

## Notice of Meeting



### CABINET

**Tuesday, 18 September 2012 - 5:00 pm**  
**Council Chamber, Civic Centre, Dagenham**

**Members:** Councillor L A Smith (Chair); Councillor R Gill (Deputy Chair); Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor M A McCarthy, Councillor L A Reason, Councillor P T Waker, Councillor J R White and Councillor M M Worby

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### AGENDA

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

In accordance with the Council's Constitution, Members are asked to declare any personal or prejudicial interest they may have in any matter which is to be considered at this meeting.
3. **Minutes - To confirm as correct the minutes of the meeting held on 24 July 2012 (Pages 1 - 8)**
4. **Budget Monitoring 2012/13 - April to July 2012 (Pages 9 - 37)**
5. **Performance House - Quarter 1, 2012/13 (Pages 39 - 70)**
6. **Highways Investment Programme 2012 - 2014 (Pages 71 - 79)**
7. **Anti-Social Behaviour Strategy 2012-13 (Pages 81 - 113)**
8. **Together: A Community Cohesion Strategy for Barking and Dagenham 2012-16 (Pages 115 - 155)**
9. **Transition of Public Health to Local Authorities: Delivery of the Future Public Health Responsibilities (Pages 157 - 177)**

10. **Proposed Expansion of Manor Infant School to become Manor Primary School (Pages 179 - 187)**
11. **Decision not to Implement Proposals for the Amalgamation of William Ford Church of England (Voluntary Aided) Junior School and Village Infant School (Pages 189 - 192)**
12. **Award of Contract for Leasehold Property Insurance Cover (Pages 193 - 205)**
13. **Debt Management Performance and Write-Offs 2012/13 (Quarter 1) (Pages 207 - 224)**
14. **Any other public items which the Chair decides are urgent**
15. **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 Cabinet, 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). ***There are no such items at the time of preparing this agenda.***

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

## CABINET

Tuesday, 24 July 2012  
(5:00 - 5:35 pm)

**Present:** Councillor L A Smith (Chair), Councillor R Gill (Deputy Chair), Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor L A Reason, Councillor P T Waker, Councillor J R White and Councillor M M Worby

**Also Present:** Councillor J E McDermott

### 21. Apologies for Absence

An apology for absence was submitted on behalf of Councillor McCarthy.

The Deputy Leader advised that the Leader of the Council would be joining the meeting late. The Leader of the Council arrived at 5.14pm (at the conclusion of the Budget Monitoring 2012/13 item) but the Deputy Leader retained the chair until he left the meeting at 5.33pm due to his interest in the item relating to 66 Hulse Avenue, at which point the Leader assumed the chair.

### 22. Declaration of Members' Interests

Councillor Waker declared a personal interest in relation to item 11a (Supplementary Report to 11 July 2012 Cabinet paper "Proposed Amalgamation of William Ford Church of England (Voluntary Aided) Junior School and Village Infant School") as he was a Council-appointed Governor of Village Infant School.

Councillor Gill declared a prejudicial interest in relation to item 13a (Disposal of Land Adjoining 66 Hulse Avenue, Barking) as he was related to a partner in the legal firm acting on behalf of the occupiers of the property.

### 23. \* Minutes (11 July 2012)

The minutes of the meeting held on 11 July 2012 were confirmed as correct.

### 24. \* Supplementary Report to 11 July 2012 Cabinet Paper "Proposed Amalgamation of William Ford Church of England Junior School and Village Infant School"

Further to Minute 20 of the last meeting, the Cabinet Member for Finance and Education presented a report on the decision by the Governing Body of William Ford Church of England Junior School at its meeting on 17 July 2012 not to proceed with the proposal to amalgamate with Village Infant School.

The Cabinet Member referred to the successful amalgamations that had occurred with other infant and junior schools in the Borough and advised that both the Council and the Diocese of Chelmsford remained committed to the benefits of the proposed amalgamation of William Ford Church of England Junior School and Village Infant School. He added, however, that it was important to respect the decision of the William Ford Church of England Junior School Governing Body

and, to that end, outlined the arrangements that would need to be made to revoke the Cabinet's previous decision.

**Cabinet agreed:**

- (i) To resolve that the Council intends to revoke the decision under Minute 20 of the last meeting in the light of the decision by the William Ford Church of England Junior School Governing Body, at its meeting on 17 July 2012, not to proceed with the proposal to amalgamate William Ford Church of England Junior School and Village Infant School to become an all-through Church of England Voluntary Aided Primary School with effect from 1 September 2012 via the closure of the existing infant school and expansion of the age range of the existing junior school;
- (ii) That the Council publishes the relevant revocation notices, as detailed in the report; and
- (iii) To note that a further report would be presented to the Cabinet meeting on 18 September 2012 seeking formal confirmation of the decision to revoke the amalgamation proposals.

## **25. Budget Monitoring 2012/13 - April to May 2012**

The Cabinet Member for Finance and Education presented a report on the Council's revenue and capital budget position for 2012/13 as at 31 May 2012.

The Cabinet Member referred to the two areas of overspend, within the Housing and Environment and Finance and Resources directorates, totalling £1.1m and stressed the need for Cabinet Members to ensure that appropriate plans were put in place to bring those areas, and any other future projected overspends, back into a balanced budget position.

In respect of the Housing Revenue Account (HRA) which showed a projected year-end overspend of £197,000, the Corporate Director of Finance and Resources clarified the basis for the projected overspend and responded to points made by the Cabinet Member for Housing regarding the new HRA financing arrangements.

The Cabinet Member also advised on proposed transfers totalling £400,000 from the Contingency budget.

**Cabinet agreed:**

- (i) To note the projected outturn position for 2012/13 of the Council's revenue budget at 31 May 2012, as detailed in paragraphs 2.3 to 2.11 and Appendix A of the report;
- (ii) To note the progress against the 2012/13 savings targets at 31 May 2012, as detailed in paragraph 2.12 and Appendix B of the report;
- (iii) To note the position of the HRA at 31 May 2012, as detailed in paragraph 2.13 and Appendix C of the report;

- (iv) To note the projected outturn position for 2012/13 of the Council's capital budget at 31 May 2012, as detailed in paragraph 2.14 and Appendices D and E of the report;
- (v) The following transfers from the Contingency Budget as detailed in paragraph 2.15 of the report:
  - a). A one-off transfer of £100,000 to meet the shortfall in savings within Housing and Environment caused by the delay in implementing controlled parking zones (CPZs);
  - b). A one-off transfer of £100,000 to meet the shortfall in savings within Housing and Environment caused by the delay in obtaining approval to replace orange recycling bags with wheelie bins;
  - c). A recurring transfer of £200,000 to Finance and Resources to reflect the cessation of the rebate system under the Council's former contract with Matrix.

## **26. Performance House - Quarter 4 2011/12**

The Cabinet received the Performance House report for the fourth quarter of 2011/12 covering the period 1 January to 31 March 2012.

The Performance House report covered the full set of the Council's performance indicators and highlighted the 19 'top priority' indicators as well as those areas where performance had deteriorated. The report also contained information on customer complaints and Members' enquiries and it was noted that the Cabinet Member for Crime, Justice and Communities was working with officers to address the poor response rates.

Cabinet **agreed** to note the performance during quarter 4 of the 2011/12 financial year (January to March 2012) and, in particular, the analysis of deteriorating performance as detailed in Appendix A to the report.

## **27. Adult Social Care Local Account 2011/12**

The Cabinet Member for Children and Adult Services introduced the draft Adult Social Care Local Account for 2011/12, which represented the Council's assessment of its adult social care provision over the past financial year.

The Cabinet Member advised that the content and design of the Local Account had been enhanced in the light of feedback on last year's inaugural publication and now contained a fuller, more robust assessment of services in line with Member and public priorities.

Cabinet **agreed** the Adult Social Care Local Account 2011/12 attached at Appendix 1 to the report for publication and placed on record its appreciation to the officers responsible for its production.

## **28. Carbon Management Plan 2011/12 - 2015/16**

The Cabinet Member for Finance and Education presented the draft Carbon Management Plan for 2011/12 - 2015/16 which outlined the Council's proposed approach and plans for reducing carbon emissions, including a flexible programme

of projects to enable the Council to achieve a carbon reduction target of 20% over the life of the Plan.

The Cabinet Member explained that the proposed Plan would enable the Council to meet its Carbon Reduction Commitment Energy Efficiency Scheme (CRC EES) obligations and the Corporate Director of Finance and Resources referred to the importance of achieving the 20% carbon reduction target from a financial viewpoint.

Cabinet **agreed**:

- (i) The Carbon Management Plan 2011/12 - 2015/16 attached at Appendix 2 to the report as the Council's approach to carbon management of its own activities;
- (ii) To reduce emissions and associated consumption from corporate properties (excluding schools which would be addressed via the Collaborative Low Carbon Schools Service (CLCSS) scheme) by 20% over the life of the plan, through the indicative programme of projects in Year 1 of the programme and future projects as identified;
- (iii) The continued assessment of future projects to bring forward in later phases of the Plan, subject to funding availability; and
- (iv) To delegate authority to the Corporate Director of Finance and Resources to approve the final version of the Carbon Management Plan for publication.

## **29. Term Contract for Building Maintenance in Public and School Buildings**

The Cabinet Member for Finance and Education presented a report on proposals relating to the procurement of a new term contract for Building Maintenance in Public and School buildings and Housing properties (where required), consisting of a framework of locally based small businesses utilising local based labour.

The Cabinet Member advised that the proposed contract would be for a two-year term commencing 3 September 2013 with the provision for yearly extensions up to a maximum of two years subject to satisfactory performance of the appointed contractors. For the interim period, it was also proposed to access Braintree District Council's Framework Agreement for building maintenance services.

Cabinet **agreed**:

- (i) The procurement of a new two-year term contract, divided into Building Lots, for the provision of Building Maintenance in Public and School buildings and Housing properties (where required) services commencing 3 September 2013, with the possibility of extending on a yearly basis up to a maximum of two years subject to satisfactory performance of the appointed contractors, on the terms detailed in the report;
- (ii) That Cabinet Members be kept informed of progress of the procurement and that the decision to award the contract be taken by the Cabinet; and
- (iii) That for the interim period (a maximum of 15 months), the Council access

and select a provider from Braintree District Council's current Framework Agreement to ensure continuity of service supply pending completion of the procurement and award of the new term contract.

### **30. Urgent Action - Procurement of Automotive Fuel and Fuel Oil**

Cabinet **noted** the following action taken by the Chief Executive under the urgency procedures of paragraph 17 of Article 1, Part B of the Council's Constitution:

- (i) That the Council enters into an agreement with the Government Procurement Service (GPS) for the provision of automotive fuel and fuel oil through Framework RM683 for a period of two years commencing 1 August 2012, as detailed in the report attached at Appendix A; and
- (ii) To authorise the Corporate Director of Finance and Resources, in consultation with the Divisional Director of Legal and Democratic Services, to enter into the contract on behalf of the Council.

With regard to the Council's carbon commitment referred to earlier in the meeting, Councillor McDermott asked whether the use of alternative fuels such as liquid petroleum gas (LPG) had been considered. The Corporate Director of Housing and Environment advised that significant fuel efficiencies had been achieved through the renewal of much of the Council's vehicle fleet but he acknowledged that LPG could have additional environmental benefits. With that in mind, the Corporate Director was asked to discuss the matter in more detail with Councillor McDermott and, if appropriate, to refer the issue to the Living and Working Select Committee for its consideration.

### **31. \* Housing Capital Investment Programme 2012 - 2017**

Further to Minute 120 (20 March 2012), the Cabinet Member for Housing presented a report on the proposed levels of capital investment over the next five years in relation to the Council's current housing stock refurbishment, new build and estate renewal programmes.

The Cabinet Member advised that the capital investment programme reflected the Council's ambitious plans for improving and enhancing social housing in the Borough, which was now possible under the new Housing Revenue Account (HRA) self-financing arrangements. The programme would include major investment to bring current housing stock up to Decent Homes standards, comprehensive stock condition surveys to circa 5,000 properties identified as requiring the greatest degree of 'key element' replacements such as windows, roofs, kitchens and bathrooms, the purchase of non-Council properties to assist in decant programmes, improvements to the management and refurbishment of void properties as well as the major estate renewal projects in the Gascoigne, Goresbrook and Leys areas, the cumulative effect being the delivery of over 1,200 new affordable homes for the local community.

The Divisional Director of Housing Strategy explained that the capital investment programme complemented the HRA Business Plan previously approved by Cabinet and that future investment proposals would be based on the best principles of asset management.

**Cabinet agreed:**

- (i) To note the progress made in delivering the capital investment programme as set out in Appendix 1 to the report;
- (ii) The resource allocation for the rolling housing investment programme as detailed in paragraph 3.1 of the report, in line with the strategic investment priorities set out in the report and in the HRA Business Plan;
- (iii) That investment resources identified in paragraph 3.1 of the report may be moved within the strategic investment priorities to fund schemes identified within the report, to make best use of resources and to take advantage of procurement opportunities as they arose;
- (iv) The development of a detailed investment programme of the schemes covering the roads set out in Appendix 2 to the report, and to delegate authority to the Corporate Director of Housing and Environment, in consultation with the Cabinet Member for Housing; the Corporate Director of Finance and Resources, the Divisional Director for Legal and Democratic Services and with reference to the arrangements set out in paragraph 1.3 of the report, to agree terms and award relevant and appropriate contracts in respect of each scheme;
- (v) The tendering for suitable contractors to undertake 100% surveys of the schemes identified within Appendix 2 of the report, to determine the scope and priority of works in preparation of contract procurement;
- (vi) To note that the Council had entered the Decent Homes Backlog Grant Funding Delivery Contract with the Greater London Authority, as referred to in the report;
- (vii) To note the extended new build programme as set out in Appendix 3 to the report;
- (viii) The serving of Initial Demolition Notices on all secure tenants in order to suspend the requirement for the Council to complete Right-to-Buy applications for as long as the Notices remained in force across the area of the Gascoigne estate within the Estate Renewal Programme Areas, in consultation with the Divisional Director for Legal and Democratic Services;
- (ix) The acquisition of any leasehold interests in the extended Estate Renewal Programme where owners were either willing or wanting to sell prior to the formal acquisition programme being in place and serving of Compulsory Purchase Orders;
- (x) To establish a budget of £2.5m to fund a programme of existing property purchases as set in paragraph 5.2 of the report, and to delegate authority to the Corporate Director of Housing and Environment, in consultation with the Corporate Director of Finance and Resources, the Divisional Director for Legal and Democratic Services and the Lead Member for Housing, to agree acquisition terms; and
- (xi) To authorise the use by the Council of its compulsory purchase powers



pursuant to section 17 of the Housing Act 1985 (as amended) to secure the making, confirmation and implementation of a Compulsory Purchase Order to facilitate the acquisition of any outstanding leasehold interests and delivery of the Estate Renewal Programme.

### **32. 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) and paragraph 21(1)(a) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000.

### **33. \* OFSTED Inspection of Safeguarding and Looked After Children Services**

The Cabinet Member for Children and Adult Services introduced the draft findings of the Ofsted Inspection of Safeguarding and Looked After Children's Services together with the multi-agency draft Action Plan which responded to the recommendations from the inspection. It was noted that the documentation was embargoed until 27 July 2012 when Ofsted would publish its final report.

The Cabinet Member commented on the inspection report and the main areas of improvement that had been identified within the Action Plan.

Cabinet **agreed**:

- (i) To note the findings of the draft Ofsted Inspection of Safeguarding and Looked After Children Services Report attached at Appendix 1 to the report;
- (ii) To note the Corporate Director of Children's Services Factual Accuracy Letter dated 13 July attached at Appendix 2 to the report;
- (iii) The draft multi-agency Action Plan, developed to address the recommendations from the Ofsted report to ensure that all provision improved to at least "good" within six months, as attached at Appendix 3 to the report subject to minor alterations in final documentation; and
- (iv) To note the arrangements, as detailed in paragraph 2.5 of the report, to ensure that the Cabinet and other relevant committees / bodies were kept informed of progress against Ofsted's recommendations and the multi-agency draft Action Plan.

### **34. \* Disposal of Land Adjoining 66 Hulse Avenue, Barking**

The Corporate Director of Children's Services introduced a report on the proposed disposal of an area of land adjoining 66 Hulse Avenue, Barking, in the light of protracted discussions between Council officers and the owners of the property regarding the ownership and use of the land since the Council closed a section of Hulse Avenue between Eastbury Comprehensive School and the Faircross Community Centre as part of the redevelopment of the school site.

Cabinet **agreed** the disposal of the Council's freehold interest in the area of land

shown edged red on the plans at Appendices A and B to the owners of 66 Hulse Avenue, Barking, on the terms set out in the report.

(\* The Chair agreed that these matters could be considered at the meeting as a matter of urgency under the provisions of Section 100B(4)(b) of the Local Government Act 1972.)

## CABINET

18 September 2012

<b>Title:</b> Budget Monitoring 2012/13 - April to July 2012	
<b>Report of the Cabinet Member for Finance and Education</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Kathy Freeman, Group Manager. Corporate Finance	<b>Contact Details:</b> Tel: 020 8227 3497 E-mail: <a href="mailto:kathy.freeman@lbbd.gov.uk">kathy.freeman@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director of Finance	
<b>Accountable Director:</b> Tracie Evans, Corporate Director of Finance and Resources	
<p><b>Summary:</b></p> <p>This report provides Cabinet with an update of the Council's revenue and capital position for the four months to the end of July 2012 projected to the year end.</p> <p>The Council began the current financial year in a better financial position than the previous year with a General Fund (GF) balance of £14.3m (subject to audit).</p> <p>At the end of July 2012, total service expenditure for the full year is projected to be £178.3m against the approved budget of £177.4m; a projected over spend of £0.9m. Explanatory summaries are contained in section 2 of this report.</p> <p>The current projected over spend of £0.9m would result in the General Fund balance decreasing to £13.4m.</p> <p>The Housing Revenue Account (HRA) is projected to break even, maintaining the HRA reserve at £8.3m. The HRA is a ring-fenced account and cannot make contributions to the General Fund.</p> <p>The Capital Programme has been updated to reflect project roll-overs and changes approved at Cabinet and the budget at the end of July stands at £195.1m. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to:</p> <p>(i) Note the projected outturn position for 2012/13 of the Council's revenue budget at 31 July 2012, as detailed in paragraphs 2.3 to 2.11 and Appendix A of the report;</p> <p>(ii) Note the progress against the 2012/13 savings targets at 31 July 2012, as detailed in paragraph 2.12 and Appendix B of the report;</p>	

- (iii) Note the position for the HRA at 31 July 2012, as detailed in paragraph 2.13 and Appendix C of the report;
- (iv) Note the projected outturn position for 2012/13 of the Council's capital budget at 31 July 2012, as detailed in paragraph 2.14 and Appendices D and E of the report;
- (v) Approve a one-off transfer of £310,000 from the Contingency Budget for the construction of multi-sport outdoor gyms in Central Park and St Chad's Park, as detailed in paragraph 2.15 of the report.
- (vi) Approve an on-going budget adjustment of £255,000 within the Finance & Resource Directorate from the project based activity budgets to the Customer Services Contracts & Business Improvement service, as detailed in paragraph 2.16 of the report.

**Reason(s)**

As a matter of good financial practice, the Cabinet should be regularly updated with the position on the Council's budget. In particular, this paper alerts Members to particular efforts to reduce in year expenditure in order to manage the financial position effectively.

**1 Introduction and Background**

- 1.1 The Final Outturn report to Cabinet on 26 June 2012 reported that, as at 31 March 2012, general fund balances stood at £14.3m; an increase of £3.5m on the position twelve months earlier. This position is subject to confirmation following completion of the audit of the Council's Statement of Accounts.
- 1.2 This report provides a summary of the Council's General Fund and HRA revenue and capital positions. It also provides an update on progress made to date in the delivery of the agreed savings targets built into the 2012/13 budget setting out risks to anticipated savings and action plans to mitigate the risk.
- 1.3 It is important that the Council regularly monitors its revenue and capital budgets to ensure good financial management. This is achieved within the Council by monitoring the financial results on a monthly basis through briefings to the Cabinet Member for Finance and Education and reports to Cabinet. This ensures Members are regularly updated on the Council's overall financial position and enables the Cabinet to make relevant financial and operational decisions to meet its budgets.

**2 Current Overall Position**

- 2.1 The current Directorate revenue projections indicate an over spend of £0.9m for the end of the financial year of which:
  - £0.6m over spend arises in Housing and Environment due to a £0.3m pressure of housing people in temporary accommodation and a £0.3m pressure in the Environment and Enforcement Division.
  - £0.5m over spend in Finance and Resources due to pressures in the Revenues & Benefits court costs income budgets.

- (£0.2m) under spend in the Chief Executive Directorate from vacancies and sharing of the Chief Executive with Thurrock Council.

The initial forecast of a £0.9m over spend would result in the Council's General Fund balance remaining above the budgeted target of £10.0m. The Chief Finance Officer has a responsibility under statute to ensure that the Council maintains appropriate balances. Actions have already been put in place to reduce the Council's net out-goings.

- 2.2 The Corporate Director of Finance and Resources, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003, set a target GF reserves level of £10.0m. The General Fund balance at 31 March 2012 was £14.3m and the current projected balance for the end of the financial year is £13.4m.

At the end of July, the HRA is forecasting to break even and maintain the HRA reserve at £8.3m.

	<b>Balance at 1 April 2012</b>	<b>Projected Balance at 31 March 2013</b>	<b>Target Balance at 31 March 2013</b>
	£'000	£'000	£'000
General Fund	14,346	13,396	10,000
Housing Revenue Account (including Rent Reserve)	8,269	8,269	8,269

- 2.3 The current full year projection to 31 March 2013 across the Council for the General Fund is shown in the table below.

<b>Council Summary</b>	<b>Net Budget £'000</b>	<b>Full year projection at July 2012 £'000</b>	<b>Over/(under) Budget Projection £'000</b>
<u>Directorate Expenditure</u>			
Adult and Community Services	62,758	62,758	-
Children's Services	70,623	70,623	-
Housing and Environment	21,596	22,166	<b>570</b>
Finance and Resources	21,377	21,933	<b>556</b>
Chief Executive	578	402	<b>(176)</b>
Central Expenses	447	447	-
<b>Total Service Expenditure</b>	<b>177,379</b>	<b>178,329</b>	<b>950</b>

The current projection would reduce the General Fund to £13.4m, which is over the minimum level recommended by the Corporate Director of Finance and Resources.

## 2.4 Directorate Performance Summaries

The key areas of potential over spend and risks are outlined in the paragraphs below.

## 2.5 Adult and Community Services

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	69,951	<b>62,758</b>	<b>62,758</b>
Projected over/(under)spend			-

The Adult and Community Services forecast outturn position at period 4 of the 2012/13 financial year is to break even.

A challenging savings target of £3.4m is built into the 2012/13 budget and, at this early stage in the financial year, the Directorate is confident these savings will be achieved.

Salary budgets have not been impacted by inflation as there was a 0% increase in 2012/13. Inflationary increase requests from care providers are being managed as robustly as possible to minimise the impact on budgets that already have significant cost pressures.

## 2.6 Children's Services

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	69,729	<b>70,623</b>	<b>70,623</b>
Projected over/(under)spend			-

At period 4 the Service is reporting a year end balanced position. There is a headline service pressure of £208k with pressures continuing in Complex Needs and Social Care relating to assessment and care management, Section 17 and SEN transport. Management actions are in place to hold back all non-essential spend in light of budgetary pressures.

## 2.7 Dedicated School Grant (DSG)

The DSG is a ring fenced grant to support the education of school aged pupils within the borough. The grant is allocated between the Schools and Centrally Retained budget in agreement with the Schools Forum. The indicative 2012/13 DSG allocation is £196.1m with £20.4m being retained centrally.

## 2.8 Housing and Environment

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	23,579	<b>21,596</b>	<b>22,166</b>
Projected over/(under)spend			<b>570</b>

The Housing and Environment General Fund budget is currently forecast to over spend by £570k. This is split between a forecast overspend position of £300k in

Environmental Services, and £270k in Housing services. This projected overspend includes the shortfall in savings outlined below.

The directorate started the year with a savings target of £2.3m. A high proportion of the savings will be fully delivered but there is currently an overall pressure of around £413k. This is mainly due to significant pressures facing the Housing General Fund in respect of temporary accommodation which in turn affects the deliverability of £250k of the £350k saving for CUS/SAV/10 (see paragraph 2.12). There are mitigating action plans being developed to deal with the shortfall.

The Environment and Enforcement service is currently forecast to over spend by £300k. In 21010/11 a zero-based budgeting exercise was undertaken and identified a £600k shortfall in the 2012/13 budget. No additional budget was provided to meet this shortfall.

The 2012/13 budget included no allowance for inflation. As at period 4, there remains a continued inflationary pressure in relation to fuel costs incurred by the large vehicle fleet used by the Housing and Environment Directorate.

## 2.9 Finance and Resources

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	25,523	<b>21,377</b>	<b>21,933</b>
Projected over/(under)spend			<b>556</b>

The Finance & Resources directorate is currently forecast to over spend by £556k. This is mainly as a result of a pressure arising from the under-recovery of court cost income in Revenues & Benefits. This pressure existed prior to transfer of the service into Elevate but has previously been contained within the overall departmental budgets.

The department is currently considering how to mitigate the overall pressures to ensure services are delivered within overall approved working budget.

For 2012/13 the department had a total savings target of £2.6m and all of the individual savings are forecast to be delivered.

The Directorate has mainly noticed inflationary pressures within the Asset & Facilities management division. There are expected increases in building cleaning materials, energy costs and building maintenance and repairs.

It is anticipated that Inflation of costs in the region of 3% will result in circa £90k pressure on current budgets. There are other expected marginal pressures with slight increases in telephone bills and travel expenses and these will be managed within existing funds.

## 2.10 Chief Executive

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	122	<b>578</b>	<b>402</b>
Projected over/(under)spend			<b>(176)</b>

The services within the Chief Executive directorate are currently forecast to under spend by £176k mainly due to part-year vacancies held within the department and a new Chief Executive shared service arrangement with Thurrock.

For 2012/13 the department had a total savings target of £2.3m and there is currently a projected shortfall in delivery of £136k in respect of the HR targets which is being managed by reductions in other expenditure.

The department has been able to manage the impact of inflation, where arising, within existing budgets

## 2.11 Central Expenses

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	(1,941)	447	<b>447</b>
Projected over/(under)spend			-

The central expenses budget is currently projecting to break even. The budget will be kept under close review as the year develops to identify any variances that may arise.

## 2.12 In Year Savings Targets

The delivery of the 2012/13 budget is dependent on meeting a savings target of £19.0m. Directorate management teams are monitoring their targets and providing a monthly update of progress which is summarised in the table below. A detailed breakdown of savings and explanations for variances is provided in appendix B.

<b>Directorate Summary of Savings Targets</b>	Target £'000	Projection £'000	Shortfall £'000
Adult and Community Services	3,392	3,392	-
Children's Services	3,410	3,410	-
Housing and Environment	2,331	1,918	<b>413</b>
Finance & Resources	2,591	2,591	-
Chief Executive	2,300	2,164	<b>136</b>
Central Expenses	5,000	5,000	-
<b>Total</b>	<b>19,024</b>	<b>18,475</b>	<b>549</b>

## 2.13 Housing Revenue Account (HRA)

The Housing Revenue Account is currently expected to break even in 2012/13.



There are some budget pressures in relation to additional work required to re-provide the service as an in-house operation.

Additional income from Right to Buy Legal and Water Commission is expected in 2012/13 and this will offset the pressures within garage rent where a rental increase for the year was not approved.

The above pressures are mitigated in year by higher than budgeted rental income through the use of decanted properties for temporary accommodation, as well as benefitting from an improved rate of return on HRA cash balances.

In 2011/12 there was a budgeted £1.4m contribution to HRA revenue reserves which led to a brought forward revenue reserves balance of £8.3m but there is no further budget contribution in 2012/13 to increase this reserve balance.

A detailed HRA is provided in appendix C.

## 2.14 Capital Programme

The Capital Programme budget has been updated to reflect the capital roll forwards approved by Cabinet on 22 May 2012 and all subsequent approvals.

<b>Directorate Summary of Capital Expenditure</b>	<b>Budget £'000</b>	<b>Projected Outturn £'000</b>	<b>Projected Variance £'000</b>
Adult & Community Services	6,063	5,965	(98)
Children's Services	63,084	61,564	(1,520)
Housing & Environment	88,112	87,558	(554)
Finance & Resources	37,796	38,322	526
<b>Total</b>	<b>195,055</b>	<b>193,409</b>	<b>(1,646)</b>

A detailed Capital Programme is provided at Appendix D.

Variances by area are summarised below:

### Adult & Community Services

- Community Services, Heritage & Libraries - (£98k) under spend

### Children's Services

- Schools – (£1,443k) under spend
- Other schemes - (£77k) under spend

### Housing & Environment

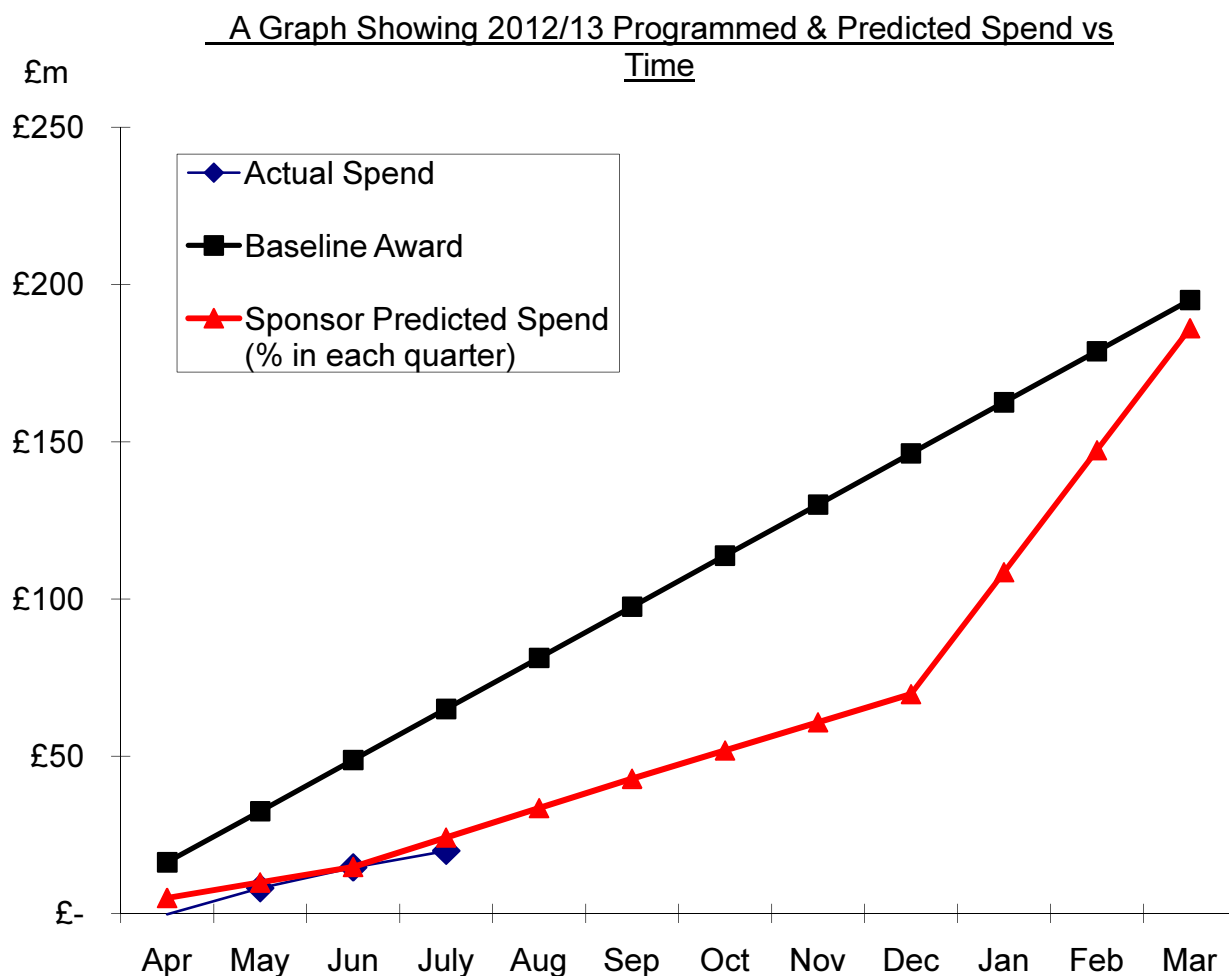
- Housing Revenue Account - (£568k) under spend
- Other schemes - £14k over spend

### Finance & Resources

- Asset Strategy - £24k over spend
- ICT – break even
- Regeneration – £502k over spend

Explanations for project variances over £100k are provided in Appendix E.

Year to date capital expenditure totals £19.9m representing only 10% of the annual budget. The following graph compares projected spend against programmed spend for the year:



This illustrates that actual spend to date is well below budgeted levels and project sponsors are forecasting that 59% of expenditure will occur in the final quarter of the financial year (January – March 2013). Given the current low level of expenditure and high degree projected towards the end of the year it is likely that the level of slippage will be higher than currently reported.

Explanations for project variances over £100k are provided in appendix E.

## 2.15 Transfer From Contingency Requesting Approval

Cabinet are requested to approve a one off transfer of £310k from contingency to fund the construction of Adizones (multi-sport outdoor gyms) in Central Park and St Chad's Park. The expenditure will be treated as a revenue contribution to capital outlay.

## 2.16 Budget Adjustments Requesting Approval

Within the Finance & Resources Directorate's budgets there are two elements which allow for annual project based activity. In the last financial year these budgets were not utilised in order to contain various pressures within the

Directorate's overall budget position. Latest forecasts indicate these pressures are likely to continue and Cabinet approval is sought to vire £255k of the project budgets to the Customer Services Contracts & Business Improvement service on an on-going basis to provide a more permanent solution to these pressures.

## **2.17 Financial Control**

At the end of July all key reconciliations have been prepared and reviewed and no major reconciling items unexplained.

## **3 Options Appraisal**

- 3.1 The report provides a summary of the financial position at the relevant year end and as such no other option is applicable for appraisal or review.

## **4 Consultation**

- 4.1 The report has been circulated to appropriate Divisional Directors for review and comment. Specific implications are noted in section 6.
- 4.2 Individual Directorate elements have been subject to scrutiny and discussion at their respective Directorate Management Team meetings.

## **5 Financial Implications**

- 5.1 This report details the financial position of the Council.

## **6 Legal Issues**

- 6.1 There are no legal implications for a budget monitoring report.

## **Background Papers Used in the Preparation of the Report**

- Final Revenue and Capital Outturn 2011/12; Cabinet 26 June 2012;
- Budget Framework 2012/13; Cabinet 14 February 2012.

