

Notice of Meeting

THE EXECUTIVE

Tuesday, 10 March 2009 - 5:00 pm
Council Chamber, Civic Centre, Dagenham

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

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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 meetings held on 17 and 25 February 2009 (Pages 1 - 10)

In respect of the minutes of 17 February 2009, the Executive is asked to agree these subject to the following amendment (shown in bold) in relation to the Fees and Charges 2009/10 report (Minute 129):

"Agreed, in order to assist the Council to achieve all of its Community Priorities and as a matter of good financial practice, to the fees and charges for 2009/10 as set out in the report **subject to the correction of the typographical error in line 414 of the schedule at Appendix A which should be £1.65 (and not £4.65)**, to be effective from 1 April 2009."

Business Items

Public Items 4 to 6 are business items. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.

4. **Building for Life Standard (Pages 11 - 16)**
5. **Calendar of Meetings 2009/10 (Pages 17 - 18)**
6. **Urgent Action - Ripple Project: Long Term Lease Arrangement (Pages 19 - 24)**

Discussion Items

7. **Review of Scrutiny Arrangements: Options Paper (Pages 25 - 34)**
8. **GP Services Scrutiny Panel Final Report (Pages 35 - 53)**
9. **Establishment of a Skills Centre in Barking Town Centre (to follow)**
10. **Contract for the Supply of Wheelie Bins (to follow)**
11. **Any other public items which the Chair decides are urgent**
12. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

Discussion Items

13. **Procurement of Electricity and Gas Supplies (Pages 55 - 60)**
Concerns a contractual matter (paragraph 3)
14. **Proposed Retention of the Site of Former Jo Richardson School, Cannington Road for a New School (Pages 61 - 65)**
Concerns land disposal matters (paragraph 3)
15. **Proposed disposal of land adjacent to 51 Pasture Road, Dagenham (Pages 67 - 71)**
Concerns land disposal matters (paragraph 3)
16. **Revision of Car User Allowance Scheme (Pages 73 - 80)**
Concerns a labour relations matter (paragraph 4)

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

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THE EXECUTIVE

Tuesday, 17 February 2009
(5:00 - 6:47 pm)

Present: Councillor C J Fairbrass MBE (Chair), Councillor L A Smith (Deputy Chair), Councillor J L Alexander, Councillor G J Bramley, Councillor S Carroll, Councillor R C Little, Councillor M E McKenzie and Councillor Mrs V Rush

Also Present: Councillor J R Denyer, Councillor Mrs D Hunt, Councillor T J Justice, Councillor J E McDermott, Councillor Mrs P A Twomey and Councillor P T Waker

Apologies: Councillor H J Collins and Councillor M A McCarthy

124. Declaration of Members' Interests

Councillor Graham Bramley declared a prejudicial interest as a shareholder of Dagenham and Redbridge Football Club (agenda item 11). Councillor Bramley left the room while this item was discussed not taking part in the decision relating to this item.

125. Minutes - 20 January 2009

Agreed.

126. Council Debt Write-Offs

Received and noted a report from the Corporate Director of Customer Services of the value and type of debts written off from the Income, Collection, Rents and Benefits Service areas as uncollectible for quarter 3 of the 2008/09 financial year (October to December 2008).

Further noted that a number of these debts will be publicised in accordance with the policy agreed by Minute 69 2007/08.

Arising from the discussions, asked that support for businesses facing difficulties as a result of National Non Domestic Rate charge increases be reviewed as part of the Council's Recession Task Force remit.

127. Treasury Management Annual Strategy and Prudential Indicators

Received a report from the Corporate Director of Resources setting out the Treasury Management Annual Investment Strategy Statement, Prudential Indicators, Annual Investment Strategy and Borrowing Strategy, 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 and as a matter of good financial practice, to recommend the Assembly to approve:

- (i) The Treasury Management Strategy Statement for 2009/10;

- (ii) The authorised borrowing limit of £200 million for 2009/10, which will be the statutory limit determined under section 3(1) of the Local Government Act 2003;
- (iii) The Borrowing Strategy for 2009/10;
- (iv) The Minimum Revenue Policy Statement for 2009/10 which sets out the Council's policy on repayment of debt;
- (v) The Annual Investment Strategy for 2009/10, which outlines the investments that the Council may use for the prudent management of its investment balances. It also includes details of benchmarks set for external managers which will be updated for the Assembly meeting. The power is delegated to the Divisional Director of Corporate Finance to change these benchmarks as required;
- (vi) The Treasury Management Prudential Indicators for 2009/10;
- (vii) The Treasury Management Principles for 2009/10, and
- (viii) Change the counterparty limits from 30% to 20%. (Relating to the Investment Strategy).

128. Budget Monitoring 2008/09

Received a report from the Corporate Director of Resources providing an update on the Council's revenue and capital position for the period April to December of the 2008/09 financial year.

The position for revenue expenditure indicates that current budget pressures exist across two departments amounting to £2.5million which are offset by projected under spends in two other departments. Overall this reflects a £400k reduction from the position reported in November.

Arising from the discussions, asked that a list should be produced indicating the Capital Projects and improvements resulting from the expenditure of £90 million.

Agreed, in order to assist the Council to achieve all of its Community Priorities and as a matter of good financial practice, to:

- (i) note the current position of the Council's revenue and capital budget as at 31 December 2008;
- (ii) note that where pressures and targets exist, Directors are required to identify and implement the necessary action plans to alleviate these budget pressures to ensure that the necessary balanced budget for the Council is achieved by year end.
- (iii) The necessary budget adjustments from the contingency budget as set out in the report.
- (iv) note the position and projected out-turn for the Housing Revenue account;

- (v) note the prudential indicators for April to December 2008 and
- (vi) note the third quarter financial health indicators.

129. Fees and Charges 2009/10

Received a report from the Corporate Director of Resources recommending the appropriate level of fees and charges for 2009/10 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. In keeping with most other Local Authorities, the Council has not taken any significant advantage of these new powers.

At the Executive meeting held on 20 January 2009 (Minute 120), it was agreed that the overall inflation uplift for 2009/10 for fees and charges should be at least 3% and applied to all 2009/10 income base budgets, which had been reflected in the 2009/10 budget strategy, base budget position and savings proposals.

Agreed, in order to assist the Council to achieve all of its Community Priorities and as a matter of good financial practice, to the fees and charges for 2009/10 as set out in the report, to be effective from 1 April 2009.

130. Housing Revenue Account Estimates and Review of Rents and Other Charges 2009/10

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 2009/10 along with planned reductions in expenditure to achieve a prudent working balance.

Agreed, in order to meet the Council's statutory duty to annually review rents and other charges and assist in achieving the Community Priority of 'Improving Health, Housing and Social Care', to:

- (i) The HRA estimates for 2009/2010, as set out in the report;
- (ii) Rent increases, calculated in accordance with the Governments rent restructuring policy, which represents an average weekly rent increase of 6.78% or £5.19;
- (iii) The completion of the phased de-pooling of tenant service charges in respect of caretaking, grounds maintenance, cleansing, television aerials and security, in order to minimise the Council's liability for Rent Rebate Subsidy limitation;
- (iv) Increasing the communal heating charges by 10.00%;
- (v) Increasing rents for garages by 6.78%;

- (vi) Prudential borrowing of £500,000 per annum to fund capital programme works; and
- (vii) the above changes taking effect from 6 April 2009.

131. The Capital Programme 2009/10 - 2012/13

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 2009/10 to 2012/13.

Noted that the name 'River Gate' Primary School referred to in Appendices C(i) and D should be removed from the report, the official name to be decided on after consultation with stakeholders.

Agreed, in order to assist the Council to achieve all of its Community Priorities via a prudent and affordable Capital Programme, to:

- (i) Recommend the Assembly to approve:
 - a) the overall Council's capital programme for 2009/10 to 2012/13 as a result of recommendation (d) and as set out in Appendix D of the report;
 - b) the Prudential Indicators for the Authority as set out in Appendix E of the report;
 - c) the Capital Strategy as set out in Appendix F of the report; and
 - d) agree that the new bids as detailed in Appendix C and C (i) of the report be added to the programme, totalling £87m in value. They require borrowing of £17m to be undertaken with the balance to be met from external funding of £70m. Should the external funding not materialise, these schemes will not be able to progress, as the Council's available revenue budget for borrowing has already been allocated;
- (ii) Note the position of the 2008/09 Capital Programme as set out in paragraph 5.2 and Appendix A of the report;
- (iii) Note the existing approved capital programme for 2009/10 to 2012/13 as set out in paragraph 6.1 and Appendix B of the report;
- (iv) Note the forecasted capital receipt position for 2009/10 to 2012/13 as set out in section 7, which is significantly reduced as a result of the economic downturn;
- (v) Note the current capital arrangements and prudential capital guidelines as set out in section 3 of the report.

132. Council Tax 2009/10

Received a report from the Corporate Director of Resources, in relation to the

Revenue Budget, setting of Council Tax for 2009/10 and the Council's three-year financial strategy.

Noted that social inclusion and diversity issues were considered during the preparation of the budget proposals and, as a consequence, the budget takes into account the impact that any savings packages put forward would have on the vulnerable and disadvantage groups of the community.

Agreed, in order to assist the Council to achieve all of its Community Priorities and as a matter of good financial practice, to:

- (ii) Recommend the Assembly to approve:
 - (a) The revenue budget for 2009/10, as set out at Appendices A to G of the report;
 - (b) A Council Tax freeze for 2009/10 as set out at Appendix H, subject to the final precept announcement for the Greater London Authority;
 - (c) The three year financial planning figures arising from this budget proposal indicated at Appendix I of the report;
 - (d) The indicative savings proposals for 2010/11 and 2011/12 indicated at Appendix J of the report;
 - (e) The position on reserves as set out in paragraph 2.4 of the report.
- (iii) Note the continuing need to identify relevant efficiency gains throughout the organisation over a three year period to meet required Government targets;
- (iv) Note that the Council's three-year Medium Term Financial Strategy will now be combined into the Council Plan, which will be presented to the Executive in March 2009; and
- (v) Delegate authority to the Divisional Director of Corporate Finance to allocate initial savings targets across all services for the 2010/2011 budget process to commence in April 2009.

Thanked the Divisional Director of Corporate Finance and his staff for their work on the budget.

