dagenham covering a total of 8,500 properties with free wheelie bins for residual waste; green wheelie bins for green waste; and plastic bodes for mixed glass collection commencing in June 2008;
- (ii) Agree the revised collection arrangements for these pilot areas as detailed in paragraph 2.1 of the report;
- (iii) Note that the funding for the pilot project is met within existing resources of the Environmental and Enforcement Service including the need to enter into an agreement to rent the relevant vehicles for the 6 month pilot period;
- (iv) Agree the introduction of a permanent borough-wide fortnightly mixed glass collection service with effect from June 2008;
- (v) Approve the purchase of wheelie bins and plastic boxes through Consortium

- Framework Agreements with e-sourcing; and
- (vi) Note that a further report will be presented at the conclusion of the pilot project on the feasibility of rolling the project out Borough-wide, including the full financial, legal and contractual implications. The full roll-out will not proceed until the necessary report has been presented to the Executive for a relevant decision on all the above matters, which is likely to be in January/February 2009.

Reason(s)

To assist the Council in achieving its Community Priorities 'Making Barking and Dagenham Cleaner, Greener and Safer' and 'Raising General Pride in the Borough'.

Implications:

Financial:

The capital cost of the initial pilot is £313,400. This can be funded from the existing waste minimisation capital scheme and has received approval to proceed via the Enterprise Programme Office (EPO) process subject to the borrowing costs being self-financing from the scheme, as agreed by Assembly on 28/2/07 as part of the capital programme.

In addition, there is a need to fund other initial costs from revenue totalling £108,000 from the spend to save reserve. This sum will be replenished by future savings from this proposal.

The remaining revenue implications of operating the pilot for the 6 month period are around £118,000. The additional cost is for borrowing costs, marketing costs and also staffing costs to manage the risk that members of the public may fly-tip their waste or otherwise abuse the collection system, through a team of 4 environmental enforcement officers from the Street Warden Service. These will be funded from within the existing resources of the environmental and enforcement service. Other operational revenue costs will be found from reorganising the refuse teams.

Any potential roll out Borough-wide of the scheme is estimated to require further capital investment of £1,716,000. The full associated revenue cost of the proposal would be £355,000. The revenue costs of the borrowing, estimated to be £140,000 per annum along with the small increase in revenue costs to run the additional vehicles, will be funded from efficiencies in the service budget including the revenue saving created by avoiding the purchase of black refuse sacks. This would leave a balance of some £175,000 per annum and currently no budget provision exists in environmental and enforcement service for this sum.

The scheme will include the separate sorting of orange bags and residual waste at the kerbside. This will have additional revenue implications that will be assessed during the pilot scheme. Shanks East London has indicated that they will be willing to contribute to this additional cost. The full details of that contribution will be finalised before the pilot begins.

The waste containerisation proposals in this report will contribute towards reducing house hold waste tonnage by an expected 15% from November 2008. If the pilot goes ahead and gets the necessary management control, there could be a part year reduction in the waste levy in 2010/11 with a further full year effect of any reduction in 2009/10 generating further savings in 2011/12.

A robust baseline will need to be established to assess any potential reduction in our levy

and this will need to be reviewed as part of the relevant budget process to ensure sufficient savings are generated to support the balance of the full year running costs expected of £175,000 of any potential roll out of the proposals.

The full financial implications of any proposed roll out will be considered as part of the report to the Executive following the pilot period and will cover the capital costs, ongoing revenue costs, external contributions and potential reduction in our waste levy and any other prevailing financial matters.

Legal:

The Environmental Protection Act (1990) – under this Act, the Council may denote the method residents must use to present their waste for collection.

Risk Management:

The scheme requires the management of a significant change in Community behaviour to achieve the full benefit of the scheme. The communication and awareness raising programme accompanied by a firm but fair enforcement approach will significantly mitigate the risk of residents not understanding or wanting to participate in the scheme or deciding to illegally dispose of their waste.

The financial benefits of the new scheme require an accurate method of assessment of the weight of waste disposed of by Barking and Dagenham Residents. Deloittes have been engaged to audit the robustness of the system of assessing the tonnage-based levy payments that Barking and Dagenham make to the East London Waste authority and subsequently their contractor Shanks East London Limited. The outcome of the audit has confirmed those systems as robust and accurate.

Social Inclusion and Diversity:

The initial equalities impact assessment highlighted the following issues:-

Wheelie bins potentially present issues for our residents with mobility issues. The publicity surrounding the scheme will highlight the Council's assisted collection scheme that adapts the collection to meet the needs of the residents.

Larger families will be able to ask for additional or larger wheelie bins so they can accommodate their families waste. Similarly smaller bins may be provided to single occupancy households. Waste volumes from individual properties will be monitored. If excessive volumes are produced this will trigger intervention by a waste advisor who will make an assessment of needed bin size during the visit.

In some areas of the borough wheelie bins will not be suitable as residents do not have the room to store the bins effectively. In these areas we will use a variety of techniques such as communal bins to ensure refuse can be handled correctly.

Residents in sheltered schemes will continue to receive assistance with their waste from their caretakers.

The pilot areas have selected to represent the social economic make up of the Borough's communities living in low rise accommodation.

The pilot process and consultation will be used to test these areas and inform a more detailed assessment.

Crime and Disorder:

The neat storage of refuse awaiting collection would improve environmental aspects, and so increase perception of an environmentally safe area. There is direct correlation between safety and good environmental management.

Options Appraisal:

This is described in detail in the Waste Strategy agreed by Members during March 2006

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1. Introduction and Background

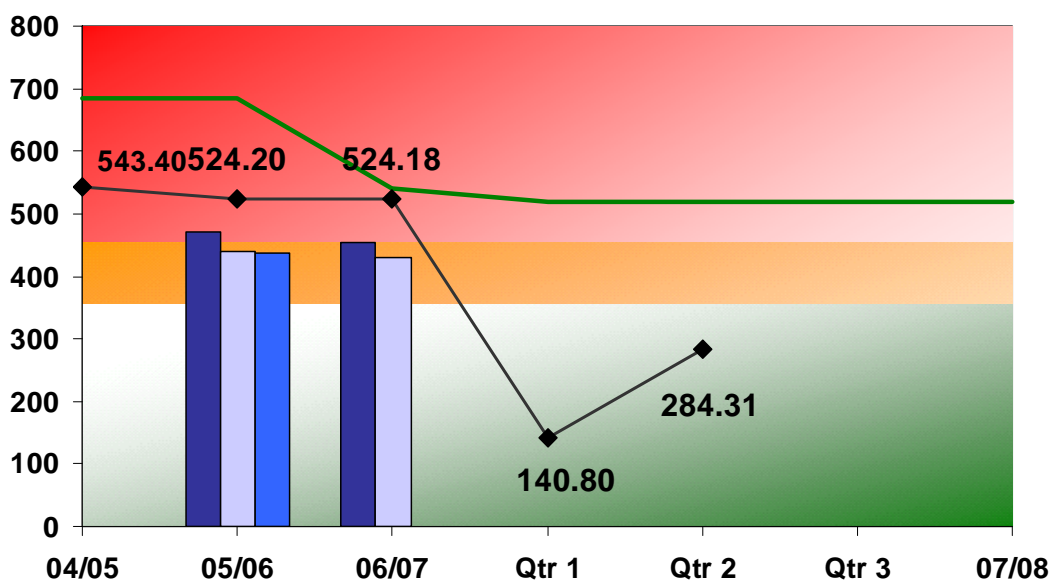
1.1 In March 2006, Members adopted the Barking and Dagenham Waste Strategy which sets out three simple objectives:

- a. We want to have the cleanest streets in London
- b. We want to achieve the greatest waste reduction, and highest recycling and composting rates in London
- c. We want to deliver effective, efficient and customer-focused services that demonstrate value for money.