## **Appendices**

- A – General Fund expenditure by Directorate
- B – Savings Targets by Directorate
- C – Housing Revenue Account Expenditure
- D – Capital Programme
- E – Explanation for Capital Variances

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## GENERAL FUND REVENUE MONITORING STATEMENT JULY 2012/13

Directorate	Outturn 2011/12	Original Budget	Working Budget	Projected Outturn	Projected Variance
	£'000	£'000	£'000	£'000	£'000
<b><u>Adult &amp; Community Services</u></b>					
Adult Care & Commissioning	46,070	45,489	45,767	45,767	-
Mental Health	3,770	3,861	3,886	3,886	-
Community Safety & Neighbourhood Services	4,463	4,403	4,357	4,357	-
Culture & Sport	9,796	8,067	8,094	8,094	-
Management	267	679	654	654	-
	<b>64,366</b>	<b>62,499</b>	<b>62,758</b>	<b>62,758</b>	<b>-</b>
<b><u>Children's Services</u></b>					
Education	7,303	3,064	4,192	3,814	(378)
Targeted Support	12,146	10,017	10,234	9,846	(388)
Complex Needs and Social Care	33,402	29,339	29,300	30,216	916
Commissioning and Safeguarding	4,292	3,789	3,584	3,534	(50)
Other Management Costs	12,586	22,083	23,313	23,213	(100)
	<b>69,729</b>	<b>68,292</b>	<b>70,623</b>	<b>70,623</b>	<b>-</b>
<b><u>Children's Services - DSG</u></b>					
Schools	(17,739)	(22,358)	(21,878)	(21,878)	-
Quality & Schools Improvement	4,959	5,953	5,953	5,953	-
Integrated Family Services	4,032	4,713	4,713	4,713	-
Safeguarding & Rights Services	5,909	5,763	5,763	5,763	-
Children's Policy & Trust Commissioning	493	1,182	1,182	1,182	-
Skills and Learning	-	-	-	-	-
Other Services	2,346	4,747	4,267	4,267	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Housing &amp; Environment</u></b>					
Environment & Enforcement	20,355	19,719	19,719	20,019	300
Housing General Fund	3,224	1,611	1,877	2,147	270
	<b>23,579</b>	<b>21,330</b>	<b>21,596</b>	<b>22,166</b>	<b>570</b>
<b><u>Finance &amp; Resources</u></b>					
F&R Directorate	4,487	4,392	4,371	4,371	-
Finance ( including Audit & Risk and Subsidy)	(841)	(638)	(352)	(442)	(90)
Regeneration & Economic Development	5,571	4,880	4,895	4,895	-
Emergency Planning & Operations	796	563	642	504	(138)
Customer Services, Contracts & Improvement	14,431	9,950	10,257	11,041	784
Assets & Facilities Management	1,348	1,130	1,435	1,435	-
Corporate Client	(135)	129	129	129	-
Capital Delivery	(134)	-	-	-	-
	<b>25,523</b>	<b>20,406</b>	<b>21,377</b>	<b>21,933</b>	<b>556</b>

## Appendix A

Directorate	Outturn 2011/12	Original Budget	Working Budget	Projected Outturn	Projected Variance
	£'000	£'000	£'000	£'000	£'000
<b><u>Chief Executive Services</u></b>					
Chief Executive Unit	(228)	-	(150)	(183)	(33)
Marketing & Communications	-	-	31	(9)	(40)
Corporate Policy & Public Affairs	217	-	-	(53)	(53)
Legal & Democratic Services	60	377	407	407	-
Human Resources	73	-	290	240	(50)
	<b>122</b>	<b>377</b>	<b>578</b>	<b>402</b>	<b>(176)</b>
<b><u>Other</u></b>					
Central Expenses	(10,528)	(8,383)	(12,411)	(12,411)	-
Contingency	-	3,938	3,938	3,938	-
Levies	8,587	8,920	8,920	8,920	-
	<b>(1,941)</b>	<b>4,475</b>	<b>447</b>	<b>447</b>	<b>-</b>
<b>TOTAL</b>	<b>181,378</b>	<b>177,379</b>	<b>177,379</b>	<b>178,329</b>	<b>950</b>

**GENERAL FUND SAVINGS MONITORING STATEMENT****JULY 2012/13****Adults and Community Service**

<b>Reference</b>	<b>Detail</b>	<b>Explanation for Variance Where Applicable</b>	<b>Target £'000</b>	<b>Forecast £'000</b>	<b>Variance £'000</b>
ACS/SAV/01	Reductions to services funded by Area Based Grant	On line to be achieved	1,251	1,251	-
ACS/SAV/02	Inclusion of Tenancy Sustainment Team in remodel and retender of floating support.	On line to be achieved	120	120	-
ACS/SAV/03	Remodeling homecare services in line with the principles of personalisation	On line to be achieved	20	20	-
ACS/SAV/04	Revisions to pricing framework for Care Home Placements	Saving behind schedule due to necessary building works. However, the saving is being managed within the Directorates budgets.	20	20	-
ACS/SAV/06	Changes to in-house residential care service for adults with a learning disability (80 Gascoigne)	On line to be achieved	125	125	-
ACS/SAV/07	Learning Disability Day Services Management Saving	On line to be achieved	25	25	-
ACS/SAV/08	Reducing Children's to Adults' transition costs	On line to be achieved	50	50	-
ACS/SAV/09	Reconfiguration of mental health services	On line to be achieved	98	98	-
ACS/SAV/10	Changes to grants to voluntary organisations	On line to be achieved	285	285	-
ACS/SAV/11	Broadway theatre	On line to be achieved	65	65	-

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
ACS/SAV/12	Closure of Goresbrook Leisure Centre	On line to be achieved	161	161	-
ACS/SAV/13	Olympic unit	On line to be achieved	32	32	-
ACS/SAV/14	Reduction to events and education programme.	Due to a delay in implementing the necessary IT for this saving there will be some shortfall on income. However, this is being managed within the Directorates budgets	40	40	-
ACS/SAV/16	Libraries - charging for internet access	On line to be achieved	20	20	-
ACS/SAV/17	Expanding commercial opportunities at heritage venues	On line to be achieved – however, the saving is being reviewed regularly to make sure the income is being achieved.	10	10	-
ACS/SAV/18	Leisure Centres - Charges	On line to be achieved	310	310	-
ACS/SAV/19	Remodeling of crime and disorder services to develop Integrated Offender Management	On line to be achieved	112	112	-
ACS/SAV/20	Deletion of 4 Community Safety Co-ordinators	On line to be achieved	46	46	-
ACS/SAV/21	Non Staffing Supplies & Services Budgets	On line to be achieved	85	85	-
ACS/SAV/22	Libraries review	On line to be achieved	212	212	-
Feb 2011 Assembly	Commissioning Contracts & Purchase Savings	On line to be achieved	250	250	-
Feb 2011 Assembly	Community halls	On line to be achieved	175	175	-
<b>Total</b>			<b>3,392</b>	<b>3,392</b>	<b>-</b>



**Children's Services**

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
CHS/SAV/01	Alternative delivery method for Independent Review Officer (IROs) - Change the method of delivery of the independent reviewing officers posts	On line to be achieved	110	110	-
CHS/SAV/02	Prevention/Crisis Intervention/ Family Group Conferencing Merger of the three preventative services to create efficiencies	On line to be achieved	100	100	-
CHS/SAV/03	School Estate/School Investment Team partly funded from DSG	On line to be achieved	150	150	-
CHS/SAV/04	Youth and Engagement Team Efficiency	On line to be achieved	80	80	-
CHS/SAV/05	Common Assessment Framework (CAF) team reductions- reducing the number of posts in the CAF team	On line to be achieved	80	80	-
CHS/SAV/06	Catering efficiencies/reductions	On line to be achieved	150	150	-
CHS/SAV/07	CAMHS Schools Counselling contract ending that will not be renewed and reduction in primary and emotional team	On line to be achieved	60	60	-
CHS/SAV/08	Safeguarding Board Cost Reductions	On line to be achieved	30	30	-
CHS/SAV/09	14-19 Flexi Learning Services, General Fund element removal - reductions in support or through increased Dedicated Schools Grant (DSG) contribution	On line to be achieved	50	50	-
CHS/SAV/10	Connexions - Careers Reduction in Contract Value	On line to be achieved	700	700	-
CHS/SAV/11	Management Re-structure - reducing the number of post in the Assessment Team	On line to be achieved	50	50	-
CHS/SAV/12	Reducing Children's to Adults transition costs	On line to be achieved	50	50	-
CHS/SAV/13	Service Efficiencies and re-organisation	On line to be achieved	100	100	-
CHS/SAV/14	Disabled Children's Team - Contribution from short breaks funding on mainstreamed	On line to be achieved	100	100	-

Reference	Detail	Explanation for Variance Where Applicable	Target	Forecast	Variance
			£'000	£'000	£'000
	into base budget				
CHS/SAV/17	Education Inclusion/School Improvement - Staffing Review and Reductions	On line to be achieved	185	185	-
CHS/SAV/18	School Improvement Income - Raising the SLA income - charging Schools for services/Other Local authorities	On line to be achieved	60	60	-
CHS/SAV/19	Training Reductions	On line to be achieved	260	260	-
CHS/SAV/20	Reduction of Management costs in the Multi-agency Locality Teams	On line to be achieved	150	150	-
CHS/SAV/21	Portage Amalgamation	On line to be achieved	35	35	-
CHS/SAV/22	Reduction to Youth Commissioning Fund	On line to be achieved	100	100	-
Feb Assembly	Education Psychology Service - Combination of Staffing and increased school SLA income	On line to be achieved	100	100	-
Feb Assembly	Childcare Team	On line to be achieved	145	145	-
Feb Assembly	Reconfigure & merge Children's Centres, Merging 8 Children's Centres into 4	On line to be achieved	520	520	-
Feb Assembly	Family Information Services	On line to be achieved	45	45	-
<b>Total</b>			<b>3,410</b>	<b>3,410</b>	<b>-</b>

**Housing and Environment**

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
Feb Assembly	Transport savings from adjustments for affordability and reductions in use of buses	Savings plan based on cessation of two routes, of which only one route has been implemented. The second route planned to end towards Sept/Oct so will only realise part benefit.	100	75	25
ACS/SAV/02	Inclusion of Tenancy Sustainment Team in remodel and retender of floating support.	Completed	120	120	-
CUS/SAV/03	Revisions to Domestic Refuse Collection and Recycling Services	On target, glass is now collected within regular domestic waste.	260	260	-
CUS/SAV/04	Relocation of Passenger transport services to a Frizlands depot and realignment of resources to optimise service delivery	Relocation confirmed. To liaise with Property Services to confirm arrangements.	206	206	-
CUS/SAV/05	Replace orange bags with recyclable bins	Capital bid approved from Oct 2012 – £100k was approved in cabinet to be released form contingency to cover the period of delay.	200	200	-
CUS/SAV/06	Optimisation of Refuse fleet	On target, double shifting in operation from 1 <sup>st</sup> April	200	200	-
CUS/SAV/07	Management Restructure in Environmental Services	Have completed top layer, awaiting rest of service restructure	154	154	-
CUS/SAV/08	Turning down the lights to save energy	Meeting with Volker scheduled for 14/06 – savings generated from August onwards (8 months pro rata). Anticipated savings from 13/14 can be implemented earlier to cover the shortfall	138	138	-
CUS/SAV/09	Increase in cost of permits within Car Parking Zones	Costs and number of permits to be generated to be confirmed.	70	70	-
CUS/SAV/10	Converting private sector licence properties from old portfolio to the new contract at lower rates.	The savings target is a combination of reduction in B&B pressures, PSL conversions, and use of council own stock to reduce cost pressures. Whilst other items are controllable, the use of B&B properties has risen	350	100	250

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
		substantially in last few months.			
CUS/SAV/11	Reduced mowing to create naturalised environment	Receiving help of Ambassador Woodland, GLA, Woodland Trust etc.	33	3	30
CUS/SAV/12	Renegotiate Abandoned Vehicle contract	On target	12	12	-
CUS/SAV/13	Reduction in Environmental Enforcement	Initial savings was based on reduction of 4 posts, subsequently replaced by increased income target. £20k to be generated in Area Services and £50k in Enforcement. Income is being generated from a very low base.	140	70	70
CUS/SAV/14	Making Parks more commercially sustainable	Parking charges in Parks not being implemented (£9K) as per members decision, Grazing and Education at Millennium Centre not achievable (£4.5k), only half of Bowling Greens savings and 'Golfwise' achievable (i.e.£25k) as original costings from 'Confirm' now inaccurate, Income from Lakes, Tennis and Education and Concessions achievable	98	60	38
Feb Assembly	Housing Advice Restructure	Complete.	50	50	-
Feb Assembly	Re procurement of street lighting contract	On target for both Schedule 1 (planned) and 3 (other reactive works) to meet savings.	200	200	-
<b>Total</b>			<b>2,331</b>	<b>1,918</b>	<b>413</b>

**Finance and Resources**

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
FIN&RES/SA V/01	Transfer of Assets and Commercial Services division to Elevate	The transfer of the Property Services, BSF and Technical Support Sections took place on 1 <sup>st</sup> April 2012. Savings achieved through the deletion of posts in LBBD and the transfer of staff into established posts within the Elevate structure.	756	756	-
FIN&RES/SA V/02	Reviewing staffing levels within the Capital Programme Monitoring Office(CPMO), Corporate Programmes Team and Business Support	3 Vacant posts have been deleted.	150	150	-
FIN&RES/SA V/04	External Risk Management Training - Cease external risk management training	Supplies and service budget reduced.	7	7	-
FIN&RES/SA V/06	One Stop Shop & Contact Centre Service Reduction	This saving is being delivered by Elevate. The affected staff did not leave until the middle / end of May; accordingly we will not see a dip in the performance figures until July.	203	203	-
FIN&RES/SA V/07	Review Out of Hours Contract	Savings currently delivered by Elevate.	25	25	-
FIN&RES/SA V/08	Reduction in the CIPFA trainee programme	2 posts deleted were held vacant in 11-12 therefore savings achieved.	70	70	-
FIN&RES/SA V/09	Recharging Pondfield House rent to the Housing Revenue Account	Saving achieved	200	200	-
FIN&RES/SA V/10	Reduction in Provision for Carbon Reduction Commitment (CRC)	Saving achieved through the charging of Schools CRC costs to the DSG	200	200	-
FIN&RES/SA V/11	Savings in Sustainable Communities/ Economic Development area	On target to be achieved. Posts have been deleted, and the affected staff have now left the organisation. Projects budgets have also been scaled back accordingly.	190	190	-
FIN&RES/SA V/12	Reorganisation of Development Planning team	On target – post deleted / person left, and supplies budgets have been reduced accordingly.	90	90	-

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
FIN&RES/SA V/13	Reorganisation of Employment & Skills team	On target. The employees have been reduced and the projects budget has been scaled back.	80	80	-
FIN&RES/SA V/14	Reduction to staffing in Job Shop and business support	On target – linked to savings above.	50	50	-
FIN&RES/SA V/15	Reduction of External Audit fees	A reduced bill is expected from the Audit Commission for this saving to be delivered.	30	30	-
FIN&RES/SA V/16	Reduction in Building Schools for the Future budget	Saving achieved as spend with consultants in the BSF area is now reducing.	50	50	-
Feb Assembly	Re-structuring of Staffing establishment and a reduction in non-employee budgets	The structure for 12-13 has been implemented and the service is operating within existing funding.	256	256	-
Feb Assembly	Reduction in accommodation costs through the Modern Ways of Working project	Saving achieved through the closure of Fortis House. Budgets to be transferred from Children's Services.	234	234	-
<b>Total</b>			<b>2,591</b>	<b>2,591</b>	<b>-</b>

**Chief Executive**

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
CEX/SAV/01	Restructure of Senior Managers	The achievement of this target will be dependent on the affected senior managers across the Council leaving on time.	810	810	-
CEX/SAV/02	Restructure of Policy Teams	Savings on target and affected staff have now left the organisation.	932	932	-
CEX/SAV/03	Restructure of Legal and Democratic services	Savings on target posts deleted, and affected staff have left Authority.	147	147	-
CEX/SAV/04	Merging Payroll and HR Support	Service currently being delivered by Elevate East London. The business case indicates that the only savings achievable will be £78k.	114	78	36
CEX/SAV/05	Reduction in spending on strategic HR	£100k of this savings target is subject to a review of Learning & Development spend across the departments which has been submitted to CMT for comment. If the review is agreed by CMT, department's budgets will	150	50	100
Feb 2011 Assembly	CE Review – M&C	Saving on target at this stage. Income target increased by £100k – but remains the biggest risk for the team. However if The News is as successful as last year, then the target will be fully met.	147	147	-
<b>Total</b>			<b>2,300</b>	<b>2,164</b>	<b>136</b>

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## HOUSING REVENUE ACCOUNT MONITORING STATEMENT

### JULY 2012/13

HOUSING REVENUE ACCOUNT	Outturn 2011/12	Original Budget	Working Budget	Projected Outturn	Projected Variance
	£'000	£'000	£'000	£'000	£'000
Rents	(77,953)	(83,017)	(83,017)	(83,562)	(545)
Non Dwelling Rent	(2,484)	(2,574)	(2,574)	(2,435)	139
Other Income	(15,103)	(17,098)	(17,098)	(17,078)	20
Capitalisation of Repairs	(1,625)	(1,000)	(1,000)	(1,000)	-
Repairs and Maintenance	20,999	20,043	20,522	20,780	258
Supervision and Management	(233,356)	34,643	34,164	34,719	555
Rent Rates and Other	1,341	920	920	961	41
Depreciation	14,697	14,875	14,875	14,875	-
Bad Debt Provision	1,002	992	992	992	-
Interest Charges	1,296	9,685	9,685	9,572	(113)
Corporate & Democratic Core	811	811	811	811	-
Interest	(526)	(93)	(93)	(448)	(355)
Revenue Contribution to Capital	-	14,013	14,013	14,013	-
Repayment of Debt	-	7,800	7,800	7,800	-
Subsidy	21,057	-	-	-	-
Pensions	113	-	-	-	-
HRA Borrowing	265,912	-	-	-	-
<b>Contribution to HRA Reserve</b>	<b>(3,819)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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### Forecast Capital Programme Outturn July 2012/13

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Forecast Variance £'000
<u>Adult &amp; Community Services</u>					
1654	Ripple Hall (St Georges/Vol Group Relocation)	245	46	49	(197)
2233	Valence Site Redevelopment	11	10	25	14
	191 Eastbury House	11	2	11	
2872	Fews Lodge Extra Care Scheme	577		577	
	100 Disabled Adaptations (HRA)	494	101	494	
2888	Direct Pymt Adaptations	380	10	380	
1652	Contingency	80		80	
2266	Barking Park Restoration & Improvement	665	664	665	
2546	Barking Park Artwork	63	6	63	
2768	Abbey Sports Centre (Wet Side Changing Areas)	9		9	
2603	Becontree Heath Leisure Centre	249	89	334	85
2815	Goresbrook Leisure Centre - Olympic Training Venue	20		20	
2855	Mayesbrook Park Athletics Arena	796	371	796	
2870	Barking Leisure Centre 12-14	2,135	359	2,135	(1)
2913	80 Gascoigne Road	327		327	
<b>Total For Adult &amp; Community Services</b>		<b>6,063</b>	<b>1,659</b>	<b>5,965</b>	<b>(98)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Forecast Variance £'000
<u>Children's Services</u>					
2555.01	Eastbury	93	5	113	20
2735	Cambell Infant & Juniors	55		30	(25)
2745	George Carey CE Primary School (formerly Barking Riverside Primary)	1,040	(91)	800	(240)
2736	Roding Primary School - Cannington Road Annex	311	2	216	(95)
2759	Beam Primary Expansion	98	2	98	
2799	St Joseph's Primary - expansion	341	104	341	
2800	St Peter's Primary - expansion	34		34	
2776	Thames View Infants - London TG Agreement	16	3	16	
2787	Cambell Junior - Expansion & Refurb	31	13	31	
2786	Thames View Juniors - Expansion & Refurb	468	13	468	
2784	Manor Longbridge (Former UEL Site)	576	224	496	(80)
2789	Westbury - New Primary School	23	5	26	3
2790	St Georges - New Primary School	91	51	91	
2906	School Expansion SEN projects	1,000		475	(525)
2909	School Expansion Minor projects	1,000		600	(400)
2793	SMF - School Modernisation Fund	1,608	264	1,608	
2742	Youth Access Card	43		43	
2751	School's Kitchen Extension/Refurbishment 10/11	36	7	36	
2724	Basic Needs Projects ( formerly Additional School Places)2011/12	62	303	62	
2581	Schools Legionella Works	27	2	27	
2808	Schools L8 Water Quality Remedial Works 2010/11	9		9	
2809	Schools Reboiler & Repipe Fund	48	10	48	
2807	Schools Asbestos Management & Removals 2010-11	2		2	
2310	William Bellamy Childrens Centre	6	(14)	3	(3)
2311	Becontree Childrens Centre		(232)		
2217	John Perry Childrens	10	(5)	10	
2586	Furze Children'S Centre			134	134
2651	Alibon Childrens Centre	(9)		18	27
2739	Gascoigne Community Centre	(8)			8
2791	Youth Bus	(11)			11
2826	512a Heathway - Conversion to a Family Resource	84		84	
2878	512a Heathway (phase 2)- Conversion to a Family Resource with additional teaching apace	102	117	117	15
9999	Devolved Capital Formula	1,614	36	1,614	
2818	Sydney Russell - Schools For The Future	10,383	5,041	10,383	
2859	Robert Clack Expansion	11	9	11	
	Programme of School Basic Need Funding 12/13	18,738		18,478	(260)
	New Primary School Places 12/13	15,000		15,000	
2860	Monteagle Primary (Quadrangle Infill)	1,890	1,117	1,890	
2861	Eastbury Primary (Expansion)	300	2	300	
2862	Gascoigne Primary (Expansion)	50		50	
2863	Parsloes Primary (Expansion)	1,550	612	1,500	(50)
2864	Godwin Primary (Expansion)	300	158	300	
2865	William Bellamy Infants/Juniors (Expansion)	181	10	181	
2866	Dagenham Village Rectory Road Library (Expansion)	200			(200)
2867	Southwood Primary (Expansion)	1,500	643	1,450	(50)
2900	Becontree Primary Expansion	40		300	260
	Provision of New School Places (Basic Needs) Contingency	797		797	
2723	Advanced Skills Centre	3,344	1,084	3,275	(69)
2601	Renewal School Kitchens 2009/10				
2753	Cross-Government Co-Location Fund				
2365	Gascoigne Primary				
<b>Total For Children's Services</b>		<b>63,084</b>	<b>9,494</b>	<b>61,564</b>	<b>(1,520)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Forecast Variance £'000
<u>Housing and Environment</u>					
104	Housing Futures	400			(400)
	HRA 12-13	61,300		61,300	
2632	Millard Terrace	3			(3)
2729	Lifts Replacement				
2734	SAMS formerly remote concierge	70		70	
2637	Dh Works Framework Contracts		2	2	2
2641	Heating Works (Thaxted, Maxey & Humphries Houses)	65		60	(5)
2645	Planning & Contingencies		8		
2727	CHP Programme	24	1	24	
2728	Electrical Switch Gear	271	169	271	
2725	Extensions and deconversions	( )	(20)		
2822	Communal Lighting & Electrical switchgear	510	337	510	
2726	External Enveloping Work	251	(15)	251	
2730	Sheltered Alarms Upgrade	11		11	
2731	Colne & Mersea Blocks	1,344	1	1,344	
2811	Capitalised Improvement Works	91	10	91	
2813	Estate Improvement Project	393	239	239	(154)
2824	Oldmead & Bartlett Remedial Works	103	50	99	(4)
2844	Door Entry Project 12/13	1,581	15	1,581	
2845	External Enveloping & Fire Proofing Project	2,532	321	2,532	
2846	Defective Overflow Works	15		15	
2847	Central Heating Installation	1,871	280	1,871	
2848	Kitchen & Bathroom Replacement Project	1,064	1,086	1,086	22
2849	High Rise Surveys	997	2	997	
2850	Capitalised Improvement Works (Estates)	500	20	500	
2853	Estate Improvements	154	35	154	
2852	Adaptations - Housing	79	15	76	(3)
2880	Central Heating Installation (Phase II)	101	2	101	
2881	Kitchen, Bathroom, Central Heating & Rewire	2,496	1,081	2,473	(22)
2882	Electrical Rewiring	326	14	326	
2772	King William Street Quarter (Phase 1)	80	3	80	
2773	New Build Council House Building (Phase 2 & 3)	2,900	1,035	2,900	
2757	Council House Building	237	(39)	237	
2823	New Council House Building - Phase 3	1,569		1,569	
106	Private Sector Households Dfg'S (Odpm Grant Aided)	1,054	230	1,054	
105	Private Sector Hsg Assistance rendered	230	118	230	
2570	Capita Housing (Formerly Housing Modernisation Programme)	32	21	32	
	Highways Maintenance (Non-Principal Roads)	2,000		2,000	
2128	Highways Maintenance (Principal Roads) TfL				
2288	Land Quality Inspection Programme	20	2	2	(18)
2764	Street Light Replacement	1,186	31	1,186	
2908	Brown Wheeled Bin for Recycling	1,123		1,123	
2842	Flats Recycle Bank Scheme				
2832	Principal Rd Resurfacing - Longbridge Rd (TFL)				
2777	SNAPS	47		47	
2803	Becontree Neighbourhood Improvements				
2732	Local Safety Schemes				
2836	Road Safety Improvement schemes 11-12		24		
2873	Environmental Improvements	168	121	172	4
2894	Road Safety Improvements 12-13	96	10	96	
2887	Frizlands Workshop Improvements	175	18	175	
2886	Parking Strategy Implementation	9	(42)	9	
2907	Leys Road Reconstructions 12-13	215	3	215	
2421	PGSS Staff Costs	39		39	
2423	Pondfield Park	8		8	
2567	Abbey Green Park Development	22	1	22	
2604	Valence Park Improvements	15	4	15	
2326	Btc Public Art Project Artwork - Tgsc (Part Of Public Realm)	5	2	5	
2721	Playbuilder	1			(1)
2911	Quaker Burial Ground Improvements	60		60	
2912	Barking Park Tennis Project	150		150	
2817	Mayesbrook Park Improvements (Phase I )	69	14	97	28
2879	Barking Park Light Railway & Rowing Boat Equipment	53	25	53	
<b>Total For Housing &amp; Environment</b>		<b>88,112</b>	<b>5,233</b>	<b>87,558</b>	<b>(554)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Forecast Variance £'000
<u>Finance &amp; Resources</u>					
2741	L8 Control of Legionella Remedial Works	48	8	48	
2578	Asbestos (Public Buildings)	24	1	24	
2903	Asbestos Management Removals	30		30	
2771	Automatic Meter Reading Equipment	95		95	
2542	Backlog Capital Improvements	384	22	384	
2342	CMRP DDA for Buildings	8			(8)
2565	Implement Corporate Accommodation Strategy	841	239	841	
	Corporate Accommodation Strategy	1,559		1,559	
2585	London Rd Market Square		9	9	9
2587	Energy Efficiency Programme		23	23	23
	Asset Management Plans (All Directorates)	1,000		1,000	
2623	Microsoft Enterprise Agreement	89		89	
2738	Modernisation & Improvement Capital Fund	2,524	5	2,524	
2774	Barking Town Centre - Low Carbon Emission (TFL & GLA)				
2877	Oracle R12 Joint Services	3,494	32	3,494	
2458	New Dagenham Library & One Stop Shop	40	14	40	
2596	Legi Business Centres	341	33	381	40
2914	Barking Job Shop Relocation	235		235	
2579	Barking Town Square (Phase 2)	270	3	266	(3)
2717	Retail Premises Imp		50	50	50
2775	BTC Public Realm - Tsq & Abbey	30	2	30	
2755	Area Based Schemes (Shopping Parades)			212	212
2821	Robin Hood Shopping Parade Enhancement (TFL & S106)	342	12	342	
2625	East End Thames View Demolition	24	2	24	
2819	London Road/North Street Site Acquisitions	897	18	897	
	Boroughwide Estate Renewal - Decants and Leaseholder Buyback	10,325		10,325	
2820	Boroughwide Estate Renewal - Gascoigne Decants	585	136	585	
2828	Boroughwide Estate Renewal - Leys Decants	155	67	155	
2829	Boroughwide Estate Renewal - Goresbrook Village Decants	460	202	460	
2830	TFL, LIP Funding 2011/12		78		
2833	Mayesbrook Park Acces (TFL)		1	1	1
2834	Merry Fiddlers Junction (TFL)		(8)	(8)	(8)
2838	Minor Works (TFL)Local Tran Fu		6	6	6
2856	Boroughwide Est Renewal - Leaseholders Buybacks (all)	5,185	2,191	5,185	
2857	Boroughwide Est Renewal - Demolition (all)	713	35	713	
2858	Boroughwide Est Renewal - Demolition	1,653		1,653	
2831	Barking Station Forecourt - Phase 2 Implementation (TFL & S106)	(71)	63	206	277
2910	Barking Station Parade Assessment	60		60	
2840	Car Club Expansion (TFL)	6		6	
2841	Biking Borough Initiative (TFL)	115	(42)	115	
2854	Improvements to the rear of The Mall, Dagenham Heathway	223		223	
2871	New Market Square (Barking)	88	15	15	(73)
2901	Creekmouth Arts & Heritage Trail	50		50	
2902	New Market Square Barkin - Phase II	850		850	
2890	Principal Road Resurfacing (TFL)	473	194	473	
2891	Merry Fiddlers Jnct Imp Year 2 (TFL)	442	11	442	
2892	Cycling Greenways Year 2 (TFL)	96	76	96	
2893	Mayesbrook NGHD Area impv (TFL)	240	6	240	
2895	Chadwell Heath Station Impv (TFL)	288		288	
2896	Dagenham Heathway & Bcon - Low Carbon Zone (TFL)	48		48	
2897	Smarter Travel Plans (TFL)	202	42	202	
2898	Local Transport Plans (TFL)	96	1	96	
2899	River Roding Cycle Link (TFL)	240		240	
	1 Capitalisation of Redundancies	3,000		3,000	
<b>Total For Finance &amp; Resources</b>		<b>37,796</b>	<b>3,549</b>	<b>38,322</b>	<b>526</b>
<b>GRAND TOTAL</b>		<b>195,055</b>	<b>19,935</b>	<b>193,409</b>	<b>(1,646)</b>

## Explanations for Significant Variances on Capital Projects

### Adults & Community Services

- Ripple Hall (£197k cost under spend) – these savings were identified by project sponsor and achieved through reduced fit out costs.

### Children's Services

- George Carey CofE Primary School (£240k cost under spend) – anticipated under spend due to Final account and access road & car park costs coming below budget.
- School Expansion SEN projects (£525k slippage under spend) – delayed works resulting in budget being reprofiled to 2013-14.
- School Expansion Minor projects (£400k slippage under spend) – delayed works resulting in budget being reprofiled to 2013-14.
- Dagenham Village Rectory Road Library expansion (£200k slippage under spend) – discussions in progress with Diocese of Chelmsford around options.
- Furze Children's Centre (£134k over spend) – completed with minor overspend due to final accounts being agreed.

### Housing & Environment

- Housing Futures (£400k under spend) – over arching contingency budget which will be allocated if designs for specific new schemes are developed or if overspend on existing schemes occurs.
- Estate improvement Project (£153k under spend) – further works are being agreed which will utilise this under spend.

### Finance & Resources

- Area Based Schemes (£212k overspend) – additional shopping parade works being carried out; external funds from TfL to be added to budget once CPMO appraisal has been carried out.
- Barking Station Forecourt (£277k overspend) – additional works to be carried out at Longbridge road. External funds from TfL to be added to budget to meet projected spend.

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## CABINET

18 September 2012

<b>Title:</b> Performance House - Quarter 1, 2012/13	
<b>Report of the Leader of the Council</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Karen Wheeler (Group Manager Policy and Performance)	<b>Contact Details:</b> Tel: 020 8227 2317 E-mail: <a href="mailto:karen.wheeler@lbbd.gov.uk">karen.wheeler@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> n/a	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>A wide range of performance is monitored and managed across the Council and is reported in a number of ways including in portfolio holder meetings and to partnership boards. The Performance House provides a collective overview of performance across the Council/borough in order to inform decision making and use of resources, and to provide Members with a clear snap-shot of how priorities are being managed and implemented.</p> <p>This report sets out some key performance indicators in areas of real interest to Members, highlighting where performance has improved or dipped.</p> <p>This report also sets out performance at Quarter 1 (April to June 2012), where available for:</p> <ul style="list-style-type: none"> <li>• Performance House indicators by exception i.e. where performance has dipped (Appendix A)</li> <li>• 19 'top priority' key council indicators (Appendix B)</li> <li>• The Performance House (full set of indicators), which is for information to Members only (Appendix C)</li> <li>• Complaints and Member enquiries report (Appendix D).</li> </ul>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to note the performance during quarter 1 of the 2012/13 financial year as set out in the report and, in particular, the analysis of deteriorating performance as detailed in Appendix A to the report.</p>	
<p><b>Reason(s)</b></p> <p>Performance data is reported to enable Members to more easily monitor and challenge performance and delivery of the policy priorities as set out in the Statement of Priorities 2012/13.</p>	

## **1. Introduction and Background**

- 1.1 It is best practice for Councils to regularly review their performance across a range of different indicators. Informal Cabinet agreed in December 2011 that our own Performance House would be the set of indicators which the Council uses to monitor its performance on a quarterly basis. Cabinet agreed a set of 19 key 'top priority' indicators in April 2012.
- 1.2 The indicators in the Performance House are drawn from the headline Local Authority Performance Solution (LAPS) Indicators (co-ordinated by London Councils and mainly 'old' National Indicators and Best Value Performance Indicators which have been collected for some time), as well as the Olympic host borough convergence indicators and our own existing local performance indicators.
- 1.3 The Performance House aims to provide Members with a balanced overview of performance right across the organisation in order to inform decision making and make the very best use of resources in these times where every single penny must be accounted for. Performance is regularly monitored and managed across the Council and is reported in a number of ways including in portfolio holder meetings and to partnership boards. Detailed information is available on request and is used for management of services on a regular basis. In addition the Annual Governance Statement (AGS), which sets out evidence-based assurance that the organisation is operating all its activities within a robust governance framework, is reported each year. The AGS includes a section on the Council's performance management arrangements.

## **2. Performance in key areas**

The following paragraphs set out some key performance indicators in areas of real interest to Members. It is these areas of focus which have been set as our key priorities by the Administration. This section reflects both improving performance and some cases where performance has dipped.

### **2.1 Housing**

Good quality housing is at a premium right across London. We have set a challenge to be an authority that is not only investing in repairs and maintenance, but is also building new council homes and developing innovative ways to deliver affordable homes for our residents.

There has been a large increase in the number of affordable homes delivered. End of 2011/12 data will be available in late September, however provisional end of year data shows that 372 affordable homes were built, which compares to 144 in 2010/11 and 69 in 2009/10. Of the 372, 142 were new build Council homes and 230 Registered Social Landlords (RSLs).