133. Dagenham and Redbridge Football Club

Received a report from the Corporate Directors of Resources and Adult and Community Services in respect of proposals to contribute to the funding for the development of the stadium at Dagenham and Redbridge Football Club in order for the Club to comply with Football League regulations. Noted that as part of the arrangement the Club will support a package of additional facilities and activities aimed at the local community.

Agreed, in order to support the community benefit to the Borough, to recommend the Assembly to include the sum of £450,000 in the Council's Capital Programme for 2009/10 in order for a capital grant of £250,000 and a loan of £200,000 to be

made to Dagenham and Redbridge Football Club as a contribution towards the projected £1.36m cost of the stadium development project.

(Prior to consideration of this report there was brief adjournment of the meeting).

134. Provision of Wheelie Bins for Household Waste: Pilot Outcomes and Borough Roll-Out - Outcome of SMB Call-In

(The Chair agreed that this item could be considered as a matter of urgency under the provisions of Section 100B(4)(b) of the Local Government Act 1972.)

Received a report from the Corporate Director of Resources concerning the outcome of the Scrutiny Management Board's (SMB) Call-In of the Executive decision of 20 January 2009 relating to the roll out of the wheelie bin system borough wide.

SMB asked the Executive to consider deferring the implementation of the scheme in order to give all Members of their respective parties the opportunity to receive a presentation, thus allowing them to ask questions on how the roll out of the scheme will affect constituents before a final decision is made.

Agreed in order to assist the Council to achieve its Community Priority of 'Developing Rights and Responsibilities with the Local Community' that a

- (i) presentation be made to all Members at the Pre Assembly meeting on 25 February 2009, and a
- (ii) special meeting of the Executive be convened immediately after the Assembly meeting to consider the wheelie bins issue and make a final decision.

135. 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).

136. Replacement of Customer Relationship Management (CRM) System

Received a report from the Corporate Director of Customer Services concerning proposals to implement the Customer Relationship Management (CRM) System.

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

- (i) that the existing Northgate CRM be replaced with a new CRM system:
- (ii) to proceed with the selection of a Microsoft CRM implementation partner to implement Microsoft Dynamics CRM and associated interfaces;
- (iii) to procure support for the CRM implementation and One B&D programme to maximise the transformational benefits of CRM and associated systems needed for the delivery of the One B&D vision and value for money;

- (iv) that the Lead Member for Customer Services be involved in the procurement process and in the CRM implementation.

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THE EXECUTIVE

Wednesday, 25 February 2009
(10:10 - 10:12 pm)

Present: Councillor L A Smith (Deputy Chair in the Chair), Councillor J L Alexander, Councillor G J Bramley, Councillor S Carroll, Councillor H J Collins, Councillor M A McCarthy, Councillor M E McKenzie and Councillor Mrs V Rush

Apologies: Councillor C J Fairbrass MBE and Councillor R C Little

137. Declaration of Members' Interests

None declared

138. Provision of Wheelie Bins for Household Waste - Pilot Outcomes and Borough Roll-Out

By Minute 116 (20 January 2009) it was agreed that, in the light of the success of pilots carried out in five areas, to roll out across the Borough the provision of wheelie bins for household waste.

The decision was subsequently called in, and at a meeting of the Scrutiny Management Board (Minute 71, 9 February 2009) it was decided to ask the Executive to defer the implementation of the scheme in order to give all Members of their respective parties the opportunity to receive a presentation, thus allowing them to ask questions on how the roll out of the scheme would affect their constituents before a final decision is made.

Consequently, all Members were invited to attend a presentation from the Corporate Director of Customer Services and to ask questions and/or seek clarification at a pre-Assembly briefing earlier this evening.

In the light of the presentation, the Corporate Director of Customer Services represented the report outlining the results of the wheelie bin pilots. **Agreed**, in order to assist the Council to achieve its Community Priorities of "Making Barking and Dagenham Cleaner, Greener and Safer" and "Raising General Pride in the Borough", to the adoption of the wheelie bin scheme throughout the Borough, the capital and revenue implications of which have been included as part of the Council's budget process approved by the Assembly.

139. 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 5 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

140. Housing Revenue Account (HRA) Proposed Judicial Review

(The Chair agreed that this item could be considered as a matter of urgency under the provisions of Section 100B(4)(b) of the Local Government Act 1972.)

Received a report from the Corporate Director of Customer Services on the proposal to seek a judicial review of the national housing subsidy system which, due to this Council's prudent management of its finances over the years, means that Barking and Dagenham is classified as a 'negative subsidy' Borough and, as such, has to pay money from the HRA to the Government for redistribution amongst those boroughs considered to be "in greater need".

Noted that for 2007/08 this Council, and effectively its tenants, were required to pay the Government £17 million due to the negative subsidy status and this figure is due to rise to £22 million for 2009/10. As a consequence of this and also the impact of the negative subsidy requirements on the longer term viability to maintain a balanced HRA, the Council has sought advice from leading Counsel on the grounds for a legal challenge of the Government's position.

Agreed, in order to ensure that the Council is able to maintain the HRA in balance for future years and to ensure that homes managed by the Council are brought up to and maintained at a good standard, to:

- (i) The Council seeking a judicial review of the HRA Subsidy Determination on the basis of the advice and information contained within the report; and
- (ii) Authorise the Chief Executive to decide on the most appropriate courses of action in the light of further advice from leading Counsel.

THE EXECUTIVE

10 MARCH 2009

REPORT OF THE CHIEF EXECUTIVE

Title: Building for Life Standard	For Decision
<p>Summary:</p> <p>From December 2009 onwards, the Council will have to start reporting on its performance against Building for Life criteria. All housing developments which contain ten or more units and were completed in financial year 2008/09 need to be assessed by December 2009. The Council will have to report the results of these assessments and those made in subsequent years in Annual Monitoring Reports and submit these to Central Government. Housing schemes, judged as good or excellent can be submitted to the Commission for Architecture and the Built Environment for an award. The aim is to help drive improvement in the design and layout of new housing schemes.</p> <p>The Building for Life Assessment has been developed by the Commission for Architecture and Built Environment (CABE) and is endorsed by Government, the Home Builders Federation, the Civic Trust and the Homes and Communities Agency.</p> <p>Two existing Council officers will be trained to become official accredited Building for Life assessors. They will assess each completed housing development containing ten or more dwellings against 20 questions which are broken down into four categories, environment and community, character, streets parking and pedestrianisation and design and construction.</p> <p>To achieve an improvement in the Design and Layout of new schemes :-</p> <ul style="list-style-type: none"> • the Local Development Framework Annual Monitoring Report should not just report the results of Building for Life Assessment but provide an informative review of which schemes performed well and why. This will help drive year on year improvement in the design and layout of new schemes. • the assessment should be used informally at the pre- planning application stage in partnership with the applicant to help identify what changes can be made to improve the performance of schemes against the Building for Life criteria. • the Building for Life Assessment is publicised to developers and it is made clear what this involves and what they need to do to meet the criteria. <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Executive is recommended to endorse the Building for Life Standard and for it to be used systematically to assess the quality of and drive improvements in the design and layout of new housing schemes.</p>	
<p>Reason(s)</p> <p>To assist the Council to achieve its Community Priorities of 'Developing Rights and Responsibilities with the Local Community, 'Improving Health, Housing and Social Care'</p>	

and 'Making Barking and Dagenham Cleaner, Greener and Safer'.

Implications:

Financial:

The only financial implication in approving this report is the training cost of £500 which will be funded from within the Regeneration and Economic Development budget.

Legal:

The Council's adoption of the Building for Life Assessment Scheme is a requirement by Communities and Local Government. It is a performance measure and the Council is expected to report on results of assessments conducted under the scheme in its Annual Monitoring Report.

Risk Management:

No specific implications

Social Inclusion and Diversity:

The Building for Life Assessment covers issues such as housing mix, housing tenure, accessibility to public transport and community facilities and creating safer environment. Therefore it will help ensure new schemes are more socially inclusive and are designed to reflect the aspirations of the local community and the needs of prospective householders.

Crime and Disorder:

The Building for Life Assessments includes questions which focus on creating safer places and therefore schemes that perform well will help reduce crime and increase community safety.

Options Appraisal:

From December 2009 onwards the Council is required to report on its assessments of housing schemes against the Building for Life standard that were completed in the previous financial year and contain 10 or more units. As best practice the Commission for Architecture and the Built Environment (CABE) has recommended that local planning authorities seek the endorsement of their Members before implementing the Building for Life Standard. Staff agree that whilst the Council is required to report on its assessment of housing schemes against the Building for Life standard that it should seek the endorsement of the Executive before proceeding. There are two alternative options.

Do not undertake the assessments and therefore to not report on the assessments. Currently there are no sanctions for not providing this information in Annual Monitoring Report, however the opportunity will have been lost to reap the benefits of the assessment which are detailed in this report.

Undertake the assessment without the endorsement of the Executive. Staff consider that receiving the endorsement of the Executive for the Building for Life Standard and its use in assessing schemes is an important and appropriate first step in launching this initiative in line with the guidance of CABE.

Contact Officer:

Jeremy Grint

Title:

Head of Regeneration and Economic Development

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1. Introduction and Background

- 1.1 The 'Building for Life Standard' is a national standard for well-designed homes and neighbourhoods. It is led by the Commission for Architecture and The Built Environment (CABE) and backed by the Home Builders Federation, Homes and Communities Agency and Civic Trust. The standard consists of 20 criteria which embody the partners' vision of what housing developments should be, attractive, functional and sustainable.
- 1.2 The Government requires that the Council must start reporting on its performance against this standard in future Local Development Framework Annual Monitoring Reports, which are submitted every December and address the previous financial year. The next report will be submitted in December 2009 and will cover assessments of schemes completed in the financial year 2008/09. Housing schemes judged as good or excellent can be submitted to the Commission of Architecture and the Built Environment for an award.

2. Current Position

- 2.1 Many of the criteria that form part of the Building for Life Standard are already being considered by development control officers as they are covered in the Council's Local Development Framework which is now being used to determine planning applications. Nevertheless, the standard helps bring together in one assessment the attributes that well designed and laid out housing schemes embody.

3. Report Detail

- 3.1 The 20 questions that make up the Building for Life Standard are:

Environment and Community

1. Does the development provide (or is it close to) community facilities, such as a school, parks, play areas, shops, pubs or cafés?
2. Is there an accommodation mix that reflects the needs and aspirations of the local community?
3. Is there a tenure mix that reflects the needs of the local community?
4. Does the development have easy access to public transport?
5. Does the development have any features that reduce its environmental impact?