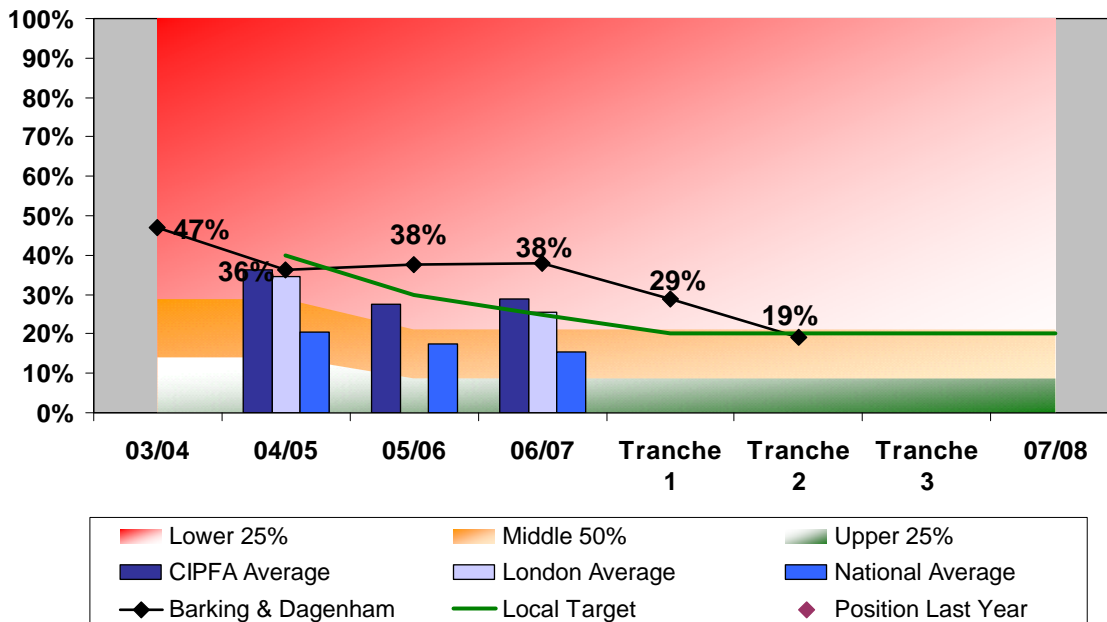
1.2 The strategy required a reassessment of the refuse collection method with two parallel objectives of improving waste management performance, (increasing recycling and composting and reducing the amount of waste thrown away), and improving the impact of waste collection on the street scene (improving street cleanliness and community satisfaction about the look and feel of their neighbourhood).

1.3 The environment service block of the Comprehensive Performance Assessment currently scores 3 out of 4. To improve to 4 or 'excellent', two indicators BV199a (street cleaning) and BV84 (Waste collected per head of population) must move out of bottom quartile. Current performance for these indicators is described below.

**CUSTOMER SERVICES - Environmental & Enforcement Services
BV84a - kg of household waste collected per head (cumulative)**



CUSTOMER SERVICES - Environmental & Enforcement Services
BVPI 199a - The proportion of relevant land and highways that is
assessed as having combined deposits of litter and detritus across four
categories of cleanliness



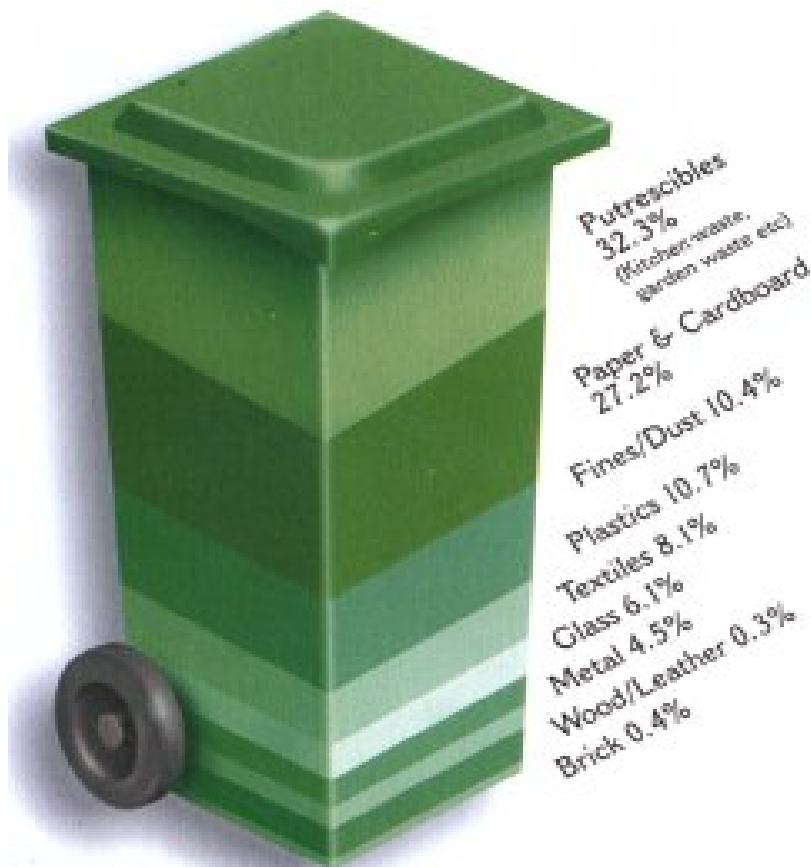
1.4 The reorganisation of the Waste and Street cleaning services has resulted in improved performance, but the current bag collection sets a limit on what can be achieved, as black bags regularly get split open by foxes and other animals to get to the food waste inside. This is not such a problem for orange bags as the dry waste is not attractive to animals.

1.5 The bag system also sets no limit on the amount of waste our community can place out for collection, so provides no incentive to reduce waste. We also know from analysis of market research data that the borough has many people in the manual trades or small delivery business. Analysis of the type and volume of waste presented shows some residents putting out up to 24 bags of residual waste that can include large quantities of building type waste. To improve BV 84a performance to mid quartile a household waste reduction of 124.84 kg/head will be required from Barking and Dagenham residents.

- 1.6 Recycling performance has improved rapidly from a low base, due to
- introduction of the orange bags system to all borough residents,
 - the improvements to the Reuse and Recycling Centre at Frizlands,
 - the introduction of the fortnightly green waste collections
 - the investment in Bio MRF technology at Frog Island.
 - the introduction of community schemes such as the Osborne Partnership Textile collection scheme

Nevertheless, we know that our residents could recycle far more with the orange bags system, and take up of the green waste collection system is relatively low.

1.7 This diagram shows the typical types of material we find in our resident's bins. We have been very successful with the orange bag scheme, which allows us to capture a good proportion of recyclable materials. However about 80% of the contents of this typical wheelie bin could be recycled using the schemes available in this borough.



1.8 It should be noted that the government is planning to introduce new waste reduction targets under the Waste Strategy for England 2007. The proposal from government is a waste reduction of 50% by 2020, equivalent to a fall of 50% per person from 450 kg per person to 225 kg in 2020.

1.9 Resident consultation through 'Tell Us' has shown that many residents want the collection system to improve with a significant number asking for wheelie bins to be introduced. The recent neighbourhood surveys show litter as a consistent concern with residents in many areas highlighting more enforcement, community clear ups and wheelie bins as a ways of improving cleanliness standards.

2. A New System of Waste collection.

2.1 This report proposes a new approach to collection in low rise residential properties, namely:

- A weekly collection of residual waste from a 140 litre Wheelie bin
- A weekly collection of mixed dry recyclables in Orange bags placed beside the bin
- A fortnightly collection of green garden waste from a 140 litre Wheelie bin
- A fortnightly collection of mixed glass from a 30 litre Plastic box.

2.2 This combination of waste containers is the equivalent of 7 full bags of waste each week.

- 2.3 Residents with large items of waste or more waste than will fit in their wheelie bins will be directed to the bulky waste collection service or one of the four Reuse and Recycling Centres across the East London Waste Authority Region. Existing controls at these sites will ensure commercial or builders waste does not enter the domestic waste stream.
- 2.4 **Weekly Collection of residual waste from a Wheelie bin** – Carefully selected wheelie bins will be used to both contain and limit the waste presented for collection.
- 2.5 The introduction of 140 litre bins for residual waste collection has been trailed elsewhere with very positive results. Norfolk County Council successfully used smaller wheelie bins accompanied by a comprehensive waste awareness programme and the same system of supported home composting currently available in Barking and Dagenham. They saw a 16% reduction in total waste presented in a five year period.
- 2.6 We also know that all top performing Councils for street cleanliness use wheelie bins for waste collection, and in most cases during their introduction significant improvements are seen.
- 2.7 **Orange Bag for Mixed Recyclables** – Residents will be asked to present their orange bags alongside their residual waste bin on the same day of collection.
- 2.8 There is now emerging evidence that by placing a limit on the volume of residual waste, and increasing the collections of recycled and composted waste, residents have to recycle or compost to be able to dispose of their waste. The increasing number of boroughs that have adopted this system have seen significant increases in recycling performance.
- 2.9 **Fortnightly collection of green garden waste from a 140 litre wheelie bin** - The current fortnightly green garden waste scheme will continue in the pilot areas, with free wheelie bins rather than bags provided to householders.
- 2.10 **Fortnightly Mixed glass collection from a 30 litre plastic box** – By using spare capacity in the current green waste collection vehicles we are able to offer fortnightly mixed glass collection to all houses within the Borough. Our approach is to give everyone in the Borough the opportunity to take part in a simple straightforward mixed glass recycling system that makes life easy for them, and ensures we capture the maximum amount of waste before it is sent for disposal. Therefore, free plastic boxes for mixed glass collection will be supplied to all borough residents. The mixed glass will be collected from plastic boxes (30L) and emptied at the 30% rear end loader compartment of the same Refuse Collection Vehicle (RCV) as used for green waste.
- 2.11 **Bulky Waste Collected by Appointment** - Some residents may from time to time have large items of waste, or more waste than is able to fit in their bin. The new bulky waste service offers residents two choices. The chargeable service will allow for collection of bulky waste within three working days, and the free service allows for five weeks waiting time before items are collected.