There are other key performance indicators in housing. There has been a significant improvement in the performance of re-letting local authority housing. The figures show that there has been a reduction in waiting times from 52.47 days in 2009/10 to just 29 days in 2011/12, however in Q1 2012/13 this has increased slightly to 31

days. This is still too high, but it is a marked improvement in a relatively short period and demonstrates that our focus is reaping results.

In addition there has been a reduction in the amount of 'non-decent' housing stock from 42% in 2010/11 to 33.95% in 2011/12. Again, this demonstrates that our priority of investing in our stock has resulted in improved housing conditions for residents of the borough. In 2012/13 a programme of Housing Capital Works is being procured. It is anticipated that some of these contract/projects will be let during the Autumn and that works will include Decent Homes which will have a positive impact in 12/13. The Capita Housing Management System is currently being updated e.g. to include information from stock condition surveys which will be undertaken in the year, and therefore 2012/13 data will not be available until later in the year.

## **2.2 Schools and educational attainment**

Raising educational attainment is a key priority for the Council. Despite unprecedented population changes which our borough is grappling with and the funding gap we face to accommodate new pupils as they reach school age – at the end of July there are no children without a school place.

Not unexpectedly however, this situation can change on a weekly basis as new families arrive in the borough. Officers in the Children's Services department work under the direction of the Cabinet Member and with schools to quickly secure places for children who have newly arrived in the borough. The average wait for a school place is around seven to ten days.

The percentage of secondary schools rated as 'outstanding' or 'good' (by Ofsted) stands now at 67% (year to date) – or over two thirds of our schools. Not only is this an excellent performance, but it is also above the Ofsted threshold of 65%. There has also been an increase in the percentage of primary schools rated outstanding or good to 59% from 55% in Aug 2011.

## **2.3 Crime**

Members will know that reducing crime and anti-social behaviour is of paramount concern to our residents. Crime and the fear of crime blights the lives of many people in Barking and Dagenham and so, we are determined to tackle it and make sure that our streets and estates are safe.

Serious youth violence per 1,000 population reduced by 50.59 % against last year's figures (end June 2012). It is down 37% across the whole of London for same time period. Combating this is a top priority for our Community Safety Partnership.

Incidences of violent crime have reduced overall in the last three years from 30.4 per 1,000 to 22.9 at the end of 2011/12. There is also a further slight reduction in Quarter 1 2012/13 at 5.3 per thousand population compared to 5.6 in Quarter 1 2011/12, which is improving performance. The projected year end performance for 2012/13 is 21.2 per 1,000.

The percentage of repeated domestic violence incidents has reduced from 28% in 2010/11 to 22% (2011/12). This has slightly increased for Q1 2012/13 to 25%. The rate is also higher than it was in 2009/10, when the figure stood at 19%. Domestic

violence victims are likely to have experienced repeat incidents before they report to police and this violence rarely ceases immediately after a report is made or when the relationship ends. Repeat victimisation is therefore often a good indicator of how approachable services are and whether the initial response survivors experience from services is positive. It is apparent from the data that the percentage of repeat victimisation has ranged between 19% and 28% between 2009 and 2012, with the current trend at the upper range.

The serious acquisitive crime rate - which includes robbery, car crime and burglary - per 1000 population has seen a slight steady increase from 28.73 in 2009/10 to 29.88 in 2010/11 and 30.60 in 2011/12. However the forecast for this year (2012/13) is lower as the quarter one (2012/13) return is lower (1,134 incidents) than last year (1,448 incidents); this is believed to be attributed to the large reduction in personal robbery. However residential burglary remains an issue and has marginal increases of 1% increase from 2010/11 to 11/12 and a 5% increase in quarter 1 of this year.

The partnership burglary action plan is driving forward initiatives to combat this type of crime with examples including a talk at a Sheltered Accommodation site on distraction burglary (bogus callers) and a crime prevention road show in key locations, including burglary hotspots. Upcoming activity includes a further Lift Lock and Remove campaign which focuses on areas where there are a high level of burglaries taking place and targeted action on our estates with the estates policing team. These key 'hot spot' areas will have leaflet drops and banners. Information will be sent out via Neighbourhood Link, newsletters and mail outs which reach ward panel members, residents and Members. At the same time working with police and probation we are specifically targeting our top ten burglars.

Much of the success around robbery is due to the Serious Youth Violence (SYV) Partnership targeting those individual gang members with a history of robbery and the new gangs unit is delivering extra focus in this area. The SYV Partnership Strategy includes prevention and enforcement and officers have also been focusing on promoting robbery crime prevention messages by providing residents with advice in informal settings. At Quarter 1 2012/13 there were 175 robbery offences reported. This is a reduction of 40.7% compared to Q1 2011/12 the previous year which is significantly better performance than the North East London and London averages at this stage of the year (-20.4% and -12.5% respectively).

At the start of May 2012 the Estate Policing initiative was launched to focus on housing estates with regard to anti-social behaviour and other crimes. In Q1 there were: 175 arrests, 54 weapons sweeps, 15 penalty notices for disorder, 15 alcohol seizures, 16 fixed penalty notices, 17 cannabis warnings, 7 search warrants executed, 245 computer aided despatch calls and 376 stop and searches undertaken. Specific areas are being targeted e.g. to reduce residential burglary, and there is an increase in foot patrols where crime prevention advice is being provided.

The overall crime rate per 1000 population has reduced from 110.41 in 2009/10 to 104.73 in 2011/12. There is also a reduction when comparing quarter 1 2012/13 rate of 24, with quarter 1 2011/12 rate when it was at 27.9. This is a very important piece of data as it shows that there is a downward trend. While this is good news, there are clearly areas where continued focus needs to be given – especially in terms of residential burglary.

## **2.4 Safeguarding children and corporate parenting**

Timeliness of assessments improved in 2011/12. In 2011/12, 78.4% of core assessments were completed within 35 days, improving from 63.3% in 2010/11 and just missing our Children and Young People's Plan target of 80%. Performance in Quarter 1 2012/13 has decreased to 70.6% due to general fluctuations from month to month. However, performance has now improved to 74.1% (as at 10 August 2012) and we are on track to reach our target of 80%. Core assessment performance is monitored on a weekly by the Corporate Director Children's Services and divisional director. Any slippage in performance is addressed directly with the relevant team manager.

The percentage of children subject to a Child Protection Plan for a subsequent time was 9.3% at the end of 2011/12; performance has remained constant with 2010/11. As at the end of Quarter 1 2012/13, repeat child protection plans stood at 1.4%, which is slightly higher than the equivalent quarter in 2011/12 (0%) though this is concerned with very low numbers.

## **2.5 Adult social care**

The number of adult safeguarding alerts progressed to referral has reduced by a very significant amount from 73% in 2010/11 to 37.4% in 2011/12, but this has increased again to 46.3% in quarter 1 2012/13. The explanation for this decrease was that April 2011 saw the implementation of a new London-wide safeguarding adults policy and procedure which led to significant changes in the processing of alerts. In particular, the new procedures introduced greater discretion for professionals to step down cases where the previous process had not allowed.

The increase in the percentage of carers receiving needs assessment or review (to establish whether they need any additional support in their caring role) is due to increased recording by Carers of Barking and Dagenham as they are now logging these onto the IT system (Adults Information System AIS). Carers of Barking and Dagenham staff have worked with the Business Systems Team in Adult and Community Services to align the IT systems and their staff have now had appropriate training. It is expected that by the end of the year the target will be reached (75%). Not every carer has a Carers Assessment because some carers refuse, especially parent carers, though they still benefit from the support and advice offered by Carers of Barking and Dagenham.

## **2.6 Revenues and benefits**

Members know that our performance in Revenues and Benefits needs careful monitoring and challenge. We are all determined to support people in tough times – and our residents rely on us to assess their entitlement to benefits in a timely way and they have a right to expect that those assessments are accurate.

The number of days it takes to process new claims for housing and Council Tax benefit and to process notifications of new claims and change of circumstances is above target. New claims in Quarter 1 2012/13 have been processed and completed within 18.88 days some 2.12 days quicker than expectation. Changes in circumstances have been processed within 21.88 days, 6.28 days over targeted.

Council Tax collection at the end of Quarter 1 exceeded the target by 0.4% (£208k) with collection of arrears also performing well with £452k collected year to date £152k over target.

## 2.7 Culture and sport

The growth in sport and physical activity participation levels at the Council's leisure centres resulting from the opening of Becontree Heath Leisure Centre has been remarkable; however, it is likely that participation levels will dip following the closure of Goresbrook Leisure Centre in July 2012.

For Quarter 1 2012/13 gym memberships stand at 6,785 (an increase of 30% on the previous year); in addition there are 2,912 over 60s leisure members (+14%) and these members made 18,020 visits (+72%). 353 residents were enrolled on the GP exercise referral programme (+42%) and participation on the learn to swim programme increased from 900 to over 2,500. Overall total visits to the leisure centres for Quarter 1 was 274,321 (+61%).

There has also been good growth in visits to the Borough's libraries and museums: library and museum visits were both up by about 2% to 384,484 and 14,779 respectively.

Also during this period, the Barking Park renovation scheme was completed including the creation of an outdoor wet play facility in the former lido.

## 3. Our 'Performance House' Indicators – Exception Reporting and Analysis

- 3.1 Any indicators where performance has significantly deteriorated in the Performance House for Quarter 1 (April – June 2012) is set out in Appendix A. This highlights where performance from the previous/comparable reporting period has dipped. The following is of particular note: the percentage of care leavers in employment, education or training was 33.3% in Q1 (2012/13) compared to 40.4% in 2011/12 and 49% in 2010/11.
- 3.2 The set of key indicators agreed by Cabinet in April 2012 (Appendix B) collectively provides a balanced overview of the Council's key functions, with many of interest to the public. They reflect the areas in which there is a strong focus for improvement i.e. those policy priorities which we explicitly set out as our main areas of focus in the recently published Council's Statement of Priorities (agreed by Cabinet and Assembly in February 2012). Performance for the majority of these key indicators is improving.
- 3.3 Performance against these key indicators as at quarter 1 2012/13 is set out in Appendix B. The trend rating for each indicator has been attributed in a number of ways to ensure that the most relevant and accurate trend for each specific indicator is shown i.e. previous performance, comparison to London/national averages etc. However overall the performance trend is shown with an arrow: upwards for improving performance and downwards for deteriorating performance when compared with the previous period. Where performance has met or exceeded the target for 2012/13 it is rated green (G), where it is below but within 10% it is amber (A) and over 10% away from target it is rated red (R). Where a target is not available,

it is rated against previous year's performance, i.e. Quarter 1 2012/13 against Quarter 1 2011/12.

- 3.4 Targets have been set for many of the indicators in the Performance House. The targets will show the direction of travel expected and what can be achieved in specific time-frames which will ensure improvement is focused and well managed, aligned to policy priorities and assist Members in managing performance and resources.

#### **4. Customer complaints and Member enquiries**

- 4.1 A complaints and Member enquiries report for 2011/12 and Q1 2012/13 is available in Appendix D. Following Cabinet in April where corporate response times to member and MP enquiries were raised as an issue, work is underway with the Portfolio Holder, Councillor Alexander, to identify the key challenges and next steps required to ensure complaints, Member and MP enquiries are recorded and dealt with in a timely and effective manner (within deadline).

#### **5. Options Appraisal**

- 5.1 There is no legal requirement to prepare a performance report, however, it is good governance to do so and provides a collective overview of performance across the Council/borough in order to inform decision making and use of resources.

#### **6. Consultation**

- 6.1 CMT and departments (through Departmental Management Teams) have informed the approach, data and commentary in this report and the Performance House.

#### **7. Financial Implications**

Prepared by David Abbott - Principal Accountant (Corporate Finance)

- 7.1 There are no specific financial implications, however, some key performance indicators do have quantifiable cost benefits, such as additional income from higher leisure centre usage or improved Council Tax collection rates (note - there is also a gainshare for Elevate if they achieve over the agreed Council Tax collection percentage stated in their contract).
- 7.2 Due to the financial constraints of the Council these key performance indicators must be delivered within the existing budgets of the relevant services.
- 7.3 Where external funding is involved there can be a financial implication if outcome based targets are not met, as funding may have to be returned to the provider.

#### **8. Legal Implications**

Prepared and verified by Eldred Taylor-Camara, Legal Group Manager

- 8.1 The Legal Practice has been consulted in the preparation of this report and confirms there are no legal implications to highlight.

## 9. Other Implications

- 9.1 **Risk Management** - The identification of clear performance measures to deliver against the priorities is part of a robust approach to risk management.
- 9.2 **Contractual Issues** - Any contractual issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 9.3 **Staffing Issues** - Any staffing issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 9.4 **Customer Impact** - Improvements in performance indicators will have a positive impact on customers. E.g. Increase in visits to leisure centres may impact on obesity and mortality and life expectancy in the long term. Where performance deteriorates service or choice to customers may be reduced e.g. percentage of social care clients receiving self directed support.
- 9.5 **Safeguarding Children** - A number of indicators related to safeguarding children are contained within the Performance House. Monitoring and management of these indicators will ensure safeguarding is maintained or improved.
- 9.6 **Health Issues** - A number of health and well being indicators are contained with the Performance House. Monitoring and management of these indicators will ensure areas related to health can be maintained or improved. It was agreed at Informal Cabinet in December 2011 that further indicators may need to be included from the Health and Wellbeing Strategy. This strategy is due for completion in December 2012 and this will be addressed in a future Performance House report.
- 9.7 **Crime and Disorder Issues** - A number of crime indicators are contained with the Performance House. Monitoring and management of these indicators will ensure areas related to crime and disorder can be maintained or improved. Consideration of the Council's Section 17 duties and issues arising is part of the mainstream work for this area.

### Background Papers Used in the Preparation of the Report:

- Statement of Priorities 2012/13
- Directorate and partnership board performance dashboards/reports

### List of appendices:

Appendix A: Performance House exception reporting – improving and deteriorating performance quarter 1, 2012/13

Appendix B: Key performance indicators quarter 1, 2012/13

Appendix C: Performance House quarter 1, 2012/13

Appendix D: Complaints and Member enquiries report 2011/12 and quarter 1, 2012/13



# Appendix A

## Performance House exception reporting – deteriorating performance Quarter 1 2012/13

The table below shows where focus may be required or is already planned for indicators where there is deteriorating performance. A summary of recent performance and action being taken in directorates or through partnership boards to address these is included.

Indicator	Q1 2012/13	Q1 2011/12	Target 2012/13	Analysis
1. Percentage of care leavers in employment, education or training (EET)	33.3%	45.5%	60%	This indicator is concerned with relatively small numbers of people. At the end of 2011/12, 19 of 47 care leavers were in EET (40.4%) which is reducing and lower than the previous years - 49.0% in (2010/11) and 48.7% (2009/10). Quarter 1 2012/13 performance of 33.3% relates to 3 of 9 care leavers. The NEET Panel, comprising of Connexions and representatives from the Apprentice Scheme and other organisations, meet bimonthly to discuss each care leaver who is NEET with the aim of identifying suitable targeted options. Performance as of July this year has risen to 50% (7 of 14).
35. Percentage of 'other' planning applications determined within 8 weeks	60%	85%	80%	There are a number of factors that explain this performance: A focus on considering a number of major applications (including major applications Sanofi, London Road/North Street by 31 March to meet the deadline for Community Infrastructure Levy). The Council is taking a 'development management approach' to planning applications i.e. we work with applicants to resolve problems even if this means applications being decided beyond the deadline. Whilst this impacts on performance against the target it actually provides a better service to the customer who is not forced to resubmit their application. The success of this approach is confirmed by the increasing percentage of all applications that are approved. Every refused application represents non-value added activity for the applicant and the Council. Approval rates have approved from 78% in 2009/10 to 80% in 2010/11 to 82% in 2011/12. The approval rates for other applications parallels this with approval rates increasing from 81%-85% in the same period. It is accepted that timeliness of decision making remains an important target and we continue to work towards these but not to the detriment of achieving a successful outcome. There have also been some staffing issues in the last 6 months which have now been resolved.
53. Number of new disciplinaries	22	19	N/A	Although there has been an increase in disciplinaries, a review of the cases does not indicate that there are any underlying trends – either in specific departments, or for particular misconduct reasons. The Employee Relations Team will however continue to monitor this. There were 68 cases in total for 2011/12 compared to 53 in 2010/11.

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# Appendix B

## Key Performance Indicators – Quarter 1 2012/13

Ref	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current performance (Q1 2012/13)	Target 2012/13	Trend
1	CS	Cllr White	London Councils	Percentage of care leavers in employment, education or training (EET)	Monthly	48.7%	49.0%	40.4%	33.3%	60% (2012/13)	↓R
2	CS	Cllr White	London Councils	Percentage of 16 to 18 year olds who are NEET	Quarterly	7.9%	6.9%	6.5% (16-18 year olds who are situation unknown stands at 11.9%)	6.2% (16-18 year olds who are situation unknown stands at 12.9%)	<6% (2012/13)	↓A
3	CS	Cllr White	Convergence	Percentage of Pupils achieving 5 GCSE grades A* - C (including Maths & English) in maintained schools	Annual (academic year – published October)	51.7%	57.2%	Data not available until Oct 2012 (provisional data Sept 2012)	N/A	At or above national average for 2012/13. 70% by 2014	↑A
4	CS	Cllr White	Local	The percentage of primary schools rated as outstanding or good	Quarterly (Ofsted three year inspection cycle)	50% (August 2009)	47% (August 2010)	59% (year to date)	59 (year to date)	>65% (Ofsted threshold)	↑A
5a	CS	Cllr White	Local	Percentage of all school children eligible for Free School Meals (FSM)	Annual (January School Census)	25.3%	24.8%	28.7%	N/A	N/A	↑
5b	CS	Cllr White	Local	Of those eligible, the percentage of children who take up Free School Meals (FSM)	Annual (January, School Census)	84.4%	81.7%	74.5%	N/A	74.3% (2012/13 target)	↓

Ref	Director ate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current performance (Q1 2012/13)	Target 2012/13	Trend
6	F&R	Cllr Geddes	Convergence	<b>Working age population qualified to at least Level 4</b>	Annual (Academic year)	22.4% (2009)  20.5% (2008)	26.7% (2010)	27.1% (2011)	N/A	Narrow the gap with the London average to 3-4% by 2014/15. Current gap is 6.1%	↑ G
7	F&R	Cllr Geddes	Convergence	<b>Percentage of economically active people in employment</b>	Annual (calendar quarters, for the previous 12 months, 8 month time lag)	62.6% (2009)	62.8% (2010)	62.4% (2011)	<b>64.4%</b> <b>(Latest data: April 11 – March 12)</b>	Narrow the gap with the rest of London by 1- 5% by 2014/15. Currently 4.6% behind London.	↑ G
8	F&R	Cllr Geddes	Convergence	<b>Median earnings for full time workers living in the area (per week)</b>	Annual	£523.7 (2009)	£496.7 (2010)	£500.80 (2011)	N/A	Target for 2014/15 is to narrow the gap with the London average to £25. Current gap is £38.70.	↑ G
9	F&R	Cllr Geddes	London Councils	<b>Percentage of working age people on out of work benefits</b>	Annual	18.3%	17.6%	18.4% (Nov 2011)	N/A	N/A	↓ A

Ref	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current performance (Q1 2012/13)	Target 2012/13	Trend
10	ACS	Cllr Worby	Convergence	<b>Regular participation (at least once a week) in sport and physical activity for all those aged 14+ (Active People Survey)</b>	Annual (December)	14.8%	14.0%	Due from Sport England Dec 2012	N/A	Target for 2014/15 is to narrow the gap with the London average to 0.5%. Current gap is 2.0%. The Council target is to increase by 3% by 2015.	↓A
11	H&E	Cllr P Waker	Convergence	<b>Additional housing units - number of affordable homes delivered</b>	Annual	69	144	372 (142 new build Council homes and 230 RSLs) (Provisional I-final data due August 2012)	N/A	470	↑G
12	H&E	Cllr P Waker	London Councils	<b>Percent of non decent Council Homes</b>	Annual	32%	42%	33.95% (End of year)	N/A	45%	↑G
13	H&E	Cllr P Waker	Local	<b>Satisfaction of tenants and residents with landlord services</b>	Bi-annual	73%	N/A	73%	N/A (Next survey due to take place 2013)	N/A	↔
14	H&E	Cllr Geddes/ Cllr Waker	Local	<b>Percentage of properties currently empty in the borough (all properties)</b>	Monthly	2.98%	3.13%	2.6%	N/A	N/A	↑G

Ref	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current performance (Q1 2012/13)	Target 2012/13	Trend
15a	H&E	Cllr McCarthy	London Councils	Percentage of land that has unacceptable levels of litter	Three times per year.	14%	8%	6% (Tranche 3/Year end)	Tranche 1 results due end September	8%	↑G
15b	H&E	Cllr McCarthy	London Councils	Percentage of land that has unacceptable levels of detritus	3 times per year	33%	17%	10% (Tranche 3/Year end)	Tranche 1 results due end September	10%	↑G
15c	H&E	Cllr McCarthy	London Councils	Percentage of land that has unacceptable levels of graffiti	3 times per year	19%	7%	5% (Tranche 3/year end)	Tranche 1 results due end September	4%	↑G
15d	H&E	Cllr McCarthy	London Councils	Percentage of land that has unacceptable levels of fly posting	3 times per year	7%	3%	5% (Tranche 3/year end)	Tranche 1 results due end September	2%	↓R
16	ACS	Cllr Alexander	Convergence	Violent crime levels (against the person) per 1,000 population	Monthly cumulative	30.40	24.9	22.9 (End of year)	5.3 (Q1 2011/12) 5.6 (Q1 2010/12)	To narrow the gap to the gap to 3-4% across the host boroughs. (2014/15) Host borough baseline is 28.9 and London baseline 22.8 in 2009/10 – a gap of 6.1	↑G
16a	ACS	Cllr Alexander	Local	Number of Domestic Violence Offences	Monthly cumulative	1997	1770	1718 (End of Year) (-4.0% on previous year)	405 (Q1 2011/12) 463 (Q1 2010/12)	N/A	↑G

Ref	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current performance (Q1 2012/13)	Target 2012/13	Trend
16b	ACS	Cllr Alexander	Local	Percentage of repeated domestic violence incidents	Monthly	19%	28%	22%	25%	A reduction of 2% of repeat DV incidents reported to MARAC (Multi-Agency Risk Assessment Conference) by 2015.	↓A
16c	ACS	Cllr Alexander	Local	Serious Youth Violence per 1,000 population	Monthly	N/A	1.14	1.3	0.2 (Q1 2012/13) 0.5 (Q1 2011/12)	1.2	↑G
17	Elevate	Cllr Gill	London Councils	Percentage of Council Tax collected	Monthly cumulative	92.9%	92.9%	94.1%	29.40% (Q1 2012/13) 28.9% (Q1 2011/12)	94.5% 29.00% (Target for Q1)	↑G
18	F&R	Cllr Gill	Local indicator	Current revenue budget account position (over or under spend)	Monthly (year to date)	£4.4m	£2.8m	2m under spend (Subject to closure of accounts and audit)	£1.2m over spend (projected outturn as at end of May)	N/A	N/A
19	CXs	Cllr White	London Councils	Average sickness days per Full-Time Equivalent (FTE) (excludes school staff)	Monthly	10.5	9.08	9.06 (End of year)	9.04	6 days by Sep 2014	↑G

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Theme: Better Together

Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current Performance Q1 2012/13	Target 2012/13	Trend
20 Adult and Community Services	London Councils	Serious acquisitive <sup>1</sup> crime rate per 1,000 population	Monthly	28.73	29.88	30.60	<b>6.3</b> (Q1 2012/13)	29%	↑ <b>G</b>
21 Adult and Community Services	London Councils	Overall crime rate per 1,000 population	Monthly	110.41	106.73	104.73 (End of year)	<b>8.2</b> (Q1 2011/12) <b>24</b> (Q1 2012/13) <b>27.9</b> (Q1 2011/12)	104.00	↑ <b>G</b>
22 Adult and Community Services	Local	The number of adult safeguarding Alerts progressed to referral	Monthly	N/A	539 of 738 (73%)	419 of 1119 (37.4%)	<b>106 of 243</b> (46.3%)	Review of data currently being undertaken. Performance targets to be confirmed.	↑ <b>G</b>
23 Children's Services	London Councils	Percentage of children's core assessments completed within 35 days	Monthly	60.3%	63.3%	78.4%	<b>70.6%</b>	80%	↓ <b>A</b>
24 Children's Services	London Councils	Percentage of child protection cases reviewed within required timescales	Monthly	100%	100%	100%	<b>100%</b>	100%	<b>G</b>
25 Children's Services	London Councils	Percentage of referrals to children's social care going on to initial assessment (a)	Monthly	24.6%	65.8%	52.6%	<b>23.7%</b> <b>(89.6% for all assessment)</b>	80%	↓

**Theme: Better Together**

Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current Performance Q1 2012/13	Target 2012/13	Trend
		referral can go straight to core assessment)							
26 Children's Services	London Councils	Percentage of children having a child protection plan for 2nd or subsequent time	Monthly	9.8%	9.3%	9.3%	1.4%	10%	G

**Comment**

<sup>1</sup>Acquisitive crime is defined as the following: Burglary in a dwelling, attempted burglary in a dwelling, distraction burglary in a dwelling, attempted distraction burglary in a dwelling, aggravated burglary in a dwelling, robbery of a business property, robbery of personal property, theft or unauthorised taking of a motor vehicle, aggravated vehicle taking and theft from a vehicle.

**Theme: Better Home**

Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	End of Year 2011/12	Current Performance Q1 2012/13	Target 2012/13	Trend
27 Housing and Environment	Local	Average time to re-let local authority housing (days)	Monthly	52.47	30	29	31 (Q1 2012/13)  31 (Q1 2011/12)	32	↓A
28 Housing and Environment	Local	Eyesore gardens - percentage of Eyesore gardens cleared following re-inspection	Quarterly	Not previously collected	Not previously collected	92%  90% (Q3) (Cumulative totals)	Not available until Q2	90%	↑G

Theme: Better Home									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	End of Year 2011/12	Current Performance Q1 2012/13	Target 2012/13	Trend
		(cases closed) – NB: This figure is broken down in the 3 boxes below							
29 Housing and Environment	Local	Eyesore gardens - percentage that were closed without any further action needed.	Quarterly	Not previously collected	Not previously collected	47% 52% (Q3) (Cumulative totals)	Not available until Q2	N/A	N/A
30 Housing and Environment	Local	Eyesore gardens – Percentage of gardens cleared up following a warning letter issued to owner. <sup>1</sup>	Quarterly	Not previously collected	Not previously collected	37% 32% (Q3) (Cumulative totals)	Not available until Q2	N/A	N/A
31 Housing and Environment	Local	Eyesore Gardens - Percentage of gardens cleared up once owner has been served with a notice. <sup>1</sup>	Quarterly	Not previously collected	Not previously collected	8% 6% (Q3) (Cumulative totals)	Not available until Q2	N/A	N/A
32 Housing and Environment	London Councils	Number of homeless applications accepted	Quarterly	224 (2009)	269 (2010)	246 (2011)	48 (Q1 2012/13) 22 (Q1 2011/12)	N/A	N/A

Theme: Better Home									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	End of Year 2011/12	Current Performance Q1 2012/13	Target 2012/13	Trend
33 Housing and Environment	London Councils	Number of households living in temporary accommodation <sup>2</sup>	Quarterly	568	709	1155	1172	A target for this is not being set as the below indicator is the focus for monitoring.	N/A
34 Housing and Environment	London Councils	Number of households living in temporary accommodation (Old Portfolio) <sup>2</sup>	Quarterly	Indicator not collected in 09/10	259	167	160	199	↑G
35 Finance and Resources	London Councils	Percentage of 'other' planning applications determined within 8 weeks <sup>3</sup>	Quarterly	92.56%	80%	78.1%	60%	80%	↓R
36 Finance and Resources	London Councils	Percentage of 'minor' applications determined within 8 weeks <sup>3</sup>	Quarterly	81.19%	60%	61.1%	63.4%	65%	↓A

**Comments**

<sup>1</sup> Eyesore gardens –Collection is in September, December and April. (Data will be supplied by month in future).

<sup>2</sup> The temporary accommodation indicators relate to households in the borough which are classed as 'homeless' and are therefore being housed in properties used for temporary accommodation. The 'Old portfolio' Indicator specifically refers to the properties used for temporary accommodation before Housing Benefit Changes in April 2010. (These are properties which were used to accommodate homeless households on a Private Sector Licence. Private Landlords would lease their property to accommodation providers who in turn would licence them to the council.) Before April 2010 the cap on housing benefit rent levels for benefit purposes used to be very generous and enabled the Council to receive an administration fee. However the benefit changes brought about a significant reduction in the cap. In preparation for the benefit changes in April 2010 the Council tendered the contract to provide temporary accommodation and new housing providers are below the cap (thus will cost less). It therefore is important to ensure tenants in properties on the old portfolio move on to the new supply under the new contract, as properties on the old portfolio are subject to a subsidy charge as they are above the cap (hence cost more money). This indicator is therefore the focus for monitoring.

Theme: Better Home									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	End of Year 2011/12	Current Performance Q1 2012/13	Target 2012/13	Trend
<p>The target for last year was to move 20 households per month which was constantly exceeded, but were mindful when further benefit changes came in this year it would become increasingly difficult. As expected the availability of new private rented accommodation has dried up completely, making conversion almost at a stand still, For this reason the 20 target was reduced to 5 per month in 2010/11 which has been achieved and the figures are still decreasing.</p> <p><sup>3</sup> Data is cumulative</p>									

Theme: Better Health and Wellbeing									
Department	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of Year 2011/12	Current Performance Q1 2012/13	Target 2012/13	Trend
37 Adult and Community Services	London Councils	Percentage of social care clients receiving Self Directed Support (Direct payments and individual budgets)	Monthly	16.4%	40.31%	50%	38.87% (Q1 2012/13)  36.80% (Q1 2011/12)	75%	↓R
38 Adult and Community Services	London Councils	Percentage of vulnerable people supported to maintain independent living	Monthly	89.0%	98%	99.30%	99.70%	To be identified	↑G
39 Adult and Community Services	London Councils	Percentage of carers receiving needs assessment or review	Monthly	28.7%	26.4%	31.17%	73.50%	75%	↓A

**Theme: Better Future**

Department	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current Performance Q1 2011/12	Target 2012/13	Trend
40 Adult and Community Services	Local	The percentage of adults with a learning disability in paid employment	Monthly	4.02%	4.77%	2.85%	4.15%	6%	↓R
41 Adult and Community Services	Local	The percentage of adults receiving secondary mental health services in employment	Monthly	6.1%	6.0%	7%	7%	To be identified	N/A
42 Housing and Environment	London Councils	Kg of residual waste per household	Quarterly	802.16	824	807.50	220.59 211.98 (Q1 2011/12)	820	↓A
43 Housing and Environment	London Councils	Percentage of waste sent for reuse, recycling & composting	Quarterly	31.93%	31%	29.49%	30.12% 32.97 (Q1 2011/12)	31%	↓A
44 Children's Services	Local	The percentage of secondary schools rated outstanding or good <sup>1</sup>	Quarterly	56% (as at 14 <sup>th</sup> August 2009)	63% (as at 9 <sup>th</sup> August 2010)	67% (year to date)	67% (year to date)	>65%	↑G
45 Children's Services	Local	The number of children without school place	Monthly	0	0	0 (2011/12)	0 (July)	Meet statutory duty to provide a school place for every child (0)	↓

Theme: Better Future									
Department	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Current Performance Q1 2011/12	Target 2012/13	Trend
<b>Comments</b>									
1 Ofsted - 3 Year Inspection Cycle. Inspection outcomes across all Children's Services settings are reported by Ofsted in the Local Authority Performance Profiles quarterly. Results inform LA's Children's Services annual assessments.									

Theme: Well run organisation									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of year 2010/11	End of Year 2011/12	Current Performance Q1 2011/12	Target 2012/13	Trend
46 Elevate	London Councils	Number of days to process Housing Benefit / Council Tax benefit new claims and change of circumstances	Monthly	15.66	17.3	11.39	18.88 days Q1 Actual New Claims  21 days Q1 Target New Claims  21.88 days Q1 Actual Change in Circumstances  Q1 Target Change in Circumstance - 28.16 days	This indicator will have separate targets in 2012/13.  21 days for new claims, 15 days for change in circumstances	↑G
47 Elevate	London Councils	Percentage non domestic rates collected	Monthly	95.6%	94.8%	96.4% (End of year)	32.8% (Q1 2011/12)  23.70% (Q1 2011/12)	97.1%  24.4% (Q1 Target)	↑G

**Theme: Well run organisation**

Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of year 2010/11	End of Year 2011/12	Current Performance Q1 2011/12	Target 2012/13	Trend
48 Finance and resources	Local	Number of new stage 3 complaints received to date in the year	Monthly	89	85	101	20	N/A	N/A
49 Finance and Resources	Local	Number of stage 3 complaints processed within deadlines	Monthly	40	66	71 (70%)	16 (80%)	80% (To be rated Green)	↑G
50 Finance and Resources	Local	Number of LGO referrals received to date in the year	Monthly	59	68	55	9	N/A	N/A
51 Finance and Resources	Local	Number of LGO referrals processed within deadlines	Monthly	57	65	51 (93%)	8 (89%)	80% (To be rated Green)	G
52 Chief Executive's	Local	Number of grievances reaching stage 3 (new and still open)	Monthly	0	1	2 (End of Year)	2 still open 0 new stage 3 (Q1 2012/13)	N/A	↓
53 Chief Executive's	Local	Number of new disciplinarys	Monthly	67	53	68 (End of Year) 5 (March 2012)	22 (Q1 2012/13) 19 (Q1 2011/12)	N/A	↓



Theme: Well run organisation									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of year 2010/11	End of Year 2011/12	Current Performance Q1 2011/12	Target 2012/13	Trend
54 Chief Executive's	Local	I would recommend the council as a good employer (Agree) <sup>3</sup>	Quarterly	36% (2006)	52.5% (Jun 10) 53% (Dec 10)	44.5% (Feb 2012) 52.3% (Apr 11)	N/A Next survey due August	50%	↓R
55 Chief Executive's	Local	The Council demonstrates a genuine concern for my well-being (Agree)	Quarterly	Not previously collected	Not previously collected for full year	28.2% (Feb 2012) 25.7% (July11)	N/A Next survey due August	33%	↑G

Theme: Better Together									
Department	Type of Indicator	Indicator	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Trend		
56 Adult and Community Services	Convergence	Overall satisfaction with the local area (percentage) <sup>1</sup>	54%	56.6% (Data as of May 2011)	64% (Nov 2011)	Target for 2014/15 is to narrow the gap by 1.5-3.5% points from the baseline of 8.2% points gap between host boroughs and all of London <sup>1</sup>	↑G		
57 Adult and Community Services	Convergence	Perceptions of anti-social behaviour <sup>1</sup> (Question asked see <sup>2</sup> ).	39.9%	39.1% (Data as of May 2011)	30% (Nov 2011)	The target for 2014/15 has not been set by the host boroughs as they are unsure what data they will be using in future.	↑G		
58 Adult and Community Services	Local	The percentage of people who agree that the local area is a place where people	55%	n/a	52% (Nov 2011)	Year on year increase	↓A		

**Theme: Better Together**

Department	Type of Indicator	Indicator	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Trend
		from different backgrounds get on well together <sup>1</sup>					
59 Adult and Community Services	Local	The percentage of people who agree that they feel able to influence decisions affecting their local area <sup>1</sup>	36%	n/a	38% (Nov 2011)	Year on year increase	↑G
60 Adult and Community Services	Local	Percentage of people who feel safe when outside in the local areas after dark <sup>1</sup>	28%	n/a	36% (Nov 2011)	Year on year increase	↑G
61 Adult and Community Services	Local	Percentage of people who feel safe when outside in the local areas during the day <sup>1</sup>	72%	n/a	70% (Nov 2011)	Year on year increase	↓A
62 Adult and Community Services	Local	The proportion of the adult population who participate in regular, formal volunteering (percentage) <sup>1</sup>	15%	n/a	20% (Nov 2011)	Year on year increase	↑G

**Comment**

<sup>1</sup>From the residents survey (previously the place survey)

<sup>2</sup>Thinking about this local area, how much of a problem do you think each of the following are .... Noisy neighbours or loud parties, Teenagers hanging around on the streets, Rubbish and litter lying around, Vandalism, graffiti and other deliberate damage to property or vehicles, People using or dealing drugs, People being drunk or rowdy in public places and Abandoned or burnt out cars?