Character

6. Is the design specific to the scheme?
7. Does the scheme exploit existing buildings, landscape or topography?
8. Does the scheme feel like a place with distinctive character?
9. Do the buildings and layout make it easy to find your way around?
10. Are streets defined by a well-structured building layout?

Streets, Parking and Pedestrianisation

11. Does the building layout take priority over the streets and car parking, so that the highways do not dominate?
12. Is the car parking well integrated and situated so it supports the street scene?
13. Are the streets pedestrian, cycle and vehicle friendly?
14. Does the scheme integrate with existing streets, paths and surrounding development?

15. Are public spaces and pedestrian routes overlooked and do they feel safe?

Design and Construction

16. Is public space well designed and does it have suitable management arrangements in place?

17. Do the buildings exhibit architectural quality?

18. Do internal spaces and layout allow for adaptation, conversion or extension?

19. Has the scheme made use of advances in construction or technology that enhance its performance, quality and attractiveness?

20. Do buildings or spaces outperform statutory minima, such as building regulations?

3.2 The purpose of the Building for Life assessment is to drive improvement in the design and layout of new housing schemes. At a minimum the Council must assess completed residential schemes containing 10 or more new homes and report the outcome of these assessments in its Annual Monitoring Report. It is considered that this alone will not drive improvement and therefore suggest that:

- the Annual Monitoring Report should not just report the results of these assessments but provide an informative review of which schemes performed well and why. This will help drive year on year improvement in the design and layout of new schemes.
- the assessment is used informally at the pre-application stage in partnership with the applicant to help identify what change can be made to improve the performance of schemes against the Building for Life criteria.
- the introduction of the Building for Life Assessment is publicised to developers and it is made clear what this involves and what they need to do to meet the criteria. Planning applications which are prepared by developers to satisfy Building for Life criteria will help speed the decision making process.

3.3 The assessments will be carried out by two existing members of staff who will receive the necessary training to become official Building for Life accredited assessors. Assessment are judged as good or excellent, if they obtain 14 or 16 points, respectively.

4 Consultees

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

Lead Councillors:

Councillor McCarthy Lead Member for Regeneration

Councillor McKenzie Lead Member for Street Scene and Sustainability

Development Control Board Members

(Presentation to 28 January Development Control Board)

Development Control Members Present

Councillor J R Denyer (Chair)

Councillor I S Jamu (Deputy Chair)

Councillor R W Bailey

Councillor R J Barnbrook
Councillor W F L Barns
Councillor C J Fairbrass MBE
Councillor Mrs K J Flint
Councillor D Hemmett
Councillor Mrs D Hunt
Councillor Mrs C A Knight
Councillor W W Northover
Councillor B Poulton
Councillor Mrs J E Rawlinson
Councillor Mrs V Rush
Councillor L Rustem
Councillor Mrs M M West

Other Councillors in attendance

Councillor Justice
Councillor Obasohan

Internal

Resources Department

Bill Murphy (Corporate Director Resources)
Alex Anderson (Group Manager Regeneration Finance)
Yinka Owa (Legal Partner)

Children's Services

Christine Pryor (Head of Integrated Family Services)
Michael Freeman (Group Manager Asset Management and Capital)

Customer Services

David Woods (Corporate Director of Customer Services)
Darren Henaghan (Head of Environmental and Enforcement Services)

Adult & Community Services

Ann Bristow (Corporate Director of Adult and Community Services)
Heather Wills (Head of Community Services, Libraries and Heritage)

Regeneration

Jeremy Grint (Head of Spatial Regeneration)
Ken Jones (Head of Housing Strategy and Property Services)
Sue Lees (Divisional Director of Asset Strategy and Capital Delivery)
Stephen Silverwood (Interim Group Manager Asset Management)
Paul Hogan (Head of Arts Leisure and Olympics)
Andy Bere (Corporate Asset Manager)
David Theakstone (Park Development Manager)
Colin Beever (Group Manager Property Services)
Tim Lewis (Group Manager Development and Building Control)
Andy Butler (Group Manager Area Regeneration)
David Higham (Group Manager Strategic Transportation)
Stephen Knell (Access Officer)
Dave Mansfield (Development Control Manager)
David Harley (Regeneration Manager)

Jennie Coombs (Regeneration Manager)
Joe Baker (Climate Change Manager)
Hugo Wuyts (Regeneration Officer)

Background Papers Used in the Preparation of the Report:

- Building for Life, *Evaluating housing proposals step by step*, 3 October 2008, <http://www.buildingforlife.org/publications/evaluating-housing-proposals>.
- Building for Life, *Delivering great places to live*, 4 November 2008, <http://www.buildingforlife.org/publications/delivering-great-places-to-live>.
- Building for Life, *Building for Life assessment exercise*, 5 November 2006, <http://www.buildingforlife.org/publications/assessment-exercise>.
- Building for Life case studies: <http://www.buildingforlife.org/case-studies/>.
- Communities and Local Government. Regional Spatial Strategy and Local Development Framework, Core Output Indicators – Update 2/2008. <http://www.communities.gov.uk/documents/planningandbuilding/pdf/coreoutputindicators2.pdf>.
- The Commission for Architecture and the Built Environment, *Councillors Guide to Urban Design*, November 2003, <http://www.urbandesignlondon.com/resources/CouncillorsGuideUD2310.pdf>.
- ODPM, *Planning Policy Statement 3 (housing)*, March 2000.

THE EXECUTIVE

10 MARCH 2009

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

Title: Calendar of Meetings 2009/10	For Decision
<p>Summary</p> <p>This report sets out the principles around the drawing up the Calendar of Meetings (which forms the printed Diary pages) and seeks the Executive's confirmation as to the basis of the Calendar for the forthcoming Municipal Year 2009/10.</p> <p>The draft Calendar has been built around the following main meeting arrangements:</p> <ul style="list-style-type: none"> • Assembly - every six weeks at 7.00pm at the Town Hall, Barking • Executive - every month at 5.00pm at the Civic Centre, Dagenham • Licensing & Regulatory Board - every fortnight at 6.00pm at the Civic Centre • Development Control Board - every three weeks at 7.00pm at Town Hall • Standards Committee - every two months at 3.00pm at the Civic Centre • Audit Committee - quarterly at 4.00pm at the Civic Centre • Community Housing Partnerships (x6) - every two months at various times and locations <p>The other meetings that appear in the Calendar have been scheduled around the above and, wherever possible, clashes have been avoided. Meetings have also been scheduled to avoid school holiday periods although this has not always been possible where statutory deadlines and/or other legitimate reasons dictate otherwise.</p> <p>In view of the Local Elections in May 2010 a "purdah" period (where no public forum meetings such as CHPs, Neighbourhood Partnership meetings should be held) has been reflected from the end of March until the election – appropriate Council meetings are still included but would be cancelled nearer the time as necessary and in consultation with the Leader of the Council and respective Chairs.</p> <p>Prior to the finalisation of the Calendar it is anticipated that a revised Overview and Scrutiny structure will be in place and also that the schedule of dates for intensive and non-intensive Neighbourhood Partnership meetings will have been finalised following the recent review.</p> <p>The final version of the 2009/10 Calendar will be printed and circulated as soon as possible after the Annual Assembly in May 2009.</p> <p>Wards Affected: None</p>	
<p>Recommendation</p> <p>The Executive is recommended to agree the basis of the draft Calendar for 2009/10 as detailed above.</p>	

Reason(s) To accord with the requirements of the Council Constitution.		
Contact Officer: Alan Dawson	Team Manager (Leader & Executive), Democratic Services	Tel: 020 8227 2348 Fax: 020 8227 2162 Minicom: 020 8227 2685 E-mail: alan.dawson@lbbd.gov.uk

Consultees:

Councillor C. Fairbrass, Lead Member
 Bill Murphy, Corporate Director of Resources
 Nina Clark, Divisional Director of Legal and Democratic Services
 Joe Chesterton, Divisional Director of Corporate Finance
 Winston Brown, Legal Partner

Background papers used in the preparation of this report:

Council Constitution

THE EXECUTIVE

10 MARCH 2009

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

Title: Urgent Action - Ripple Project: Long Term Lease Arrangement		For Information
<p>Summary</p> <p>Attached at Appendix A is a report prepared by the Corporate Director of Adult and Community Services which centres on the entering into of a 25 year lease with the Barking and Dagenham Council for Voluntary Service in respect of Ripple Hall in order to facilitate the renovation of the building and the creation of a voluntary sector resource centre. The matter could not wait to be presented to the next Executive (17 February 2009) as the Council was required to seal the relevant documentation by 10 February under the terms of the grant agreement with the Big Lottery Fund who are contributing £932,000 towards the overall project.</p> <p>Therefore, in order to progress the matter without delay, the Chief Executive took urgent action under the provisions of paragraph 17, Article 1, Part B of the Constitution.</p> <p>Recommendation</p> <p>The Executive is asked to note the action taken by the Chief Executive under the urgency procedures contained within paragraph 17 of Article 1, Part B of the Council's Constitution in respect of the following:</p> <ol style="list-style-type: none"> (1) The entering into of a 25 year lease with the Barking and Dagenham Council for Voluntary Service in respect of the building known as Ripple Hall, in order to facilitate the renovation of the building and the creation of a voluntary sector resource centre; (2) The entering into of an agreement for a lease for the said building; and (3) The entering into of a Tripartite Deed of Dedication with the Big Lottery Fund and Barking and Dagenham CVS concerning the said building. 		
Contact: Alan Dawson	Team Manager, Democratic Services	Tel: 0208 227 2348 Fax: 0208 227 2171 E-mail: alan.dawson@lbbd.gov.uk

Background Papers

Letter and enclosure from the Chief Executive of 10 February 2009 entitled "Ripple Project: Long Term Lease Arrangement - Urgent Action under Paragraph 17, Article 1, Part B of the Constitution".