3. Pilot Schemes and Analysis of Improvement.

- 3.1 Before full implementation we propose to test the new system in 5 pilot areas. The pilots will start in June 2008 and run for a period of 6 months.
- 3.2 The full analysis of the scheme will be collated and presented to Members at the end of the pilot.
- 3.3 The areas proposed are Chadwell Heath, the Leftley Estate, Rush Green, Waterbeach Road area of Becontree Ward, and the Rylands Estate to cover collections from a total of 8,500 properties. Street surveys are underway and the exact details of the homes affected will be finalised and members informed before the first roll out of the scheme.
- 3.4 In the time leading up to the pilot specialist Environmental Officers supported by the Neighbourhood Management Service, will work in the pilot areas to thoroughly baseline resident satisfaction, waste volume and street cleanliness. We will also look to adapt our approach to meet the needs of larger families, or people with specific needs that may require assistance from our collection crews.
- 3.5 We will further analyse resident and Member feedback, complaints, missed bin and recycling performance, alongside accurate profiling of waste volume using the latest technology to weigh each wheelie bin. This information will be used to engage and educate the public on waste minimisation issues. This awareness raising and behaviour change work is being supported by the Government's Waste and Recycling Action Programme (WRAP), and project managed by Wastewatch a leading environmental not for profit organisation, through the East London Waste Authority (ELWA) communications group.
- 3.6 A dedicated team of enforcement officers will work to ensure that residents are not tempted to break the law by misusing the recycling facilities or fly tipping their general waste.
- 3.7 Analysis will be carried out based on
 - Resident satisfaction through survey
 - Street cleanliness
 - Recycling and Composting
 - Total Waste volume
 - Fly tipping
 - Cost of collection.

4. Financial Implications

PILOT SCHEME

- 4.1 The capital cost of the pilot scheme is £313,400. This has been assessed by the enterprise programme office and given 4 greens subject to the borrowing costs of £25,000 per annum being self financing from the scheme. The capital sum will be used to purchase the boxes and wheelie bins needed for the pilot scheme. As described below in 4.3.
- 4.2 The additional staffing costs of operating the pilot for the 6 month period are around £73,000. This additional cost is for a team of 4 environmental enforcement officers

from the Street Warden Service to manage the risk that members of the public will fly tip their waste or otherwise abuse the collection system. The total revenue cost of the pilot scheme is £226,000 and is to be funded by £108,000 from the spend to save reserve with the remaining £118,000 funded from within the existing resources of the environmental and enforcement service.

4.3

Description	No of Properties	Quantity	Price per unit	Total amount (£)
Capital Investment				
Wheelie waste bin	8,500	8,500	£14.40	122,400
Green waste bins	8,500	8,500	£14.40	122,400
Plastic boxes	49,000	49,000	£1.40	68,600
Total Capital				313,400
Revenue				
Refuse vehicles – rental (36 weeks)		2	54,000	108,000
Marketing				20,000
Envirocrime/ enforcement staff costs (6 months)				73,000
Borrowing costs				25,000
Total Revenue				226,000

- 4.4 The scheme will include the separate sorting of orange bags and residual waste at the kerbside. This will have additional revenue implications that will be assessed during the pilot scheme. Shanks East London have indicated that they will be willing to contribute to this additional cost, the full details of that contribution will be finalised before the pilot begins.

FULL ROLL-OUT

- 4.5 The indicative capital cost of rolling out the pilot to the whole Borough is currently anticipated to be £1,716,000. This estimate will be refined through learning from the pilot.

Description	No of Properties	Quantity	Price per unit (£)	Total amount (£)
Wheelie waste bin	49,000	49,000	14.40	705,600
Green waste bins	41,000	41,000	14.40	590,400
Purchase of vehicles		3	110,000	330,000
Purchase of weighing mechanism for refuse vehicles		9	10,000	90,000
Total				1,716,000

4.6 Of this total there is a balance of £366.6k in the capital budget for this scheme. This leaves a further £1.350 million not currently provided for in the capital programme and will need to be subject to a capital bid through the annual capital programme review process subject to any agreement to a full roll out of the proposal.

ROLL OUT BOROUGH WIDE	2009/10 £	2010/11 £
Capital investment – Roll out only	1,716,000	0
Revenue		
- borrowing costs - roll out	140,000	140,000
- pilot scheme	25,000	25,000
Envirocrime/Enforcement staff	145,000	145,000
- maintenance of additional vehicles and replacement bins	45,000	45,000
Total revenue cost	355,000	355,000
Less;		
- non-supply black bags	(120,000)	(120,000)
Additional service efficiencies found from within E&E budgets to finance part cost of scheme and borrowing costs from pilot scheme	(60,000)	(60,000)
Net Cost of Scheme (shortfall in budget)	175,000	175,000

4.7 The waste containerisation proposals in this report will contribute towards reducing house hold waste tonnage by an expected 15% from November 2008. If the pilot goes ahead and gets the necessary management control, there could be a part year reduction in the waste levy in 2010/11 with a further full year effect of any reduction in 2009/10 generating further savings in 2011/12.

4.8 This is based on the following assumptions:

- Rate per tonnage for household waste at £72 in 2008/9 increases by 5%.
- Volume of household tonnage for 2010/11 is based on the estimated tonnage in 2008/9 before reduction.

- 4.9 A robust baseline will need to be established to assess any potential reduction in our levy and this will need to be reviewed as part of the relevant budget process to ensure sufficient savings are generated to support the full year net running costs expected of £175,000 of any potential roll out of the proposals.

5 Engagement Strategy

- 5.1 A comprehensive engagement and publicity plan will accompany the pilot schemes. We will closely monitor all aspects of the pilot before, during and after the initial launch.
- 5.2 The government have committed to providing support to this engagement through the waste and recycling action programme (WRAP).
- 5.3 Specialist Environmental Officers will work alongside the Neighbourhood Management Service to complete a comprehensive survey to assess residents' feelings about the refuse collection and street cleaning service. Baseline data will be established in March and April 2008 before full roll out and then a second survey will assess the impact of the improvements towards the end of the pilot schemes. We will also seek feedback about the look and size of the containers, and residents' feelings about storing and emptying their bins.
- 5.4 Engagement during the pilot will focus on one-to-one contact with the residents affected. Borough wide publicity about the scheme will be limited as this could potentially cause confusion with residents outside the pilot areas.
- 5.5 Information about the scheme will be embossed onto the lid of the bin so residents are not confused about the use of the bin. The house number of the bin will also be embossed into the side so it can be easily identifiable.
- 5.6 The pilots will be phased to ensure that the delivery of the bins and accompanying material is completed accurately and the wheelie bins are properly allocated to the correct properties.
- 5.7 Comprehensive data will be collected throughout the pilots to assess waste volume, recycling rates and street cleaning.
- 5.8 By weighing each household's waste we will be able to effectively target educational support at households who continue to dispose of large quantities of waste or could recycle more.

6 Implementation Timetable

- 6.1 March 2008 to June 2008 - Base Line data and initial Engagement with Residents.
- 6.2 June 2008 - Borough wide glass box collections begin
- 6.3 June 2008 – 2 pilot areas for wheelie bins
- 6.4 July 2008 – Remaining 3 pilot areas for wheelie bins
- 6.4.1 Report to Members on conclusion of pilot schemes and way forward – January/February 2009

7. Consultees

7.1 The following were consulted in the preparation of this report:

Portfolio Holder – Councillor Milton McKenzie, Executive Member for Environment and Sustainability

Corporate Management Team

David Woods, Corporate Director of Customer Services

Heather Wills, Head of Community Services, Libraries & Heritage

Paul Field Corporate Lawyer

Alex Anderson Group Manager Finance

Mickey Neale, Group Manager Waste & Transport Services

Ruth Du Lieu, Programme Manager

Communications and Marketing Team

Shanks East London

East London Waste Authority, including London Borough's of Redbridge, Newham and Havering

Waste and Recycling Action Programme (WRAP)

Wastewatch

Background Papers Used in the Preparation of the Report:

Achieving Excellence – The Executive Report 13 March 2007

Review of Graffiti Strategy and Charges 2007/08 – The Executive Report 25 Sep 2007