Theme: Better Home							
Department	Type of Indicator	Indicator	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Trend
63 Adult and Community Services	Local	The percentage of people satisfied with libraries <sup>1</sup>	71%	n/a	73% (2011 Resident survey)	To be identified	↑G
64 Adult and Community Services	Local	The percentage of people satisfied with parks and open spaces <sup>1</sup>	66%	n/a	70% (2011 Residents survey)	To be identified	↑G
<b>Comment</b> <sup>1</sup> From the residents survey (previously the place survey)							

Theme: Better Health and Wellbeing							
Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2012/13	Trend
65 Adult and Community Services	Convergence	Mortality rates from all circulatory diseases at ages under 75 (per 100,000) <sup>1</sup>	97.03 (2009)  101.15 (2008)	84.33 (2010)	2011 data will be available in Dec 2012	Target for 2014/15 is to narrow the gap with the London average to 25. Currently the gap between host boroughs and London is 25.7	↑G
66 Adult and Community Services	Convergence	Mortality rates from all cancers at ages under 75 (per 100,000) <sup>1</sup>	143.57 (2009)  151.89 (2008)	124.03 (2010)	2011 data will be available in Dec 2012	Target for 2014/15 is to narrow the gap with the London average to 10. Currently the gap is 16.4	↑G
67 Adult and Community Services	Convergence	Life expectancy (in years) - males <sup>1</sup>	76.5 (2007-2009)	77.0 (2008-2010)	Data for 2009-2011 will be available in Dec 2012	Target for 2014/15 is to narrow the gap with the London average to 2 years. Currently the gap is 2.2	↑G

Theme: Better Health and Wellbeing

Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2012/13	Trend
68 Adult and Community Services	Convergence	Life expectancy (in years) - females <sup>1</sup>	81.0 (2007-2009)	81.1 (2008-2010)	Data for 2009-2011 will be available in Dec 2012	Target for 2014/15 is to narrow the gap with the London average to 1.3 years. Currently the gap is 1.6	↑G
69 Children's Services	Convergence / Local	Obesity levels in school children in year 6 (percentage) <sup>2</sup>	23.6% (2009 measurement - counted in year 2009/10)	24.2% (2011 measurement but falls within the 2010/11 academic year)	Available in Dec 2012	Target for 2014/15 narrow the gap with the London average to 1%. Currently the gap between host boroughs and London is 2.3%	↓R (lower quartile position)
70 Adult and Community Services	Convergence	No Sport or Activity (0 times 30 mins per week - percentage) <sup>3</sup>	58.4% (2008-2010)	61.4% (Oct 2009 -Oct 2011)	Not yet available	Target for 2014/15 is to narrow the gap with the London average to 1% point. Currently the gap is 4.5%	↓A
71 Children's Services	Convergence	Percentage of pupils who participate in high quality PE and School Sport	88%	N/A	N/A	The target for 2014/15 is to achieve 100% (Host boroughs are currently 0.1% higher than the rest of London).	G
72 Children's Services	Local	The percentage of children in reception who are obese	14.1% (2010 data but falls within the 2009/10 academic year)	13.8% (2011 measurement but falls within the 2010/11 academic year)	N/A	14% (provisional – to be agreed by Children's Trust)	↓R (Lower quartile position -2009)

**Comment**

<sup>1</sup> Annual (calendar year) e.g. 2008 reported for 2008/09 year

<sup>2</sup> Annual (with a requirement to collect within the school year)

<sup>3</sup> From Active People survey

Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2012/13	Trend
73 Children's Services	London Councils	Percentage of Looked After Children achieving 5 A*-C GCSEs (inc English and Maths)	12.5%	20%	Not published yet	20.8%	↑G
74 Children's Services	London Councils and convergence	Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2 <sup>1</sup>	70% (based on 50% of schools taking KS2 tests)	71%	77% (provisional)	Target for 2014/15- Achieve convergence with London Average by 2015 (Across host boroughs increase required of 1.6%)	↑R
75 Children's Services	Convergence	Young people from low income backgrounds progressing to higher education <sup>1,3</sup>	Not published yet 2% (2007/08 – Latest data)	Not published yet	Not published yet	To be identified	N/A
76 Finance and Resources	Convergence	Percentage of working age population with no qualifications <sup>2</sup>	18.9% (Jan-Dec 2009)	17.0% (Jan - Dec 2010)	13.8% (Jan-Dec 2011)	Achieve convergence with London average by 2015 (Gap is 5.1%)	↑G
77 Children's Services	Convergence	Achievement of a Level 3 qualification by the age of 19	40.3%	42.9%	Not available yet due around May 2013	Narrow the gap with the London Average to 2% by 2014/15 (currently the gap between host boroughs and London is 5.8%). 55% by 2013. Children and young people target (CYPP) target 2011-16.	↑R
78 Children's Services	Convergence	Proportion of children living in families on key benefits to London average	38.3% (2008/09)	36.6% (2009/10)	Not available yet due around Jan 2013	Target for 2014/15 is narrow the gap in the host boroughs to 5.6% (currently 8.4% across London)	↑R

Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2012/13	Trend
79 Finance and Resources	Local	Percentage CO <sup>2</sup> reduction from Local Authority Operations	24.7%	-5.17%	1.59%	3% increase	↑G
<b>Comment</b> <sup>1</sup> Annual Academic year <sup>2</sup> This indicator is not collected across 5 of the 6 host boroughs. It may be deleted. <sup>3</sup> There is a significant time lag on this data being published by DfE <sup>4</sup> Data will not be available until after July when final energy bills for the last quarter are received.							

# Appendix D

## Complaints and Member enquiries report Quarter 1 2012/13 and 2011/12

		2011/12						2012/13	
BOROUGHWIDE		Q1	Q2	Q3	Q4	Total	OPEN CASES	Q1	Open cases
S1	No. Received	534	491	519	624	2168	16	581	15
	No. Responded Within	289	309	295	401	1294			
	% Within	54% (R)	63% (R)	57% (R)	64% (R)	60% (R)			
	% Agreed	61%	52%	47%	33%	48%			
	% Partly Agreed	13%	14%	17%	31%	19%			
% Not Agreed	25%	34%	36%	34%	32%				
S2	No. Received	127	149	106	149	531	26	139	24
	No. Responded Within	82	94	66	55	297			
	% Within	65% (R)	63% (R)	62% (R)	37% (R)	56% (R)			
	% Agreed	43%	42%	45%	43%	43%			
	% Partly Agreed	24%	16%	14%	16%	18%			
% Not Agreed	33%	41%	39%	26%	34%				
S3	No. Received	28	27	26	20	101	2	20	3
	No. Responded Within	20	20	16	15	71			
	% Within	71% (R)	74% (R)	62% (R)	75% (A)	70% (R)			
	% Agreed	46%	41%	35%	35%	40%			
	% Partly Agreed	25%	41%	42%	45%	38%			
% Not Agreed	25%	19%	23%	15%	21%				
LGO	No. Received	20	15	12	8	55	1	9	1
	No. Responded Within	19	14	11	7	51			
	% Within	95% (G)	93% (G)	92% (G)	88% (G)	93% (G)			
ME	No. Received	608	606	673	763	2650	0	796	9
	No. Responded Within	498	480	539	638	2155			
	% Within	82% (G)	79% (A)	80% (G)	84% (G)	81% (G)			
MP	No. Received	370	388	302	474	1534	3	330	11
	No. Responded Within	280	291	221	347	1139			
	% Within	76% (A)	75% (A)	73% (R)	73% (R)	74% (R)			
FOI	No. Received	256	293	283	325	1157	27	308	30
	No. Responded Within	172	192	216	253	833			
	% Within	71% (R)	66% (R)	76% (A)	78% (A)	72% (R)			
DP	No. Received	27	33	11	21	92	1	32	3
	No. Responded Within	26	25	9	17	77			
	% Within	96% (G)	76% (A)	82% (G)	81% (G)	84% (G)			

## Key

S1	Stage 1 complaints
S2	Stage 2 complaints
S3	Stage 3 complaints
LGO	Local Government Ombudsman complaints
ME	Member enquiries
MP	Member of Parliament enquiries
FOI	Freedom of Information requests
DP	Data Protection access requests

## Rating and target

(R)	Red 0-74%
(A)	Amber 75-79%
(G)	Green 80%+



## CABINET

18 September 2012

<b>Title:</b> Highways Investment Programme 2012 - 2014	
<b>Report of the Cabinet Member for Environment</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Ruth Du-Lieu, Group Manager – Street Scene	<b>Contact Details:</b> Tel: 0208 227 2641 E-mail: ruth.dulieu@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Robin Payne, Divisional Director of Environment	
<b>Accountable Director:</b> Darren Henaghan, Corporate Director of Housing and Environment	
<p><b>Summary:</b> The Council has made a firm commitment to improving the public realm of the borough through localised schemes to improve shopping parades, road safety schemes and most significantly through the Highways Investment Programme (HIP).</p> <p>In 2009 the Highways Investment Programme invested £22million over three years improving road and footway condition in 9 geographic areas. The impact on highway condition and the look and feel of these areas has been very positive.</p> <p>Nevertheless the investment coincided with three of the most severe winters on record. This extreme weather resulted in faster deterioration of road condition across the highways network, especially in areas of heavy traffic use.</p> <p>An assessment of highway condition shows that we now have a number of roads which will require urgent investment over the next 2years. These are roads that currently have a Highway Condition Index of 70+ or are anticipated to deteriorate to this condition in the next 2 Years. The Highway Condition Index is used by highway authorities to assess the need for repair. Values of 70+ show that there is a requirement for significant work to be undertaken. We do not have sufficient Capital funding available to programme in the resurfacing of every carriageway. We have £6 million allocated from Capital between 2012 and 2014 to fund resurfacing of the carriageways most in need of reconstruction or repair. Based on this information we have therefore prioritised the worst roads and established a programme to implement the resurfacing works. This will not result in the entire highway being brought up to standard but it will impact on areas borough wide.</p>	
<b>Recommendation(s)</b>	
The Cabinet is recommended to agree:	
(i) The allocation of £6 million to deliver priority highway maintenance works during 2012/13 and 2013/14 to the carriageways listed in Appendix A to the report; and	

- (ii) That the Corporate Director of Housing and Environment, in consultation with the Cabinet Member for Environment, be authorised to amend the priority list if other roads in the Borough deteriorate to such an extent as to be considered appropriate for inclusion.

**Reason(s)**

The Council has a responsibility to maintain the Public Highway Network. A Capital budget of £6million has been allocated to manage a resurfacing programme for the next 2 years.

By preparing a programme of major works between 2012 and 2014 the highway condition will be improved. The Highways Asset Management database will be reviewed to reflect these improvements and improve the Councils response to major defects in terms of temporary and/or localised repairs.

**1. Introduction and Background**

- 1.1 The Council has made a firm commitment to improving the public realm of the borough through localised schemes to improve shopping parades, road safety schemes and most significantly through the Highways Investment Programme.
- 1.2 In 2009 the Highways Investment Programme invested £22million over three years improving road and footway condition in 9 geographic areas. The impact on highway condition and the look and feel of these areas has been very positive.
- 1.3 Nevertheless the investment coincided with three of the most severe winters on record. This extreme weather resulted in faster deterioration of road condition across the highways network, especially in areas of heavy traffic use.
- 1.4 The Council is responsible for the condition of the Principal Road Network. These roads can be considered as the main roads through the Borough but exclude the A13, A406 or A12 which are trunk roads and the responsibility of the Department of Transport/ Transport for London. Transport for London allocates funding each year to maintain their roads. This is managed through the Local Implementation Plan.
- 1.5 Due to successful bids for funding from Transport for London over many years, our Principal Road Network is amongst the best in London. This means that the Council very rarely uses Council funding on these roads – and there are no plans to do so in the near future.
- 1.6 An assessment of highway condition shows that we now have a number of roads which will require urgent investment over the next 2 years. These are roads that currently have a Highway Condition Index of 70+ or are anticipated to deteriorate to this condition in the next 2 Years. The Highway Condition Index is used by highway authorities to assess the need for repair. Values of 70+ show that there is a requirement for significant work to be undertaken.

**2. Proposed programme**

- 2.1 As well as carriageways there is a number of footways borough-wide that would benefit from reconstruction. However, the £6 million capital allocation we have been

given would not allow us to cover the same distance in footways as we can for carriageways. Reconstructing a footway is more expensive than carriageway resurfacing. The risk of insurance claims from not reconstructing footways is mitigated through a cyclical programme of safety inspections which identify and rectify any footway defects that pose a safety hazard. Reactive repairs to footways are funded from the highways reactive budget.

- 2.2 A programme of work has been created and is attached at Appendix A. The selection of carriageways was from the intelligence we have gained from safety inspections. These are carried out on a cyclical programme. The inspections showed roads that were in need of resurfacing following several attempts to patch them. Further patching would not be cost effective. Roads close to schools were given priority; these also tend to be very heavy traffic areas. Finally the construction of the road surface was considered. Our highways are constructed differently and using different materials depending on when the houses and infrastructure were built. For example in some areas where the carriageway is of concrete construction the life can be prolonged by sealing the cracks in the concrete and this reduces further deterioration. In turn this allows us to manage the Capital allocation over a wider area of the borough's highways.
- 2.3 The programme breaks the roads down by ward so that it is clear how the allocation of capital is being spent in each area of the borough. Appendix A outlines the programme in order of the works to be carried out. It outlines the costs involved per road but it should be noted that some roads span two wards. Costs are based on quotes calculated from the schedule of rates with the term contractor for planned highways maintenance. They are a worst case scenario as a true cost cannot be agreed until the work on each location begins. All work carried out will be project managed by the Capital Delivery Unit and actual costs will be monitored through the Capital Programme Management Office (CPMO). The quotes include the cost of the project management and traffic management.
- 2.4 It should be noted that each year in November the items within the term contracts schedule of rates will be inflated in accordance with the Baxter's increase. The Baxter's increase is the annual government uplift in fuel and oil costs that the industry applies to contracts so that schedules of rates are adjusted. Therefore, the costs will increase over the two year programme but this has been taken account of.
- 2.5 The specification for works is a 100ml plane off and a resurface with an appropriate surface course and binder course where necessary. All carriageways are anti-skid. In some cases the carriageways may need less of a plane and this will reduce costs and allow us to review the programme. To ensure we achieve value for money and to cut down on maintenance costs, there are no plans to use Redmack (red tarmac) as was used in the previous Highways Improvement Programme (HIP) programme. Redmack is more expensive to lay and then subsequent maintenance is more costly.
- 2.6 In order to make the best possible use of the capital investment and to ensure the area is uplifted additional works will take place as part of the programme. For example we will consult residents in roads that have speed humps to gain their thoughts on replacing them and won't simply assume they are needed. We will also increase road safety by implementing road markings, parking bays, parking

restrictions i.e. double yellow lines. We will also seek to reduce street clutter by marking on the carriageway speed limits e.g. 20 MPH and ensure that other street furniture is in a good condition as part of the works. Additional work to the programme such as creating parking capacity will be explored and funding will be sought e.g. parking on housing land funded from HRA.

2.7 The CPMO panel will have to give agreement to the programme before finance will allocate cost codes. The CPMO then monitor the budget monthly. Regular updates will be brought to the portfolio holders meeting so that progress is updated. A governance structure will be established so that the programme is properly managed. Once the programme is agreed with Members a delivery schedule will be agreed with our term contractor for planned highways. We aim to start work as soon as there is the appropriate agreement in place.

2.8 A communications project will run in tandem with the programme to describe the works underway in a wider context and to demonstrate the Councils commitment to invest in the highway. There will also be storyboards on display when contractors are working to give information to residents and visitors on the work that is underway.

### **3. Options Appraisal**

#### **3.1 Option 1 - Prioritise the roads in the worst condition**

This option means that every ward in the borough is considered for the programme based on the criteria set out for highway condition surveys. It is a fair method for allocating the spend and ensures that areas residents complained about most are dealt with. The down side of this option is there is insufficient funding to resurface every road so some will remain in a poor condition although the worst will be put right. This is the preferred option.

#### **3.2 Option 2 – Pick areas of the borough regardless of condition**

This option means that a ward or geographical area is invested in to bring the highways (foot and carriageways) to the same standard and to the same look and feel. This option is liable to have a greater impact on some neighbourhoods but would be liable to leave some of the worst roads in the borough in a dangerous condition.

#### **3.3 Option 3 – Do nothing**

This is not really an option as the Council as the Highways Authority has a duty to maintain its highways to a certain standard. To knowingly leave a highway in a poor condition would leave the Council liable to insurance claims from motorists and residents.

### **4. Consultation**

4.1 Consultation has taken place with the Cabinet Member for the Environment, Cllr McCarthy over a period of weeks. All options for spending the Capital award were considered and the list refined to reflect the worst roads throughout the borough adjacent to schools.

## 5. Financial Implications

Implications completed by: Jo Moore, Finance Manager

- 5.1 The Highways Improvement Programme has already been approved by Cabinet for 2012-14 to spend a total value of £6m (£3m per year). The budget is to invest in planned maintenance of resurfacing and reconstruction works on the roads in the borough that are in the worst condition. The £6m budget is to be funded from corporate borrowing.
- 5.2 Appendix A is a list of the detailed programme of prioritised works which need to be carried out. The total value of the works to be agreed should not exceed the allocated £6m although the report requests flexibility in terms of which roads are given priority based on their conditions. About 50% of the works is proposed to be carried out in 2012-13 (£3m), with the highest value schemes accounting for about £2.8m over the two years on both needy roads and those ready for intervening preventative treatments that extend their structural life.
- 5.3 The term contractor for planned highways had been appointed in November 2011, and the contract is expected to run until May 2014 at which point the council will have the option to extend the contract or re-procure. The contract allows for an annual indexation of the schedule of rate costs based on the Baxter's index. The estimated expenditure at Appendix A is based on a historic average Baxter's annual indexation and there is a risk that the actual indexation is higher. However, the estimated costs are based on worst case cost scenarios which should offset any indexation risk. If actual costs are higher than those estimated at Appendix A then subsequent schemes may need to be revised.
- 5.4 The total investment required for roads which have a Highway Condition Index of 70+ or are anticipated to deteriorate to this condition in the next 2 years, will not be available until a full survey has been done and a Highways Asset Management Plan (HAMP) is created. It is not possible therefore to provide any financial information as to total investment requirement compared to budget available.
- 5.5 LBBD contributes £392k revenue funding every year into reactive maintenance of the roads under a third party contract (currently with our term reactive highways contractor). Approximately 1/3 of this is for localised carriageway repairs and 2/3 for footpath repairs, maintenance and improvements.
- 5.6 In addition to this the Council has an in house reactive highways team (DLO) which also undertakes highways and footways repairs. The DLO budget is currently £ 300k and currently around 5% of their time is spent on highways repairs and 20% on footpaths. This equates to around £15,000 and £60,000 respectively.
- 5.7 In previous years, the council has benefited from additional emergency revenue funding from Department for Transport (£199k in 11-12) for winter maintenance which has enabled additional works to be carried out in terms of reactive maintenance. Department of Transport has not confirmed if similar funding will be made available in 12-13 or in the next two years.

## 6. Legal Implications

Implications completed by: Paul Field, Senior Lawyer

- 6.1 The Council is a Highways Authority under the Highways Act 1980 ("Act"). Section 41 of the Act places a duty on the Council to maintain the highways for which it has a responsibility. In addition the common law expects the Council to ensure that the highway is in a safe condition. The Highways Investment Programme is a vital element of satisfying the duty.
- 6.2 As there are a great many miles of highway and footpath in the borough potentially there is a risk that there may develop at least in part road surfaces which present a danger. To minimise this risk highway inspections are carried out and plans of works are devised. The Act at section 58 provides a statutory defence to claims of failure to maintain if a Highways Authority can show it has taken such care as is reasonable so as to ensure that the part of the highway where a claim has been made was not dangerous.
- 6.3 In determining whether the Council has taken reasonable care; courts will consider the character of the highway, the traffic which uses it; the standard of maintenance appropriate for that highway; the state of repair in which a reasonable person would have expected to find the highway and whether the highway authority knew, or could reasonably have been expected to know, that the condition of the highway was likely to cause danger. If it is not possible to repair that part of the highway immediately warning signs are expected to be displayed.
- 6.4 It is therefore of vital importance to have systems for inspections and prioritisation of repairs and maintenance which is one of the key purposes of the Highways Improvement Programme (HIP), as without managing the condition of the highway network there could be an increase in insurance claims that could not be defended.

## 7. Other Implications

- 7.1. **Risk Management** - A risk log will be considered as part of the CPMO process for managing the Capital project. All risks associated with the delivery of the project will be considered and mitigating actions will be applied and presented to the panel.

However if the preferred option is not taken then there is an increased likelihood that claims resulting from poorly maintained highway will rise in number and the ability to defend those claims will be reduced as we had not prioritised on condition.

- 7.2. **Contractual Issues** - The works will be carried out by the term contractor for planned works Marlborough Highways. This contract was awarded on the 1<sup>st</sup> November 2011. It is due to expire in 2014 but there is provision to extend for a further 2.5 years or to procure another contract under the Pan London project with East London Solutions.
- 7.3 **Staffing Issues** - There are no implications for staff. Management of the programme will come from the existing resources in Highways and Capital Delivery Unit.
- 7.4 **Customer Impact** - The impact on customers is around the disruption to residents whilst work is underway on the carriageways. This will be managed through a

communications plan which will ensure residents are given adequate notice and information on the planned works. The footpaths will not be affected for pedestrian access but we will ensure there is adequate traffic management put in place in accordance with Chapter 8 New Roads and Street Works Act to maintain the safety of residents.

- 7.5 **Safeguarding Children** - The programmed works are all around school sites. This will ensure the safe passage of children and parents into school and will mean less risk of potholes occurring that can lead to accidents if left to grow.
- 7.6 **Health Issues** - The programmed works on the carriageway will be beneficial to residents, businesses and visitors to the borough. The resurfacing of carriageways will ensure the safe passage of vehicles and pedestrians and will mean less risk of potholes occurring that can lead to accidents if left to grow. Through consultation the possible effects of not repairing footways was raised as a concern given pedestrians can be subject to trips and falls from pavement defects. 560 people were admitted to hospital last year after having a fall outside the home. At least 70 of these were known to be a fall on a street or highway. Many more falls will have occurred in people who may have sought medical care but were not admitted. Not only is this a cost to the individual but there may be wider societal costs in the form of loss of employment, litigation and ongoing care needs.

The issue of footway parking was also raised as this affects the available space for pedestrians to move freely along the highway i.e. those with prams or who use wheelchairs, motor scooters etc. and can cause damage to footway structure. Conversely, the work undertaken in Barking Town Centre and the Heathway to put in place assessable footways has already made improvements for those members of the community less mobile or blind / partially sighted.

- 7.7 **Crime and Disorder Issues** - The programme of works on the carriageway will not directly affect crime and disorder. However, the visual impact on the perception of an area being well maintained and therefore a safer place to be in can be factored in as a benefit.
- 7.8 **Property / Asset Issues** - The highway is a Council asset and as such this programme of capital funding will impact on the maintenance of that asset.

#### **Background Papers Used in the Preparation of the Report:**

- Highways Act 1980
- Well Maintained Highways – Code of Practice for Highway Maintenance Management

#### **List of appendices:**

Appendix A –Programme of works

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## HIGHWAY MAINTENANCE PROGRAMME 2012 - 2014

Financial Year	Road Name	C'way / F'way	Grand Total £	Ward
	<b>Carriageway Resurfacing Works</b>			
2012 - 2013	Kemp Road	C'way /	£57,617.93	Valence
2012 - 2013	Kier Hardie Way	C'way /	£123,521.42	Eastbury
2012 - 2013	Bevan Avenue	C'way /	£102,710.87	Eastbury
2012 - 2013	Alibon Road (Osbourne Rd to Pondfield Rd)	C'way /	£162,690.55	Alibon
2012 - 2013	Alibon Gardens	C'way /	£11,768.24	Alibon
2012 - 2013	Meadow Road, Dagenham	C'way /	£76,945.47	Alibon
2012 - 2013	Meadow Walk	C'way /	£56,705.07	Alibon
2012 - 2013	Barnmead Road	C'way /	£46,983.53	Alibon
2012 - 2013	Barnmead Road	C'way /	£46,983.53	Parsloes
2012 - 2013	Barnmead Gardens	C'way /	£20,214.34	Parsloes
2012 - 2013	Philip Avenue	C'way /	£31,617.10	Eastbrook
2012 - 2013	Thornton Farm Avenue	C'way /	£20,349.59	Eastbrook
2012 - 2013	Legon Avenue	C'way /	£15,776.95	Eastbrook
2012 - 2013	Horace Avenue	C'way /	£59,381.87	Eastbrook
2012 - 2013	Strood Avenue	C'way /	£14,520.15	Eastbrook
2012 - 2013	Fourth Avenue	C'way /	£27,255.64	Eastbrook
2012 - 2013	Leonard Avenue	C'way /	£33,813.79	Eastbrook
2012 - 2013	Croxford Way	C'way /	£15,572.15	Eastbrook
2012 - 2013	Mayesbrook Road	C'way /	£40,451.29	Becontree
2012 - 2013	Central Park Avenue	C'way /	£61,775.67	Eastbrook
2012 - 2013	McDonald Avenue	C'way /	£31,637.07	Eastbrook
2012 - 2013	Rugby Road	C'way /	£184,497.50	Mayesbrook
2012 - 2013	Hurstbourne Gardens	C'way /	£94,543.28	Longbridge
2012 - 2013	Upney Lane	C'way /	£298,077.06	Longbridge
2012 - 2013	Upney Lane	C'way /	£75,351.15	Eastbury
2012 - 2013	Dawson Avenue	C'way /	£152,122.84	Eastbury
2012 - 2013	Lambourne Road Barking	C'way /	£205,462.35	Eastbury
2012 - 2013	Bonham Road	C'way /	£93,214.46	Parsloes
2012 - 2013	Bonham Road	C'way /	£166,189.92	Valence
2012 - 2013	Bonham Gardens	C'way /	£14,755.84	Valence
2012 - 2013	Grafton Road	C'way /	£154,104.49	Parsloes
2012 - 2013	Grafton Road	C'way /	£54,640.45	Valence
2012 - 2013	Hatfield Road	C'way /	£108,654.35	Goresbrook
2012 - 2013	Greenwood Avenue	C'way /	£47,079.36	Eastbrook
2012 - 2013	South Close	C'way /	£28,549.05	River
2012 - 2013	Blake Avenue	C'way /	£185,733.94	Eastbury
2012 - 2013	Sisley Road	C'way /	£93,073.62	Eastbury
2013 -2014	Ventnor Gardens	C'way /	£67,167.00	Longbridge
2013 -2014	Suffolk Road Barking	C'way /	£107,726.68	Eastbury
2013 -2014	Dagenham Avenue	C'way /	£147,473.19	Goresbrook
2013 -2014	Broad Street	C'way /	£189,846.57	River
2013 -2014	Sparsholt Road	C'way /	£101,676.33	Gascoigne
2013 -2014	Holgate Road	C'way /	£117,085.46	Alibon
2013 -2014	Parsloes Avenue	C'way /	£95,000.71	Alibon
2013 -2014	Parsloes Avenue	C'way /	£220,686.56	Parsloes
2013 -2014	Aylmer Road	C'way /	£81,095.79	Parsloes
2013 -2014	Valance Circus	C'way /	£135,243.85	Parsloes
2013 -2014	Adomar Road	C'way /	£50,882.64	Parsloes
2013 -2014	Windsor Road	C'way /	£70,214.84	Parsloes
2013 -2014	Charlecote Road	C'way /	£80,681.31	Parsloes
2013 -2014	Carey Road	C'way /	£24,900.60	Parsloes
2013 -2014	Warrington Square	C'way /	£47,811.18	Valence
2013 -2014	Neville Road	C'way /	£50,334.83	Valence
2013 -2014	Neville Gardens	C'way /	£18,123.06	Valence
2013 -2014	Seabrook Avenue	C'way /	£37,632.28	Valence
2013 -2014	Campden Crescent	C'way /	£186,589.83	Becontree
2013 -2014	Heynes Road	C'way /	£36,368.11	Becontree
2013 -2014	Rowlands Road	C'way /	£58,301.12	Heath
2013 -2014	Rowlands Road	C'way /	£15,346.72	Valence
2013 -2014	Elstow Road	C'way /	£44,599.25	Goresbrook
2013 -2014	James Avenue	C'way /	£145,624.36	Whalebone
2013 -2014	Temple Avenue	C'way /	£388,115.79	Whalebone
2013 -2014	Salisbury Avenue Barking	C'way /	£150,503.14	Longbridge
2013 -2014	Salisbury Avenue Barking	C'way /	£225,324.93	Abbey
2013 -2014	Buller Road	C'way /	£61,757.93	Longbridge
2013 -2014	Station Road	C'way /	£86,925.22	Whalebone

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## CABINET

18 September 2012

<b>Title:</b> Anti-Social Behaviour Strategy 2012-13	
<b>Report of the Cabinet Member for Crime, Justice and Communities</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Glynis Rogers, Divisional Director, Community Safety and Public Protection	<b>Contact Details:</b> Tel: 020 8227 2827 E-mail: <a href="mailto:glynis.rogers@lbbd.gov.uk">glynis.rogers@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Glynis Rogers, Divisional Director, Community Safety and Public Protection	
<b>Accountable Director:</b> Anne Bristow, Corporate Director, Adult and Community Services	
<p><b>Summary:</b></p> <p>Anti-social behaviour (ASB) is a key issue for local residents, as strategic assessments and public consultations constantly demonstrate. This report introduces the final draft of the Community Safety Partnership's ASB Strategy 2012-13, attached at Appendix 1. The report outlines the strategy, the local and national context within which it is being published, and the steps that have been taken to ensure that it is a Partnership document.</p> <p>The strategy prioritises the following areas for action:</p> <ul style="list-style-type: none"> <li>(a) identifying and responding to the concerns of our communities around ASB;</li> <li>(b) challenging the behaviour of perpetrators of ASB;</li> <li>(c) providing quality support for victims and witnesses; and</li> <li>(d) working better as a partnership to identify and respond to the causes of ASB.</li> </ul>	
<p><b>Recommendation</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) endorse the Anti-Social Behaviour Strategy 2012-13 attached at Appendix 1, for implementation by the Community Safety Partnership; and</li> <li>(ii) note the local and national context within which this strategy is being published.</li> </ul>	
<p><b>Reason(s)</b></p> <p>ASB is a key issue for local residents. The <i>Council Plan 2011</i> commits the Council to working to achieve a 'safer Borough where the problems of anti-social behaviour are tackled.' The strategy attached outlines appropriate measures for addressing ASB in a way that will build the community's confidence in the Council and the broader Partnership.</p>	

## 1. Introduction and Background

1.1 The Council has committed itself to achieving a 'safer Borough where the problems of anti-social behaviour are tackled' in its *Council Plan 2011*. This is also reflected in the Council's *Policy House*, which envisions 'a Borough with low levels of anti-social behaviour, and where authorities support residents in getting problems solved.' Accordingly, the Community Safety Partnership has drawn up a bespoke strategy for tackling the Borough's anti-social behaviour (ASB).

### 1.2 What is anti-social behaviour and how is it dealt with in Barking and Dagenham?

The Crime and Disorder Act 1998 defined ASB as:

*behaviour which...caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator(s).*

1.3 In Barking and Dagenham, ASB is categorised into three distinct areas:

(a) **Criminal Behaviour that may also be anti-social:** types of behaviour that fall into this category include:

- Hate related incidents and crime
- Drug dealing or cultivation of drugs
- Prostitution
- Violence
- Criminal damage including arson
- Fly tipping

This is criminal behaviour and will be dealt with as such, but as a Partnership approaches to this might also include the use of ASB tools and powers (including legal action) to reduce the effect of this behaviour on local communities.

(b) **Anti-Social Behaviour:** types of behaviour that fall into this category include:

- Noise nuisance
- Drug use
- Harassment
- Trespass
- Dumping of rubbish
- Littering
- Dog fouling
- Verbal abuse
- intimidation
- Nuisance from vehicles
- Pets not being kept under appropriate control
- Damage which is not criminal damage (deliberate or reckless)

This behaviour is antisocial, but is not always criminal behaviour. Usually

non-legal measures to stop the behaviour are explored before consider legal action is considered, but this will depend on the circumstances.

(c) **Unwanted Behaviour:** types of complaints that fall into this category include complaints about:

- Cooking smells
- Normal living noise - things like hoovering, washing machines or people talking
- Children playing
- Fencing or boundary disputes
- Parking issues when there are no parking regulations being broken

This behaviour is unwanted and viewed as unacceptable by the person experiencing it (the complainant). The Council does not consider that behaviours in this category are 'antisocial behaviour' and therefore legal action is unlikely to be appropriate, but services will still be offered to help resolve this type of complaint, including services such as mediation.

- 1.4 The Council tackles ASB across its services, particularly within Community Safety, Housing, Environment and Enforcement Services, and Children's Services. In addition, Partnership teams addressing ASB include such agencies as the Police and Mental Health Services, which optimises the Borough's response.
- 1.5 The Community Safety Partnership (CSP), which pulls together the Council, Police, Probation, Fire Brigade, NHS, and community and voluntary organisations, provides the Borough's strategic lead in dealing with ASB. Within the CSP's sub-group tasking structure, responsibility for this lies with the Anti-Social Behaviour Strategic Group.