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EXECUTIVE

REPORT OF THE CORPORATE DIRECTOR OF ADULT AND COMMUNITY SERVICES

Title: Ripple Project: Long Term Lease Arrangement	For Decision
<p>Summary:</p> <p>The Council has been successful in securing “in principal” agreement to a grant of £932K as a contribution towards the cost of refurbishing and remodelling the Ripple Community Hall to form a community centre and voluntary sector resource centre in the heart of Barking. The grant will come from the Community Assets Fund administered through the Big Lottery and it is a requirement of the Lottery that the use of the building by the voluntary sector be secured for a minimum lease period of 25 years. Unless such a lease can be agreed then the grant offer will be withdrawn. An ultimatum has been received that the Council must seal the documentation by 10 February 2009.</p> <p>Wards Affected:</p> <p>Gascoigne, Abbey</p>	
<p>Recommendation(s)</p> <p>The Executive is asked to agree to:</p> <ol style="list-style-type: none"> (1) enter into a 25 year lease with the Barking and Dagenham Council for Voluntary Service in respect of the building known as Ripple Hall, in order to facilitate the renovation of the building and the creation of a voluntary sector resource centre; (2) enter into an agreement for a lease for the said building; and (3) enter into a Tripartite Deed of dedication with the Big Lottery Fund and Barking and Dagenham CVS concerning the said building. 	
<p>Reason(s)</p> <p>To assist the Council to achieve the Community Priority of “Raising General Pride in the Borough”.</p>	
<p>Implications:</p> <p>Financial:</p> <p>The proposed capital costs of the renovation works will be funded by external funding from the Community Assets Fund and the London Development Agency and internally with a prior approved contribution from the Council’s capital programme. A business plan has been drawn up to show how the revenue costs of the building will be met through the income generated from partners and users.</p> <p>Though most of the capital funds for this project will come from external sources the smallest share (approximately £0.5m) will come from the Council’s own capital programme. This is in the capital programme and currently undergoing a full appraisal.</p> <p>Revenue costs for the building will be the responsibility of BDCVS as the managers and</p>	

leaseholders and at no revenue cost to the Council. As part of the application process a full business plan has been developed that shows income from the building will balance the revenue costs.

Legal:

The purpose of entering into a lease with the BDCVS for Ripple Hall and the terms of such an arrangement are set out in this report.

The Legal Partners will be consulted when agreeing the details of the terms of the lease as set out in Recommendation 2 of this report.

Risk Management:

Project risks are set out in a risk analysis as required by the external funders. Project risks will be monitored within the Council and through our partners the Barking and Dagenham Council for Voluntary Service.

Social Inclusion and Diversity:

The creation of the voluntary sector resource centre will benefit both new and existing communities and in particular under represented groups such as BME people, disabled people, women, faith groups, LGBT people and a variety of people from different age groups.

Crime and Disorder:

Creation of a hub for voluntary sector activity on a high-profile site in Barking will foster community ownership, inclusion, usage and safety.

Options Appraisal:

There are considered to be four options available to the Council:

Option one

The Council finds the necessary capital resources to self-fund the renovation of Ripple Hall with no recourse to external partnership support or funding. This option has been rejected due to the current financial constraints facing the Council and because it would fail to maximise new external funding opportunities and partnerships.

Option two

The Council accepts that it does not have the resources to renovate Ripple Hall but continues to use the building solely as a community space that could be booked on a sessional basis. This option was rejected because it would have meant deterioration in the fabric of the building and a subsequent loss of amenity and additionally the loss of an opportunity to create a high quality resource to support many dozens of voluntary groups providing important services in the Borough.

Option three

The council accepts the loss of funding from the Lottery and the probable loss of funding from the LDA and undertakes some renovation using only funds available from the Council's own resources. This option was rejected because the works that could then be afforded would simply be inadequate to create the resource that is required.

Option four – the preferred option

Enter into a 25year lease with the BDCVS in respect of the Ripple Hall in order to secure the external funding and to enable the full scheme to be implemented.

Contact Officer: Philip Baldwin	Title: Group Manager Community Development	Contact Details: Tel: 020 8227 2530 Fax: 020 8227 2241 E-mail: philip.baldwin@lbbd.gov.uk
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1 Purpose of Report

- 1.1 This report asks members to agree to the granting of a 25 year lease on the Ripple Hall in order to secure a grant from the Community Assets Fund towards the renovation of the building.

2. Background

- 2.1 The Ripple Hall is one of 13 community halls currently owned by the Council and available for sessional hire by voluntary and community organisations and individuals. Though the main hall is generally well used some parts of the accommodation are difficult to access and subsequently not as well used. The facilities in general are drab and unwelcoming.
- 2.2 In 2007 the government made available a special fund named the Community Assets Fund to encourage local authorities to support voluntary and community organisations in the development and control of local community buildings. This initiative mirrored the Council's pre-existing policy of working with community associations to enable them to take over the management of community halls and subsequently the Council made an application to the Community Assets Fund. This was to allow complete renovation of the building in order to continue its use as a community building but with additions to support a new role as a voluntary sector resource centre.
- 2.3 The full cost of the scheme is approximately £2.4M but the Council has secured £1m from the London Development Agency and £932K from the Community Assets Fund towards this cost. The balance of funding will come from the current provision for this Scheme set aside in the Council's Capital Programme. The completed building will be managed by the Barking and Dagenham Council for Voluntary Service at no revenue cost to the Council but as a condition of the grant the Lottery requires that the Council lease the building to BDCVS for a period of at least 25 years.

3. Current Position

- 3.1 The funding from the Community Assets Fund has been agreed in principle subject to the acceptance by the lottery of a delivery plan detailing all particulars of the project and its finances. This includes a detailed agreement to lease that has already been entered into by the Council. Most of this have now been agreed with the lottery however one outstanding item is the period of the lease. In order for the Lottery to release the capital grant the Council is required to agree to a lease of a minimum 25 years.

4. Consultees

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

Councillor G Bramley – Lead Member Resources

Councillor V Rush - Lead Member Safer Neighbourhoods and Communities

Anne Bristow- Corporate Director of Adult Services

Steve Whitelock- Group Manager , Finance

Yinka Owa – Legal Partner

Evonne Obasuyi, Senior Lawyer, Property, Planning and Regeneration

Colin Beaver, Group Manager, Property Services

Background Papers Used in the Preparation of the Report:

None

EXECUTIVE

10 MARCH 2009

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

Title: Review of Scrutiny Arrangements	For Information
<p>Summary:</p> <p>On 21 January 2009, the Scrutiny Management Board agreed that a review of Scrutiny arrangements be undertaken and that a report be brought back to Members in March 2009, with a view to agreeing any changes at 1 April 2009 Assembly.</p> <p>The scope of the review was agreed as follows:</p> <ul style="list-style-type: none"> • To undertake a comprehensive review of the Council's Scrutiny arrangements with a view to making recommendations to the Assembly before May 2009 on a new form of political structure for Overview and scrutiny. • In doing so, to (a) have regard to best practice in other authorities, (b) draw on learning from the Parliamentary "select committee" model, (c) engage with recognised experts, organisations or networks in the Scrutiny field (for example the Centre for Public Scrutiny), and (d) ensure all current and emerging legal requirements are covered. • To consult with all Members of the Council, senior managers, and other stakeholders including the Council's key partners. • To consider, as part of the review, how functions such as Call-In and Councillor Call for Action will be accommodated, and to be particularly mindful of ensuring community engagement issues are addressed. • To consider the role of the Policy Commissions as part of the review as their role complements the Overview and Scrutiny function. <p>Options for developing Scrutiny are set out in Appendix One.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Executive are welcome to make known any views or comments on the arrangements, which will be fed into the final report to Assembly as relevant.</p>	
<p>Implications:</p> <p>Financial: Once the Assembly has reached a final decision about the new model for Scrutiny, the Independent Remuneration Panel will be informed and asked to consider any related issues. These will be detailed in the report to Assembly in May 2009, whilst ensuring that the overall costs of the proposals in this report are contained within the</p>	

existing member's budget held within the Legal and Democratic Service.

Legal: There is a need to amend the current Scrutiny arrangements in the borough to fulfil the new statutory duties that will be placed on all Scrutiny functions from 1 April 2009. Adopting either of the options set out below would enable the Council to meet these new duties.

Risk Management: Low Risk – The risk is that if we do not amend the current scrutiny arrangements we will be in breach of the new statutory duties.

Social Inclusion and Diversity: Option Two, as set out below, proposes the establishment of a standing panel with responsibility for scrutinising issues that relate to building safer and stronger communities. This Panel would work to promote social inclusion and diversity within the borough.

Crime and Disorder: Option Two, as set out below, proposes the establishment of a standing panel with responsibility for scrutinising issues that relate to building safer and stronger communities. This Panel would have formal responsibility for scrutinising crime and disorder issues.

Contact Officer: Clair Bantin	Title: Team Manager, Scrutiny and Civic	Contact Details: Tel: 020 8227 2995 E-mail: clair.bantin@lbbd.gov.uk
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Consultees:

Consultation is currently underway with all Councillors, senior council officers and representatives from partner agencies. Responses will be fed into the final paper that is presented to Assembly in April 2009.

Background papers:

- Initial report to SMB setting out the terms of reference for a review of Scrutiny arrangements (21 January 2009).
- Local Government Act 2000
- Health and Social Care Act 2001
- Local Government Act 2003
- Police and Justice Act 2006
- Local Government and Public Involvement in Health Act 2007
- Communities in Control: Real People, Real Power – White Paper

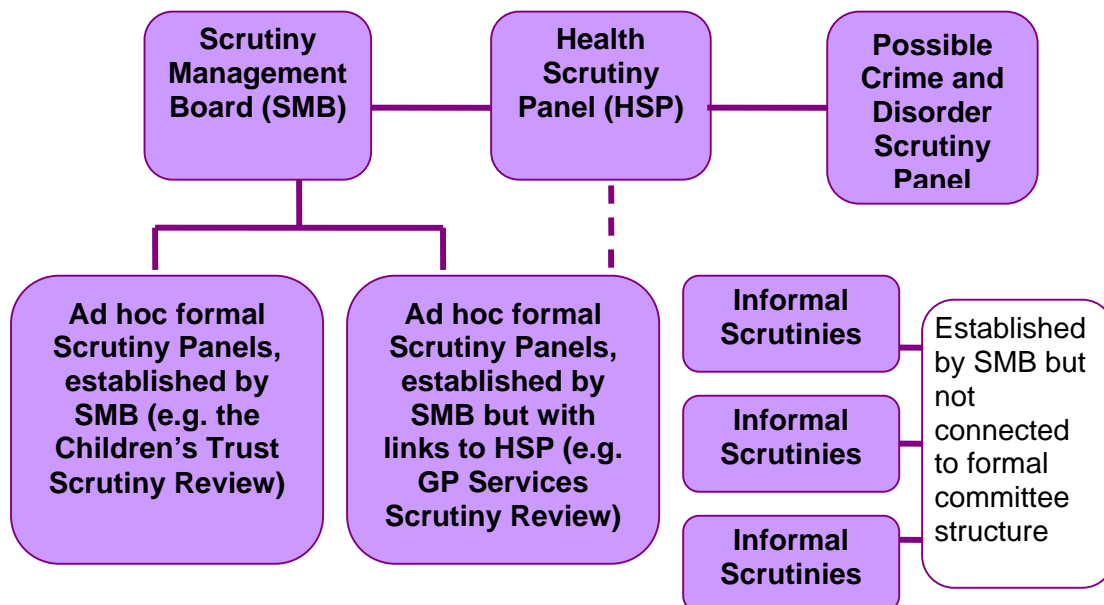
OPTION ONE: MINIMAL CHANGE FROM THE CURRENT STRUCTURE

1 Remits and responsibilities

At present the Constitution sets out provision for two standing formal Scrutiny bodies – Scrutiny Management Board (SMB) and the Health Scrutiny Panel. Provision for a further standing panel focused on crime and disorder issues has been agreed in theory, although details have not been finalised.