Waste Strategy for England 2007 – Executive Summary

Barking and Dagenham Waste Strategy 2006

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THE EXECUTIVE

4 MARCH 2008

REPORT OF THE CORPORATE DIRECTOR OF REGENERATION

Title: Revised Regeneration Strategy 2008-13 – Prosperity, People and Place	For Decision
<p>Summary: In 2001 the Council adopted a cross-cutting Regeneration Strategy for the Borough entitled “An Urban Renaissance in East London”.</p> <p>Since the strategy was produced a review has been undertaken and a new document has been drafted which reflects the new challenges and opportunities facing regeneration in Barking and Dagenham and the impact of demographic changes that have emerged.</p> <p>The main aim of the Regeneration Strategy 2008–2013 is to ensure that our community benefits from being at the heart of the largest regeneration project in Europe -Thames Gateway. The review has adopted three key objectives that require action to ensure our community benefit:</p> <ul style="list-style-type: none"> • Increase the prosperity of our residents and business community • Improve the quality of life for all people in our community • Create an attractive and sustainable place that promotes pride and a sense of belonging. <p>Each of the three objectives has a broad set of actions and outcomes. In addition, there is an Action Plan that develops in detail the activities that the Council and its partners are taking to achieve the objectives and which will be used to help monitor the strategy. A Delivery Plan has also been produced for the period 2008/10, which sets out in plain English what will be achieved in the next two years.</p> <p>Community engagement is of prime importance to inform the development of the Regeneration Strategy and consequently, officers undertook an extensive consultative exercise between March and June 2007 in conjunction with the Local Development Framework documents.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s): The Executive is asked to support the proposals and recommend the Assembly adopt the Regeneration Strategy 2008-13.</p>	
<p>Reason(s): To assist the Council in achieving its Priorities in “Raising General Pride in the Borough” and “Regenerating the Borough”.</p>	

Implications:

Financial: There are no direct financial implications arising from this report. The revised Regeneration Strategy will include new proposals for projects that will have funding implications for the council. These will be identified as the proposals are brought forward and will need to be considered as part of current Council resources and relevant budget processes.

Legal: None arising from this report.

Risk Management: The Action Plan will hold an element of risk in achieving each action and priority associated with their delivery. However, the risk management related to these actions will have to be identified at the source of the action, through Service scorecards and other strategic action plans.

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.

An Equal Opportunities Impact Assessment has been undertaken and the result of the consultation raised issues around providing adequate community space and faith space during new developments, more social facilities in the borough, providing affordable and decent homes, particularly to older and disabled people, and ensuring public transport is affordable and accessible with adequate car parking during the developmental stages of regeneration. These issues are being considered during the preparation of the Local Development Framework and by work of other Departments. They will be the subject of consultation in due course.

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. Many of the proposals will have a positive impact in terms of addressing crime and disorder across the Borough.

Options Appraisal: None

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1. Background

- 1.1 Five years on from when the Regeneration Strategy “An Urban Renaissance in East London” was first published the recent review process has taken into consideration the challenges, which have occurred nationally and locally, and the opportunities and investment available to the borough. The Regeneration Strategy has now been refreshed and updated to make it more focused with strong and inclusive values and ambitions reflecting the local priorities of the borough’s residents.

- 1.2 The strategy seeks to improve people's lives and reduce inequalities faced by local people living in the borough in comparison to neighbouring boroughs, London and England averages. It actively seeks to tackle the barriers facing local people regarding, for example:
- Employment and low household incomes
 - Accessibility to parks and open spaces which are rich in wildlife and offer a variety of activities
 - Use of cultural and leisure facilities and services
 - Provision of 3/4 bed homes for larger families with children.
- 1.3 At the core of the strategy is the council's long term vision for the borough, "**Together we will build communities and transform lives**". The main aim of the strategy is to identify key issues, strategic themes and objectives for the next five years. The Action Plan helps facilitate delivery of these objectives and the resources available for 2008/13. In general terms, it ensures a balanced programme reflects the commitments to delivering the vision through three main strands for investment:
- Increasing the **Prosperity** of our residents and business community
 - Improving the quality of life for all **People** in our community
 - Creating an attractive and sustainable **Place** that promotes pride and a sense of belonging.
- 1.4 The strategy sets the agenda for activity across the council in terms of regeneration. The council is responsible for producing the strategy but delivery in some areas may be largely the responsibility of partner organisations such as the London Thames Gateway Development Corporation (LTGDC), London Development Agency (LDA) and the Primary Care Trust (PCT).
- 1.5 Implementation of the strategy will have an impact on all residents of the borough and for these reasons, it was essential that we consulted widely with those who will be affected by the programme and those who represent groups likely to be affected by the strategy.

2. Consultation Undertaken

- 2.1 A comprehensive public and stakeholder consultation was undertaken between March and June 2007 with over 1,000 organisations and individuals contacted. A range of mechanisms provided stakeholders with opportunities for participation and consultation on the strategy. Individual meetings were also offered and 25 workshops were held with local groups and stakeholders and over 300 individuals were engaged in face to face discussions in these workshops. In addition, over 900 leaflets and questionnaires were sent to the local stakeholders as well as being distributed from exhibitions held in three of the Borough's main shopping areas.

The community were also informed about the consultation through press releases, on the council's website and through the Citizen.

- 2.2 The responses that were received were positive and helpful. In particular the workshops were considered very useful and enabled a more informed response to

be made by those stakeholders, which would not have been received if relying solely on response forms. There was general support for the vision and several respondents commended the inclusive process of consultation and the strength of partnership working. The general impression is that it is effective and accessible to partner organisations. However, stakeholders feel that feedback on the impact of consultation could be improved and more widely involve hard to reach groups.

Despite holding exhibitions in Vicarage Fields – Barking, The Mall –Dagenham Heathway and Sainsburys-Chadwell Heath, and recording over 200 conversations and handing out 500 leaflets, only 63 responses were received.

Finally the draft strategy was made available for comment both internally and externally to partners and a workshop with the Block 4 group of the LAA was held.

- 2.3 The following paragraphs highlight common themes from the responses received from the public, voluntary and community groups and individual points made by the local community.

3. **Key Points from Consultation**

3.1 **Jobs and Skills Development**

The consultations identified a number of relevant issues in relation to promoting skills and jobs, including;

Residents want more education for local people and better and bigger secondary schools to cater for the growing population. In addition, a significant number of people believe there are a lack of jobs available to local people. Over half of the individual responses said that they thought that more activities for young people were required, many linking this in with the drive to reduce anti-social behaviour. The BAD Youth Forum wants more education courses that allow young people to express their creativity.

The stakeholder responses included:

- The need to coordinate the current agencies working to benefit the local economy and to ensure the development of the necessary economic activity that will bolster the economy;
- Seeking, with others, to create employment and skills opportunities that underpin economic growth;
- Ensuring all of the economic activities are reducing deprivation in the borough.

3.2 **Social Provision**

Over half of local residents felt that their sense of community could be improved by providing additional community space and faith facilities, which are currently limited. There were also comments regarding more facilities for the voluntary sector.

Local people also want better healthcare, both in terms of more GP services and a local hospital. Finally, they would like more things to do for all ages – particularly the young, and they highlighted keeping the environment attractive, more entertainment and sports venues.

The workshops with local stakeholders identified the following issues;

- More recognition of the benefits of the voluntary sector in promoting and delivering community cohesion;
- Need for more facilities for local groups;
- More schools are needed for the growing population

3.3 Housing

Although many people are positive about new large housing developments, they are concerned that it is not for local people and that affordable housing is not “affordable” for local people. Local residents also raised concerns about too many flats being built and not enough houses.

Key concerns from stakeholders were:

- Ensuring that at least 50% of new housing built is affordable;
- Improving the quality of life of residents living at the Gascoigne Estate and providing a choice of tenures.
- More intermediate forms of housing are required rather than being restricted to key workers.
- Buy –to-let housing was creating problems across the Borough.

3.4 Transport

Local residents want a borough which is easy to get around, either by private cars or by public transport. In addition, residents would like public transport, especially bus transport, to be made more frequent and more direct. Unprompted, a quarter of all respondents made this sort of request. Another significant concern relating to buses was that pensioners should have free bus passes at all times and the cost of fares was too expensive for low income households and older people to afford.

Local stakeholder groups identified the following issues:

- The provision of adequate car parking, particularly in Barking during developments and providing appropriate parking near shops generally.
- The area outside Barking Station has too many buses and is too busy;
- Accessibility to buses and stations was raised as a concern;
- The poor condition of local residential roads was raised in a number of workshops.

3.5 Environment

Almost overwhelmingly local people thought the green areas should not be built upon and the general perception is that too much green space is being lost to development. Also concerns that many of the areas prescribed for new homes are in the flood plain and should not be built upon. Respondents recognised that there are a wide range of environmental issues that need to be addressed holistically in the future to deliver a greener borough that meet resident’s needs and aspirations. There was also a strong desire from residents for more activities in parks and better maintenance of the existing parks, grass verges and communal green spaces. One of the strongest suggestions was more tree planting to take place in the Borough.

Stakeholders raised the following concerns:

- Building in flood risk areas was foolish;
- Water conservation measures needed to be built into developments;
- More information on the benefits of recycling was considered important.