## **2. ASB Strategy 2012-13: Proposal and Issues**

- 2.1 As the CSP's strategic assessments and public consultations demonstrate, ASB is a key issue for the Borough's residents. This is corroborated by feedback from the Safer Neighbourhood Ward Panel Meetings and by Members' complaints.
- 2.2 The Council's commitments to addressing ASB have steered the ASB Strategic Group's decision to develop a bespoke ASB strategy for 2012-13 (the final version for agreement is attached at Appendix 1).
- 2.3 A discrete strategy will ensure that the wider Partnership is tasking its resources in a manner that addresses ASB as effectively and efficiently as possible. The development of a discrete ASB strategy is optional; it can, nevertheless, be considered good practice. The ASB strategy:
- consolidates the issues;
  - coordinates the response; and
  - clarifies the responsibility of all parts of the Council and the role of partners in addressing ASB in the Borough.

As such it will enhance the work to improve community safety and increase confidence in the Council and Police.

## 2.4 Strategic Priorities

Following consultation, the ASB Strategic Group has agreed on the following priorities as areas for detailed work:

- (a) identifying and responding to the concerns of the Borough's communities around ASB;
- (b) challenging the behaviour of perpetrators of ASB;
- (c) providing quality support for victims and witnesses; and
- (d) working better as a partnership to identify and respond to the causes of ASB.

## 2.5 Outcomes

By 2013, delivery of the strategy will have achieved the following:

- (a) a reduction in the number of calls to the Police reporting ASB;
- (b) an increase in the number of victims who are satisfied with how their ASB complaint was managed;
- (c) an increase in the number of people who think that the Police and Partners are successfully tackling crime and ASB issues that matter;
- (d) a reduction in the number of people who think that people do not treat each other with respect and consideration.

## 2.6 Timescales

While it is unusual for a strategy of this kind to run for only a year, there is currently a broad programme of work being undertaken, locally as well as nationally, to improve approaches to ASB:

- (a) Locally, the Safer and Stronger Communities Select Committee is focussing on ASB. Last year, it undertook a scrutiny review of the support for the Borough's high-risk victims of ASB. Assured that all the right measures were in place, the Select Committee has determined to undertake a review of the Council's Housing Services support for Council tenants affected by ASB and challenges to those responsible.
- (b) Nationally, the Government recently published its White Paper on reform of approaches to ASB. While it is not expected that these reforms will have a significant impact on our approach to addressing this issue in Barking and Dagenham, their imminence adds a level of uncertainty to ASB policy moving forward.

This work entails a level of uncertainty for all ASB action plans beyond March 2013. For this reason, the Community Safety Partnership has agreed that its ASB Strategy should run until March 2013. At this point, the findings of the Safer and Stronger Communities Select Committee and the final review of the Government's reforms will have been published and the strategy can be reviewed and refreshed accordingly.

### 3. Options Appraisal

- 3.1 The proposed ASB Strategy can be adopted by Cabinet. Alternatively Cabinet can make recommendations for further consideration by the Community Safety Partnership.

### 4. Consultation

- 4.1 The ASB strategy was taken in draft form to the following meetings:

Meeting	Date
ACS DMT	29 February 2012
Children's Services DMT	8 March 2012
Community Safety Partnership Board	13 March 2012 12 June 2012
Housing and Environment DMT	14 March 2012

Attendees of these meetings were given until 27 April 2012 to feedback to the Chair of the ASB Strategic Group or the Council's ASB Team Manager on the draft strategy.

- 4.2 Attendees of the Community Safety Partnership Board represent a diverse mixture of organisations; these attendees were asked to take the strategy back to their agencies for consultation through their own approval procedures. The Board then agreed the final amendments on 12 June 2012.
- 4.3 Members of the Safer and Stronger Communities Select Committee (SSCSC) also reviewed the strategy, when it was in its final form, at its meeting on 17 July 2012.

The Chair of the SSCSC sent the Committee's comments to the Cabinet Member for Crime, Justice, and Communities. In particular, the Committee expressed confidence that the themes, priorities, and actions that the strategy outlines will support residents to stand up to perpetrators. The Committee also agreed that the decision to adopt the strategy for a year until the local and national policy reviews are complete is sensible, and requested to review the strategy again during its refresh.

### 5. Financial Implications

Implications completed by: Dan Herholdt, Senior Accountant

- 5.1 Costs of ASB to the Council

- 5.1.1 Delivery of this strategy is a multi-agency responsibility. Assessing the cost of ASB is a complex issue. Such issues as graffiti removal, dealing with problematic licences and tenancy support and action are all part of the Council's response to Anti-social behaviour. In addition addressing behaviour of children in school, provision of diversionary services in Children's Services and the Youth Offending Service do much to prevent and reduce the incidence and impact of anti-social behaviour in our community.

- 5.1.2 A recent report to the Safer Stronger Community Select Committee identified that the time spent by housing officers on dealing with ASB is estimated to equate to £33.58 per property.
- 5.1.3 The calculation uses the salary costs of the relevant housing officers and the percentage of their time spent dealing with ASB. The percentage time used for LBBB housing officers is as follows:
- 16.5% Tenancy Officers
  - 10% Tenancy Service Managers/Locality Managers
  - 10% Estate Officers
  - 5.5% Landlord Services Group Managers
- 5.1.4 In addition the Council meets capital costs for door entry systems and the cost of concierge such as Surveillance and Monitoring System (SAMS) and wider council services e.g. additional dedicated police officers for housing estates.
- 5.1.5 In terms of the Community Safety ASB Team within Community Safety and Public Protection, the cost is £237,500 per annum.
- 5.1.6 A considerable amount of money is also spent on specific security measures and interventions. These include separate Estates SNTs, which cost £620,000 per annum, and the Parks SNT, which costs £240,000 per annum.
- 5.1.7. In addition, bespoke projects such as graffiti removal, fly-tipping, and abandoned car removal cost the Council in the region of £520,000 per annum.

## 6. Legal Implications

Implications completed by: Alison Stuart, Senior Lawyer

- 6.1 Under the Crime and Disorder Act 1998, as a responsible authority, the Council has statutory responsibilities to prevent crime and disorder, anti-social behaviour and other behaviour adversely affecting the environment. Before formulating a strategy, the Council shall carry out a review and shall have regard to the analysis and views provided. The Council shall thereafter formulate and implement strategies and keep the strategy under review to monitor its effectiveness.

## 7. Other Implications

- 7.1 **Risk Management** - There is no legal obligation upon the Council or its partners to have an ASB Strategy. However, leaving ASB unaddressed poses a significant reputational risk to the Council and the broader Partnership: the effects of ASB, such as graffiti, fly-tipping, and dog-fouling, create a disordered environment that sends the signal that ASB can be engaged with without repercussions. This bespoke ASB strategy provides a focus for the work in this area and allows the Council and its partners to monitor our performance against agreed indicators.
- 7.2 **Contractual Issues** - In dealing with ASB, the Council uses a range of interventions. A small number of these are contracted to third sector organisations:



- (a) **Victim Support (VS):** VS are contracted to provide the Safer Homes Project and a VOLT Caseworker. The Safer Homes Project provides victims of crime and ASB with preventative security measures such as alarms; the VOLT Caseworker provides support to higher risk and repeat victims and witnesses. The Safer Homes Project and the VOLT Caseworker role impact significantly on the ASB Team's ability to provide good quality service and support, as they support victims and witnesses through the legal process. VS's progress is monitored through a monthly performance report on the Safer Homes Project and a quarterly performance report on the VOLT Caseworker.
- (b) **Mediation UK:** Mediation UK are contracted to provide the Council's mediation services. Mediation UK charges on a case-by-case basis. Mediation UK were paid a lump sum from central government funding in 2010 and the ASB Team is still using this funding. Mediation UK produces a quarterly performance report on the service that they provide.

- 7.3 **Staffing Issues** - The strategic aims contained within the strategy are to be delivered within existing Council and Partnership resources.
- 7.4 **Customer Impact** - ASB is continually raised as one of residents' key concerns. The Community Safety Partnership has made significant progress in addressing the concerns of residents over the past few years and there has been a notable improvement in performance. The development of an ASB Strategy will assist in consolidating this work and the comprehensive action plan and performance measures will assist it in further improvement.
- 7.5 **Safeguarding Children** - Children can be both perpetrators and victims of ASB, and the strategy aims to address this in its 'Challenging Perpetrators' and 'Improving Support to Victims and Witnesses' priorities. By linking with the Council's Children and Young People's Plan and incorporating groups such as the Integrated Youth Services Board and the Youth Offending Service into its action plan, the strategy ensures that children are safeguarded from harm, both when they are perpetrators and when they are victims of ASB. Links with the new Troubled Families Board will build on the progress the Family Intervention Project has already made in this area.

The safeguarding of children in care requires a particularly sensitive response from the council in its role as corporate parent. All ASB-related action with regards to children in care is always undertaken in consultation with officers within the Council's Children's Services department.

- 7.6 **Health Issues** - While perpetrators can often have physical and/or mental health issues, ASB can often affect its victims' physical and/or mental health. By focussing on such areas as 'Drugs and alcohol as a driver for ASB' and engaging with MENCAP and DADB, the ASB strategy aims to address the health and well-being issues that cause and exacerbate the effects of ASB.

Given that those with mental health and learning disability issues are often at higher risk of becoming victims of ASB, the ASB strategy continues and enhances the existing procedures for safeguarding those with needs that could make them particularly vulnerable.

7.7 **Crime and Disorder Issues** - S17 of the Crime and Disorder Act 1998 requires local authorities to integrate consideration of the impact on crime and disorder of any decision, policy, activity or strategy that it performs. The authority is required to ensure that there is no negative impact on crime and disorder of any such decisions. While a discrete ASB Strategy is not a statutory requirement, it will improve community safety and increase confidence in the Partnership: there are no negative impacts arising from this strategy.

**Background Papers Used in the Preparation of the Report:**

A list of linked and associated reports, strategies and research documents are contained within the draft strategy.

- (a) SSCSC Scrutiny: Support for Victims of ASB
- (b) SSCSC Scoping Report: Support for Victims of ASB in Housing Services
- (c) Government White Paper: *Putting Victims First: More Effective Responses to ASB*

**List of appendices:**

**Appendix 1:** Anti-Social Behaviour Strategy 2012-13

# Anti-Social Behaviour Strategy 2012 – 2013



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Barking and Dagenham Council has a clear vision for the Borough. We will work towards:

- **Raising household incomes**  
We will make improvements to employment and skills levels by providing proactive support to help local people back into work or training, and promoting the area to businesses and developers.
- **Improving standards in school and post-16 education**  
Our services focus continually on improving aspirations and achievement to deliver improved skills and employment outcomes for all ages in the Borough.
- **Housing and estate renewal**  
Our Housing Strategy for 2012-2017 focuses on delivering a range of improvements including investing in new ways to deliver affordable housing, council housing, decent homes and regeneration.

In formulating this strategy, the Partnership has worked in keeping with this vision and commitment.

The strategy will run for 18 months from 2012. Government are currently consulting on reforms to ASB law, the results of which are due in Autumn 2012.

The keys goals of the strategy are to:  
**Listen to the community**

- Work to identify and respond to the concerns of the Borough's communities at a local level using Safer Neighbourhood Ward Panels, Community Fora, and other engagement opportunities.
- Work with the community to find long-term sustainable solutions in ASB hotspots.
- Address commonly raised problems, such as ASB associated with houses in multiple occupations.

**Challenge the behaviour of perpetrators**

- Use appropriate action which deals effectively with ASB.
- Have a wide range of staff trained in restorative justice techniques.
- Use timely interventions (such as penalty notices and fines) to their full potential to ensure that perpetrators are dealt with quickly.

**Support victims and witnesses**

- Improve the satisfaction of service users.
- Continue to work with repeat and vulnerable victims to reduce risk.
- Improve the support given to victims.
- Work with Courts and Victim Support to ensure that victims and witnesses are supported through the Court process.
- Outcomes for ASB consider safeguarding adults and children, domestic violence, hate crime, and community cohesion work.

**Identify and respond to the causes of ASB**

- Provide a range of services that meet the various needs of families and prevent young people getting involved in ASB.
- Have drug and alcohol services which meet the needs of local people.
- Joined-up work around preventing young people becoming involved in gangs and providing support for people who want to leave gangs.
- Provide a range of positive activities for young people that help develop resilience, and build community cohesion and self-esteem.

This strategy sets out how the Partnership will achieve this.

# Foreword

# 2

Residents are always telling us how important it is that we deal effectively with anti-social behaviour. Not only is it the most common topic raised at Safer Neighbourhood Panels, but when I meet residents at the Community Safety Partnership's Meet the People Events I am persistently presented with examples of how anti-social behaviour can make lives a misery. For this reason, we have decided to create a strategy specially tailored to the Borough's needs. As a Partnership, we will work to tackle anti-social behaviour and its causes while ensuring that victims and witnesses are given the highest quality of support.



*Cllr. Jeanne Alexander  
Cabinet Member for Crime, Justice,  
and Communities*

We will use this strategy to make our Borough safer and stronger.

# Outcomes

# 3

**The key outcomes from the delivery of this strategy in 2013 will be:**

1. Increased confidence in agencies' response to ASB.
2. Reduction in reported experience of ASB.
3. A Borough where victims will report ASB and support court and other actions as they feel safer and have greater confidence.
4. A community where people get on with each other.

# Definition of Anti-Social Behaviour 4

ASB is defined as:

**Acting in...a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator.** (Crime & Disorder Act 1998 – S1(1))

Some acts of ASB are deliberate, with the person(s) responsible being aware that their behaviour will have a negative effect. Some forms, however, can occur as a result of a lack of consideration or awareness of the impact of certain acts, or as a result of conflicting, but legitimate, lifestyles.

In order to guide practitioners and the community as to what action can be taken, the Council divides alleged ASB into three categories.

## (a) Criminal Behaviour which may also be anti-social

Types of behaviour that fall into this category include:

- hate-related incidents and crime;
- drug dealing or cultivation of drugs;
- violence;
- criminal damage, including arson; and
- fly-tipping.

This is criminal behaviour and will be dealt with as such, but, as a Partnership, the Borough may also use specific ASB tools and powers (including legal action) to reduce the effect of this behaviour on local communities.

## (b) Anti-Social Behaviour

Types of behaviour that fall into this category include:

- noise nuisance;
- drug use;
- trespass;
- verbal abuse;
- nuisance from vehicles being driven without consideration; and
- dogs not being kept under appropriate control.

This behaviour is anti-social, but is not always criminal behaviour. Typically, non-legal measures are first explored before legal action is considered, but this will depend on the circumstances.

## (c) Unwanted Behaviour

Types of complaints that fall into this category include complaints about:

- cooking smells;
- normal living noise (e.g., hoovering);
- children playing;
- fencing or boundary disputes; and
- parking issues when there are no parking regulations being broken.

This behaviour is unwanted and viewed as unacceptable by the person experiencing it (the complainant). The Council does not consider behaviours in this category to be 'anti-social behaviour', so legal action is unlikely to be appropriate, but services such as mediation are still offered to help resolve this type of complaint.



# Links to Other Strategies and Plans 5

There are a number of national, regional, and local documents that have influenced the development of the London Borough of Barking and Dagenham's ASB Strategy. These are identified as follows:

National Policy and Strategy Documents	Regional Policies, Strategies, and Plans	Local Policies, Strategies and Practices
<p>Although there is no national policy or strategy on ASB, definitions, tools, and powers in relation to it have come into being and been developed through the following pieces of legislation:</p> <ul style="list-style-type: none"> <li>● Crime &amp; Disorder Act 1998</li> <li>● Police Reform Act 2002</li> <li>● Anti Social Behaviour Act 2003</li> <li>● Criminal Justice &amp; Immigration Act 2008</li> </ul> <p>The Government launched its White Paper on anti-social behaviour, 'Putting Victims First,' in May 2012.</p>	<p>There is no London-wide ASB strategy, though the Mayor of London has made it clear that localised issues are of importance, and this has been emphasised by the continuation of Safer Neighbourhood Policing and a focus from the Mayor's Office on 'low level crime,' such as the use of alcohol on public transport and irresponsible ownership of dogs.</p> <p>The Mayor's Office for Policing and Crime does not have a specific ASB priority, it does have a new priority around support for victims, which links to this strategy's Priority 3.</p> <p>In July 2012, the London Crime Reduction Board agreed to include ASB as a strategic priority.</p>	<p>Health and Well Being Strategy - Barking and Dagenham Partnership</p> <p>Barking and Dagenham Joint Strategic Needs Assessment</p> <p>Children and Young People's Plan (LBBD)</p> <p>Older People's Strategy (LBBD)</p> <p>Together: A Community Cohesion Strategy (Barking and Dagenham Partnership)</p> <p>Safeguarding Adults Board Strategy (Barking and Dagenham Partnership)</p> <p>Licensing Policy (LBBD)</p> <p>Housing Strategy 2012-17 (LBBD)</p>



# Principles of this Strategy

# 6

This strategy's priorities and actions for tackling ASB are based on the following fundamental principles:

- There should be opportunities for everyone to live the lifestyle that they choose as long as this does not negatively impact on others. A person or group is not necessarily acting in an anti-social way solely because they have a different lifestyle.
- Where disputes arise due to difference in lifestyle or culture, these must be dealt with sensitively and appropriately, and support should be given to communities to help them to work together to find solutions.
- That complainants and the wider community are kept informed of the action taken to deal with ASB in their area.
- That there is effective consultation with individuals, groups, and the wider population in the development of programmes and initiatives designed to tackle ASB in the Borough.
- That a customer-centred approach is taken when delivering services.
- That evaluation and monitoring against objectives are key elements of all initiatives, and of the overall strategy.
- That effective partnership-working is fundamental to the delivery of services to tackle ASB in the Borough.
- That the Partnership's services are always good value for money.



- Anti-social behaviour is a key concern for local people. This can be seen in the volume of calls to Police and Council teams, and the amount that it is raised as an issue at both Safer Neighbourhood Ward Panels and Member Surgeries.
- After a small increase in 2009-10, the volume of calls to the Partnership's ASB services has decreased by 16% from 2010-11 to 2011-12.
- Untargeted 'general nuisance' has risen in the past year by 4% (from 372 incidents in 2010-11 to 387 in 2011-12). This is the most common form of ASB reported to the Council's ASB team.

Of the untargeted ASB complaints, the number of complaints concerning 'Football/Children playing' continues to generate the highest proportion of calls to the Council's ASB team. Although this is generally not considered ASB, it was a growing issue in 2010-11, which saw a 34% increase in complaints from the previous year.

The 2011 Residents' Survey found that 'teenagers hanging around the streets' were perceived by over half (58%) of the respondents as the biggest problem in their local area.

There have been some significant decreases in untargeted ASB recently, dog-related complaints in particular, which fell by 57% from 2010-11 to 2011-12.

- The level of targeted ASB has also decreased over the past year, falling by 11% (212 to 188 offences). Verbal abuse constituted the majority of these complaints.
- The majority of ASB complaints received by the service are now to do with noise from people related to DIY and music with the vast majority coming from residential premises.
- Noise remains consistently the top ASB complaint received by the Housing Tenancy Service (almost 30% in 2011-12).

# Governance Arrangements: How we are structured

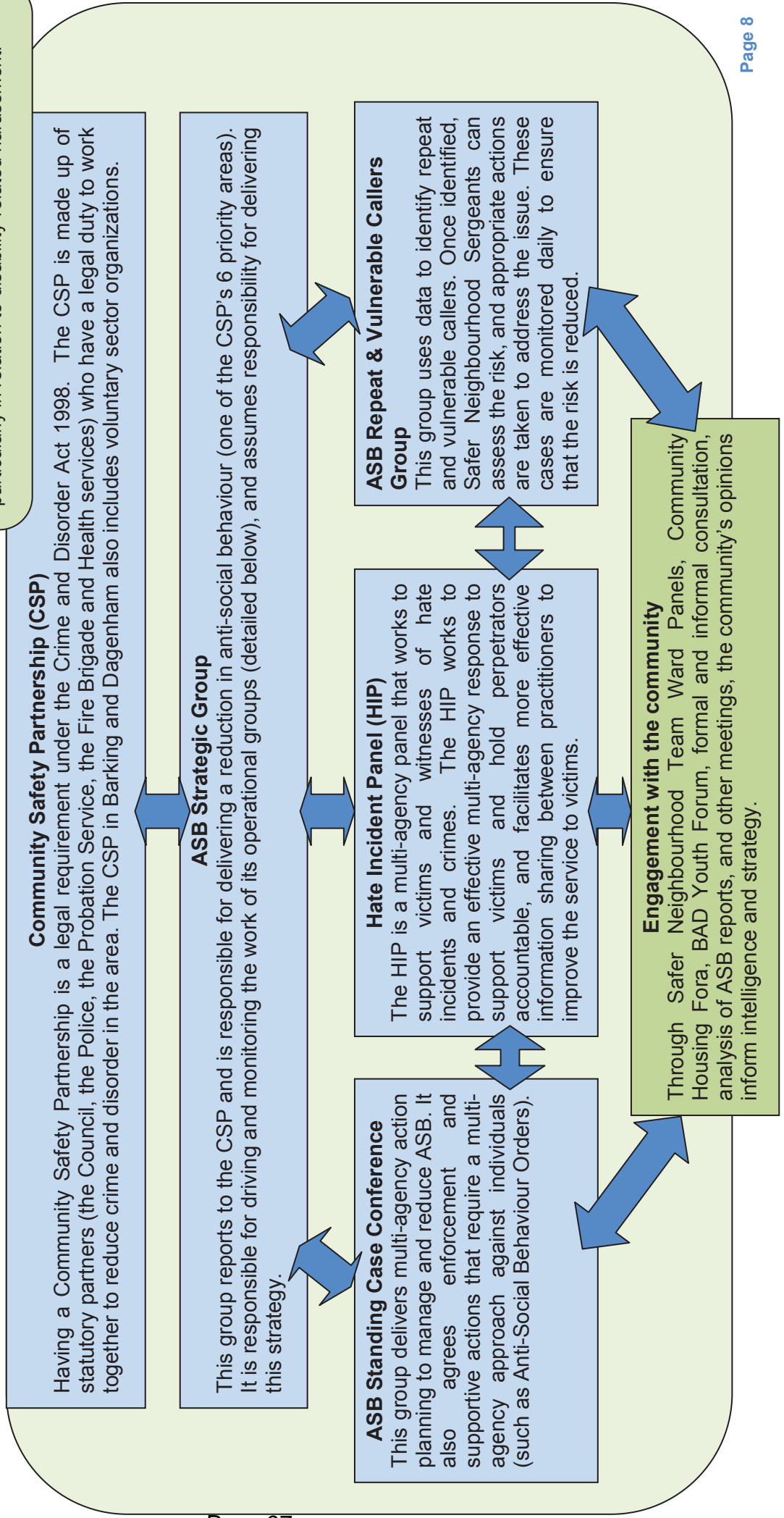
## 8

### Wider Strategic Links

*Children's Trust:* strategic link to the Children's Trust which is also part of the wider Local Strategic Partnership.

*Safeguarding Adults Board:* strategic link to the SAB, particularly in relation to disability-related harassment.

The diagram below sets out the framework within which the ASB Strategy will be delivered.



# Monitoring, Evaluation, and Review 9

Like all strategies, success depends on regular and robust monitoring and review to ensure that the intended outcomes are being achieved and action is being taken to address any arising issues.

Throughout the life of this strategy, the monitoring, evaluation, and review will be undertaken by the ASB Strategic Group, which will answer to the Community Safety Partnership (CSP). The CSP is a multi-agency board consisting of the Council, the Police, the Probation Service, the Fire Brigade, Health Services, and third sector organisations that work to reduce crime and disorder and promote community cohesion in the Borough.

## Anti-Social Behaviour Strategic Group

The group's role is:

- To drive and monitor the work programme of the ASB Incidents Operational Groups (ASB Standing Case Conference, and ASB Repeat Victims Group);
- To be responsible for the development, continued updating, and presentation of the ASB Strategy and linked policies and procedures; and
- To monitor all target measures under the remit of the CSP related to ASB, and where necessary recommend and implement appropriate mitigating actions to correct under-performance.

The ASB Strategic Group exists to bring together under a common purpose all agencies involved in providing services to deal with and prevent ASB. It creates a structure to enable joint working through a co-ordinated approach.

The ASB Strategic Group is a group of stakeholders providing strong leadership and co-ordination to deliver relevant targets and strategies for improving the response to ASB in Barking and Dagenham.

The membership of the ASB Strategic Group is drawn from across the Partnership and includes representation from the Council, the Police, Refugee and Migrant Forum for East London (RAMFEL), Victim Support, and North-East London Foundation Trust (NELFT).

The ASB Strategic Group develops and adopts an annual action plan that sets out how the aims and priorities for improvement set out in the ASB Strategy will be taken forward. It meets quarterly to monitor and evaluate progress against action plan targets.



**This strategy has been drawn up in consultation with stakeholders across the Borough.**

The priorities and actions set out in the strategy's action plan were agreed by the ASB Strategic Group in July 2011. Since then, extensive consultation has been undertaken across the boarder Partnership.

The public have been consulted through events such as the annual Meet the People events, where ASB has been consistently highlighted as one of the biggest concerns. Data regarding local issues that the community define as ASB has also been used to inform this strategy.

## Equality and Diversity

## 11

**This plan's intention is to ensure that services that respond to ASB are equally accessible to all sections of the community.**

As well as stimulating participation by under-represented groups, it is clearly advocated that work will continue to encourage increased participation by those groups in society who are already well-represented.

It is recognised that equal opportunity requires targeted positive action, and, in line with the vision for this strategy, actions will be taken to encourage all

residents in the Borough to take part in the engagement structures in place, so that their views can be heard and responded to.

The strategy will support the setting of targets for identified groups and recommend that plans and programmes are developed in consultation with group representatives.

The training of people and capacity building within these communities will be a key feature of this development work.

An equality impact assessment outlining the steps that need to be taken to meet the needs of the Borough's diverse communities has been undertaken and reviewed.

Its key findings were that:

- It needs to be easier for people with learning difficulties to report ASB.
- Perpetrators need to be dealt with fairly and offered a wide range of appropriate support to enable them to change their behaviour.
- ASB perpetrated against young people is under-reported.
- The ASB team needs to improve its knowledge about its customers.

These have been taken into account in the strategy's action plan.

# The Purpose of this Strategy 12

<b>Outcomes</b>	<ol style="list-style-type: none"><li>1. Increased confidence in agencies' response to ASB.</li><li>2. Reduction in reported experience of ASB.</li><li>3. A Borough where victims will report ASB and support court and other actions as they feel safer and have greater confidence.</li><li>4. A community where people get on with each other.</li></ol>
<b>Vision</b>	<b>A safer Borough where the problems of ASB are tackled and services are organised around the whole needs of individuals, families and places.</b>
<b>Priorities</b>	<ol style="list-style-type: none"><li>1. Identify and respond to the concerns of our communities around ASB.</li><li>2. Challenge the behaviour of perpetrators of ASB.</li><li>3. Provide quality support for victims and witnesses.</li><li>4. Work better as a Partnership to identify and respond to the causes of ASB.</li></ol>
<b>Objectives</b>	<p>By 2013 we will have achieved the following:</p> <ol style="list-style-type: none"><li>1. A reduction in the number of calls to the Police reporting ASB.</li><li>2. An increase in the number of victims who are satisfied with how their ASB complaint was managed.</li><li>3. An increase in the number of people who think that the Police and Partners are successfully tackling the crime and ASB issues that matter.</li><li>4. A reduction in the number of people who think that people do not treat each other with respect and consideration.</li></ol>

The following action plan covers the period April 2012 to March 2013.

# Priority One: Identify and Respond to 13 Community Concerns

The Community Safety Partnership has in place robust and rigorous mechanisms for responding to the community's concerns, regardless of the channel the concern is referred through. These mechanisms involve formal meetings, standing case conferences, and case work channels, as well as more informal approaches within the community. Examples of best practice we would like to build on include:

## **Working through Safer Neighbourhood Panels**

The Partnership has an innovative approach to the work at ward level, with both Council and Police officers present at every meeting to provide a timely and effective response to any issues that the community raises. This ensures that the community have a quick route to the Partnership when they need it. Work to review the roles of the Council's Community Safety Co-ordinators, alongside the emerging Government ASB policy, will enhance this type of engagement.

## **Community Clean-Ups**

These have given communities the opportunity to come together to address issues of local concern. In 2011, the Council's Community Safety Team, Environmental Services, Integrated Youth Services, and Police Safer Neighbourhood Teams have worked with communities to arrange clean-ups in 10 areas of the Borough. These events encourage residents to take responsibility for their local area, to meet their Safer Neighbourhood Teams on an informal basis and to meet the Council Officers and Councillors who work for them.



FOCUS AREAS	SUCCESS MEASURES	BY WHEN
<p>1.1 Increase the representation at Ward Panels to ensure that they reflect the demography and geography of their area.</p>	<p>1.1.1 Review the representation in terms of demography and geography. By September 2012, each Ward will have identified any groups or areas specific to them that are under-represented and developed engagement plans.</p> <p>1.1.2 Better use the Key Individual Networks to inform local priority setting, particularly where there is under-representation from specific groups on a panel that have a KIN representative from that group.</p> <p>1.1.3 Have trialled the use of Virtual Ward Panels to assist wider engagement.</p>	<p>1.1.1 September 2012</p> <p>1.1.2 September 2012</p> <p>1.1.3 December 2012</p>
<p>1.2 Continue to identify through the Victim, Offender, Location, and Time (VOLT) process the key locations that are ASB hotspots and work with those communities to find solutions.</p>	<p>1.2.1 To have identified three areas per year which have been greatly improved via joint intervention and to have publicised this work using the 'you said, we did' format.</p>	<p>1.2.1 March 2013</p>
<p>1.3 Develop plans with partners in Housing to deal with key issues that residents raise that they interpret as ASB but for which ASB enforcement powers are inappropriate (specifically high levels of private renting and ball games).</p>	<p>1.3.1 Work with colleagues in Housing to identify areas which may benefit from Selective Licensing for private landlords.</p> <p>1.3.2 Develop reports for Members so that consideration can be given to options to clarify issue around ball games on amenity greens and in the street and have communications plan for the public.</p>	<p>1.3.1 September 2012</p> <p>1.3.2 December 2012</p>
<p>1.4 Continue to develop relationships with Registered Social Landlords (RSL) so that services to tackle ASB are consistent, regardless of who incidents are reported to.</p>	<p>1.4.1 Identify an RSL lead to act as a champion and sit on ASB Strategic Group.</p> <p>1.4.2 Work with identified RSL lead to re-visit minimum standards (published in 2010) and encourage greater RSL buy-in</p>	<p>1.4.1 September 2012</p> <p>1.4.2 December 2012</p>



FOCUS AREAS	SUCCESS MEASURES	BY WHEN
<p>1.5 Have a more co-ordinated approach to licensing that is robust and ensures that licensed premises do not become magnets for crime and ASB, and so negatively impact on the local community.</p>	<p>1.4.3 Identify any gaps in training or resources which can be shared and develop plan to address these.</p>	<p>1.4.3 December 2012</p>
	<p>1.5.1 Hold regular Responsible Authority meetings regarding licensing applications, so that challenges to licences are supported across the Partnership (which will give them a greater chance of success).</p>	<p>1.5.1 Started in April 2012 and will continue through the life of this strategy.</p>
	<p>1.5.2 Continue to use intelligence and community engagement to identify the licensing issues which negatively impact on communities.</p>	<p>1.5.2 Started in April 2012 and will continue through the life of this strategy.</p>
	<p>1.5.3 Tackle the issues identified as important to local people by completing multi-faceted operations which use both enforcement and support to licensed premises to ensure that they are aware of and adhere to their obligations in terms of promoting community safety and reducing antisocial behaviour.</p>	<p>1.5.3 Started in April 2012 and will continue through the life of this strategy.</p>
	<p>1.5.4 Continue to link the enforcement and support of all types of licensed premises with a robust process for the review and application of licenses which attempts to ensure that the views of local people are fed into the licensing decision process.</p>	<p>1.5.4 Started in April 2012 and will continue through the life of this strategy.</p>
	<p>1.5.5 Strengthen the links between the work around enforcement of licenses to the work of alcohol treatment services.</p>	<p>1.5.5 March 2013</p>
	<p>1.5.6 Publicise the work that takes place around licensing back to the local community so that they can see the value of reporting issues if and when these arise.</p>	<p>1.5.6 March 2013</p>

FOCUS AREAS	SUCCESS MEASURES	BY WHEN
<p>1.6 Ensure that local communities continue to be kept informed about the work done to tackle ASB at a local level, using the 'you said, we did' format.</p>	<p>1.6.1 Every high level intervention (ASBO, eviction, closure, dispersal) to be considered for local publication (mail shot, newsletter) and risk assessment carried out.</p>	<p>1.6.1 September 2012</p>
<p>1.7 Ensure that the ASB and Neighbourhood Crime Co-ordination Officers work closely with the localities model to address, at the earliest possible stage, issues of local concern.</p>	<p>1.7.1 Each locality to develop a community safety plan that identifies issues of concern for that locality, and an action plan for addressing those issues.</p>	<p>1.7.1 December 2012</p>
<p>1.8 Address the concerns of residents around dogs.</p>	<p>1.8.1 Continue the work of the Barking and Dagenham Dog Group (a partnership group looking at encouraging positive dog ownership).</p> <p>1.8.2 Run at least 3 further Paws in the Parks days in 2012-13.</p> <p>1.8.3 Assess the need for measures like Dog Control Orders in public areas within the Borough.</p>	<p>1.8.1 On-going</p> <p>1.8.2 March 2013</p> <p>1.8.3 March 2013</p>
<p>1.9 To provide additional policing to high density residential Council housing estates in the Borough to combat a range of issues that are a concern to local people.</p>	<p>1.9.1 Monitor the work of the team via a weekly report to Housing Services on their performance in an outcome-based report.</p>	<p>1.9.1 Started in April 2012 and will continue through the life of this strategy.</p>

# Priority Two: Challenge Perpetrators 14

Examples of best practice we would like to build on:

## **Partnership ASB Team**

In 2010, officers from the Council's Anti-Social Behaviour Team and the Police ASB Team were relocated together in one office. This has led to improvements in the Council's and the Police's partnership-working, alongside other partners such as Victim Support, particularly with regard to information sharing and action-planning. This has led to an increase in the use of ASBOs. Prior to the teams' relocation, around 5 of these orders were taken out each year, but in the first quarter of 2011/12 the Partnership was able to secure 15 Orders in key areas where residents had identified ASB as their main concern. While an increase in the use of serious enforcement is not always an indicator of success, the joint working has ensured that where enforcement action has been taken it has been used appropriately, and support plans have been developed to help the individuals subject to this action change their behaviour in the longer term.

## **Restorative Justice Practices**

It is always important, in addressing ASB, that intervention with perpetrators happens at as early a stage as possible. The Partnership has been steadily increasing its use of restorative justice (RJ) to address ASB and unwanted behaviour. RJ can be used to deal with a wide range of issues, and is frequently used in response to 'unwanted' (but not anti-social) behaviours that divide communities (such as children playing football). In 2009, a small group of Council and Police officers were trained in facilitating restorative justice conferences and using the techniques in their everyday work. In 2010, the Police trained all SNT Officers and the remaining ASB Team officers in the same techniques. Community Circle events are a restorative model that the Partnership has been using increasingly: in 2010, two community circles were held, while in 2011 there were eight.