There is also provision within the Constitution for the SMB to establish ad hoc formal Scrutiny panels to undertake in-depth reviews. In addition, Informal Scrutinies can be established, in which Members undertake preliminary investigative work without administrative support from Scrutiny Officers.

To meet the new statutory requirements, the minimum amount of change required to our current structure is to formally nominate a standing Scrutiny committee to have responsibility for scrutinising crime and disorder-related issues. In practice, this would be SMB. To meet the duty to scrutinise the LAA, SMB could request quarterly updates on LAA targets and performance across the Partnership from the Public Service Board. Any Councillor Calls for Action (CCfAs) received would also be dealt with through SMB.



2 Benefits arising from taking this approach

- Minimal disruption to the service.
- Familiarity with current structures.

3 Disadvantages

- The current model does not engage the majority of non-Executive Members in the Scrutiny process, which contravenes best practice as set out by the Centre for Public Scrutiny (CfPS).
- The ad hoc nature of the way current Scrutiny reviews and Scrutiny panels are established does not allow for the level of advance planning and preparation that would be possible with standing Scrutiny panels. This means officer resources are not maximised and Members do not receive the level of support they could otherwise expect.
- Although the letter of the new statutory requirements is followed by the minor changes to our current structure outlined above, the ability to engage in detailed and meaningful Scrutiny across the Local Strategic Partnership is limited in this model.
- The model fails to provide an improved role for statutory education co-opted members, who would continue to sit on SMB where the majority of discussion is not relevant to education matters.

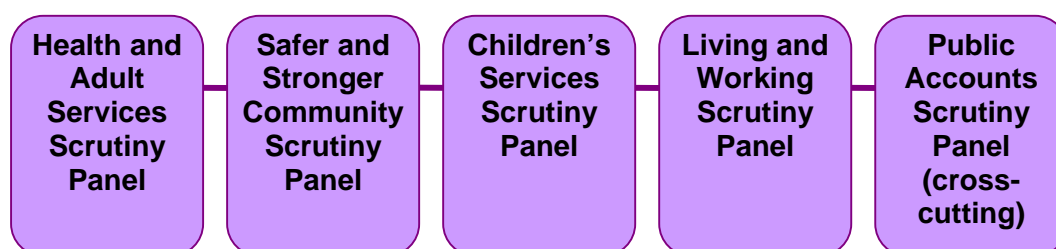
4 Variations on this model

A crime and disorder standing Scrutiny panel (similar to the current standing Health Scrutiny Panel) could be established to sit alongside our current structure. Under this model, any incoming CCfAs would have to be categorised by subject, with all crime-related CCfAs being sent to the crime panel and all other CCfAs being dealt with by SMB, as detailed above.

OPTION TWO – STANDING PANELS BASED ON A SELECT COMMITTEE MODEL

1 Remits and responsibilities

Option Two proposes four main standing Scrutiny Panels¹, arranged by thematic topic areas following the Select Committee model. An additional standing Panel is also proposed, which would focus on finance and resources, and any cross cutting issues. CCfAs and Call-ins would be allocated to the appropriate Panel for consideration, as determined by the Divisional Director of Legal and Democratic Services (Lead officer for Scrutiny).



All forty-one non-Executive Members could be given a Scrutiny role. It is suggested that the four main Panels consist of nine Members each. The Resources Scrutiny Panel would consist of the remaining five Members, plus one additional Member from each of the other four panels to preserve the more cross-themed nature of their work, bringing this Panel's membership to nine also. Political balance would apply to all these Panels and on a membership of nine, minority Members would be entitled to be offered two of the nine seats. The four statutory education co-optees would join the Scrutiny Panel dealing with children and young people's services.

A Lead Member would be appointed to each Panel, and the Panels would report to the Assembly. Care would be taken to avoid any overlap of responsibilities and duplication of effort. Job descriptions could be drawn up so that lead Members and other Panel Members are aware of what would be required of them.

The four main Scrutiny Panels would have their own dedicated Scrutiny Officer, who would specialise in the topic area and be able to provide detailed knowledge and support to the Panel. The cross-cutting Resources Scrutiny Panel would be supported by officers across the Scrutiny Team.

¹ These bodies are referred to as 'panels' for ease of reference throughout this report. However, Members will determine the appropriate title in due course. Names used by other authorities include committees, boards, commissions and select committees.

1.1 Health and Adult Services Scrutiny Panel

The remit and responsibilities of this Panel would not change significantly from the current Health Scrutiny Panel. The statutory duty to scrutinise health partners and health-related council services would remain. Any CCfAs relating to health matters would be heard by this Panel.

The Panel's remit would be strategically aligned to Council and wider partnership structures and priorities as follows:

- Adult's Portfolio²
- Community plan theme: 'Active and healthy'
- Local Strategic Partnership (LSP) sub group / theme: Healthier Borough

1.2 Safer and Stronger Community Scrutiny Panel

This Panel's remit would cover the Police, the Third Sector, Communities and Culture. This would be the designated Panel to meet new statutory requirements surrounding crime and disorder. Any CCfAs relating to crime, disorder or community cohesion (expected to be the majority of CCfAs) would be passed on to this Panel.

The Panel's remit would be strategically aligned to Council and wider partnership structures and priorities as follows:

- Safer Neighbourhoods & Communities Portfolio and Culture Portfolio
- Community plan themes, "Be safe, feel safe" and "A strong community"
- LSP sub groups / themes: Safer Borough and Stronger Borough

1.3 Living and Working Scrutiny Panel

This Panel's remit would involve housing, environment, and employment-related issues. The Panel's remit would be strategically aligned to Council and wider partnership structures and priorities as follows:

- Street Scene and Sustainability Portfolio, Deputy Leader's Portfolio and Regeneration Portfolio
- Community plan theme, "Living and working"
- LSP sub groups / themes: Business, Jobs & Skills and Clean, Green & Sustainable Borough

1.4 Children's Trust Scrutiny Panel

² Please note, for the purposes of this report we have assumed no change will be made to Executive Portfolio remits. Should changes be introduced then Portfolio links would be recalculated accordingly.

This Panel's remit would cover Children's Services and all issues relating to children and young people. The Panel's remit would be strategically aligned to Council and wider partnership structures and priorities as follows:

- Children's Portfolio
- Community plan theme, "Enjoy and achieve"
- LSP sub group / theme: Children's Trust

1.5 **Public Accounts Scrutiny Panel**

This Panel's remit would cover budgetary matters, governance, resources and general customer service. This would include yearly scrutiny of the Council budget and quarterly monitoring of financial information across the LSP/LAA. This Panel would be aligned to the Resources and Customer Services Portfolios.

Consideration has been given to the possibility of merging this Panel with the Audit Committee. However, they are two distinct functions and to do so would contravene CIPFA guidance. This states that Scrutiny Members should not be overly represented on the membership of the Audit Committee. A recommendation arising from a recent Audit Committee independent healthcheck was that no more than one Scrutiny Member should sit on the Audit Committee, in order to aid transparency and to accord with the aforementioned CIPFA guidance. Care would be taken to make sure that the terms of reference for both bodies are clearly distinct and as such also ensure no overlap of responsibilities or duplication of effort.

2 **Benefits arising from adopting this model**

The proposed new structure would:

- Be aligned to the LSP structure, enabling each Panel to play a meaningful role in scrutinising the LAA.
- Enable the Panels to be aligned to community plan themes, leading to a more strategic approach. Other duties, such as CCfAs and crime and disorder would be met by an appropriate Panel with the relevant speciality.
- Provide a Scrutiny role for all non-Executive Members, in keeping with best practice.
- Provide Members with the opportunity to sit on Panels reflecting their areas of interest and to develop their specialised knowledge in these areas. This is a key factor in enhancing Scrutiny challenge sessions and producing high quality reports.
- Allow a single Scrutiny Officer to be attached to each of the four main Panels, who would also have the chance to develop

specialised knowledge in their topic area, and build good working relationships with relevant senior officers, portfolio holders and external partners.

- Allow current statutory co-optees to be appointed to the Children's Services Scrutiny Panel rather than attending SMB as they currently do, which would mean they could spend their time on relevant issues.
- Improve community engagement. Members of the public with an interest in a particular topic area would be able to attend the relevant Scrutiny Panel. The Scrutiny Officer for each Panel would also be able to identify the specific community groups that were likely to have an interest in their work and target them to get involved.
- Remove the need for additional ad hoc Panels and Informal Scrutinies by providing a suitable forum for these discussions within the standing structure.
- Allow for more opportunity to carry out associated reviews within a particular theme, unlike under the current structure whereby suggested further reviews following a particular review are often left on a waiting list with limited chance of being pursued.

3 Disadvantages:

- It is important not to re-create the old committee system and to avoid silo working.

This will be avoided through regular informal meetings between the Lead Members of each Panel to provide updates, thereby ensuring good communication across the Panels and joined-up, complementary work.

BEST PRACTICE ELSEWHERE

- Other London Local Authorities have largely chosen to adopt a standing Scrutiny structure, based around thematic panels. Ad hoc panels are losing popularity as Scrutiny is asked to deal with increasingly complex problems that require a strong knowledge base built up over time.
- The Centre for Public Scrutiny was unwilling to give a strong steer on the optimal Scrutiny structure, as it is the umbrella body for local authorities operating all the different structures set out in this paper. However, their consultant advised that it was best to adopt one or the other and warned that our current model of part standing panels and part ad hoc panels could lead to unnecessary difficulties.
- Informal Scrutiny, delivered through our current model, appears to be unique to Barking and Dagenham. All Local Authorities accommodate Members' independent requests for further information about any given topic, but (not being a formal review or supported by a Scrutiny Officer) this process is not usually called Scrutiny and does not require the formal agreement of SMB or any other Scrutiny body.
- The fact that Informal Scrutiny has no structured approach means that it is perceived as weak in terms of governance arrangements.