3.6 The Consultation has confirmed that the themes of the new Regeneration Strategy are the ones which should be pursued. With respect to specific actions and commitments, a number of stakeholders and fewer individuals suggested:

- Look at and learn from initiatives being undertaken elsewhere rather than re-inventing the wheel
- Improve the opportunities for people to have a say in the planning of their areas. But overall seek to instill social cohesion into the area.

4. Taking the Strategy Forward

4.1 The revised strategy has been redrafted in the light of the comments and is appended to this report (Appendix 1). A summary of the consultation and the Council's response will be placed on the website when the strategy is published. In addition, those groups and individuals will be sent the complete Strategy and a copy of Appendix 1. The use of workshops with local stakeholders was a useful forum, which will be continued on an annual basis.

4.2 Once the strategy is approved it will be published and placed on the website. Further consideration needs to be given as to how local people can be made more aware of what is happening in the Borough and the benefits that the regeneration programme will bring.

5. Financial Implications

5.1 There are no direct financial implications arising from this report. The cost of consulting and producing the strategy has been and will be met from within existing budgets.

5.2 Much of the consultation has identified a desire to provide more and improved services which will need to be assessed as part of available Council resources. As specific actions are progressed any financial implications requiring Executive approval will be brought forward for approval to be considered as part of existing Council resources and/or relevant budget processes.

6. Consultees

The Strategy itself was given to every Department in the Council and also the Council's key partners. The following were also consulted on the contents of this report.

Lead Member Regeneration
Finance
Resources
Legal Services
Adult and Community Services

- 7. Background Papers used in the preparation of this report**
- Revised Regeneration Strategy 2008-13

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Regeneration Strategy Consultation Feedback

1 Prosperity	Response
1a Improve adult skills and pathways to employment	
Bigger and better schools	<p>Bigger schools would not necessarily mean improvement. The Local Authority has planned expansion of schools but has recognised there are optimum sizes of schools. Consideration is currently being given to the need to respond to a growing population which is bringing with it increased pupil numbers. Some additional provision is planned at Primary School level, as follows:</p> <ul style="list-style-type: none"> (a) Eastbury Infants is being expanded and extended to take up to 630 pupils – an increase of over 400 places. (b) Northbury Infants & Junior Schools are also being expanded by a total of 210 places. With regard to secondary school provision, the additional places which need to be created are the subject of an in depth study and discussion with London Challenge, Partnerships for Schools and the Department of Children, Schools and Families. It is anticipated that as a result of this study, information will demonstrate the need for investment in the Borough’s schools.

<p>Should have a package set up with local employers which provide jobs for local people. Been trained but no job to go to.</p>	<p>Barking Job Shop (and Dagenham Job Shop when launched) is our front facing job brokerage service designed to help people into local jobs, through the provision of application/CV and interview support, job search, short vocational training packages etc.</p> <p>All local companies employing more than 10 people have been contacted about the free recruitment service on offer. This is also being promoted through articles in the Citizen and Chamber of Commerce and CVS newsletters, as well as directly through a range of business support agencies.</p> <p>We will be working with employers moving to the borough to help them meet their recruitment needs, with those moving to sites in Dagenham Dock being required to agree employment strategies with us.</p> <p>We have produced a draft Employer Accord which the Council, along with key local partners in the statutory, voluntary and private sectors will be asked to sign up to. This will commit employers who sign to using local recruitment channels, not least the job shops.</p> <p>We have secured a commitment with Barking Riverside Ltd to fund an Employment & Business Co-ordinator from early 2008, to be employed by the Council. The individual's role will be to maximise benefits for local residents from construction and end use phases of the development.</p>
<p>There should be learning on site at childrens centres to build up confidence for women returners – establish a focus group to</p>	<p>Before a course is set up within a children's centre a needs analysis is undertaken within the community to identify the</p>

<p>meet requirements.</p>	<p>specific need. Due to the fact that each children's centre community has its own unique profile this ensures that resources are targeted to meet the demand. A focus group identifies resources available to meet requirements through funding of various organisations, such as Learning Skills Council, Barking College, Jobcentre Plus and LBBB Regeneration.</p> <p>At present children's centres are providing accredited LSC courses in literacy, basic IT, ESOL and the NVQ Level 2 in Children's Care, Learning and Development. All the above are well established courses within children's centres, with the NVQ having its third cohort starting in September.</p> <p>More demand is being identified regularly by the new children's centres and at present the biggest barrier parents are facing with regards to learning on site at children's centres is the lack of funding for childcare. None of the organisations within the focus group have specific funding for childcare. Jobcentre Plus are only able to fund lone parents and parents within workless households. Parents who have a partner in employment, but may have a child on the poverty line are excluded from this funding.</p>
<p>Will training and jobs from new office developments be for local established people</p>	<p>Through our job brokerage and training services described above we aim to equip local people with the skills that will enable them to access vacancies both locally and in the wider Thames Gateway. We will push the free recruitment offer to all employers in the borough. However, the final recruitment decisions will be taken by employers.</p>

<p>1b. Raise levels of attainment and participation for young people</p> <p>How will schools adapt to the increase in housing and population</p>		<p>At present in the Primary School sector, additional places are being planned for Northbury Infants and Junior schools and for Eastbury Primary. It is recognised that the developments in the centre of the Borough will increase demand for pupil places and options are being considered about expanding schools nearest to the house building. In some instances, additional schools will be needed – Lymington Fields, the former UEL site, South Dagenham and Barking Riverside.</p>
<p>1c. Deliver local enterprise and business growth</p> <p>Concerns were raised about the impact on existing businesses in the borough who may be pushed out due to affordability of high rent increases</p> <p>Celebrate what we are doing good to engender pride in the borough including local business success</p> <p>Hope that the council can manage to keep and allow businesses to develop but as you propose to build on Brownfield assumes land already for business will no longer be available particularly cheap areas for small one man bands.</p>	<p>The general trend for London land prices is upwards and is one that the local authority can do little about. There are some mitigation measures for very small businesses, notably about rate relief. LB Barking and Dagenham remains one of the least expensive boroughs in London; but the problem is recognised.</p> <p>Some work around the image of the borough is being undertaken. A business directory is being prepared and it is intended to launch this with a showcase of the best of B&D. The outreach team are building up a log of all success stories and a way of sharing this is being worked out.</p> <p>The Borough's employment land review has sought to ensure there is adequate land for employment use without retaining vacant land which has no realistic chance of being used for employment use and could be better used for housing. Brownfield land such as Dagenham Dock will remain in employment use with infrastructure investment to bring it into</p>	

	<p>more active use. We will seek to safeguard sites with affordable employment space as well as providing two new business centres which will provide space for small businesses with the support they need.</p> <p>The problem of premises being overlarge is recognised. To this end, efforts are being made to persuade developers of the need for smaller premises. In addition, LEGL funding will permit the development of two business centres both offering small scale space. The imminent letting of both the Malthouse and 80 Abbey Road will see small space availability for the creative and cultural industries</p>
<p>2. Improving the quality of life for all people in our community</p>	
<p>2a. Ensure engagement through regeneration and promote cohesion</p>	
<p>Unlikely developers will provide community facilities – if they did it would be the cheapest option possible</p> <p>There should be more faith facilities and space allocated for religious meeting places</p>	<p>Community facilities are included in developments through the use of Section 106 legal agreements. In simple terms this means that the developer must contribute towards the cost of their developments in respect of education, environment and improvement to existing services. The amount is subject to negotiation and full details of S. 106 can be found on the Councils Website accessed through the planning page.</p> <p>The council's role is to empower communities to find accommodation for faith facilities but does assist in two ways:</p> <ul style="list-style-type: none"> • A new planning advice note which enables some retail and industrial space to be used as places of worship when no longer required for their previous purpose