FOCUS AREAS	SUCCESS MEASURES	BY WHEN
2.1 Ensure that quick time interventions like Fixed Penalty Notices (FPNs) are used to full potential so that minor offences are dealt with proportionately at the first opportunity.	2.1.1 Consider options for giving Police officers and PCSOs FPN powers so that they can deal with issues like littering, dog fouling, and graffiti quickly have been explored. Report to go to Members.	2.1.1 December 2012
2.2 Have a monitoring process around enforcement action performance.	2.2.1 ASB Strategic Group reformed and being held quarterly as of January 2012. 2.2.2 Performance to be reported to this group once indicators agreed.	2.2.1 January 2012 2.2.2 May 2012
2.3 Ensure that the Partnership is using the full range of tools at its disposal.	2.3.1 Increase the use of Drug and Premises Closure Orders. None done in 2010/11 so target of 2 set for 2012/13. 2.3.2 Strengthen the use of civil powers to manage Council Tenants.	2.3.1 March 2013 2.3.2 March 2013
2.4 Continue to monitor the independent mediation service offered to ensure that this provides good value for money and is effective in resolving disputes.	2.4.1 Staff in SNTs/LBBD Housing/Noise Team to be reminded of referral routes for independent mediation service. 2.4.2 Satisfaction surveys to be sent to all closed cases by October 2012 and findings to be included in report for ASB Strategic Group to facilitate review of the contract currently in place.	2.4.1 December 2012 2.4.2 October 2012
2.5 Incorporate frequent ASB perpetrators into Integrated Offender Management (IOM) arrangements.	2.5.1 IOM cohort to include offenders and perpetrators where ASB is identified. 2.5.2 IOM cohort to include offenders where alcohol is a driver of behaviour.	2.5.1 December 2012 2.5.2 December 2012

FOCUS AREAS	SUCCESS MEASURES	BY WHEN
2.6 To work with colleagues across Children's and Adult Services to ensure that family intervention is put in place to address the behaviour of young people, where appropriate.	2.6.1 Provide early intervention and support for families with additional needs through the Children's centres and Multi-Agency Locality Teams.  2.6.2 Deliver a Family Intervention Project through the Youth Offending Service for the most problematic families.	2.6.1 March 2013  2.6.2 March 2013



# Priority Three: Improve Support to Victims and Witnesses 15

Examples of best practice we would like to build on:

## **ASB Repeat and Vulnerable Callers**

In 2009, the Police introduced a new system to identify repeat callers. This system is designed to prevent cases like the tragic case in Leicestershire where a mother and daughter had reported years of abuse that was never effectively dealt with. This resulted in the mother taking her own life and that of her disabled daughter. In Barking and Dagenham, the Partnership has set up a group that uses these Police and Partnership data and a system of referrals to identify repeat and vulnerable callers, the VOLT-ASB Group. It meets monthly to identify high-risk victims and decide on appropriate interventions. It typically works in three consecutive stages:

- Any victim of ASB that can be defined as 'repeat' or 'vulnerable' is identified.
- Once identified, the 'repeat' and/or 'vulnerable' victim is given a risk assessment.
- From there, the VOLT-ASB Group monitors cases at the appropriate level, and addresses victims' needs. Individuals or households assessed as higher risk are monitored daily with relevant officers being advised immediately so that steps can be taken where there is concern.

Since this system came into operation, a number of long standing cases have been brought to successful resolution. This work is also supported by a dedicated Victim Support worker who provides intensive support to higher risk individuals and families. Since this system became fully operational in 2010, 20 cases have been moved from having a high, medium or low risk to 'monitor only' status, as they have been successfully resolved.

## **Service User Satisfaction**

The ASB Team began measuring the satisfaction of all its service users in 2010. These data are reported as a performance indicator to the CSP Board quarterly. For 2010/11 79% of service users were satisfied with the service received. The collection of these data is an invaluable tool in guiding improvements to the service, and in 2012/13 the ASB plans to start surveying clients from commissioned services, including the mediation service and the Racial Equality Project (REP).



FOCUS AREAS	SUCCESS MEASURES	BY WHEN
<p>3.1 Continue to systematically survey all service users and use the ASB Strategic Group to extend this practice to commissioned and linked services.</p>	<p>3.1.1 Housing Services to undertake a review of its ASB service, including identifying how satisfaction of service users can be improved.</p> <p>3.1.2 Work with other service providers including REP, Mediation UK, and Environmental and Enforcement Services to enable them to provide satisfaction data to ASB Strategic Group.</p> <p>3.1.3 Identify whether vulnerable adults constitute disproportionately victims or perpetrators of ASB.</p>	<p>3.1.1 December 2012</p> <p>3.1.2 December 2012</p> <p>3.1.3 March 2013</p>
<p>3.2 Improve the support given to victims of hate incidents.</p>	<p>3.2.1 DADB and MENCAP being represented on the HIP.</p> <p>3.2.2 Review which areas see people with disabilities visiting the most and approach with a view to them becoming third party reporting sites.</p> <p>3.2.3 Consider REP being extended to provide support signposting to victims of all hate incidents, not just race.</p> <p>3.2.4 Put in place mechanisms to ensure that REP gets automatic referrals from Police for hate victims so victims are offered specialist advocacy and support.</p> <p>3.2.5 Development of a training package for staff (e-learning and face to face) on disability related harassment.</p>	<p>3.2.1 Started in April 2012 and will continue through the life of this strategy.</p> <p>3.2.2 December 2012</p> <p>3.2.3 December 2012</p> <p>3.2.4 September 2012</p> <p>3.2.5 March 2013</p>

FOCUS AREAS	SUCCESS MEASURES	BY WHEN
3.3 Ensure that Witness Care standards are offered to witnesses in civil proceedings.	3.3.1 Minimum standards of separate entrance, secluded seating area, and one-to-one support to be offered to all witnesses in County Court proceedings.	3.3.1 September 2012
3.4 Roll out training pack for front line staff on how to support and advise witnesses in Court proceedings.	3.4.1 Training pack to be rolled out to staff. 3.4.2 Monitoring of training to be done by ASB Strategic Group.	3.4.1 September 2012 3.4.2 December 2012
3.5 Develop opportunities to strengthen CCTV coverage for community safety purposes by working with parking and traffic enforcement.	3.5.1 Identify what opportunities exist via joint working at the ASB Crime Strategy Group.	3.5.1 March 2013
3.6 Use complaints data to identify common themes which lead to dissatisfaction among service users across departments.	3.6.1 Complaints data to be analysed and report on findings to ASB Strategic Group.	3.6.1 September 2012



# Priority Four: Work Together to Prevent ASB 16

Examples of best practice we would like to build on:

## **A Mirror in Marks Gate Project**

This project addresses the cyclical nature of ASB in Marks Gate by bringing all sections of the community together and creating a sense of pride and a sense of 'place' by focussing on the Estate's history. 'A Mirror in Marks Gate' emerged from a multi-agency operation created to combat ASB in Marks Gate through a two-pronged approach of enforcement and engagement work with the community. The project builds on other successful engagement initiatives that have taken place in Marks Gate over the last year, including the setting up of a new youth club, an allotment, and four Community Clean-Ups. This project is being funded through a successful application for nearly £13,000 to the Home Office Community Action Against Crime: Innovation Fund. Between January 2012 and March 2013 the project will deliver 20 sessions facilitated by Valence House Museum with schools and community groups about the history of Marks Gate; a memory sharing exercise, in which residents' oral histories will be collected by volunteers from the community; the establishment of a lasting 'History Walk' around the Estate's landmarks and historical sites; an exhibition; and a time capsule competition.

## **Family Intervention Project**

The Family Intervention Project (FIP), started in April 2010, is designed to work with families at risk of eviction due to ASB in order to prevent this. It aims to stop the perception that 'problems are moved, rather than tackled.' The FIP addresses the root causes of ASB by supporting families but also taking action if they do not comply with the plan agreed to address their behaviour. The developing work on Troubled Families will build on the work started in FIP.



FOCUS AREAS	SUCCESS MEASURES	BY WHEN
4.1 Combat disability related harassment.	<p>4.1.1 Have a cross-Borough publicity campaign working with voluntary groups to publicise the value of disabled people to society, so as to combat negative attitudes to disability.</p> <p>4.1.2 Community Safety Co-ordinators to continue to deliver work in schools and colleges supporting young people with learning disabilities around staying safe and dealing with disability-related harassment.</p>	<p>4.1.1 December 2012</p> <p>4.1.2 December 2012</p>
4.2 Gangs: deliver a range of interventions, led by the Serious Youth Violence Partnership, including prevention in schools and colleges, work with families, and enforcement against higher-level gang members.	<p>4.2.1 Reduce the number of crimes of violence.</p> <p>4.2.2 Reduce the number of robbery offences.</p> <p>4.2.3 Reduce the number of crimes of violence and robbery involving young people as victims.</p>	<p>4.2.1 December 2012</p> <p>4.2.2 December 2012</p> <p>4.2.3 December 2012</p>
4.3 Community Safety Co-ordinators to continue to work with local groups to deliver preventative work at a local level.	<p>4.3.1 Successful bids (Marks Gate Oral History Project and Farmway Community Garden Project) to be delivered in 2012/13.</p> <p>4.3.2 CSCs to continue to support community groups to deliver programmes that address community safety concerns. These programmes to be identified and monitored via locality plans.</p>	<p>4.3.1 December 2012</p> <p>4.3.2 December 2012</p>
4.4 Drugs and alcohol as a driver for ASB to be tackled.	<p>4.4.1 Continue to provide high quality support services for drug and alcohol users.</p> <p>4.4.2 IOM cohort to include offenders and perpetrators where ASB is identified especially.</p>	<p>4.4.1 December 2012</p> <p>4.4.2 December 2012</p>
4.5 Maintain a range of tiered services to support families.	<p>4.5.1 Further reduction in young people not in education, employment or training to less than 5%.</p>	<p>4.5.1 March 2013</p>

FOCUS AREAS	SUCCESS MEASURES	BY WHEN
4.6 Provide a range of positive activities that develop skills of resilience, and build self-esteem and community cohesion.	4.5.2 Increased self sufficiency and resilience. 4.6.1 Ensure that at least one form of open access youth provision is delivered in every Ward at least once a week. 4.6.2 Provide a comprehensive programme of activities during school holidays. 4.6.3 Work with Safer Schools Officer to identify young people at risk of ASB and deliver PSD programmes.	4.5.2 March 2013 4.6.1 June 2012 4.6.2 October 2012 4.6.3 October 2012
4.7 Encourage the increased use of Parks and open spaces.	4.7.1 Continue to increase the safety and perceived safety of parks and open spaces via the Safer Parks Team. 4.7.2 Increase the satisfaction of park users and the range of activities in parks and open spaces in line with the Sport and Physical Activity Strategy for Barking and Dagenham.	4.7.1 March 2013 4.7.2 March 2013
4.8 Reduce re-offending by meeting the housing need of offenders.	4.8.1 Housing to be involved in Integrated Offender Management (IOM) arrangements.	4.8.1 September 2012

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## CABINET

18 September 2012

<b>Title:</b> Together: A Community Cohesion Strategy for Barking and Dagenham 2012-16	
Report of the Cabinet Member for Crime, Justice and Communities	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Karen Ahmed, Divisional Director, Adult Commissioning	<b>Contact Details:</b> Tel: 020 227 2331 E-mail: <a href="mailto:karen.ahmed@lbbd.gov.uk">karen.ahmed@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Karen Ahmed, Divisional Director, Adult Commissioning	
<b>Accountable Director:</b> Anne Bristow, Corporate Director, Adult and Community Services	
<p><b>Summary:</b></p> <p>“Together” is the first community cohesion strategy for Barking and Dagenham which has been developed by local partners and will be delivered by local organisations working together. “Together” has been formed based on extensive consultation carried out this year, which built on the research carried out by the Campaign Company in 2007.</p> <p>The Council’s previous Cohesion Strategy was launched in 2007 and ended in 2010. The six priorities identified in the 2007 strategy have been wrapped into three themes: neighbourliness, talking and listening, and bringing people together. An action plan is included, which emphasises actions to be taken within existing resources by all partners.</p> <p>The strategy has been agreed by the Community Safety Partnership; Cabinet is being asked to endorse the strategy.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is asked to consider, comment and endorse the “Together: A Community Cohesion Strategy for Barking and Dagenham 2012-16” as set out at Appendix A to the report.</p>	
<p><b>Reason(s)</b></p> <p>To assist the Council in achieving its key objective of “Building Together”.</p>	

## **1. Introduction and Background**

- 1.1 *Together* is the first community cohesion strategy for Barking and Dagenham which has been developed by local partners and will be delivered by local organisations working together. Together has been formed based on extensive consultation carried out this year, which built on the research carried out by the Campaign Company in 2007. This is the borough's first partnership cohesion strategy. Both the previous strategies have focused on the role of the Council in leading cohesion rather than developing a partnership approach.
- 1.2 In 2008 the Government defined community cohesion as "*What must happen in all communities to enable different groups of people to get on well together.*"
- 1.3 Work to promote community cohesion also directly supports the requirement of the Equality Act 2010 to "*Foster good relations between people who share an equalities characteristic and those who don't.*"
- 1.4 The Coalition Government (2012) has focused on developing integration, which is defined as: "creating the conditions for everyone to play a full part in national and local life". This will occur when, "...each of us, whatever our background, has a chance to contribute. ... Integration is achieved when neighbourhoods, families and individuals come together on issues which matter to them"
- 1.5 There have been two previous community cohesion strategies in Barking and Dagenham. The first strategy, 'One Community', being adopted in 2004 and the second, 'Building our future together' was developed in 2007 following research and recommendations made by the Campaign Company. The 2007 strategy was based there were six priorities identified by residents to help cohesion in the borough. These were:
- A safe place to live
  - Fair access to services
  - A place where people respect each other.
  - Improvements to the local environment
  - More opportunities for young people
  - Create opportunities for the community to come together
- 1.6 The 2007 strategy ended in 2010. The Local Strategic Partnership remains committed to developing community cohesion; a new three year strategy has therefore been prepared for the borough. The new strategy has three focus areas, which are based on the previous six priorities: neighbourliness, talking and listening, and bringing people together.

## **2. Proposal and Issues**

- 2.1 There have been examples of community tensions in the borough in recent years which imply a risk of future disturbances. Demonstrations by the English Defence League in the area and ongoing activity by far right organisations have drawn some media coverage, and pose a risk to future cohesion.
- 2.2 The disturbances in August 2011 affected Barking and Dagenham but the response by local people was more significant. The day after the disturbance, nearly 50

community leaders came together and signed a joint statement which was circulated in the borough and replicated in other parts of London. Young people in particular helped to arrange clear up days. A peace wall was signed by many residents and local organisations.

- 2.3 In contrast to the current Government's policy on integration, Barking and Dagenham is choosing to focus on talking about doing things together, bringing people together and building a shared sense of pride in our borough.
- 2.4 The overarching outcome of the work will be to ensure that the borough will increasingly be a place where people get on well together and support one another.
- 2.5 As a result of the consultation process partners named the strategy to reflect the local perspective as the *Together* Strategy. The vision for the *Together* Strategy is to make Barking and Dagenham:

*"A place where people of all ages respect one another and enjoy safe and peaceful lives; where there are opportunities to meet together and look forward to the future, and to be a united community who will get fair access to services."*

- 2.6 In order to fulfil the vision the strategy will aim to achieve the following by 2016:
- Everyone owns and drives a shared set of principles which positively and actively promote community cohesion in Barking and Dagenham.
  - An increase in the number and range of conversations where people comment on and suggest solutions to local issues.
  - An increase in the level of engagement opportunities with Children and Young people around cohesion issues using debate and themed events and for younger children through play.
  - An increase in people feeling that people from different backgrounds get on well together
  - An increase in the number of events which bring people from different backgrounds together in Barking and Dagenham
  - An increase in the number of people who feel that they belong to their local neighbourhood.
  - A reputation as a borough where people look out for each other and get involved in their communities through voluntary work, or as carers, learners and/or neighbours
- 2.7 In order to achieve this the *Together* Strategy has three key outcomes:
- Neighbourliness
  - Talking and listening
  - Bringing people together
- 2.8 Each of these three areas have their own action plans outlining what partners have said are the most important areas to focus on in the coming years.
- 2.9 It is the culmination of these actions plans that will enable partners to add value by working together to improve community cohesion within the borough.

- 2.10 It is intended that all partners adopt the principles of the strategy throughout their work. All partners currently promote community cohesion in a range of ways as part of their ongoing work. This strategy highlights positive activity, as well as identifying new shared initiatives.
- 2.11 The action plan has been developed in agreement with partners to include actions which can be carried out within current budgets.
- 2.12 It is intended that the strategy will be suitable for partners to use as part of the evidence base for future bids for additional funding

### **3. Principles the strategy is based upon**

- 3.1 As the strategy has been developed partners have undertaken to uphold following principles throughout their work:
- Effective partnership working is fundamental to the development of community cohesion in the Borough.
  - Evaluation and monitoring against objectives are key elements of all initiatives, and of the overall strategy.
  - Opportunities for the community to come together should be built into all partner programmes wherever possible.
  - That there is effective consultation with individuals, groups, and the wider population in the development of programmes and initiatives designed to tackle anti-social behaviour in the Borough.
  - Key decisions and strategies should be considered in the light of their impact on community cohesion.
  - The use of social media to promote positive, consistent messages about the community is the responsibility of all partners.
  - The voice of children and young people will be sought and they will be fed back as to what can and can't be done

### **4. Actions and monitoring**

- 4.1 The strategy has been developed with a working action plan which will be reviewed and updated through the life of the strategy. It will be delivered and monitored through the Barking and Dagenham Community Safety Partnership, which brings together Council, police, health sector, fire service, probation and a wide range of local third sector and business interests to work on what matters most to residents.

### **5. Options Appraisal**

- 5.1 The background to this report lays out the previous approach that has been taken to the ownership of cohesion strategies in Barking and Dagenham. It is recommended that the Together Strategy is owned as a Partnership document. The options available are described below:



## 5.2 **Option1: Not endorsing the Together Strategy**

Barking and Dagenham is a rapidly changing borough. If the Council chose not to endorse the strategy it would face a reputational risk of being seen not to be concerned with issues of supporting new and established communities to get on well together. The Council would also risk legal challenge by potentially failing to meet the requirement of the Equality Duty to 'foster good relations' between different groups in the borough. The risk of community tensions would increase. Finally not agreeing to the action plan would mean that work to bring neighbours together in the borough would be diminished, resulting in less positive feeling between neighbours.

## 5.3 **Option2: The Council owning the Together Strategy without partners**

This approach would potentially ignore the valuable contributions to cohesion from the range of statutory, business and voluntary partners in the borough and lose the opportunity for mainstreaming community cohesion as a partnership approach within the borough. The action plan contains many actions by partners; failing to promote these would result in additional expectation on the Council to independently promote cohesion.

## 5.4 **Option 3: Endorse the Together Strategy**

The strategy enables partners to agree a shared understanding of and vision for cohesion in the borough for the next four years. It enables the Council to be a key partner in leading on cohesion, whilst providing actions that will be met within existing budgets. The strategy will help mitigate the risk of community tensions in the borough.

## 6. **Financial Implications**

Implications completed by: Dawn Calvert, Finance Group Manager

- 6.1 There is no financial impact due to the adoption of the Together; A Community Cohesion Strategy for Barking and Dagenham 2012-16. If there are any additional costs these will have to be managed within the Council's budgets.

## 7. **Legal Implications**

Implications completed by: Fiona Taylor, Legal Group Manager

- 7.1 Cabinet is recommended to endorse the community strategy for the period 2012-2016 which is in compliance with our public sector responsibilities under the Equality Act 2010 and specifically our general duty under section 149 of the Act and the duty to have 'due regard' to the need to (i) eliminate discrimination, (ii) advance equality of opportunity and (iii) foster good relations between people. Compliance with the general equality duty is a legal obligation and the community strategy assists the authority with our general obligations.

## 8. **Other Implications**

- 8.1 **Risk Management** - The Strategy supports the Council's work to mitigate corporate risk 24: "Failure to adequately monitor tension risks and to be seen to address concerns and grievances leads to community tensions, personal safety risks for minority populations, and reputational damage for the Council."

- 8.2 **Customer Impact** - The Strategy supports the Council's work to meet the requirement of the Equality Act 2010 for the Council to "foster good relations between people who share an equalities characteristic and those who don't". By developing neighbourliness, strong communications and local events, the strategy will enable all communities to build trust and understanding in the borough. The Council's actions within the strategy will form part of the Council's Single Equalities Scheme Action Plan.
- 8.3 **Safeguarding Children** - The strategy supports the aims and objectives of the Children's Act 1989 and the Barking and Dagenham Children and Young People's plan in relation to safeguarding children and young people. Children and Young people have a key role to play in cohesion locally and should be encouraged to live, work and play together. Both the Children's Trust and the Barking and Dagenham Safeguarding Children's board support the strategy and will continue to champion equalities and cohesion in all the services it commissions and supports. Both boards endorse the vision for the partnership and endorse the 3 key outcomes of neighbourliness, talking and listening and bringing people together. We will encourage all our providers including schools and children's centres to promote cohesion in all they do and ensure the activities in the action plan relating to children and young people are carried out.
- 8.4 **Health Issues** - Health and community cohesion are inextricably linked. Health tends to decline (with premature mortality and increased morbidity, particularly in stress related conditions) in communities where levels of interaction are low and where people feel insecure. In more cohesive communities the reverse is true and it is much easier for public services to develop a dialogue with local people and to be sure that services are meeting local needs
- The Strategy is underpinned by the Joint Strategic Needs assessment and supports the draft Joint Health and Wellbeing Strategy currently out for public consultation.
- 8.5 **Crime and Disorder Issues** - Activities relating to crime reduction and reducing fear of crime have been incorporated into the strategy's action plan. The strategy supports activity aimed at reducing tension and supporting communities to identify and resolve local issues, which may otherwise lead to community safety issues. The commitment and activities to promote neighbourliness and working together will promote trust and engagement, which will enhance community safety in the borough.

#### **Background Papers Used in the Preparation of the Report:**

1. Creating the conditions for integration: DCLG February 2012
2. Realising Community Wealth – Local Government and the Big Society: NLGN Report November 2011
3. Building our future together; Community Cohesion Strategy for Barking and Dagenham 2007 - 2010

#### **List of appendices:**

**Appendix A** - Barking and Dagenham Cohesion Strategy 2012-2016

# Barking & Dagenham Partnership

## Together: a community cohesion strategy for Barking and Dagenham

2012 – 2016

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# Foreword

# 1

Barking and Dagenham's vision for community cohesion is:

*“Together we choose to build and support a place where people of all ages respect one another and enjoy safe and peaceful lives; where there are opportunities to meet together and look forward to the future, and to be a united community who will get fair access to services.”*

As partners we have made significant progress in these areas over the last eight years. From the launch of the first cohesion strategy in 2004 residents, the Council and local organisations have been working to unite people to celebrate the borough and to work together to build a stronger community.

This Strategy has been put together by partners in the borough to lay out our commitment to community cohesion and to describe clearly the actions we are going to take from 2012 to 2016 to build a stronger community in Barking and Dagenham.

Barking and Dagenham has a proud tradition of neighbours and communities coming together to solve problems and celebrate local and national events and achievements. This strategy provides positive ways to help communities at a time of increasing challenges posed by the coalition government's austerity measures.

Councillor Jeanette Alexander, Cabinet Member for Crime, Justice and Communities

The key themes are:

### 1. Neighbourliness

An increase in the number of people who feel that they belong to their local neighbourhood.

A reputation as a borough where people look out for each other and get involved in their communities through voluntary work, or as carers, learners and/or neighbours.

An increase in people feeling that people from different backgrounds get on well together.

### 2. Talking and listening

Everyone owns and drives a shared set of principles which positively and actively promote community cohesion in Barking and Dagenham.

An increase in the number and range of conversations where people comment on and suggest solutions to local issues.

### 3. Bringing people together

An increase in the number of events which bring people from different backgrounds together in Barking and Dagenham

Barking & Dagenham epitomises east London – a place where people talk to each other, support and look out for each other. At a time when everything seems to be about speed, and modern communication systems seem to prevent people talking to the person next to them, we want to build on the traditional values of bringing people together, talking and listening, and being a good neighbour. I hope the actions contained in this strategy go some way to achieving that.

Carl Blackburn, Chair of the Cohesion Sub-Group

# Introduction

# 2

We launched a cohesion strategy in 2004 and a second strategy in 2007. A wide range of the work which had begun is still taking place, some of which is summarised through this strategy.

The national Place Survey in 2008 found that in Barking and Dagenham only 49% of people believed that the borough was a place where “people from different backgrounds get on well together”. This was the lowest score in the UK; the average was 79%. The 2011 Residents Survey asked the same question of residents as the previous Place Survey, and found that 52% of residents now feel that people from different backgrounds get on well together in the borough.

There have been examples of community tensions in the borough in recent years. Demonstrations by the English Defence League in the area and ongoing activity by far right organisations have drawn some media coverage, and pose a risk to future cohesion.

The disturbances in August 2011 affected Barking and Dagenham. But the response by local people was more significant – young people in particular helped to arrange clear up days. A peace wall was signed by many residents and local organisations. The day after the disturbance, nearly 50 community leaders came together and signed a joint statement which was circulated in the borough and replicated in other parts of London.

In the first half of 2012 discussions have been held with young people, tenants and residents associations, the Community Safety

Partnership and a range of groups and individuals who are involved in promoting community cohesion in the borough to agree this strategy.

The strategy is designed to be a practical and useable document. On this basis actions are grouped into the following three themes:

- Neighbourliness
- Talking and listening
- Bringing people together



*Barking and Dagenham Peace Wall*



**The key outcomes from the delivery of this strategy in 2016 will be:**

## **1. Neighbourliness**

An increase in the number of people who feel that they belong to their local neighbourhood.

A reputation as a borough where people look out for each other and get involved in their communities through voluntary work, or as carers, learners and/or neighbours.

An increase in people feeling that people from different backgrounds get on well together.

## **2. Talking and listening**

Everyone owns and drives a shared set of principles which positively and actively promote community cohesion in Barking and Dagenham.

An increase in the number and range of conversations where people comment on and suggest solutions to local issues.

An increase in the level of engagement opportunities with Children and Young people around cohesion issues using debate and themed events and for younger children through play.

## **3. Bringing people together**

An increase in the number of events which bring people from different backgrounds together in Barking and Dagenham

# Definition of Community Cohesion 4

The concept of community cohesion emerged in the UK in 2001, following the disturbances in Bradford, Burnley and Oldham. The subsequent Cantle Report drew attention to polarised and segregated communities, in which people led 'parallel lives'. Their 'Guidance on Community Cohesion' was issued a year later in December 2002 and did much to take the agenda forward in practical terms. There have been a wide range of national programmes and projects to promote cohesion since that time.

In 2008 the Government defined community cohesion as:

***What must happen in all communities to enable different groups of people to get on well together.***<sup>1</sup>

Work to promote community cohesion also directly supports the requirement of the Equality Act 2010 to:

***Foster good relations between people who share an equalities characteristic and those who don't***

The Coalition Government (2012) has focused on developing integration, which is defined as: "creating the conditions for everyone to play a full part in national and local life". This will occur when, "...each of us, whatever our background, has a chance to contribute. ... Integration is achieved when neighbourhoods, families and individuals come together on issues which matter to them"<sup>2</sup>.

**In Barking and Dagenham, we focus on talking about doing things together, bringing people together and building a shared sense of pride in our borough.**

**In Barking and Dagenham, our vision is to be:**

***A place where people respect one another and enjoy safe and peaceful lives; where there are opportunities to meet together and look forward to the future, and to be a united community who will get fair access to services***

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<sup>1</sup> The Government's Response to the Commission on Integration and Cohesion, Department for Communities and Local Government, 2008  
<sup>2</sup> Creating the Conditions for Integration; Department for Communities and Local Government, 2012



# Links to Other Strategies & Plans 5

A number of national, regional, and local documents that have influenced the development of Barking and Dagenham's Cohesion Strategy:

National and Regional Policy and Strategy Documents	Local Policies, Strategies and Practices	
<p>Building a fairer Britain: Reform of the Equality and Human Rights Commission 2011</p> <p>Creating the Conditions for Integration; Department for Communities and Local Government, 2012</p> <p>Equality Act 2010</p> <p>Localism Act 2011</p> <p>The Prevent Strategy 2011</p> <p>London Mayor's Refugee and Integration Strategy</p>	<p>Anti Social Behaviour Strategy</p> <p>Barking and Dagenham Community Tension Assessment</p> <p>Barking and Dagenham Domestic and Sexual Violence Strategy and Action Plan</p> <p>Barking and Dagenham Health and Wellbeing Strategy 2012</p> <p>Barking and Dagenham Joint Strategic Needs Assessment 2011</p> <p>Barking and Dagenham Older people's strategy</p> <p>Barking and Dagenham Poverty Strategy</p>	<p>Barking and Dagenham Regeneration Strategy</p> <p>Barking and Dagenham Safeguarding Strategy 2011/12</p> <p>Barking and Dagenham Children and Young People's Plan</p> <p>LBBB Community Cohesion Strategy 2007-2010 "Building our Future Together"</p> <p>LBBB Grants Review 2010</p> <p>LBBB Housing Strategy</p> <p>LBBB Personalisation and Market Development Strategy</p>

# Principles of this Strategy

# 6

This strategy is based upon the following principles which partners have committed to uphold:

- Opportunities for the community to come together should be built into all partner programmes wherever possible.
- Key decisions and strategies should be considered in the light of their impact on community cohesion.
- There is effective consultation with individuals, groups, and the wider population in the development of programmes and initiatives designed to tackle anti-social behaviour in the Borough.
- The use of social media to promote positive, consistent messages about the community is the responsibility of all partners.
- The voice of children and young people will be sought and they will be fed back as to what can and can't be done
- Evaluation and monitoring against objectives are key elements of all initiatives, and of the overall strategy



*Brighter Steppings celebrate their debating competition during Peace Week 2011*

## **Cohesion**

Activities by extremist groups such as the English Defence League and Muslims Against Crusades have sought to raise tensions and conflict between local communities.

The disturbances in August 2011 highlighted the need to support communities and partners to work together to promote cohesion and trust, to reduce the impact of future events on communities. The final report of the Riots Communities and Victims Panel, found that the neighbourhoods that suffered from riots are more pessimistic about their local areas and the opportunities for local people than those areas that did not suffer from riots.

## **Localism**

The Localism Act 2011 gave local groups the right to seek to take on public services which they believe they could provide more efficiently and effectively than the current provider. The Act also gave local groups a right to nominate local properties such as shops, pubs, halls, parks and open spaces for inclusion by the Council on a list of 'assets of community value'; and provided a guaranteed minimum period of time for community organisations to put together funding packages and business plans so that they are able to make an offer to buy such assets should they come up for sale.

## **Austerity**

The national economy is impacted by an unprecedented budget deficit and the country is facing an uncertain economic future, with wide reaching implications of Government policy. The Council and some partners are facing significant challenges with ever decreasing levels of Government funding which is likely to continue in future years. This reduction comes at a time when our community's needs are becoming ever more complex and our population is growing faster than in other parts of London and the rest of the country. It is a difficult time for individuals and communities, with inflation rising and the things we buy getting more expensive and the implications of the Government's welfare reforms impacting on individuals and households.

## **Community and voluntary sector**

The current Coalition Government are promoting the Big Society. In the current economic climate, charitable giving has slightly increased nationally. Lottery funding has increased as more people have played in the lottery in recent years. However funding for voluntary and community groups from public organisations, including the government, has substantially decreased, and is likely to continue to do so.

## Population

Barking and Dagenham is a place where people are increasingly choosing to live. This means that not only are we a fast growing borough but also that the look of our borough is changing. Our community mapping estimated in May 2011 that the population was 179,741, with 43,195 young people aged under 16, and 11,132 older people aged 75 or over. The number of people living in Barking and Dagenham has increased by 11% in the last 10 years. The age distribution of Barking and Dagenham residents is changing. The proportion of young people is high compared with England as a whole, and the proportion of over 50s lower. We have the highest growing young population in the country and the number of children aged 0-4 has doubled since the last census. This year's reception intake was 62% BME

There has also been a rapid shift in the proportions of various ethnic groups. In May 2011, the White population stood at 65.6%, the Black African population at 17.6% and the Asian population at 15.3%. There are now over 100 languages spoken by children attending the Borough's schools. This means that Barking and Dagenham is becoming much more like the rest of London. The number of faith groups in the borough has grown in the last ten years. There are now an additional 40 churches and 8 more Muslim groups in the borough.

New residents are bringing much to the borough; the number of community and voluntary organisations in the borough continues to increase. Barking and Dagenham has the 2<sup>nd</sup> highest growth in businesses (2010-12) in London and 12<sup>th</sup> highest nationally. A significant reason for this is the changing demographics as over half the new businesses are from Black, Asian and Minority Ethnic (BAME) communities.

## Community and Voluntary Sector

The [New Local Government Network](#) published a report at in 2011 which tries to quantify exactly what the Big Society means around the country. The report identified Barking and Dagenham as facing "double deprivation"; lacking in wealth and big society resources. In particular, the borough scores low in terms of:

- NI the percentage of people who feel that they belong to their neighbourhood
- NI 3 Civic participation in the local area
- NI 6 Participation in regular volunteering

There has been a recent rise in the number of community and voluntary sector groups in the borough. Residents are increasingly working together to resolve local issues. For example, this year 28 street parties were held in the borough to celebrate St Georges Day. The Barking and Dagenham Council for Voluntary Service have re-opened the Ripple Centre as a community venue which also includes an incubation hub for local community groups.



## Localism

Eight community halls were transferred to community groups on long-term leases in 2011. This early move towards a Localism approach has empowered local communities to take ownership of their buildings. A key aspect of this strategy is shared ownership by the community and all partners. Supporting community and voluntary sector organisations to develop a range of services will also enable local people to come together, and will ultimately lead to more cohesive communities. The two centres shown here (Abbey Community Centre and Village Community Centre) have been very successful in providing welcoming venues for a wide range of community activities for the range of generations and communities in their neighbourhood



## Intergenerational Work

The development of the Gascoigne Youth and Community Centre has been a strong example of intergenerational work in the borough. This Centre is managed by the Children and Young Peoples Department for the benefit of the whole community. Many of its activities focus on the needs and interests of young people aged 11-18. However in addition to these activities focussed on youth the centre is the venue for the successful Childville Pre-School. Older folk in the community have valued the development of the Chit-Chat Club as an opportunity to get together on a weekly basis. The Barking Recovery LinkUp Café has been meeting in the centre since spring 2012 to provide mutual support for all those affected by drug, alcohol and other addictions. On Sundays two churches use the centre for worship services. As a key community venue the centre is used for consultations on regeneration projects in the area and also provides a setting for the regular Safer Neighbourhood Team meetings.



## **Austerity**

In Barking and Dagenham the economic downturn is impacting particularly on employment, income and businesses. Unemployment has risen, weekly income has fallen and more people are claiming Jobseekers Allowance. The number of evictions from Council homes has also increased and the number of people presenting themselves as homeless has risen dramatically. However, other indicators show a more positive trend, such as increased numbers of visits to leisure facilities and the number of planning applications and associated increase in income. Other measures have remained largely static, such as home repossessions.