POLICY COMMISSIONS

Part of this review was to assess the original remit of Policy Commissions to determine whether they still fulfil a useful role in the light of any changes to the Scrutiny function and structure. The following observations are made:

- Policy Commissions were originally formed in 2000 as part of the Council's meeting structures in response to the Local Government Act 2000, with the intention of complementing Overview and Scrutiny.
- Since 2000 a total of only nine Commissions have been established with the last one reporting in June 2006.
- The original remit of these Commissions was to investigate policy issues, particularly those relating to the social, economic or environmental wellbeing of the area. This replicates the policy development role of Scrutiny, an example of which can be seen in the recent Places of Religious Worship and Associated Community Scrutiny Panel review.
- Scrutiny now has a statutory duty to scrutinise the LAA, which duplicates the other key purpose of Policy Commissions.

For the reasons set out above, it is suggested that Policy Commissions are no longer necessary within the Barking and Dagenham meetings structure.

REPORTING TIMESCALES

Initial report seeking agreement to review - Scrutiny Management Board. <i>Done and review agreed</i>	21.01.09
Draft report to the Scrutiny Management Board for comments	04.03.09
Draft report to the Executive for comments	10.03.09
Final report to Assembly to agree new structure	01.04.09
Appointments to committees and selection of chairs / lead Members as relevant / formal adoption of Constitution articles and delegation pages including final terms of reference etc – Annual Assembly	13.05.09
New structure takes effect	14.05.09 onwards

THE EXECUTIVE

10 MARCH 2009

REPORT OF THE GP SERVICES SCRUTINY PANEL

Title: GP Services Scrutiny Panel – Final Report	For Decision
<p>Summary: On the 17 September 2008, the Scrutiny Management Board commissioned an in-depth scrutiny of General Practitioner (GP) services and established a time-limited scrutiny panel to consider a number of wide-ranging issues.</p> <p>The Panel met between 22 September 2008 and 5 January 2009 to receive evidence, reports and presentations from a number of health professionals.</p> <p>In accordance with the Council's Constitution, Article 5B, paragraph 11, the draft final report setting out the Panel's findings and recommendations was submitted to the Scrutiny Management Board on 21 January 2009 to consider and give any advice or suggestions prior to finalisation and formal presentation to the Assembly on 1 April 2009.</p> <p>Once the report has been agreed by the Assembly, the Council will ask NHS Barking and Dagenham to respond to the recommendations and provide an implementation plan. A report setting out the progress of the implementation plan will be presented to the Health Scrutiny Panel at six months and at a year.</p> <p>A copy of the draft final report is attached as Appendix A.</p>	
<p>Recommendation: The Executive is asked, to consider the GP Services Scrutiny Panel's draft final report and, if appropriate, respond in a separate report or verbally to the Assembly on 1 April 2009.</p>	
<p>Reason To assist the Council to achieve the Community Priority of 'Improving Health, Housing and Social Care'.</p>	
<p>Implications: Financial: There are no financial implications for the Council associated with this report.</p>	
<p>Legal: There are no legal implications for the Council associated with this report.</p>	
<p>Risk Management: No specific implications</p>	
<p>Social Inclusion and Diversity: None</p>	
<p>Crime and Disorder: None.</p>	
<p>Options Appraisal:</p>	

None		
Contact Officer for further details: Pat Brown Lead Member: Councillor Mrs M West	Title: Senior Scrutiny Officer, London Borough of Barking and Dagenham	Contact Details: Tel: 020 8227 3271 Fax: 020 8227 2162 E-mail: pat.brown@lbbd.gov.uk

1 LEAD MEMBER'S FOREWORD

General medical services in Barking and Dagenham have been changing and will continue to develop in response to a combination of factors – significant projected housing and population growth coupled with a 'vision' for future health services in London based on care outside hospitals from multi-disciplinary staff teams with new roles. The Thames Gateway and the 2012 Olympic and Paralympic games developments provide both a catalyst and opportunity to make this vision a reality by accelerating modernisation of health services.

Over the last two years and for the next three years NHS Barking and Dagenham are investing significant resources to address the big challenges faced by general practice in meeting public expectations around access to and quality of general medical services. New health service policies, focusing on public health, better management of long term conditions and a modernised workforce and infrastructure, provide an additional stimulus for and means of enabling change in general practice and wider primary care services.

This review has attempted to identify some areas where further improvements could be made. As the topic of GP Services encompasses so many wide-ranging issues, and given the relatively short time-span allotted to this review, it was not possible to give thorough consideration to all aspects. Instead, we decided to focus on the key areas that would most benefit from scrutiny input, and to highlight other issues for possible future review as necessary.

I am grateful to all those who contributed and I trust that the recommendations put forward will assist those responsible for delivering GP services within the borough and benefit local residents.

Councillor Marie West, Lead Member of the GP Services Scrutiny Review Panel

2. INTRODUCTION

2.1 On the 17 September 2008, the Scrutiny Management Board commissioned an in-depth scrutiny of General Practitioner (GP) services and established a time-limited scrutiny panel to undertake this work. Terms of reference for the Panel can be viewed in Appendix One.

2.2 The review was prompted by a number of considerations, as follows:

- In 2007, the Health Scrutiny Panel consulted with the local community to determine which health topic residents felt would benefit from a scrutiny review. The community identified primary care services, which are predominately delivered through GP practices, as a priority.
- The provision of GP services is strategically linked to the Council's Community Priority 'Improving health, housing and social care by providing the right care for vulnerable people, creating a better environment for healthy living, building

homes that suit people's needs and educating people on how to improve their own health.

- The choice of review topic also provided an opportunity to follow up work undertaken during the 2004 scrutiny review of access to primary care.

2.3 The GP Services Review Panel consisted of six Councillors and two lay members:

- Councillor Marie West (Lead Member)
- Councillor Bob Bailey
- Councillor John Denyer
- Councillor Mohammed Fani
- Councillor Kay Flint
- Councillor Terry Justice
- Mr. Jim Campe, Local Involvement Network (LINK) Member
- Ms. Sharon Moorton, GP Practice Manager

The Lead Services Officer for the review was Matthew Cole, Joint Director of Health Improvement. The Senior Scrutiny Officer was Pat Brown.

2.4 The Panel held five formal panel meetings between 22 September 2008 and 17 November 2008 to hear evidence from a number of health professionals. Members also undertook five site visits to small GP surgeries and the Broad Street Medical Centre to hear views from GPs, Practice Nurses, Practice Managers, Administration and Reception Staff and Patients.

Additional background information, listed in paragraph 6 of this report, was also made available to the Panel Full details of witnesses and site visits are given in Appendix Two.

3 FINDINGS AND RECOMMENDATIONS

3.1 In compiling the findings, the evidence gathered by the Panel has been grouped into key themes, and recommendations are presented with the relevant themes to provide context. For ease of reference the recommendations can be reviewed as a list in Appendix 3.

3.2 Quality and Outcomes Framework

Since the scrutiny review of access to primary care services in 2004, a new GP contract, Quality and Outcomes Framework (QOF), has been agreed nationally and GPs in the Borough have all signed the new contract.

QOF was an innovatory model of care introduced in the 2004 contract that, for the first time, emphasised the importance of chronic disease management and the standards of care that patients should expect. Indeed, the NHS now provides a unique worldwide model concentrating on these diseases.

Although not mandatory for GPs to sign up to QOF, NHS Barking and Dagenham would take a negative view of any practice that chose not to provide such services to patients.

The framework provides additional measurable clinical outcomes that now form part of the General Medical Services balanced scorecard, along with standards such as access times and the ratio of one GP to seventeen hundred patients, now achieved in Barking and Dagenham.

QOF now targets significant resource investment into general practice and those that score within the desired range.

The process of revalidation of the GP's licence will be introduced in 2009 and involve two strands:

- Re-licensing (confirming that doctors practise in accordance with the General Medical Council's generic standards); and
- Recertification (confirming that doctors on the specialist and GP registers conform with standards appropriate for their specialty of medicine).

The Panel received reports setting out how GPs meet the required standards and the procedures NHS Barking and Dagenham have in place to assist GPs who do not meet the standards.

Across the borough GP practices undertake essential services, but can select the additional and enhanced services that they provide for their patients. The following services that are part of the QOF contract that was introduced in 2004:

Essential services - these are services expected of any general practice, such as the availability of appointments, diagnostic and treatment services, the management of patients who believe themselves to be ill, appropriate referral to other agencies, the management of long term illnesses and conducting appropriate home visits.

Additional services – these include cervical screening, immunisations, contraceptive services, child health surveillance and maternity services, but exclude confinement care, minor surgery procedures including cautery (to seal a wound or to destroy damaged or infected tissue by burning), curettage (a surgical procedure to remove unwanted growths or other tissue) and cryocautery (a procedure that destroys tissue by freezing).

Enhanced services – these are services delivered to a higher standard and specification than essential services. They are commissioned by NHS Barking and Dagenham and will reflect local health priorities. Enhanced Services are divided into:

- **National Enhanced Services** – national specifications determined centrally to meet local needs, such as monitoring of anticoagulant treatment (to prevent blood from clotting) or intrapartum care (such as post natal depression).
- **Direct Enhanced Services** - such as services for violent patients.
- **Local Enhanced Services** - enhanced services that specifically reflect local health needs, such as alcohol and substance misuse services.

3.3 Infrastructure development programme

In addition to the requirements of the new GP contract, an ambitious infrastructure development programme is in progress in Barking and Dagenham, including eighteen multipurpose, community-based health facilities funded by the Local Improvement Finance Trust (LIFT) process and GP third party developments.

One example is a '24 hour hub' on the Barking Hospital site, which is planned to include a walk-in centre, an urgent care service and a birthing unit, alongside numerous other services. Others include the planned Porter's Avenue Chronic Disease Management Centre and the Barking Town Centre Children and Young People Health Promotion Centre. Barking and Dagenham has a good record of working with other organisations to improve health.

Other innovative models that Barking and Dagenham has introduced are the virtual young people's service and alternative providers of medical services, such as Broad Street, which is a combined practice and walk-in centre.