	<ul style="list-style-type: none"> Ensuring that major new developments such as Barking Riverside includes provision for faith facilities
<p>How widely do we consult with the community/groups particularly hard to reach groups</p>	<p>The Council has recently adopted a Community Engagement Strategy which aims to ensure that all consultation is representative of the wider community, particularly hard to reach groups. All staff planning consultations are required to show how they will ensure that the voices of these groups are heard, and good examples of reaching these groups has been shared in the Council.</p>
<p>Resident enquired if community forums were coming back</p>	<p>Community Forums were ceased last year, due to the small and unrepresentative number of individuals who attended them. However, a new way of ensuring that local people's voices are heard has been developed: through the neighbourhood management service, local people will be able to identify their priorities for their local area, and to come together to see it happen.</p>
<p>Encourage more human contact for isolated groups/individuals – could be done via learning centre or organised social activities in borough parks at a low cost</p>	<p>As one of the actions in the Community Cohesion Strategy we are working with partners to develop a programme of events and activities which make it easier for local people to come together. The Neighbourhood Management service will also look for ways to enable local people to get involved and get to know each other.</p>
<p>What has been provided for the community in terms of social provision</p>	<p>There is a wide variety of social provision in local communities such as leisure centres, parks, libraries, adult education classes and community halls. Lots of local organisations offer many activities. Local libraries can provide more information about the range of activities on offer. Neighbourhood Management will work with local people to identify and address any gaps in provision.</p>
<p>The council doesn't listen. People's issues in the borough are</p>	<p>The Council is committed to listening to what local people say,</p>

not considered	<p>and has set up the Neighbourhood Management service to make it even easier for local people to have their say and see the results in their neighbourhood. The Council and its partners are about to start a major consultation programme to develop a new vision and plans for the borough- what people say as part of that programme will inform plans for the borough for the years to come.</p> <p>The Council is proud of the contribution that all its communities make to the life of the borough. This is consistent with recent comments made by Government ministers.</p> <p>The Council recognises that more can be done to encourage local people to come together and get to know each other, and a number of actions planned in the new Community Cohesion Strategy are specifically addressed to support this.</p>
<p>Proposals are praiseworthy and hope they are achievable. Uneasy however about the emphasis on “communities”, when the current political mantra is “celebrating/encouraging Britishness”</p> <p>More effort to integrate ethnic minorities in the borough</p>	
<p>2b. Provide integrated health, social and leisure facilities in regeneration areas</p>	
<p>There should be more shared community facilities</p>	<p>A Community Facilities review is currently underway to identify how we can improve local community facilities, and shared provision will be one of the possible solutions. The review will be considered by the Council's Executive in December this year.</p>
<p>Lots of congestion in the borough – suggested reducing the number of traffic lights to maintain flow of traffic or implementing more underground passes for pedestrians</p>	<p>Traffic signals do not only control traffic flow, they also provide an interlude that enable pedestrians to cross busy roads and junctions. By ‘underground passes for pedestrians’ it is assumed that this refers to subways. These are extremely expensive in terms of construction and maintenance and can take a great deal of land to make them pedestrian friendly.</p>

<p>More social learning centre's which contain libraries, quiet reading areas, PC's music room etc</p>	<p>Barking Learning Centre had recently opened and is a multi-functional space which includes library, learning space and quiet reading areas. There are also plans for a new library and learning space in Dagenham.</p>
<p>How will social facilities be catered for whilst building new developments</p>	<p>The Council received funding from the Government to develop a Social Infrastructure Framework and this was completed with partners in health, education, leisure. This was an innovative way of capturing the growth in population of the Borough that is planned over the next 20 years and tried to estimate the needs of the additional population in terms of new health facilities, schools and leisure facilities. This is being used by all the agencies to plan future level of services.</p>
<p>Health – not enough on health in Regen Strategy, Carry out health impact assessments</p>	<p>The Strategy incorporates elements of the work that the Council is undertaking through Leisure Services and makes reference to the other strategies by agencies such as the Primary Care Trust. The Council works with the PCT and through them the Healthy Urban Development Unit: a pan London organisation set up by the NHS to provide planning advice to the PCTs.</p>
<p>Library at Eastern End Thames View opening hours do not suit local people. Closed at weekends but should be open to cater for community. Could part manage with volunteers to help out. There is a lack of dentists, doctors, police, teacher, etc with this vast amount of new housing built or being built. Where are these services coming from?</p>	<p>Consideration is currently being given to alterations to the Sue Bramley Centre which could make it easier for volunteers to be used to increase the accessibility of the library.</p> <p>The Social Infrastructure Framework attempted to quantify the levels of new facilities across the Borough. The report is being used by the PCT to plan health services in the future. The Police are investing in new infrastructure to provide improved services in the Borough. Each of the agencies providing services in the Borough will be adapting their services as new demand occurs.</p>
<p>Would like to see a viewing tower, a visitor information centre, and a museum in the town.</p>	<p>Barking and Dagenham already has a museum at Valance House and consideration is being given to visitor information centre in</p>

	relation to the regeneration projects being planned in the Town Centre. In addition, there may also be a visitor centre at Barking Riverside.
2c. Meet housing needs and deliver affordable family housing	
There should be more houses with 5+ bedrooms for larger families	Increasing the number of family size homes is a target of the Housing Strategy and the Local Development Framework. The target is in line with the London Plan and was agreed during resident consultation on the Housing Strategy 2007.
Not enough public space/civic within housing developments in the borough	New open space provision is planned for within large new developments and or contributions sought to enhance the existing open space in the Borough.
Allow more social housing to enable more people to move in	The LBBB Housing Strategy adheres to London Plan requirements to increase the volume of social housing – the target is such that 50% of new housing will be affordable, 70% of which should be social rented housing.
What housing provision is there for older people and disabled people	All new housing is built to 100% Lifetime Homes standards and 10% is wheelchair accessible. The LBBB Housing Board is currently assessing the level of needs, supply and demand for supported housing in the borough and is involved in the development of assistive technology programmes.
High rise buildings were not adequate and reinforced crime. There should be a concierge as this works in other areas to reduce graffiti, damage and maybe have CCTV. Families do not feel safe	The LBBB Housing Strategy emphasises the need and has a number of targets (in line with the London Plan) for the priority development of intermediate housing including shared ownership schemes. To maintain affordability, our current position emphasises the need that all such projects and schemes are priced at local income levels.

<p>Convinced that housing will not be affordable and also concerned with housing associations gaining too much property in the area. Also concerned that so many people from outside the borough get homes when current inhabitants are on lists. Believes that properties for rent by councils and associations should be for locals not outsiders.</p>	<p>Our proposals for a Local Housing Company (LHC) are such that all new housing the LHC provides will be locally owned and accountable. There will however be a small element of shared nominations for people outside the LBBD.</p>
<p>Concerned that predominance of a particular housing form of tenure with a minimum requirement for affordable housing. Requirements should vary within the borough with lower affordable requirements in areas of high affordable housing concentrations.</p>	<p>The Housing Strategy emphasises the need for mixed communities. Additionally our estate renewal programmes are seeing schemes change from 100% council housing estates into mixed communities composed of one-third social housing, one-third shared ownership and one-third outright sales.</p>
<p>Housing for 16-21's – 1 or 2 bed apartments, maximum 3-4 floors high</p>	<p>The new Foyer currently being built will provide accommodation for 16-24 year olds as well as provision of training and employment advice to equip them to find jobs</p>
<p>2d. Ensure implementation of new modes of transport Cleaner roads</p>	<p>We have redesigned front line services to enable a stronger customer focus. The implementation of area managers will dovetail with the Neighbourhood Management model by imbedding area managers in geographic locations providing a “one stop” focal point for residents and members. Interim scores relating to BV199a show an increase in our performance relating to cleaner streets and we are preparing to submit our own measurements against this PI to Defra directly.</p> <p>I assume that this will be dealt with by colleagues involved in cleansing services</p>
<p>Better public transport</p>	<p>Improved public transport is a Council priority with major schemes in hand (e.g. DLR extension; East London Transit); rail</p>

	<p>and bus service improvements.</p> <p>The Council works closely with London Buses and Transport for London to improve the reliability of bus services across the Borough. New bus lanes, enforceable bus stop locations and improvements to the pedestrian environment at the bus stop are already evident across the Borough.</p>
<p>Residents emphasised the need to address lack of good public transport links – not only from Marks Gate into the main town/district centres but also within Marks Gate itself</p>	<p>Marks Gate is served by a bus service through the middle of the Estate and that service travels through the Borough and intersects with many other routes and key train stations.</p> <p>Areas with poor bus services are being considered for improvements by Transport for London (TfL). The comparative isolation of this area is a recognised need. Such issues are regularly raised with TfL at Council/public transport operator regular meetings (Public Transport Liaison Group -PTLG).</p>
<p>Making a one standard fare cost for public transport that everyone can afford</p>	<p>This a matter for the London Mayor and TfL. Standardisation and integration of fares is being undertaken to encourage greater use of public transport; as is prepayment of fares – the Oyster card being a major success in this respect and offering cheaper fare rates.</p>
<p>Transport – look at hoppers – look at fares across London. Difficult to get from the A13 by bus and other places then other boroughs</p>	<p>TfL Issue but the Council is looking at improving bus services. Bus services do operate along the A13/A1306 and travel into the heart of the Borough.</p> <p>Such issues are regularly raised with TfL at Council/public transport operator regular meetings (Public Transport Liaison Group). This is primarily a matter for the London Mayor and TfL.</p>