The challenges to people who live and work in the borough are substantial. A recent national Joseph Rowntree Survey found that “Unemployment negatively affected relationships with ethnic minority groups, fostering a victim-blaming culture that prevented cohesion”. This Strategy seeks to bring people together in Barking and Dagenham to work to address some of the impacts of the economic situation, and to build strong relationships between communities to lessen the risk of a victim-blaming culture emerging in the borough.

# How we arrived at our themes 9

There have been two previous community cohesion strategies in Barking and Dagenham. The first strategy, *One Community*, was adopted in 2004. The second, *Building our Future Together*, was launched in 2007, following research and recommendations made by the Campaign Company. Their work identified six priorities identified by residents to help cohesion in the borough. These were:

- A safe place to live
- Fair access to services
- A place where people respect each other.
- Improvements to the local environment
- More opportunities for young people
- Create opportunities for the community to come together

These six principles have been discussed by a range of groups in borough in the first part of 2012. This has included discussions by:

- The BAD Youth Forum
- Tenants and Residents Associations
- The Voluntary Sector Forum
- The Faith Forum and faith groups
- The Black, Asian, Minority Ethnic and Refugee Forum
- The Disability Forum

- The Older People's Forum
- The LGBT Forum
- The Community Safety Partnership

The Local Strategic Partnership The Community Safety Partnership has again endorsed the six priorities previously used. These have now been summarised into three themes.

The action plan which has subsequently been developed very much brings together current and future actions by a wide range of groups in the borough.





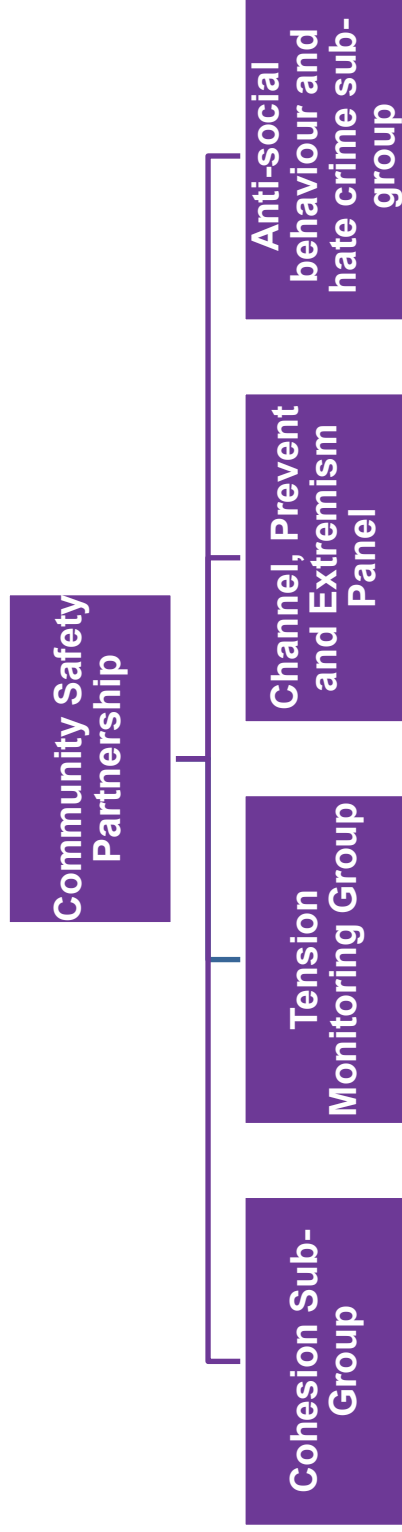
# Governance Arrangements:

# 10

## How the strategy will be delivered

This strategy is a partnership document, and as such will be delivered through the Barking and Dagenham Partnership, which brings together Council, police, health sector, fire service, probation and a wide range of local third sector and business interests to work on what matters most to residents. The Community Safety Partnership (CSP) is responsible for cohesion in the Borough, and will monitor the strategy's progress.

The CSP has four sub-groups whose remit relates particularly to community cohesion:



In addition, the Barking and Dagenham Communications Network will carry out a number of actions. The Network is a group of communications and marketing leads from the statutory, voluntary and commercial sectors within the borough. The goal of the Network is to share best practise, to work in partnership to develop proactive and positive communications messages about Barking and Dagenham and to correct and challenge negative stereotypes or matters of inaccuracy.

# Monitoring, Evaluation, and Review 11

Like all strategies, success very much depends on regular and robust monitoring and review to ensure that the intended outcomes are being achieved and action is taken to address service failings or other problems that will undoubtedly arise.

Throughout the life of this strategy the monitoring, evaluation and review will be undertaken by the Cohesion Sub-Group, who will provide annual reports to the Community Safety Partnership.

The Community Safety Partnership (CSP) is one of five delivery groups within the Barking and Dagenham Partnership. The CSP is responsible for safety and community cohesion in the borough. The CSP has several sub groups who are responsible for core pieces of work to ensure that agreed actions are delivered and the overall Barking and Dagenham Partnership vision is achieved. The CSP has a Cohesion Sub Group who has developed this Together Strategy. The Sub Group is chaired by the Chief Executive of Barking and Dagenham CVS, and includes representatives from community groups, the Council, police and NHS.

## Cohesion Sub-Group

The Cohesion Sub Group's role is to:

- Bring Partners together to identify opportunities to work together to promote neighbourliness in the borough
- Advise the Community Safety Partnership on matters relating to Community Cohesion.
- Be responsible for the development, continued updating and presentation of the Together Strategy and linked policies and procedures
- Monitor all target measures under the remit of the CSP related to the Strategy and where necessary recommend and implement appropriate mitigating actions to correct under-performance.

The Cohesion Sub- Group meets every two months to monitor and evaluate progress against action plan targets, an update of which is provided in a Chair's Update at each Community Safety Partnership Meeting.

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# Equality and Diversity

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## 12

This strategy links closely to work to promote equalities in the borough and forms part of each partners' work to meet the requirements of the Equality Act 2010. In particular, the Strategy describes a shared approach by Partners to “fostering good relations between people who share an equalities characteristic and those who don't” – one requirement of the Act. The Act particularly refers to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The Strategy focuses on bringing people of all backgrounds together. As partners we are all committed to providing services to all people in the borough equally, and to encouraging and supporting all communities to work together for the good of the borough.

Each Partner is committed to considering the impact of their services, and any changes they make, on people from different communities and backgrounds. In particular, partners commit to carrying out Equality Impact Assessments of key decisions and services, which will include an assessment of changes on community cohesion in the borough. This will ensure that cohesion is considered wherever services are changed or developed in the borough. The strategy itself will support the setting of targets for identified groups and recommend that plans and programmes are developed in consultation with group representatives. An equality impact assessment will be produced that outlines how the needs of the Borough's diverse communities as well as people from each of the equalities groups have been considered and taken into account in the development of the strategy improvement action plan.

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# Resourcing the Strategy

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## 13

It is intended that all partners adopt the principles of the strategy throughout their work. All partners currently promote community cohesion in a range of ways as part of their ongoing work. This strategy highlights that positive activity, as well as identifying new shared initiatives. The action plan has been developed in agreement with partners to include actions which can be carried out within current budgets. It is intended that the strategy will be suitable for partners to use as part of the evidence base for future bids for additional funding.

# The Purpose of this Strategy

# 14

<b>Outcome</b>	Increase in community cohesion
<b>Vision</b>	A place where people of all ages respect one another and enjoy safe and peaceful lives; where there are opportunities to meet together and look forward to the future, and to be a united community who will get fair access to services
<b>Themes</b>	<b>Outcomes</b>
	<b>By 2016 we will have achieved the following:</b> Everyone owns and drives a shared set of principles which positively and actively promote community cohesion in Barking and Dagenham. An increase in the number and range of conversations where people comment on and suggest solutions to local issues. An increase in the number of young people engaging in debates about identity and cohesion. An increase in people feeling that people from different backgrounds get on well together. An increase in the number of events which bring people from different backgrounds together in Barking and Dagenham An increase in the number of people who feel that they belong to their local neighbourhood. A reputation as a borough where people look out for each other and get involved in their communities through voluntary work, or as carers, learners and/or neighbours.
<b>1. Neighbourliness</b>	
<b>2. Talking and listening</b>	
<b>3. Bringing people together</b>	

## **Leys Stop 'n' Shop**

A local shop has been created on the Leys Estate in Village ward where there are no stores locally. Funding was identified to support engagement on the Leys estate. One of the key issues identified for the estate was the need for a community shop as the nearest shop is a fuel station 10 minutes away. The Children's Centre provided the venue and 3 volunteers were interested in setting up and running the community shop. A competition was run and the shop is called The Leys Stop N Shop. It opened on 3<sup>rd</sup> May and currently has 6 volunteers.

## **Street Parties**

Street parties have been held in the borough throughout living memory. In 2012 the council supported 28 Street parties to celebrate St Georges Day, and even more to celebrate the Queen's diamond jubilee.

## **Hertford Road Community Clean Up Day**

The project was a joint working partnership between internal agencies with the Council's Locality, Refuse and Housing Teams being joined by Tesco and Wickes. The project started at 8am and had been completed before 2pm with a staggering 5 tonnes of waste removed! Wickes showed their support by releasing employees to assist with the litter removal and Tesco kindly provided lunch spread for the volunteers.





# Theme: Neighbourliness

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
<p>1.1 More neighbourhood voluntary clean-up days arranged</p> <p>1.2 Remove rubbish – identify fly-tipping hotspots</p>	<p>Resident estate inspectors (6-15 a year)</p> <p>Ongoing programme Run clean up days – 1 per year per ward</p>	<p>Ongoing</p>	<p>Community Coordinators and Street Scene</p> <p>LBBD Environmental, Locality Teams and Community Coordinators</p>
<p>1.3 Improved welcoming of new residents</p>	<p>Welcome packs created and distributed to all new residents. Redesign with local people, with content relevant to each Tenants and Residents Association</p>	<p>September 2013</p>	<p>LBBD Housing, RAMFEL, Studio 3 and Tenants and Residents Associations</p>
<p>1.4 Arrange a best-neighbourhood improvement competition</p>	<p>Competition held during Peace Week</p>	<p>September 2012</p>	<p>Peace Week Alliance</p>
<p>1.5 Promote safer neighbourhood groups within Borough and provide support.</p>	<p>Implementing SNT Ward Awareness strategy to promote the role of SNTs and to provide a more holistic, victim-centred response as part of the Total Victim Care programme action plan</p>	<p>March 2013</p>	<p>Metropolitan Police Community &amp; Partnership Team; Barking &amp; Dagenham Borough</p>

# Theme: Neighbourliness

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
<p>1.6 Identify and circulate good news stories of residents helping one another</p>	<p>Annual summary of good news stories published circulated by partners online and through local media provided to CSP</p>	<p>From September 2013</p>	<p>B&amp;D Communications Network</p>

# Theme Two: Talking and listening 16

## August Disturbances

Following the disturbances in August 2011, a substantial group of organisations and community leaders met within hours of the disturbance in Barking and Dagenham to agree a statement. The statement was quickly released, and mitigated the risk of further disturbances by demonstrating the positive work going on to challenge those rioting, and ensuring that leaders from all communities in the borough were seen to be working together.

## Effective Conversations

The London Borough of Barking and Dagenham carried out highly innovative work to deliver Effective Conversations ('myth busting') training to 1,000 frontline staff to improve the way we communicate with local people – this was recognised as best practice by the Department for Communities and Local Government.





# Theme: Talking and listening

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
<p>2.1 Increase information sharing and joint working between public, private and voluntary organisations in the Borough</p>	<p>Increase the number of partnership projects/services</p> <p>Four joint funding applications per year</p>	<p>July 2013</p> <p>Ongoing</p>	<p>CVS and LBBD Group Manager for Communications</p> <p>CVS and LBBD Group Manager for Community Cohesion</p>
<p>2.2 Ensure all communications are in all necessary languages and formats</p>	<p>All partners commit to Plain English; accessible formats also produced</p>	<p>December 2012</p>	<p>LBBD Marketing &amp; Communications, with all Partners</p>
<p>2.3 Equip partners with the skills to use all media to promote the borough in a positive image and to challenge negative views</p>	<p>Increased amounts of 'positive voice' coverage about the Borough across multiple channels</p> <p>Provide &amp; promote ESOL &amp; ICT courses to equip residents with a level of English language skills that will enable them to take full advantage of the technology</p>	<p>July 2013</p> <p>September 2012</p>	<p>LBBD Group Manager for Communications (LBBD GM Marketing &amp; Communications), B&amp;D Communications Network</p> <p>Adult College</p>

# Theme: Talking and listening

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
<p>2.4 Increased levels of consistency in messaging across Partner organisations – especially on ‘touchstone’ themes such as increasing population and diversity of the Borough</p>	<p>Develop strategic ‘lines to take’ about Barking and Dagenham, enabling key Partnership leaders and spokespeople to be better coordinated.</p> <p>The development of the “B&amp;D Script”.</p>	<p>December 2012</p> <p>March 2013</p>	<p>Barking &amp; Dagenham Communications Network</p> <p>Barking &amp; Dagenham Communications Network</p> <p>Barking &amp; Dagenham Communications Network</p>
<p>2.5 Improve the reputation of the Borough both internally and externally, so residents and agencies feel positive about the Borough.</p>	<p>Increased positive responses on channels such as the Council’s Facebook page and Twitter feed.</p> <p>Increased participation by residents in community activities and events.</p> <p>Increased positive mentions of Barking and Dagenham in key media.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>LBBB Group Manager for Communications</p> <p>All partners</p> <p>Barking &amp; Dagenham Communications Network</p>

# Theme: Talking and listening

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
2.6 More positive images in the press and media	Increased positive coverage in mainstream and digital media.	To be reviewed September 2013	LBBB Group Manager for Communications and partnership organisation communications leads and senior principals (B&D Communications Network)
2.7 Promote positive images of young people in the borough in national press most read by residents	Articles published Action Plan completed Switch ID project continued Community space challenge – young people transforming their environment	July 2013 July 2013 Ongoing September 2013	BAD Youth Forum and Young People's Safety Group Lifeline BAD Youth Forum and Young People's Safety Group
2.8 Promote positive messages to young people	All partners providing good news stories to local schools through assemblies and school newsletters - LBBB Group Manager for Education Inclusion to provide appropriate contact details	September 2012	All partners

# Theme: Talking and listening

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
<p>2.9 Promote crime prevention advice and community events</p>	<p>Metropolitan Police Service use of Neighbourhood Link and Twitter feeds to provide crime prevention advice, community events and raise awareness of police services we provide as part of communication action plan</p>	<p>Ongoing</p>	<p>Metropolitan Police Barking &amp; Dagenham Borough</p>
<p>2.10 Schools facilitate discussions about cohesion, discrimination and identity</p>	<p>Schools use citizenship classes to provide space for discussion of bullying, racism, homophobia, religion, removing discrimination and our local identity</p>	<p>Ongoing</p>	<p>LBBB Children's Services</p>

# Theme Three: Bringing People Together 17

## **A Mirror on Marks Gate Project**

This project brings all sections of the community together and creating a sense of pride and a sense of 'place' by focusing on the Estate's history. 'A Mirror in Marks Gate' builds on other successful engagement initiatives that have taken place in Marks Gate over the last year, including the setting up of a new youth club, an allotment and four Community Clean Ups. This project is being funded through a successful application for nearly £13,000 to the Home Office Community Action Against Crime: Innovation Fund. Between January 2012 and March 2013 the project will deliver 20 sessions facilitated by Valence House Museum with three schools and community groups about the history of Marks Gate, a memory sharing exercise in which resident's oral histories will be collected by volunteers from the community, the establishment of a lasting 'History Walk' around the Estate's landmarks and historical sites, an exhibition and a time capsule competition.

## **Thames View Community Garden**

The Thames View Community Garden project intends to produce an accessible shared community space in heart of Thames View. It intends to draw local people together in transforming a derelict piece of land behind the Sue Bramley Centre into a space for rest, cooperation and horticulture.

## **Barking and Dagenham Youth Project**

Barking and Dagenham Youth Project is based at The Chase and Eastbrookend Country Park in Barking and Dagenham, London. Their young people have helped create a wildlife and bird-feeding area, putting in log piles, seating areas, compost containers, bug hotels, cutting back and creating new paths. They have recently worked on the regeneration of an area of Dagenham Marshes with London Play, planting two willow biodomes and a willow tunnel. They are currently maintaining The Chase and Eastbrookend Country Park, erecting signs and fences, painting and doing plenty of cutting back as the weather and nature



*Thames View community garden during development*

# Theme: Bringing People Together

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
3.1 Work with local people to support new events	<p>Create an annual Barking and Dagenham Photography Day where everyone takes a picture of the Borough to sum up what it means to them</p> <p>An arts-based project for Working Men's Clubs</p> <p>Create opportunities to celebrate BAME and immigrants' arrival in Barking and Dagenham by promoting citizenship ceremonies</p> <p>Provide display of citizenship ceremonies in Peace Week</p> <p>Encourage neighbourhoods to have fun days and events: LBBB Events Team to provide "how to have a street party" guide</p> <p>Funding available for St Georges day street parties</p> <p>Supporting community groups to arrange events</p>	<p>September 2013</p> <p>September 2014</p> <p>September 2013</p> <p>September 2012</p> <p>December 2012</p> <p>February 2013</p> <p>Ongoing</p>	<p>Photographic Society/Studio 3</p> <p>Studio 3/ARC/CVS (subject to funding)</p> <p>RAMFEL/LBBB/Registrars/ Translation and Interpretation Service</p> <p>LBBB registrars</p> <p>LBBB Community Coordinators, events and Cohesion Team, Community Associations</p> <p>LBBB Cohesion Team</p> <p>CVS and Community Coordinators LBBB events and Arts Service and CVS</p>

# Theme: Bringing People Together

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
	<p>A calendar provided to Partners each year and published online</p> <p>More choirs – work with churches, Fanshawe Adult College Choir and others to bring together</p> <p>Celebrate differences in culture through performing arts and dance: Molten Arts festival, Borough Dance Festival and exhibitions</p> <p>Submit bid for patchwork quilt: lots of communities to knit or create a piece of art and bring them together in a tapestry. Facilitated through coffee mornings at Valence House and Eastbury Manor, along with other venues</p> <p>Submit bid for arts trail based around specific postcodes</p>	<p>Ongoing</p> <p>September 2014</p> <p>Ongoing</p> <p>September 2013</p> <p>September 2013</p>	<p>Community Music Service/Adult College, Faith Forum</p> <p>LBBB Arts team, Arc Theatre, Studio 3 Arts</p> <p>LBBB Heritage with Cohesion Team, Harmony House, Community Associations (subject to funding)</p> <p>LBBB Arts, Studio 3 Arts (subject to funding)</p>



# Theme: Bringing People Together

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
3.2 Improve support to the community when planning events	<p>Provide advice on how to get food hygiene certificates</p> <p>Proactively identify sources of funding and help groups to apply for it</p> <p>Uniformed services to support by attending community events</p>	<p>September 2012</p> <p>Ongoing</p>	<p>LBBB's Events Team</p> <p>Barking and Dagenham CVS</p> <p>Fire Service and Metropolitan Police Barking &amp; Dagenham Borough</p>
3.3 Increase volunteering.	<p>Development of 40 volunteer plus centres</p> <p>Offer volunteering opportunities at borough events</p> <p>Promote voluntary sector training e.g. Studio 3's training for socially excluded and disabled volunteers</p> <p>Provide free training courses to support residents who wish become volunteers</p>	<p>September 2012</p> <p>Ongoing</p> <p>Ongoing</p> <p>September 2012</p>	<p>Volunteer Plus</p> <p>Arts, events and sports development</p> <p>CVS, Studio 3 and Starting Point</p> <p>Adult College</p>
3.5 An increase in the number of people donating to and	Promote foodbanks across the Borough to ensure access for	December 2012	Barking and Dagenham CVS; all local foodbanks



# Theme: Bringing People Together

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
<p>benefitting from foodbanks in the borough</p>	<p>those most in need and to increase the involvement of neighbours in providing resources</p> <p>Links to all local foodbanks on LBBDD and CVS websites</p>	<p>December 2012</p>	<p>LBBDD, CVS</p>
<p>3.6 Peace Week is celebrated in the borough to highlight good community relations and bring people together</p>	<p>A programme of Peace Week events and activities provided each year</p> <p>Neighbourhood activities provided with seed funding to celebrate Peace Week</p> <p>Peace Week Awards Ceremony held each year to promote the positive work carried out in the borough</p>	<p>Ongoing</p> <p>Ongoing</p> <p>September 2012</p>	<p>Peace Week Alliance</p> <p>LBBDD Cohesion Team</p> <p>Peace Week Alliance and LBBDD Cohesion Team</p>
<p>3.7 Create a sense of ownership of the built environment, including public art and public realm commissions, among residents who contribute to the borough</p>	<p>Tenants and Residents Associations supported to influence local issues and support local community activities</p> <p>Continue and grow the network of</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>LBBDD- Environmental and Locality Teams, Community Coordinators, Housing, Regeneration, Studio 3, Arts Development Team, CVS and Tenants and Residents Associations</p>

# Theme: Bringing People Together

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
	<p>shopping parade forums</p> <p>Continue the development of the Residents Urban Design Forum (RUDF)</p> <p>Continue to develop the UP! Barking artwork project for young people in Barking</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>LBBB - Regeneration</p> <p>LBBB – Planning</p> <p>LBBB – Regeneration,</p>
<p>3.8 Make best use of the Borough's heritage.</p> <p>3.9 Celebrate open spaces</p> <p>3.10 Make more of the rivers and brooks.</p>	<p>Showcase shops with historical stories they can tell – develop an online exhibition facility</p> <p>Events taking place in parks Partner with Open Square Gardens week to promote the Gardens at Eastbury and Valence</p> <p>Organise and publish a guide of 30 minute walks in the borough around different themes (e.g. history, environment, culture, places of worship) (Subject to funding – could be commissioned to voluntary sector)</p>	<p>July 2013</p> <p>Ongoing</p> <p>September 2013</p>	<p>LBBB Heritage</p> <p>LBBB Parks, Events and Arts</p> <p>CVS / LBBB Heritage/LBBB Parks</p>

# Theme: Bringing People Together

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
3.11 Support London Open House	An increase in B&D venues involved in Open House  Promote details of how to hire green spaces and what regulations there are for community groups	July 2013  November 2012	LBBDD Heritage support partners  LBBDD Parks
3.12 Support families to understand and celebrate cohesion as positive	Family centres: programmes and activities that bring the community together	Ongoing – in each Peace Week	Children's Centres,
3.13 Promote family learning (Adult College) with outreach partners	Music for Mums and toddlers Increase the range of opportunities across the borough for families to learn together	September 2012 September 2012	Community Music Service Adult College/CMS
3.14 Raise awareness of the issues of poverty and the local services available to mitigate its impact	Child poverty embedded into Joint Trust induction for new staff Final Contact planner made available to all staff and community organisations Promote a range of low cost vocational courses to provide	December 2012 September 2012 September 2012	LBBDD LBBDD, CVS, CAB Adult College

# Theme: Bringing People Together

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
3.15 Financial inclusion	<p>residents with the skills needed to improve access to and progress in the labour market</p> <p>Increase &amp; promote the provision of free maths courses for adults to equip them with the skills needed in a rapidly changing world</p>		Adult College
3.16 Furniture Recycling	<p>Establish a furniture recycling project to enable to residents to donate unwanted furniture, and new residents in need to be supported to access the furniture they need</p>	July 2013	DABD
3.17 Greater participation in tenants and residents associations and Community Associations	<p>Continue to promote and advertise Tenants and Residents Associations at events and in the press</p> <p>Encourage Tenants and Residents Associations to hold community events</p> <p>Target areas of low attendance</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>LBBB Tenants And Residents Association Team</p> <p>CVS</p> <p>LBBB Tenants And Residents Association Team</p>

# Theme: Bringing People Together

FOCUS AREAS	SUCCESS MEASURES	BY WHEN	BY WHO
	Tenants and Residents Associations and Community Associations involved in wider voluntary sector networks		CVS
3.18 Increase in the number and range of opportunities for parents and families to meet together	Children's centres to have more events bringing the local community together including parenting programmes and activities for children and young people during the day, after school and in the holidays	Ongoing	LBBB Children's Services

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## CABINET

18 September 2012

<b>Title:</b> Transition of Public Health to Local Authorities: Delivery of the Future Public Health Responsibilities	
<b>Report of the Cabinet Member for Health</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Matthew Cole, Director of Public Health	<b>Contact Details:</b> Tel: 0208 227 3657 E-mail: matthew.cole@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Matthew Cole, Director of Public Health	
<b>Accountable Director:</b> Anne Bristow, Corporate Director, Adult and Community Services	
<p><b>Summary:</b></p> <p>The purpose of this report is to describe the responsibilities and implications of the transfer of Public Health from the NHS to the Council under the Health and Social Care Act 2012. In line with the new responsibilities the Council will review its strategic priorities to ensure that 'Health' is appropriately aligned to the Council's core business.</p> <p>This report sets out the proposed arrangements for the transfer of the public health function for Barking and Dagenham from NHS North East London &amp; the City (NHS NELC) to the Council.</p> <p>It is proposed that the Council establishes its own Director of Public Health, Public Health team and, where appropriate, seeks to share functions with other local authorities</p> <p>From 1 April 2013, every local authority will receive an annual Public Health Grant. The Council's Public Health Grant is assumed for 2013/14 at £11.019m. The Department of Health has indicated that the Council could expect NHS inflation level uplift in the region of 2% for 2013/14. It is expected to be sufficient to cover existing staff and contracts.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended:</p> <p>(i) To authorise the Corporate Director of Adult and Community Services to make arrangements for the appointment of a Director of Public Health to serve Barking and Dagenham by means of transfer or TUPE arrangement, in line with Department of Health proposals following the Health &amp; Social Care Act 2012 (paragraph 2.5 refers);</p> <p>(ii) To authorise the Corporate Director of Adult and Community Services to explore options for sharing public health functions/services with other local authorities (paragraph 4.3 refers);</p>	

- (iii) To note the national approach taken to transferring staff from NHS organisations to the Council, including the implications for the initial transitional structure for the public health function at the point of transfer on 1 April 2013 (paragraph 5.4 refers);
- (iv) To note the indicative Public Health Grant of £11.019 million for 2013/14 (paragraph 6.4 refers); and
- (v) To note that in line with its new responsibilities the Council will review its strategic priorities to ensure that 'Health' is appropriately aligned to the Council's core business (paragraph 12.6 refers).

**Reason(s)**

The Health & Social Care Act 2012 sets out the statutory requirement for local authority leadership of public health from April 2013. In approaching that deadline, the Department of Health has set out the terms under which it sees Directors of Public Health, the functions and resources transferring to local government. The decisions proposed to Cabinet in this report give effect to the Department's proposals, and set out how those terms would apply in Barking and Dagenham. There is scope within the proposals for local determination of structures and any sharing arrangements with other local authorities, and authority is required from Cabinet to pursue those negotiations and decisions.

**1. Introduction and Background**

- 1.1 The Health & Social Care Act 2012 sets out substantial structural change to the organisation and delivery of health and social care services, including significant enhancement of the role of local authorities in health. After a gap of almost 40 years the Act has returned a leading public health role to the Council, bringing with it considerable new responsibilities.
- 1.2 The enhanced role for local authorities supports the response to Professor Sir Michael Marmot's report *Fair Society, Healthy Lives*, bringing greater focus on the wider social determinants of health, with actions set in the context of a life course approach. The intention is to help people live longer, healthier and more fulfilling lives, and improve the health of the poorest, fastest.
- 1.3 In support of these new responsibilities, the Council must appoint a Director of Public Health to take responsibility for its public health functions, which include duties to improve the health of the people in the borough.
- 1.4 This enhanced role for local authorities includes:
  - Leading joint strategic needs assessments to ensure coherent and coordinated commissioning strategies;
  - Ensuring local peoples voices are heard, and the exercise of patient choice;
  - Promoting joined up commissioning of local NHS services, social care, and health improvement; and
  - Leading on local health improvement and prevention activity.



- 1.5 The focal point for the Council's health and wellbeing responsibilities is the Health and Wellbeing Board. The Board's responsibilities include:
- Assessing the health and wellbeing needs of the population and leading the statutory joint strategic needs assessment (JSNA);
  - Promoting integration and partnership across areas, including through joined up commissioning plans across the NHS, social care and public health;
  - Supporting joint commissioning and pooled budget arrangements; and
  - Producing a Joint Health and Wellbeing Strategy.
- 1.6 The necessary authorisations will be sought later in the municipal year setting out proposed changes to the Constitution in respect of establishing the Board as an Executive Committee of the Council.

## **2. New Public Health Responsibilities**

- 2.1 In April 2013, the Council will inherit from the PCT a raft of public health activity ranging from cancer prevention and tackling obesity to drug misuse and sexual health services. Council Officers have prepared for the transfer and are ready to take on these new public health responsibilities, which will be built into the Council's core business. It is intended that the Council and the information it provides on public health issues will become a source of trusted advice and guidance for our residents, the local NHS and others who might affect, or be affected by, the health of residents.
- 2.2 Initially, the Council's mechanisms for delivery of public health will be, broadly, the current responsibilities of the Director of Public Health and his team. Government policy documents, the public health profession and local government have all emphasised, however, that the transfer is an opportunity to transform public health, addressing the wider social determinants of health through the full range of Council functions and partnerships. An important aspect of improving health will be to pursue closer working and integration of health and social care, so that people's needs are recognised and responded to in a holistic way.
- 2.3 **Director of Public Health**  
Under the Health and Social Care Act 2012 (the Act), every local authority will be required to appoint, jointly with the Secretary of State for Health, a person to be its Director of Public Health who must be a statutory chief officer of their authority and the principal adviser on all health matters to elected members and officers. This person will be required to be an appropriately qualified Public Health specialist. Under the Act, a local authority must have regard to any guidance issued by the Secretary of State for Health in relation to its Director of Public Health, including guidance as to appointment and termination, terms and conditions, and management.
- 2.4 The Department of Health has published a factsheet outlining the expected role and accountability of the Director of Public Health, and the Secretary of State will be publishing statutory guidance on the responsibilities of the Director, in the same way that guidance is currently issued for Directors of Children's Services and Adults' Services. The most fundamental functions of a Director of Public Health are set out in law, and these are described in Appendix 1. This means that direct accountability is expected between the Director of Public Health and the local

authority Chief Executive for the exercise of the local authority's public health responsibilities and that they will have direct access to elected members.

2.5 On the basis of these functions being set out in statute, Cabinet is recommended to authorise the Corporate Director of Adult & Community Services to establish and conclude the process for the transfer/appointment of the Director of Public Health as set out in Department of Health regulations or with due regard to guidance issued.

## 2.6 **Mandatory Functions**

The Act directly (i.e. on commencement, rather than through regulation) transfers certain specific public health activities to the Council relating to the schools medical programme (e.g. duties to weigh and measure school children). It also transfers the whole of the school nursing service, i.e. those nurses working in a public health role with school-aged children and their families. Members should note that, at present, these duties do not include children from 0-5 years. The NHS Commissioning Board will be responsible for public health in relation to 0-5 year olds until 2015, when the Secretary of State has indicated that responsibility for this group will transfer to local authorities.

2.7 In Department of Health policy documents it has been made clear that the provision of certain additional public health services will be mandatory for local authorities from April 2013. These include:

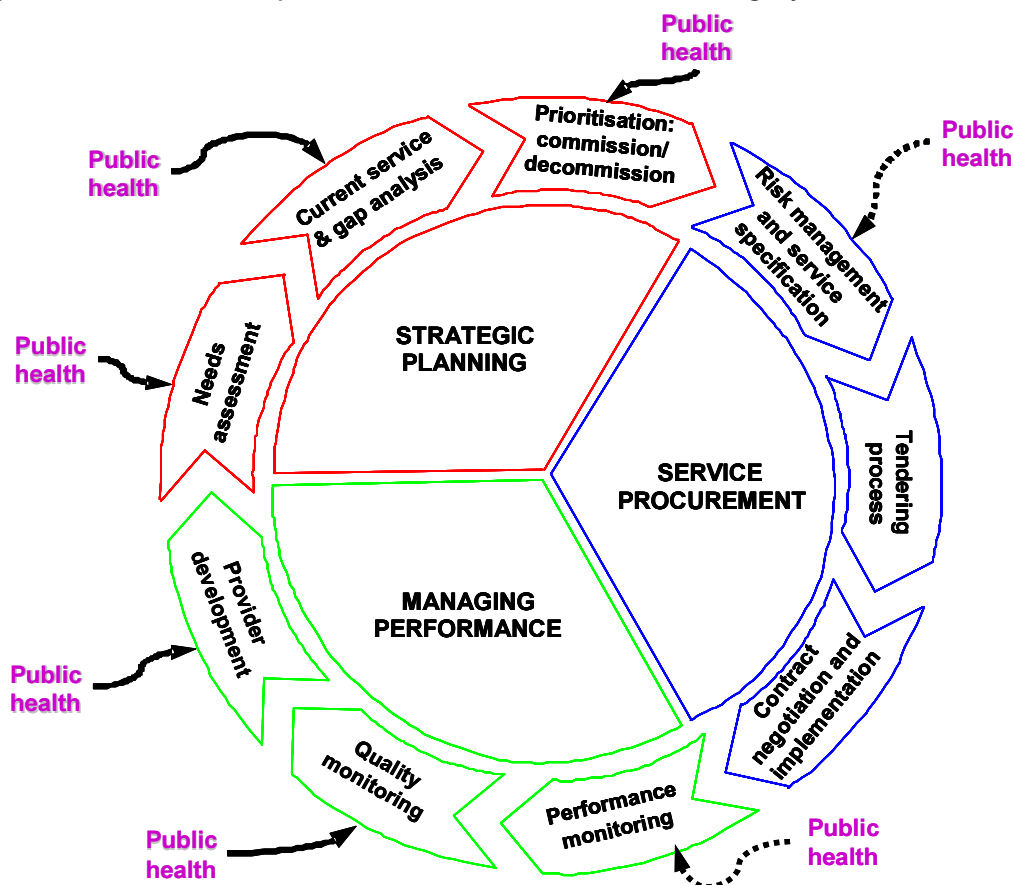
- Providing appropriate access to sexual health services;
- Ensuring there are plans in place to protect the health of the population, including immunisation and screening;
- Ensuring NHS commissioners receive public health advice on matters such as health needs assessments for particular conditions or disease groups, evaluating evidence to support the process of clinical prioritisation for populations and individuals and new drugs and technologies in development – this advice has become known as the 'core offer' from public health to Clinical Commissioning Groups; and
- The NHS Health Check programme for people between 40 and 74.

2.8 A late addition during the passage of the Act places a duty on local authorities to take on the duties of PCTs for appointing medical examiners and related activities, including funding and monitoring the work of medical examiners. These duties were created by the Coroners and Justice Act 2009, but have not yet commenced. Medical examiners scrutinise the Medical Certificates of Cause of Death issued by doctors who attend patients in their final illness, and this important responsibility arises from the enquiry into the case of Dr Harold Shipman.