3.4 Healthcare for London

The Panel has noted the outcomes from 'Healthcare for London: Consulting the Capital'. The consultation was intended to explore and develop new ways to improve the healthcare of Londoners over the next ten years. The outcome of the consultation will have significant implications on how local GP services are delivered and new models of service.

The key driver is the pressure to address performance in general practice, centralise hospital-based care and the requirement to unpack those parts of current hospital care that can be provided locally or in networks of care from those that must be based in a specialist institution, i.e. specialist unit or local hospital.

NHS Barking and Dagenham is required to produce commissioning strategy plans for 2009/10 that set out the changes being made to services commissioned to deliver the 'Healthcare for London' vision for general medical services. NHS Barking and Dagenham will be expected to communicate their plans to the public, patients and key stakeholders.

Despite year on year improvements in general practice, significant variation in performance exists against a range of standards and targets, between practices and against comparators within London and nationally.

Based on standards and best practice, NHS Barking and Dagenham operates a Balanced Scorecard to assess practices.

3.5 Extended hours

NHS Barking and Dagenham piloted the GP extended hours scheme, which has proved very popular with patients. The pilot has now finished and the Panel strongly supports NHS Barking and Dagenham's decision to continue funding the scheme and plans to ensure that new surgeries will be required to adopt extended hours.

In general, GPs operating under the current extended hours scheme do not open on a Saturday morning. The Panel recognises that asking every practice to offer a Saturday morning surgery may not be necessary, and could potentially lead to a waste of resources in areas where there are several GP surgeries operating in very close proximity.

Recommendation 1: The Panel recommends that NHS Barking and Dagenham investigate ways to encourage GPs to provide Saturday morning surgeries, on an appointment only basis. To avoid wasting resources and in order to promote a healthy work life balance, the Panel suggests that NHS Barking and Dagenham look at a range of models including a rotation system. The Panel notes that, under such a system, patients requiring a Saturday morning appointments would be required to give permission for their records to be shared with the GP on duty.

3.6 Polyclinics and the Hub and Spoke model for delivery of GP services

As part of the Government's review of the NHS, Lord Darzi, Parliamentary Under Secretary of State at the Department of Health, has presented his vision for the delivery of future healthcare in London. The polyclinic model proposed was of a large GP practice covering 50,000 patients, with a range of other health professionals and services under the same roof, to improve a more locally based and integrated health service. There has been widespread media coverage, often with a negative focus reporting the demise of the local GP and replacement with super-sized practices. However, many of the other services proposed for polyclinics are currently only offered at hospitals out of the Borough for Barking and Dagenham residents.

One of London's first examples of a polyclinic is being commissioned by NHS Redbridge on the border with Barking and Dagenham. The Loxford Centre is the first purpose built polyclinic centre and is scheduled to open in the spring of 2009. It will be situated in the most deprived area of Redbridge and will provide the full range of polyclinic services with extended access hours. Eleven GP practices will form part of the network.

It is now widely accepted that the small single GP practice model can no longer meet the diverse needs of our large urban communities. The Department of Health has stated that health centres with more than one doctor and some specialists can deliver integrated, extended and more convenient services for patients, and this has already been put in place in some areas. However, the Department has also stated that local people and clinicians will decide what is most appropriate for their community.

NHS Barking and Dagenham has reviewed the various options for polyclinics and how they fit the needs of residents in the borough, and is proposing to deliver the full range of polyclinic services through a 'Hub and Spoke model'. The 'Hub' is a large medical centre, such as the Broad Street Medical Centre, but houses a much smaller general practice (list size 6,000 to 10,000 patients) and greater population coverage for primary care services is achieved through links with existing general practices. Primary care hub services will have referral pathways to current GP services so that patients choosing to be registered elsewhere will still be able to access the specialist services a primary care hub can offer.

NHS Barking and Dagenham has stated that all service providers in these facilities will be commissioned to take advantage of their co-location to deliver a joined-up approach to care and a seamless service for the patient.

The Panel endorses NHS Barking and Dagenham's view that the Hub and Spoke model will create a more flexible service and will be better able to meet the needs of local residents, GPs and health staff, and will be interested to hear the results of public consultation on these proposals.

Recommendation 2: The Panel recommends that NHS Barking and Dagenham actively and widely consult patients and health professionals regarding the Hub and Spoke model proposed for the delivery of GP services. If the consultation response is favourable, it is recommended that the model be implemented at the earliest possible time, and that regular updates be provided to local residents informing them of progress and services available throughout the Borough.

3.7 The ageing GP community and recruitment proposals

There are a high number of GPs in the Borough nearing the state retirement age and it is recognised that some new GPs must be recruited to the Borough. NHS Barking and Dagenham has been working hard with some success in recruitment of additional GPs.

Other steps being taken include the setting up of GPs with special interest and the new grade of general practitioner, namely, the salaried general practitioner¹. Now that the Borough is being funded at a higher and more appropriate level, NHS Barking and Dagenham is investing in premises, resources and improved doctor / patient ratios, which is assisting in attracting new GPs.

Recommendation 3: The Panel supports the proactive approach currently being taken to recruiting health professionals, and notes the importance of achieving the target of one hundred and one full time equivalent GPs by March 2009. The Panel recommends that NHS Barking and Dagenham be mindful of the importance of prioritising specialist services and achieving gender balance when recruiting new GPs, in order to meet the needs of our local multicultural community.

3.8 Premises

A number of GP surgeries are run from adapted residential properties, which have small access doors and corridors. Many of these do not meet full accessibility requirements and are currently submitting bids to NHS Barking and Dagenham for a grant to upgrade premises.

Recommendation 4: The Panel recommends that NHS Barking and Dagenham ensure that all GP premises meet the requirements of the Disability Discrimination Act 2005 and provide reasonable access for patients of all disabilities, including adequate access for patients who require aids for mobility problems.

Recommendation 5: The Panel recommends that NHS Barking and Dagenham encourage sufficient car parking and access for ambulance transport at new medical

¹ The salaried general practitioner can be employed by either a GP practice or NHS Barking and Dagenham, working to a job description, funded by the innovative resourcing structure introduced by the QOF contract.

centres and, where possible, ensure that existing GP surgery parking facilities are upgraded.

3.9 Training

The Panel was concerned to hear some of reports relating to the training of Practice Nurses and administration staff, including Practice Managers. Although GP funding includes provision for training of staff, it appears this has not always been encouraged or made available.

General training, such as customer care, health and safety, and equal opportunities, is provided free of charge by NHS Barking and Dagenham. Practice Nurse training, including refresher courses, is also available. With regard to training of Practice Managers, this is available out-of-borough and has to be fifty percent (currently £600 to £700) funded by GPs. None of the above training is mandatory.

Recommendation 6: The Panel recommends that NHS Barking and Dagenham pursue the ring-fencing of GP funding for ongoing staff training.

Recommendation 7: The Panel recommends that NHS Barking and Dagenham develop and distribute guidance on the following training standards for practice staff, and promote and monitor the implementation of these standards:

- 1) That mandatory accredited induction training, including customer care, should be identified for all new reception and administrative staff and included as part of their terms and conditions of employment and job descriptions.
- 2) That new Practice Managers should be required to undertake accredited training, funded from the GP training budget, as part of the terms and conditions of employment and job description.
- 3) That all Practice Nurses attend refresher courses and development training.

3.10 Phlebotomy Services (blood testing)

Health professionals in GP practices are willing and able to take blood samples from patients for testing. A courier service collects the samples from GP surgeries and medical centres to transport them to the hospital for testing.

The courier service collects samples in the morning only, as some blood tests need to be carried out within a short timeframe. However, in order for the courier service to pick up samples from individual GP surgeries around the borough, the courier would have to collect either prior to, or soon after, surgery opening times. This makes it very difficult for those patients who require assistance to attend the surgery in the early morning.

Recommendation 8: The Panel recommends that GP surgeries within the same local area should provide the blood testing service on a rota basis, to achieve less and later pick-ups for the courier service.

3.11 Cross-boundary billing

To further enable local services for local people, the Government has recently announced that cross-boundary billing will be considered for implementation.

Currently, the responsibility for primary care services lies with the borough in which the patient is resident. However, a number of people live on the edge of neighbouring boroughs and have to travel across their home borough to receive appropriate medical services, when they are delivered in very close proximity to their home across the borough boundary.

The Panel understands that a reciprocal system is currently in place with a neighbouring borough, but unfortunately not with others.

Recommendation 9: The Panel recommends that NHS Barking and Dagenham take the lead in negotiating with all neighbouring boroughs to implement cross-boundary billing as soon as possible, as is already in place for acute services and Hospital Trusts and community services through the 'Choose and Book' system.

3.12 Improving access for young people

The Panel received some preliminary results from a consultation with young people entitled "Designing Accessible General Practice Services for Children and Young People: Mapping Service Provision". Forty per cent of BAD (Barking and Dagenham) Youth Forum representatives that responded to the consultation indicated that there had been times when they wanted to see a GP without their parents, and forty four percent said they did not have access to a same sex GP. Responses from some young women indicated that they often perceived hostility from practice staff and GPs, and that they felt the age and gender of GPs was a significant contributory factor to the level of comfort when using GP services.

The Panel believes there is a need for GPs and health professionals to engage more effectively with young people and to provide confidential access in schools and/or youth clubs. Such an approach would also assist in educating young people on a one-to-one basis about a variety of health issues, such as smoking, teenage pregnancy, drugs and the best use of any prescription medication.

Recommendation 10: The Panel recommends that NHS Barking and Dagenham work with GP services to put in place the following measures to improve access for young people:

- 1) On reaching 16 years of age, all young people should be invited by their GPs to a confidential consultation without their parents to discuss any health related issues.
- 2) GP sessions (a mixture of drop-in and appointment-based) should be offered at a central location in Dagenham and in schools at the end of the school day (for example, between 3.30pm and 5.00pm).
- 3) A website for young people to ask questions on line about health related issues should be developed in consultation with young people.

3.13 Pharmacy Services

The Panel received a presentation from Mr. Sunrinder Kalsi, an independent pharmacist who has worked in the local community for over twenty years. The Panel was interested to note the level of skills and training required, and the number of services that pharmacists could offer patients without having to make an appointment (for example, blood pressure screening).