	<p>Standardisation and integration of fares is being undertaken to encourage greater use of public transport; as is prepayment of fares – the Oyster card being a major success in this respect and offering cheaper fare rates.</p> <p>Services to the south of the Borough/Barking/Riverside will be increased in line with development there.</p>
<p>Overall our transport system leaves much to be desired for everyone in my immediate area to get to the nearest supermarket for a quick large shop, requires 2 buses (each bus fare £2 single which equals £8) plus the fact that one person may not be able to carry that amount of shopping.</p> <p>Unfortunately the local shops cannot compete on price or range – which leads us back to supermarkets. Public transport is expensive and unreliable.</p>	<p>Such issues are regularly raised with TfL at Council/public transport operator regular meetings (Public Transport Liaison Group). This is primarily a matter for the London Mayor and TfL. Supermarkets are increasingly making home deliveries – of particular benefit to people without access to a car.</p> <p>Shopping policies favour the location of shops in town centres where access by public transport is good.</p> <p>Standardisation and integration of fares is being undertaken to encourage greater use of public transport; as is prepayment of fares – the Oyster card being a major success in this respect and offering cheaper fare rates.</p> <p>TfL and bus operators have reliability performance standards; bus priority measures are also being introduced in the road network to improve service reliability.</p> <p>C2c rail services are now among the most reliable in the country.</p>
<p>Roads and pavements are as much as part of the environment as well. However pavement should use of brick or concrete paving stones and not for what sinks and bulges over time. Paving stones should incorporate colour.</p> <p>Adequate provision for car parking as many people for a</p>	<p>The Council is maximising funding available to implement significant areas of highway and footpath improvements. Areas of regeneration will be enhanced with high quality materials but care will be exercised in residential areas to meet the wishes of residents and maximise use of limited funds.</p>
	<p>The Borough is well served by parking spaces generally, however</p>

<p>variety of reasons will be dependent on their own transport and must be recognised by providing adequate parking.</p>	<p>Barking Town Centre is going through a transitional period of development. A multi storey car park is planned for the future in Barking Town Centre</p> <p>The Council has a Parking and Enforcement Plan and issues of availability are kept under review. However, parking restraint is a major tool for encouraging greater use of public transport. Parking standards for developments in the Borough are compliant with those in the London Mayor's Transport Strategy.</p>
<p>Lack of access to facilities is linked to poverty and this is one of the poorest boroughs in London. Encouraging people to use public transport is a noble one but as this council has no direct control over the amount, type, frequency or price of the fares of public transport. Raising fares above inflation has encouraged the used of private cars.</p>	<p>Such issues are regularly raised with TfL at Council/public transport operator regular meetings (Public Transport Liaison Group). This is primarily a matter for the London Mayor and TfL. Standardisation and integration of fares is being undertaken to encourage greater use of public transport; as is prepayment of fares – the Oyster card being a major success in this respect and offering cheaper fare rates.</p>
<p>Safer roads/more cycle lanes, cheaper and reliable fares for transport, safer streets/more street lights, more patrol police, safer environment, better transport system</p>	<p>These objectives are reflected in the Council's transport plan just recently agreed by the London Mayor (LIP – Local Implementation Plan).</p> <p>The Council is extremely proud that work on the Public Highway has resulted in continued improvement in reducing road safety accidents. In addition the Council continues to implement and improve cycle lanes and street lighting levels are maintained by regular inspection and replacement</p>
<p>Barking Station need to be enhanced and the platform lengths at Dagenham Dock extended to accommodate 12 car trains. DD customer facilities also in need of enhancement whilst increasing traffic over the level crossing requires an upgrade of</p>	<p>A major study of Barking Station is being initiated by the London Thames Gateway Development Corporation to guide major investment to upgrade the station and its operation.</p>

crossing equipment or possibly closure with a bridge replacement.	A new interchange will be created at Dagenham Dock in association with the East London Transit (ELT) and Docklands Light Rail extension schemes. Upgrade of this loop of the c2c line to twelve car operation is supported and opportunities for funding are being actively pursued by the Council and other agencies in Thames Gateway.
3. Creating an attractive and sustainable place that promotes pride and a sense of belonging	
3a. Deliver exemplary design and environmental sustainability	
No contractor should be given boroughwide contracts. All contracts to be limited to small projects and only reviewed after critical appraisal. A whole range of foreign and domestic contractors to be approached for design application only the best to be awarded. Wide use or total use of local labour at all times.	The Council awards its contracts on the basis of best value for money based on a combination of both price and quality factors in line with what is permissible under public procurement legislation. This legislation does not allow any public body to positively discriminate in any way. Therefore what has been proposed whilst sounding attractive would be illegal. Additionally it will not be practical or cost effective in many instances, eg. we could not for instance build a new school under a system of “small projects”? Wherever possible the Council does seek to maximise opportunities for local business and local employment and are actively including such community benefits clauses in our contracts. One illustration of this for example is that 58% of our agency staff are now residents within the borough.
How will developers be held responsible to account for cleaning up land already contaminated with chemicals or other potentially harmful substances. Also if developers have this	Such a cost is almost invariably reflected at point of sale of the land to the developer. If the land is contaminated then conditions for remediation are imposed by the Council on the developer prior

<p>responsibility this will have a knock on effect when it comes to the costs of properties bought/rented.</p>	<p>to development taking place. Due to this cost the price the developer pays is lower. It is unlikely to be placed on the house prices as this would make them uncompetitive in the market when compared to 'clean' sites.</p>
<p>Promote water efficiency and conservation</p>	<p>Due to Climate Change water will become more of an important resource in periods of drought. As such the new Local Development Framework (the planning document for all new developments in the borough) does enforce high standards of water efficiency (dual flush toilets, spray taps etc). While also promoting rain water harvesting for developments and water recycling, where it is possible.</p>
<p>More trees and plants</p>	<p>Landscaping is an integral part of the development of key sites. In addition, Leisure Services have undertaken major planting works in some of the key parks.</p>
<p>Consideration is being given to the accessibility of new buildings, but what about the accessibility of existing buildings?</p>	<p>We have a 3 year Disability Discrimination Act programme in place to make our existing buildings accessible. Please note that we cover all corporate buildings, but only a limited number of buildings owned by Housing and Education.</p>
<p>Saving energy on homes and businesses – making energy efficiencies</p>	<p>The borough does have aims to reduce its carbon footprint, throughout many of the way the new developments are designed. Obviously energy efficiency is the first stage toward a low carbon development – don't use the power in the first place.</p> <p>Many of the innovative ideas around low carbon developments, will not be visible to the eye – for example greater insulation, community heating to name two. But many will have to be visible, such as solar panels and wind turbines. These visual energy generating structures will send a clear message about the aspirations of the borough to tackle global issues such as Climate</p>

	<p>Change, and reduce local issues such as fuel poverty and raise education levels. All of these will be designed into any new developments, an not as a “add on.” Major energy generating structures, with though be required to have the least impact on the surrounding environment, and involved stakeholder consultation throughout.</p>
<p>Looks very good but concerned about the flooding issues and that infrastructures are put into new areas – schools, shops etc so pleased to see this addressed</p>	<p>Climate Change is happening, and there will be an increase in risk due to sea level rising and weather patterns altering, but we also need to deliver homes for families and local residents. Both of these issues can be achieved, through well thought out design and construction methods.</p> <p>All new developments will be designed with food defence at the heart of the scheme. On major sites, such as Barking Riverside, the land level has been raised by between 8 to 15 meters higher than it previously was, by using soil dug up by the Channel Tunnel Rail link that has been constructed under London. This will reduce the risk of sea levels rising and flooding the site. Any new building here or in the rest of the borough, will also be required to cope with the risk of sea levels rising and flooding, and so issues such as underground car parking (which are easier to replace than homes and personal property), and electrical supplies that enter the property above first floor level, will ensure that personal property and well being are retained even in the most extreme situations are proposed.</p> <p>We also aim to preserve open land, through out the borough, which will be used to absorb and store rain water in periods of heavy downpour. The Planning Department also promotes</p>