There are specialist pharmacists in the borough that are qualified to monitor patients following a stroke or heart attack. This can benefit the patient by reducing the time involved, for example half an hour at the pharmacy instead of potentially spending half a day at a hospital located some way from their home. The Panel also heard that pharmacies are often open longer hours than GP surgeries, at weekends, sometimes late at night and/or on bank holidays.

The Panel was pleased to note that GPs in the borough work closely with pharmacists, recognising the benefit to their patients.

Recommendation 11: The Panel recommends that NHS Barking and Dagenham continue to work with local pharmacists to further publicise the services they provide and the availability of confidential consultation facilities.

Recommendation 12: The Panel recommends that NHS Barking and Dagenham encourage the use by GPs and Patients of the process by which GPs can issue six prescriptions of one month's supply of medication to be held by a local pharmacist, nominated by the patient. The Panel suggests that the pharmacy should assume responsibility to monitor the correct use of the medication.

Recommendation 13: The Panel recommends that NHS Barking and Dagenham should attempt, where possible, to ensure that a pharmacist is located within medical centres or in very close proximity to GP services when planning services at new surgeries and medical centres.

Recommendation 14: The Panel recommends that NHS Barking and Dagenham develop and put in place procedures for the safe disposal of unused end of life medication by agencies in partnership with the patient's relatives.

3.14 Public information

The Panel heard that many residents are not aware of the full range of primary care services available, who to contact or where non-emergency treatment can be accessed. If their GP is not available, patients, especially children and young people with asthma, gastrointestinal disturbances and Ears, Nose and Throat conditions, present themselves to the Accident and Emergency Department at their local hospital. This inappropriate use of services by patients can lead to a delay in those requiring emergency treatment.

The Panel felt this could be a result of the right information not being presented to users in an effective and clear way. This issue was highlighted when the Panel heard that some patients did not attend the Broad Street Medical Centre because they thought it was a facility for private patients only.

Recommendation 15: The Panel recommends that NHS Barking and Dagenham work with the Public Health Network to develop a joint protocol to publicise health messages, changes of policy and consultations.

Recommendation 16: The Panel recommends that NHS Barking and Dagenham develop a customer access strategy and improve the marketing of services to all residents, including, once the new medical centres are constructed and operational, the distribution to all properties in the Borough a concise health directory booklet, outlining specialist services available, opening times and locations. The publication should be vibrant and headline text carefully worded to encourage its use and retention by residents. The Panel believes this will greatly assist residents to locate the most appropriate health service to meet their needs.

3.15 Staff issues

In general, the Panel was very impressed with the health professionals and staff they met during the course of the review and recognised that the delivery of services is at times carried out in very challenging and emotional circumstances.

The Panel was informed that recruitment of practice nurses and nurse practitioners to the privately owned medical centres, such as the Broad Street Medical Centre, was particularly difficult because the current rules of the NHS Pension Scheme do not allow staff to continue their membership, even though they are delivering health services solely under the NHS.

The Locum service used by local GPs was discussed and concern was raised with regard to the communication skills of some locum and salaried GPs with patients. The Panel recognised that NHS Barking and Dagenham recruitment process adhered to the absolute requirement of oral and written communication skills of all new primary care staff, including GPs.

Recommendation 17: The Panel recommends that NHS Barking Dagenham investigate and / or lobby to ensure that staff working in privately built clinics (such as the Broad Street Medical Centre) that are specifically employed to deliver NHS services are able to continue their membership of the NHS pension scheme.

Recommendation 18: The Panel recommends that, in line with the GP's Code of Conduct and their professional duty, NHS Barking and Dagenham should strongly advise local GPs to assess and engage locums and salaried GPs with appropriate communication skills for all segments of the community.

4 CONCLUSIONS

- 4.1 Given the large topic area encompassed by GP services, it was not possible for the Panel to thoroughly investigate all issues that potentially could have been included in the review. Members specifically identified the appointment system and multi-agency receptions as issues worthy of further investigation.

Scrutiny Management Board may wish to establish panels to undertake further scrutiny of these issues at a future stage.

5 CONSULTTEES

- Councillor Marie West (Lead Member)
- Councillor Bob Bailey
- Councillor John Denyer
- Councillor Mohammed Fani
- Councillor Kay Flint
- Councillor Terry Justice
- Mr. Jim Campe, Local Involvement Network (LINK) Member
- Ms. Sharon Moorton, GP Practice Manager
- Matthew Cole, The Lead Services Officer for the review and Joint Director of Health Improvement.
- Winston Brown, Legal Partner
- Joe Chesterton, Divisional director of Corporate Finance

5 BACKGROUND PAPERS

- Minutes and papers of GP Services Review Scrutiny Panel meetings
- Your Health, Your Care, Your Say Consultation Survey results
- Enhanced services available through individual GP Practices
- Healthcare for London consultation summary
- Prescriptions dispensed in the community 1997-2007
- Healthcare Commission survey 2008 – Better Access to GPs

GP Services Scrutiny Panel Terms of Reference

- 1) To review the progress made so far in implementing the recommendations arising from the 2004 scrutiny review of GP services provision. This will involve focusing on the following areas:
 - Appointments
 - Opening times
 - The use of primary care premises and physical access
 - Training for receptionists
 - Access to services for different groups
 - Resources for primary care
- 2) To understand and assess public perceptions of the availability and quality of GP services in the borough, specifically in the light of the public consultation exercise undertaken last year (as reported to the Health Scrutiny Panel on 9 July 08), and input from Barking and Dagenham Local Involvement Network (LINK).
- 3) To consider the impact of the 'Healthcare for London' plan on local GP services.
- 4) To understand the latest position on the planned development of polyclinics.
- 5) To review best practice nationally and in other local authorities, including the London Borough of Barking and Dagenham (LBBD)'s statistical neighbours.
- 6) To consider any related equalities and diversity implications, and to encourage members of the public to engage with this important issue.
- 7) To report back to the Health Scrutiny Panel and Scrutiny Management Board with findings and recommendations for future policy and/or practice.

Contributors to the review

The following people submitted reports or presented evidence at formal Panel meetings:

22 September 2008	Pat Brown – Senior Scrutiny Officer, London Borough of Barking and Dagenham
	Matthew Cole – Joint Director of Health Improvement, NHS Barking and Dagenham and London Borough of Barking and Dagenham
6 October 2008	Dr. Eric Saunderson - Medical Director, NHS Barking and Dagenham
20 October 2008	Colin Alderman – Head of Contracting, General Practice and Marketing, NHS Barking and Dagenham
	Jemma Gilbert - Assistant Director of Primary Care Contracting, NHS Barking and Dagenham
3 November 2008	Jemma Gilbert - Assistant Director of Primary Care Contracting, NHS Barking and Dagenham
	Matthew Cole – Joint Director of Health Improvement, NHS Barking and Dagenham and London Borough of Barking and Dagenham
17 November 2008	Sunrinder Kalsi - Pharmacist
	Alison Holloway – Nurse Practitioner
1 December 2008	Pat Brown – Senior Scrutiny Officer, London Borough of Barking and Dagenham

The following people assisted the Panel by making contributions at one or more of the following site visits undertaken:

GP Surgery Dagenham	<p>Dr. Assadullah</p> <p>Dr. Pervez</p> <p>Susan Gibbins - Practice Manager</p> <p>Various staff members and patients</p>
GP Surgery Dagenham	<p>Dr. Fateh</p> <p>Daphne Brown - Practice Manager</p> <p>Various staff members and patients</p>
Broad Street Medical Centre	<p>Ms. T. Mayer - Practice Manager</p> <p>Various staff members and patients</p>

The Panel is very grateful to all those who took part in this review.

List of Recommendations

The following recommendations are set out here as a list, for ease of reference.

Recommendation 1: The Panel recommends that NHS Barking and Dagenham investigate ways to encourage GPs to provide Saturday morning surgeries, on an appointment only basis. To avoid wasting resources and in order to promote a healthy work life balance, the Panel suggests that NHS Barking and Dagenham look at a range of models, including a rotation system. The Panel notes that, under such a system, patients requiring a Saturday morning appointments would be required to give permission for their records to be shared with the GP on duty.

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Recommendation 3: The Panel supports the proactive approach currently being taken to recruiting health professionals, and notes the importance of achieving the target of one hundred and one full time equivalent GPs by March 2009. The Panel recommends that NHS Barking and Dagenham be mindful of the importance of prioritising specialist services and achieving gender balance when recruiting new GPs, in order to meet the needs of our local multicultural community.

Recommendation 4: The Panel recommends that NHS Barking and Dagenham ensure that all GP premises meet the requirements of the Disability Discrimination Act 2005 and provide reasonable access for patients of all disabilities, including adequate access for patients who require aids for mobility problems.

Recommendation 5: The Panel recommends that NHS Barking and Dagenham encourage sufficient car parking and access for ambulance transport at new medical centres and, where possible, ensure that existing GP surgery parking facilities are upgraded.

Recommendation 6: The Panel strongly recommends that NHS Barking and Dagenham pursue the ring-fencing of GP funding for ongoing staff training.

Recommendation 7: The Panel recommends that NHS Barking and Dagenham develops and distributes guidance on the following training standards for practice staff, and promotes and monitors the implementation of these standards:

- 1) That mandatory accredited induction training, including customer care, should be identified for all new reception and administrative staff and included as part of their terms and conditions of employment and job descriptions.
- 2) That new Practice Managers should be required to undertake accredited training, funded from the GP training budget, as part of the terms and conditions of employment and job description.

- 3) That all Practice Nurses should attend refresher courses and development training.

Recommendation 8: The Panel recommends that GP surgeries within the same local area should provide the blood testing service on a rota basis, to achieve less and later pick-ups for the courier service.

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Recommendation 10: The Panel recommends that NHS Barking and Dagenham work with GP services to put in place the following measures to improve access for young people:

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services available, opening times and locations. The publication should be vibrant and headline text carefully worded to encourage its use and retention by residents. The Panel believes this will greatly assist residents to locate the most appropriate health service to meet their needs.

Recommendation 17: The Panel recommends that NHS Barking Dagenham investigate and / or lobby to ensure that staff working in privately built clinics (such as the Broad Street Medical Centre) that are specifically employed to deliver NHS services are able to continue their membership of the NHS pension scheme.

Recommendation 18: The Panel recommends that, in line with the GP's Code of Conduct and their professional duty, NHS Barking and Dagenham should strongly advise local GPs to assess and engage locums and salaried GPs with appropriate communication skills for all segments of the community.

NHS Barking and Dagenham are asked to report back on all recommendations regarding their implementation or progress in March 2009.

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