<p>Environmentally Barking is in close contact with flowing water which could supply water turbines giving 20 hours at least reasonably free electricity unobtrusively obtained no windmills, no ground space used and no noise.</p>	<p>Green Roofs to be located on new buildings, which will further reduce the risk of flooding through heavy rain fall.</p> <p>Barking & Dagenham Council is not responsible for energy generation with the wider community or in new developments, we only advise on energy generation with developers.</p> <p>But we have in the past worked with the Environment agency on the potential of using the flowing rivers of the Thames and Roding to help power new developments. Unfortunately, both of these rivers are not particularly fast flowing, which would reduce the power potential. Both rivers are also very heavily silted rivers (mud in solution), which would easily clog up the under water turbines. Therefore we advise that other renewables technologies such as wind and solar are more cost effective and preferable.</p>
<p>There is a real opportunity to create a first class walking and cycling environment with all the redevelopment occurring. Encouraging this activity meets many objectives such as: reducing car dominance, encouraging exercise, improving public realm, opening up jobs and services for the whole community regardless of wealth, improving public realm.</p>	<p>The Council is working with various groups and organisations to improve conditions for pedestrians and cyclists. By linking improved pedestrian routes with support for more reliable bus services, it is intended that there will be greater use of public transport</p>
<p>Not a scientific person but does not like the idea of wind generators as they seem to blight the land. Also hopes that there will not be too many flats on the agenda for that seems to bring more bad elements into the area.</p>	<p>The borough does have aims to reduce its carbon footprint, throughout many of the ways the new developments are designed. Many of the innovative ideas around low carbon developments, will not be visible to the eye – for example greater insulation, community heating to name two. But many will have to be visible, such as solar panels and wind turbines. These visual energy generating structures will send a clear message about the aspirations of the borough to tackle global issues such as Climate Change, and reduce local issues such as fuel poverty</p>

	and raise education levels. All of these will be designed into any new developments, an not as a “add on.” Major energy generating structures, with though be required to have the least impact on the surrounding environment, and involved stakeholder consultation throughout.
3b. Deliver Barking Town Centre Action Plan	
The condition of the Gascoigne Estate is very poor and needs to be improved	The Council is beginning the process of considering what options there are for the Gascoigne in terms of its regeneration. In the interim the Customer Services Department in conjunction with the new Neighbourhood Management team are looking at some interim measures to improve the estate.
There should be more shops and more affordable shops for local people in the borough as many cannot afford places like M&S	The Council seeks to ensure that the shopping centres in the Borough are attractive for retailers to move into. BTC has an abundance of affordable shops to cater for local peoples needs at a price they are able to afford.
Would like to see more policies on improving the daytime economy of BTC, specifically more coffee shops	Additional retail space will be provided as part of the Phase 2 of Town Square, which is now under construction and further space retail floorspace will be provided in the London Rd plans.
More parking in BTC in the period between the old car parks being removed and the new ones being built	Barking Town Centre is going through a transition. Parking spaces are provided on street and these arrangements are being reviewed in order that they meet the requirements of the travelling public.
No more fast food outlets. Need decent household shops	We can and do control the number of hot food shops within the Borough as all parades are subject to policy limitations on non retail units based on frontage lengths. Most parades have now reached this limit and in 2006 there were 6 applications for takeaways and all were refused. This year so far only one

	<p>permission has been granted which was to change an existing restaurant to takeaway. What we have no control over in planning is the type of retail use which enters a shop as this is not subject to planning control.</p> <p>The Council promotes high standards of urban design throughout the Borough and aims to establish Barking and Dagenham as a place for high quality architecture. There is also an innovative programme of public art underway across the Borough.</p> <p>The Council cannot insist on a particular retailer. The quality of the retailers is partly dependant on the amount of money local people have to spend. As people's incomes increase it is hoped that there will be an improvement in the type of shops available in the Town Centre. The Council is investing in the Town centres where it can be improving the public realm.</p>
<p>New buildings should have balconies or arches over corridors, occasional alcoves with or without statues. The tops of buildings should be made attractive with sculpted roofs rather than straight levels.</p> <p>Highlights some concerns as a current resident. Promotion of town centres is a very good idea but these should include good quality shops, some that we haven't seen in Barking for a good number of years and less promotion of "less quality shops" as seen recently. Attention should be made to planning applications as to what change of use is intended.</p>	
3c. Enable the delivery of Barking Riverside	
<p>Level of floor space created within the proposed Barking Riverside District Centre or BTC is not beyond scope resulting in adverse impacts on other retail centres in adjoining boroughs</p> <p>Would like to see bigger and better schools</p>	<p>A Retail Capacity Study was undertaken in 2004, which took account of the then proposed level of retail floor space on Barking Riverside and within BTC. This suggests that these developments would have little or no impact on existing retail activity. However, the Council does have concerns that the expansion of the Gallions Retail Park in LBN could have a detrimental impact on the Town Centre.</p> <p>Additional schools re planned for Barking Riverside. These new schools – 3 Primary Schools (possibly 4) and a new secondary school are being planned to be built as the new estate is developed. These new facilities are dependent upon funding</p>

	supporting the proposals coming from central Government.
There should be an area of land set aside for community development where the rooms can be booked for different community functions and events (through a booking system) Concerns raised on the possibility of major regeneration sites using Greenfield land. Schools should be provided at the same time as the development and also that as we are talking of reducing a need for cars for all this new and current residents a new hospital with an A&E would be most handy.	There are proposals under the Barking Riverside plan to provide community and Faith facilities to cater for the growing population and mixed communities. Explained that the major regeneration sites were either in areas which were already developed or on Brownfield land The provision of new schools for Barking Riverside development is being planned to coincide with the housing development as the next waves of construction come on stream. The LEA obviously needs to consider before making investment in new schools what capacity exists in other local or neighbourhood schools. At least 3 primary and 1 secondary school, with additional facilities such as children's centres and extended school, activities are planned.
Uneasy about the proposed expansion of building in the Thames Gateway. Public transport is frequently overcrowded already forcing more traffic on to the roads. Without more road and rail facilities from the East of the county through the borough towards London gridlock cannot be far delayed. Visitors to the London Olympics will give a pointer to the future boroughs transport requirements. Barking Riverside looks like high density and uninviting. Could turn into another soulless Thamesmead. What is being done about this?	Major transport investment is in hand to increase network capacity as the Thames Gateway develops – examples include Thames Gateway Bridge; East London Transit; Crossrail; c2c and Silverlink rail network improvements; DLR extension and capacity upgrades; new A13/Renwick Road junction. Our plan is to create the highest standards of modern sustainable development with a wide range of housing types to create living spaces to suit new and existing mixed communities. The population is set to grow by 26,000, so the social infrastructure will need to be planned carefully to stimulate growth of a rapidly growing community. We will ensure that existing communities at Thames View Estate gain maximum benefit of high quality

	community facilities, local shops, brand new schools, healthcare facilities, leisure opportunities and good transport links.
Concerned about ELT which is just an improved bus route. Important this does not impinge on the pedestrianised town centre areas as this would ruin the shopping streets.	ELT will be a high quality service and introduced in association with major upgrade to the built environment along its length. It will operate through Barking Town Centre which will be comprehensively improved, not least to ensure safe operation in a mixed ELT/pedestrian environment. The Council is pressing for eventual upgrade to tram operation.
<p>3d. Enable the delivery of South Dagenham</p> <p>Supports proposals to a large extent but worried that Dagenham East is developing into a backwater with far from adequate supply of shops. Although Heathway is not that far away there is a complete lack of decent food shops. Tesco's, Sainsbury's, Asda, M&S – there are even less shops in Dagenham East. Empty area opposite Dagenham East Station which would be ideal site for supermarket which has been suggested previously. Failure to provide such facilities at Dagenham East or Dagenham Heathway will mean Dagenham residents will have no choice but to travel to Romford or even Rainham rather than spend their hard earned money in their own borough.</p> <p>Regen Strategy as a plan for a better borough to be enjoyed by all is to be complemented. As a retired senior citizen who has lived in Dagenham all his life can see the need for these overdue improvements. Concerned about the set time scale of 5 years. It seems adequate but what priority will the</p>	<p>Planning policy is for new shopping facilities to be located in existing shopping areas so that would indicate that the Heathway would be appropriate location. The Sanofi Aventis site will be partly released for development but it is unlikely that this will be for retail uses. It is currently a strategic employment site and the Council has to balance the needs for new shops, homes and jobs across the Borough.</p>
<p>Regen Strategy as a plan for a better borough to be enjoyed by all is to be complemented. As a retired senior citizen who has lived in Dagenham all his life can see the need for these overdue improvements. Concerned about the set time scale of 5 years. It seems adequate but what priority will the</p>	<p>The timescale for the strategy is for the next 5 years. In reality it is likely that there will be a need for action beyond this period. The strategy will be reviewed in three years to ensure that the activities are still appropriate for the circumstances prevailing them.</p>

<p>regeneration be carried out.</p> <p>North Dagenham particularly Chadwell Heath area seems to be severely limited because of high concentration of built up areas. The council should make an immediate priority to (1) develop wasted unused spaces even including compulsory acquisition of disused and misused commercial premises (2) new roads to feed commercial estates for traffic to get in and out of the areas and not through residential areas.</p>	<p>The use of CPO powers is something that cannot be entered into lightly. The Council will use them sparingly and only where other efforts have not worked. Many of the industrial estates were built adjacent to residential areas and historically there have been access issues. Where the Council can develop cost effective solutions then they can be implemented.</p>
<p>3d. Implement a programme of regeneration in Dagenham Heathway</p> <p>There are limited shops – no high street shops. Apply the Romford town. Housing is not very nice and does not have a good view.</p>	<p>The Council's Regeneration Strategy for Dagenham Heathway includes 1) transforming the public realm making the Heathway a more attractive place to shop 2) the development of a new library and one stop shop with new modern housing above 3) work to try and get a supermarket into the Heathway. All these measures should assist in attracting more high street shops although it should be acknowledged that Heathway is a district centre and not a town centre like Romford.</p>

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