## 2.9 **Public Health Advice to NHS Commissioners**

The Council as previously detailed is required through the Director for Public Health and other public health professionals, to provide public health expertise, advice and analysis to the Barking & Dagenham Clinical Commissioning Group (the CCG) as well as to the Health & Wellbeing Board and, for primary care and other directly commissioned services, to the NHS Commissioning Board. This support is likely to cover a number of aspects of health care commissioning as well as social care commissioning. Figure 1 depicts a model of commissioning and shows where public health input is particularly relevant.

Figure 1: The roles of public health in the commissioning cycle



2.10 The Council has agreed a memorandum of understanding with the CCG for the transition period specifying Public Health inputs and outputs, and outlining the reciprocal expectations placed upon the CCG. Key aspects of the core offer include:

- Strategic Planning – assessing need and supporting CCG input to the JSNA, practice profiling, specific disease monitoring and patterns, health needs assessments for specific conditions or disease groups;
- Reviewing Service Provision – supporting CCG analysis of local variation in outcomes and performance, providing specialist support for service reviews and pathway development;
- Deciding priorities – critical appraisal of evidence, advising on decommissioning and commissioning prioritisation, horizon scanning for impact of National Institute of Health and Clinical Excellence guidance and guidance from other sources; and
- Procuring services – specialist public health advice on the effectiveness of interventions, including clinical and cost-effectiveness, service review methodology, medicines management, pathway development, monitoring and evaluation.

2.11 In addition to the provision of public health technical support, Barking & Dagenham CCG will also look to the Director of Public Health to contribute to the governance and decision making of the CCG, as a formal non-voting Board member.

2.12 **Public Health commissioning responsibilities**

In the Public Health system the Council will have responsibility for commissioning a range of mandatory and non-mandatory services through the Public Health Grant (Appendix 2). The decision to commission non-mandatory services will be based on the *Improving outcomes and supporting transparency: A Public Health Outcomes Framework for England, 2013-2016*, our local Joint Strategic Needs Assessment and the Joint Health and Wellbeing Strategy.

**3. Establishing a Public Health Function**

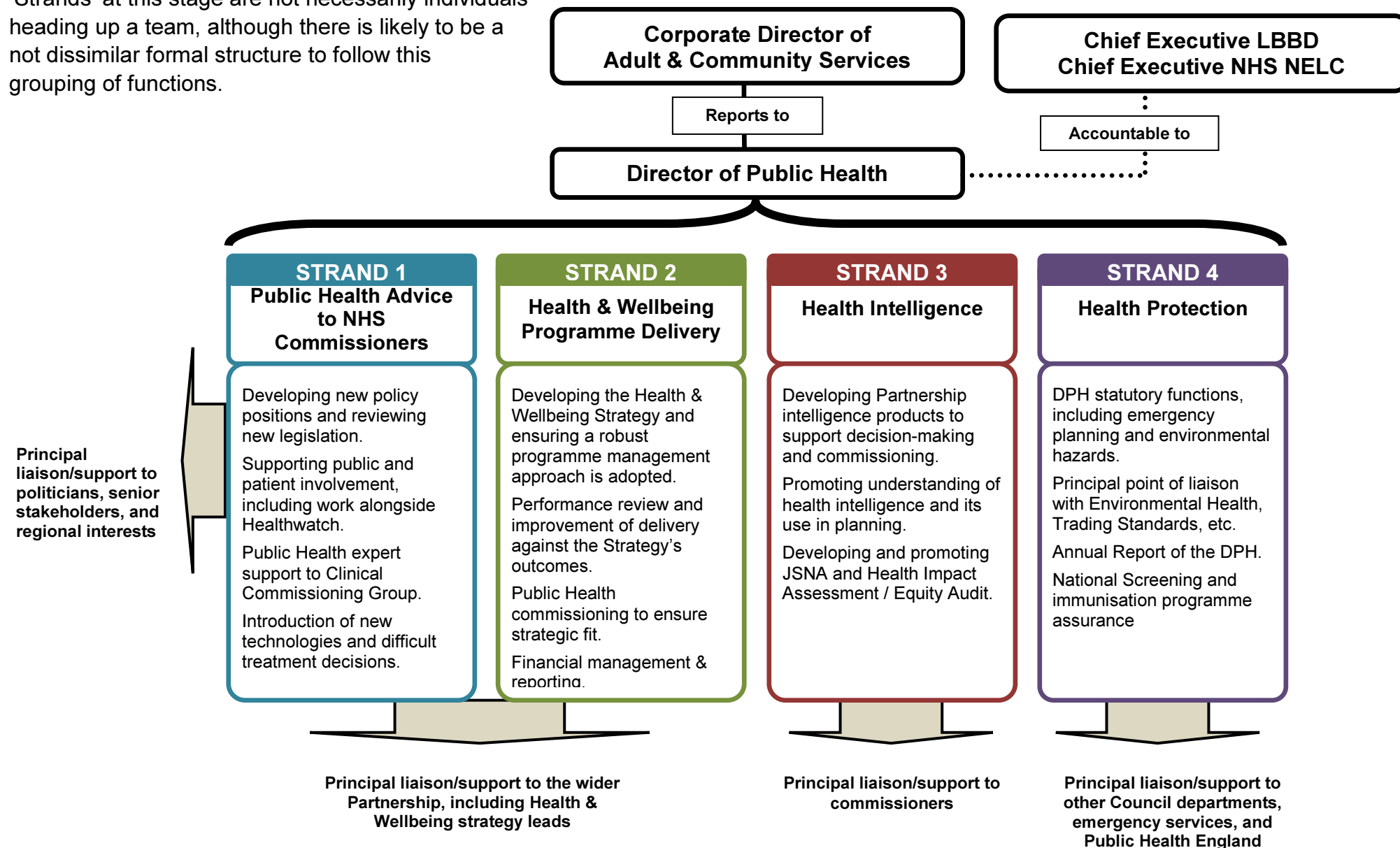
3.1 In order to fulfil its public health responsibilities, in addition to the Director of Public Health, the Council will require a small team to deliver the public health leadership, professional and technical capacities to ensure that statutory responsibilities are met. Some of this expertise will be available at no cost from Public Health England, particularly for health protection, although the leadership responsibility will lie with the Council. Other needs may be met through directly employed staff, access to a team shared with another local authority, or by commissioning experts as required.

3.2 At this stage, it is assumed that Public Health will operate, at least initially, as a distinct entity within the Council, and that there will be no additional corporate management responsibilities assigned to the Director of Public Health transferred from the existing council corporate directorates. However, the Director of Public Health will play their part in the running of the Council.

3.3 Figure 2 below outlines how the public health functions impact on the emerging Public Health transition structure for 2012/13.

Figure 2: Public health functions' impact on the emerging Public Health transition structure for 2012/13

'Strands' at this stage are not necessarily individuals heading up a team, although there is likely to be a not dissimilar formal structure to follow this grouping of functions.



#### 4. Proposed Public Health Model

4.1 Having considered the new responsibilities and functions, the Council will need to determine the staffing structure that is affordable, efficient and effective. The model recommended is a single Director of Public Health and team with additional shared functions with other local authorities where services are commissioned across wider geographies or where expertise is scarce. This is ostensibly a 'lift, drop and grow' model based on the current informal arrangements between teams in outer north east London and wider. The advantages and disadvantages of this model are detailed in Appendix 3.

4.2 This model is recommended, bringing the greatest benefit of expertise both within the borough and across neighbouring local authorities, as well as economies of scale.

#### 4.3 Shared Services with other local authorities

The Council over the coming months will be seeking out the opportunities for sharing services with other local authorities. The table below provides the starting position from which officers have begun to consider which services would be appropriate for direct sharing or contractual arrangements. Members' are requested to note the current options with respect to sharing services, to provide guidance to officers and to authorise the Corporate Director of Adult & Community Services to continue negotiation with neighbouring boroughs on this basis.

Table 1. Services that can be possible models of shared or contracted services between local authorities

<b><i>Shared Services / shared public health lead</i></b>	<b><i>Jointly Commissioned Services</i></b>	<b><i>Traded Services</i></b>
Learning disabilities	Sexual and reproductive health services	Social Marketing
Health intelligence	Smoking cessation services	Health economic analysis
Mental health	Weight management services for children and adults	Public health advice to NHS commissioners
Individual Funding Requests	Oral health promotion	Health statistics
NHS Health Check programme	Breastfeeding/infant feeding	Community infection control and prevention
Environmental public health and planning (IPPR)	National Child Measurement Programme	Health Needs Assessments
Child Death Panel	Physical activity /exercise on referral	Health Equity Audits
Maternity / child public health	Phase 4 rehabilitation	Clinical audit
Safeguarding	Social Marketing	Pathway development support
Oral public health support		NHS Health Check programme
Planning and response to emergencies that involve a risk to Public Health		Planning and response to emergencies that involve a risk to Public Health
Clinical audit		Individual Funding Requests
		Environmental public health and planning (IPPR)

#### 4.4 **Areas where there is still a need for national or regional guidance**

The following are areas where officers continue to push for greater clarity from central Government and its agencies to inform the shaping and approach at a local level, since they have implications both in terms of capacity and cost of the emerging structures:

- Access to NHS datasets, particularly in relation to the core offer and for the evaluation of NHS services for CCG;
- Clinical governance;
- NHS Indemnity;
- Clinical appraisal for medically qualified consultants;
- Research and development support for NHS related research;
- Terms and conditions and NHS pension rights within emerging structures; and
- Local implementation of programmes that are responsibility of NHS National Commissioning Board e.g. immunisation, screening, health visiting.

#### 5. **Transfer of Public Health Staff to the Council – Next Steps**

5.1 NHS NELC have identified 16 posts (a combination of full-time and part time) at an establishment cost of approximately £950,000 associated with the functions and responsibilities transferring to the Council. All but two of the posts are already based at the Town Hall following the move in October 2011. This equates to 13 substantively employed persons (3 posts are currently vacant). In addition, two of the post holders are expected to transfer to the NHS Commissioning Board and Public Health England as they deliver the immunisation and screening functions respectively.

5.2 The Local Government Association (LGA) is developing HR guidance on the technical implementation of the transfer arrangements, which are governed by a document entitled *Filling of Posts in Receiving Organisations*. This document has been developed under the auspices of the National Concordat Steering Group, which brings together the LGA, Department of Health, NHS Employers and trade unions to discuss national aspects of the workforce transfer. The guidance will set out how councils should act as receiving organisations for these new members of Council staff.

5.3 There are two key points to draw to Cabinet's attention:

- ***The legal basis of the transfer***

The national position, and Council officers' understanding, is that Transfer Schemes or Orders will be used to give effect to the transfer of staff to local authorities, including where there is a TUPE transfer. They will explicitly set out the terms of transfer including that the current terms and conditions of employment of the transferring staff are to be protected. It is expected the majority of staff currently undertaking relevant roles in the PCT's public health functions will transfer to local authorities.

- ***Development of Transfer Schemes or Orders for transfers to local authorities***

The process of drafting appropriate Transfer Schemes or Orders is underway. Every local authority receiving staff will have a Transfer Scheme or Order from each sender PCT, which will detail individual members of staff who are identified for transfer to them. Guidance on the Schemes and the process for their completion is expected in September 2012.

5.4 Members are requested to note the approach being taken nationally, and also to note that discussions are taking place with NHS NELC to agree a secondment arrangement for members of the existing Public Health team to the Council prior to the transfer date of 1 April 2013.

## **6. Public Health Grant**

6.1 On 14 June, an update on public health funding for local government was published by the Department of Health. The update supports officers' view that from 1 April 2013, the Public Health Grant will be sufficient to cover existing staff and contracts. The actual allocation for 2013/14 should be announced before the end of 2012. The update sets out current thinking on local authority public health finance. The key headlines are:

6.2 The Department of Health has re-committed to an actual allocation to local authorities in 2013/14 that will not be less in real terms than the indicative 2012/13 allocation "other than in exceptional circumstances". The Council's Public Health Grant is assumed for 2013/14 at £11.019m.

6.3 The Advisory Committee on Resource Allocation's (ACRA) has made interim recommendations on a formula for the allocation of the public health budget to local authorities. Their approach includes:

- It is based on standardised mortality ratio (SMR) for those aged under 75 years (SMR under 75).
- In addition, there is a weighting towards those 'super output areas' (geographical areas of about 7000 population with similar characteristics) with the highest standardised mortality ratios, i.e. the worst health outcomes. These areas will have a weighting three times greater per head than those with the lowest SMRs.
- There will be an adjustment for unavoidable cost differences in delivering services across the country e.g. higher staff cost. This will be called an Area Cost Adjustment.
- The formula for mandated and non-mandated services could be different. Mandatory services are those public health services which the local authorities are obliged to commission.
- There will be a 'Health Premium', which will set incentives for local delivery, with potential incentive payments for success. An expert group will produce recommendations on how these incentives for progress should be set. It should be noted that incentive payments (the health premium) will not be made if any of the mandatory services are not being appropriately delivered.
- There will be broad conditions set on the ring-fenced budget. The grant is to be spent on activities to significantly improve the health and wellbeing of local populations, to reduce health inequalities, to carry out delegated health



protection functions and to provide population healthcare advice. Ring-fenced monies will be able to be pooled with other local authorities' funding being used for similar purposes.

- There will be a standard reporting requirement.

6.4 Members are recommended to note the above developments, including the currently expected level of the Public Health Grant and the commitments already against it.

## **7. Contract Stabilisation and Novation**

7.1 From 1 April 2013 the Council becomes responsible for the ring fenced Public Health Grant with a series of mandated responsibilities. The current known expenditure commitments against the proposed Public Health Grant are estimated at £9.5 million. These commitments have been calculated based on current staffing commitments, contract values as set out in the list currently being shared between the Council and NHS NELC on 20 August 2012, and specific assumptions listed where financial information has not been provided to date.

7.2 The current estimate of commitments is clearly well below the estimated baseline of £11.019m. This raises the possibility that commitments are missing, and a significant amount of works still needs to be done to establish commitments for 2013/14 to be funded from Public Health.

7.3 A range of contracts are currently held by NHS NELC which relate to the funding that will make up the Public Health Grant. All contracts will need to transfer to the Council's contract register by April 2013, or there will be an arrangement in place for sub-contracting through an NHS, or alternative, third party. Council Officers are still in the process of clarifying the contractual position with NHS NELC.

7.4 The Council needs to decide which, if any, contracts it wishes to re-commission outside of the existing NHS contract in order for NHS NELC to give the contractual notice (usually for a six month period) on those contracts, and for the procurement process to be initiated by the Council. The procurement of public health services is not part of the current procurement agreement with Elevate East London in respect of gain share, and consequently a flat-fee commission arrangement has been agreed in principle for this procurement activity.

## **8. Consultation undertaken or proposed**

8.1 In respect of the staff transfer, consultation with public health staff currently employed by Barking and Dagenham PCT on the transfer to the Council is expected to be co-ordinated nationally and undertaken by NHS NELC. It is thought likely to be in November 2012. In addition any split of the team between local authorities will require consultation on the proposal and personal preference.

8.2 The Council as the 'receiving organisation' is involved in this developing process and is continually reviewing what it needs to do to support this transition process.

## **9. Options Appraisal**

- 9.1 Much of the approach to transition of public health is, at present, set out in regulations issued by the Department of Health, or is contained in the Health & Social Care Act 2012. At this stage, therefore, the Council has relatively little local flexibility about its approach, particularly on matters concerning the staffing transfer.
- 9.2 The Council does have discretion over its approach to the sharing of functions with neighbouring authorities. The option recommended to Members, as set out above, is to investigate sharing opportunities on those elements of services for which it is deemed most relevant. The option exists to pursue sharing in no instances, or in all cases. To avoid sharing arrangements altogether, whilst increasing local responsiveness of services, will increase the pressure on the Public Health Grant, and officers' advice to Members is that a blanket approach such as this would not deliver good value for money, in principle, for the borough. Alternatively, to look to share all services risks entering into complex arrangements on some elements of public health function which would lose responsiveness with no significant gain in efficiency. Accordingly, this is also not recommended, and officers would suggest that a pragmatic set of options is before Members for decision.

## **10. Financial Implications**

Implications completed by: Ruth Hodson, Group Accountant ACS Finance

- 10.1 On 7 February 2012 estimates were published of how 2010/11 spend by primary care trusts (PCTs) would be deployed under the new commissioning arrangements set out in the Health and Social Care Act 2012. The baseline estimates, which have been uplifted to 2012/13 values, provide local authorities with key information they need to support initial planning for the public health responsibilities they will take on in the future. The Council's baseline spend in 2010/11 for the elements of public health spending which would transfer to the council in 2013 was £11.019 million. This allocation will be finalised in December 2012.
- 10.2 Further work is being undertaken as part of transition planning to analyse contracts currently held by NHS NELC to identify the public health element of those contracts. This work is also needed to identify potential risks to the council, for example, through commissioned services that are expected to be provided on demand once the budget and responsibility is transferred from the NHS to the Council (for example, some sexual health services) in 2013/14.
- 10.3 For future year funding, the Advisory Commission on Resource Allocation (ACRA) will be developing a distribution formula for the public health grant. There is a risk that the finances attributed to the Council in 2013/14 will not be the same as those awarded on historic data, and there could be a significant gap between current and future funding. Indicative amounts currently show a £2m headroom in the grant allocation, compared to current expenditure. The Council will need to be mindful in its commissioning decisions and expenditure plans that funding may reduce in future years.

## 11. Legal Implications

Implications completed by: Fiona Taylor, Group Manager, Legal Services

- 11.1 The Health and Social Care Act 2012 makes changes to the National Health Service Act 2006. The Act gives effect to the policies that were set out in the White Paper *Equity and Excellence: Liberating the NHS* which was published in July 2010. The main aims of the Act are to change how NHS care is commissioned. It makes significant changes involving local authorities in the delivery of public health. The proposed arrangements set out in this report will support the statutory requirements as set out in the Act.
- 11.2 Contracts/procurement issues: Under the proposed arrangements a significant number of contracts currently held by NHS NELC will need to transfer to the Council. The Council will need to undertake early meetings with NHS NELC to identify these contractual arrangements and determine which of these should properly be novated to the Council or, if not required, be terminated if possible. Alternatively if other arrangements are available such as the Council contracting through new or existing consortiums, appropriate agreements may need to be entered into. It is essential that the Report Author/Accountable Director commence some form of due diligence at an early stage to prepare for these new liabilities as the timeframe appears relatively short.
- 11.3 The Council will take on significant commissioning responsibilities. In conducting procurement processes the Council will need to comply with the requirements of the Public Contracts Regulations 2006. This can sometimes cause delay and accordingly the Council may need to prepare sufficiently prior to the transfer date to ensure that its commissioning needs are planned for as at the first day following the transfer, by engaging with NHS NELC immediately to determine any procurement processes currently being carried out, such that the Council can continue these if necessary over the transfer date.
- 11.4 There are identified significant employment liabilities which the Council will take with the transfer of staff to the Council. No doubt the Council will be involved with that process of transferring staff and identifying the full extent of these liabilities (including, for example, pension entitlements). We will obviously be inheriting staff and there are obvious ongoing employment obligations, some of which may be superior to the Council's own terms and conditions but which we will nevertheless have to honour. I note that there is budget provision for this at least in the first year and possible regional adjustment to figures.
- 11.5 The law surrounding TUPE transfer of staff is well prescribed in the 2006 TUPE regulations, in terms of obligations transferring and how those obligations are defined. However there is almost no process information in the regulations so the establishment of terms of agreement will be useful for the Council in defining the full process. We have obligations of consultation to any transferring staff including informing them of any proposed changes to terms and conditions necessary for the Council's delivery of these services. It looks from this report as though the staff in question are already based at the Town Hall and that the transfer shouldn't involve fundamental changes to their contract but this will have to be ascertained through further consultation.

11.6 The report indicates that the position of Director of Public Health may be filled by way of TUPE transfer too. This presupposes that someone with the necessary qualifications is currently fulfilling a similar role for the council but under NHS employment. The statutory functions identified will have to be considered as it will not be possible to transfer an employee without minimum requirements prescribed by law.

## 12. Other Implications

- 12.1 **Risk Management** - Risks involved in the transfer of Public Health to the Council are reviewed by the Health Transition Group, chaired by the Corporate Director of Adult and Community Services. An entry has been made on the Corporate (and Directorate) Risk Registers, and these are reviewed by Directorate Management Team (DMT) and Corporate Management Team as appropriate. It is a risk shared by all councils in common, and there is considerable external support available from the Local Government Association, London Councils and professional bodies.
- 12.2 **Contractual Issues** - There are many contractual issues involved in the transfer which are fully outlined in this report. There is a considerable scrutiny of the information provided by NHS NELC on transferring contracts, and the Divisional Director for Adult Commissioning is leading on the negotiations for the Council and reporting to Adult & Community Services DMT and the Health Transitions Group as appropriate.
- 12.3 **Staffing Issues** - The transfer of staff is outlined in the body of the report, above. HR advice is being sought at all stages, and there is considerable guidance and regulation to support the Council in the transfer. TUPE will apply to those staff affected and therefore the Council must ensure that the obligations under the legislation are met. Any measures required to mitigate implications arising from the transfer will be identified as part of the due diligence process and as regulation and process become clearer.
- 12.4 **Customer Impact** - The transfer of public health functions to the Council will provide the Council with a greater range of opportunities to work with local residents to improve their quality of life. Council services will be challenged and supported to think more proactively and creatively about the opportunities that they have for improving the health and wellbeing of residents through their everyday service delivery. The driving theme underpinning the Health & Social Care Act 2012, and on which public health will provide advice and guidance, is integration of services between health and the local authority: our customers and residents can therefore expect different parts of the system to continue to improve the seamless service received by residents.
- 12.5 **Safeguarding Children and Vulnerable Adults** - These reforms come at a time when the numbers of children subject to child protection plans and in Council care, is rising and professionals in the health and social care fields are becoming responsible for more cases. The Public Health team within the Council will need to work more closely with designated safeguarding professionals to support investment in prevention and early intervention.

Many of the Child Death Overview Panels are the responsibility of Directors of Public Health and their teams. This has been a helpful shift, as public health

professionals are able to provide the population analysis required. However as public health team move into Council, this function and responsibilities need to be made more explicit in order for data to be collected systematically.

The Council, as a result of this transfer of public health functions, will have greater access to information on the quality and performance of health services, particularly where they work jointly with social care services. Accordingly, the management information available to the Council to support its practical work and leadership responsibilities in safeguarding vulnerable adults will improve, and the responsiveness of safeguarding systems can be expected to be enhanced.

12.6 **Health Issues** - There is an unprecedented opportunity to consider how the Council's community leadership role and all the powers and levers available to us can be used to improve the health and wellbeing of our population. Members are asked to note that this is an opportunity for a strategic review of the Council's priorities to ensure Health runs through the core business and appropriately positioned within strategies and plans. The Council's approach to these reforms, set out in this report, is intended to ensure that the Director of Public Health and team can capitalise on the Council's new responsibilities, and ensure that health and wellbeing is at the heart of everything the Council does.

12.7 **Crime and Disorder Issues** - Section 17 of the Crime and Disorder Act requires local authorities, as responsible authorities, to have regard to the prevention and reduction of crime and disorder in all their strategic planning and operational delivery. As public health becomes a local authority function that duty will further extend to this service. The Crime and Disorder Act also specifically states that responsible authorities should also specifically work to reduce the harm to the community caused by alcohol and drugs. The work of public health in identifying and addressing the needs of those who misuse drugs and alcohol will be intrinsic to this work.

The risk to the wellbeing of those who are victims of crime or who suffer prolonged abuse and anti-social behaviour and their families is well documented. The Council in discharging its public health duty along with its focus on community safety will ensure that the risks to individuals and communities are identified and that processes are in place to address these.

12.8 **Property / Asset Issues** - Accommodation has already been provided in Barking Town Hall for the public health team, and no significant further implications or pressures are therefore anticipated.

#### **Background Papers Used in the Preparation of the Report:**

The Department of Health has published a number of guidance papers relating to the transfer of public health responsibilities and the baseline spending estimate for public health. Key papers are available at:

- [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_131889](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131889)
- [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_132535](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_132535)
- [Local Government Association: Get in on the act - Health and Social Care Act 2012](#)

- [http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_134578](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_134578)
- [http://www.dh.gov.uk/prod\\_consum\\_dh/groups/dh\\_digitalassets/@dh/@en/documents/digitalasset/dh\\_132559.pdf](http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_132559.pdf)
- The Transfer of Undertakings (Protection of Employment) Regulations 2006)
- The Cabinet Office Statement of Practice, January 2000 (Revised November 2007)
- [http://resources.civilservice.gov.uk/wp-content/uploads/2011/09/stafftransfers2\\_tcm6-2428.pdf](http://resources.civilservice.gov.uk/wp-content/uploads/2011/09/stafftransfers2_tcm6-2428.pdf)

### **List of appendices:**

**Appendix 1:** Statutory Responsibilities of the Director of Public Health

**Appendix 2:** Commissioning Responsibilities

**Appendix 3:** The advantages and disadvantages of the model of a single Director of Public Health and team with additional shared functions with other local authorities

### STATUTORY RESPONSIBILITIES OF THE DIRECTOR OF PUBLIC HEALTH

A number of the Director of Public Health's specific responsibilities and duties arise directly from legislation. In particular the NHS Act 2006, the Health and Social Care Act 2012 and related regulations. Some of these duties are closely defined but most allow for local discretion in how they are delivered.

In general the statutory responsibilities of the Director of Public Health outlined in the Health and Social Care Act 2012 are designed to match exactly the corporate public health duties of their local authority. The exception is the Director of Public Health's annual report on the health of the local population where he/she has a duty to write one, whereas the authority's duty is to publish it. Otherwise section 73A(1) of the 2006 Act, inserted by section 30 of the 2012 Act, gives the Director of Public Health responsibility for:

- all of their local authority's duties to take steps to **improve public health**;
- any of the Secretary of State's **public health protection** or health improvement functions that s/he delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act;
- their local authority's role in planning for, and responding to, **emergencies** that present a risk to public health;
- their local authority's role in co-operating with the police, the probation service and the prison service to assess the risks posed by **violent or sexual offenders**; and
- such other public health functions that the Secretary of State specifies in **regulations**.

As well as these core functions, the Acts and regulations give the Director of Public Health some more specific responsibilities from April 2013:

- Director of Public Health is a mandated member of the local health and wellbeing board (section 194(2)(d) Of the 2012 Act); and
- through regulations made under section 73A(1) of the 2006 Act, inserted by section 30 of the 2012 Act, the Department intends to confirm that the Director will be responsible for their local authority's public health response as a responsible authority under the Licensing Act 2003, such as making representations about **licensing applications** (a function given to local authorities by sections 5(3), 13(4), 69(4) and 172B(4) of the Licensing Act, as amended by Schedule 5 of the 2012 Act).

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## COMMISSIONING RESPONSIBILITIES

The Council will be expected to commission services for the following areas of responsibility

Commissioning responsibilities (mandated services*)		
<ul style="list-style-type: none"> <li>▪ Tobacco control and smoking cessation initiatives</li> <li>▪ Alcohol and drug misuse services</li> <li>▪ Interventions to tackle obesity</li> <li>▪ Community nutrition initiatives</li> <li>▪ Increasing physical activity levels in the local population</li> <li>▪ <b>NHS Health Check Programme*</b></li> <li>▪ Public mental health services</li> <li>▪ Dental public health services</li> <li>▪ Accidental injury prevention</li> <li>▪ Population level interventions to reduce and prevent birth defects</li> <li>▪ Behavioural and life style campaigns to prevent cancer and long term conditions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local initiatives on workplace health</li> <li>▪ Local initiatives to reduce excess deaths as a result of seasonal mortality</li> <li>▪ Supporting, reviewing and challenging delivery of key public health funded and NHS delivered services such as immunisation programmes</li> <li>▪ <b>Comprehensive sexual health services)*</b> (excluding HIV treatment services and terminations)</li> <li>▪ <b>Ensuring NHS commissioners receive the public health advice they need ('core public health offer')*</b></li> <li>▪ Children's public health services including Healthy Child Programme 5-19 years (pregnancy to age 5 including health visiting services from 2015)</li> <li>▪ <b>The National Child Measurement Programme*</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Role in dealing with health protection incidents and emergencies including duty to ensure there are plans in place to protect the health of the population*</b></li> <li>▪ Public health aspects of promotion of community safety, violence prevention and response</li> <li>▪ Public health aspects of local initiatives to tackle social exclusion</li> <li>▪ <b>The local authority role in dealing with health protection incidents, outbreaks and emergencies*</b></li> <li>▪ <b>Local initiatives that reduce public health impacts of environmental risks*</b></li> </ul>

There have been a small number of changes from previous guidance, including:

- ▶ Abortion services: provisionally concluded that these should remain within the NHS and be commissioned by CCGs. A Consultation will follow but 2013/14 commissioning is expected to be by CCG
- ▶ Sexual Assault Referral Centres to remain with NHS Commissioning Board
- ▶ Healthy Child Programme - pregnancy to 5 and Child Health Systems: NHSCB to commission these in first instance, while health visiting workforce is increased. The aim is to unify in local government by 2015.

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**THE ADVANTAGES AND DISADVANTAGES OF THE MODEL OF A SINGLE  
DIRECTOR OF PUBLIC HEALTH AND TEAM WITH ADDITIONAL SHARED  
FUNCTIONS WITH OTHER LOCAL AUTHORITIES**

<b>Advantages</b>	<b>Disadvantages</b>
Delivers the responsibilities and opportunities detailed in the Health and Social Care Act 2012 and takes advantage of the local authority leadership role for public health	There will be a need to work together across two or more borough areas to address issues of common interest
Dedicated, highly visible Director of Public Health able to be fully committed to the needs of the borough and with the opportunity public health and wellbeing on the agenda and to embed health improvement and reduction of health inequality across the totality of council business	Difficulty in maintaining sufficient expertise to meet all public health needs, will need to draw on external expertise at times
Dedicated expertise in each council with local knowledge of health needs, partners and opportunities, that allows for variation in local need and sensitivity and ability to respond at a local level	Potential duplication where issues cross borough boundaries
Opportunities to integrate with or lead local government functions	No reduction in management costs. Public Health budgets are small and restructuring may be required
Ability to ensure public health ring-fenced budget responds to local needs and to deliver improved public health outcomes	Loss of local skills and expertise if the existing team is split
Ability to drive a strong relationship with a co-terminous Clinical Commissioning Group, drive integrated commissioning and ensure CCGs fully meet their public health responsibilities.	Potential duplication where issues cross borough boundaries
Recruitment and retention – staff may prefer to work in/across a larger geography where their specialist skill has more impact	Staff may seem too removed – reducing local intelligence and links into local partners
Centralised local expertise and knowledge in programmes management for aspects where localism is important	Needs to be a clear governance and accountability framework to the boroughs
Provide a wider variety of opportunities for training, including generic and specialist skills	Requires close partnership working between authorities and potential for conflict in prioritisation

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## CABINET

18 September 2012

<b>Title:</b> Proposed Expansion of Manor Infant School to become Manor Primary School	
<b>Report of the Cabinet Member for Children's Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Longbridge and Becontree	<b>Key Decision:</b> Yes
<b>Report Author:</b> Mike Freeman, Group Manager – Schools Estate and Admissions	<b>Contact Details:</b> Tel: 020 8227 3492 E-mail: mike.freeman@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jane Hargreaves, Divisional Director of Education	
<b>Accountable Director:</b> Helen Jenner, Corporate Director of Children's Services	
<p><b>Summary:</b></p> <p>At its meeting on 16 March 2010 (Minute 139), the Cabinet approved the allocation of funding within the Capital Programme to support an investment programme to respond to the demand for additional school places in the primary age range. The report to the 16 March meeting, together with several later reports, outlined interim arrangements that had been agreed with Headteachers and Governing Bodies to meet immediate demand issues at a number of the Borough's schools.</p> <p>One of those arrangements related to the creation of a new primary school on the site of the former University of East London (UEL) Site. To assist in the school being operational from the start of the 2011/12 academic year, the Governors of Manor Infant School, based at Sandringham Road, Barking, agreed to take on the responsibility of managing the new school as an interim measure - the new school has been known as Manor School (Scholars Way).</p> <p>This report seeks to formalise that arrangements through the permanent expansion of Manor Infant School to become Manor Primary School with effect from the Autumn Term 2012. The new Manor Primary School will have an admissions number of 120 at the Sandringham Road site (four forms of entry operating from Nursery through to Year 2) and an admissions number of 90 at Scholar's Way (three forms of entry operating from Nursery through to Year 6).</p> <p>This proposal does not impact on Manor Junior School, which will continue to provide education for four forms of entry through Years 3 to 6.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to agree the formal expansion of Manor Infant School to become Manor Primary School for children from nursery age to Year 6 with effect from the Autumn Term 2012, as detailed in the report.</p>	

## Reason(s)

To assist the Council in achieving its Community Priority of “Inspired and Successful” and in fulfilling its duty to provide every child in the Borough with a school place.

### 1. Introduction and Background

- 1.1 The borough has seen an unprecedented rise in births since 2003/04 and a corresponding rise in the number of Reception children. Information on population increase was detailed in the report to Cabinet of 22 May 2012, Minute Number 5, and also how this demand has been met.
- 1.2 The Council has planned for steady expansion of school places in the primary sector over the past few years. The requirement to make the right number of places available and being able to satisfy demand involves analysis of demographic data for which there are established methods for planning pupil places that we have followed.
- 1.3 The development of the former UEL site included plans for circa 1,040 new homes. This phased development of new homes meant it was necessary to put in place some temporary arrangements for primary aged children. This would serve both this development and also that of the local area that has, in line with the rest of the borough, seen a rise in the pupil population.
- 1.4 At its meeting on 28 February 2011 [Minute No. 122], the Development Control Board agreed to grant planning permission for a primary school on the UEL Site. The Governors of Manor Infants’ School agreed to take on the responsibility of managing the site as an interim measure.
- 1.5 Manor Infant School was judged Outstanding at its last Ofsted Inspection of March 2008 and at its Interim Assessment in January 2011; this had been sustained.
- 1.6 Data as at 9 July 2012 shows that there are 116 pupils residing in the new homes at the former UEL site who attend schools in Barking and Dagenham. Further details are attached at Appendix A.
- 1.7 Table 1 below shows the classes in operation at Manor School (Scholars Way) for this Academic Year and the classes to be in operation for 2012/13 following discussion with the headteacher of Manor Infant School.

**Table 1 – Number of Classes in Operation at Manor (Scholar’s Way)**

	Reception	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	<u>Total Classes</u>
2011/2012	3	1.5	0.5	0.5	0.5	0.5	0.5	7
2012/2013	3	3	2.0	2.0	1.0	0.5	0.5	12

- 1.8 Table 2 below details the units built on the UEL site up to 31 March 2012 and the housebuild target for this site up to 2015/16.

**Table 2 – Units Built and Expected Completions to 2015/2016**

	Total Number of Units Built	Details of Unit Type			
		1-Bed	2-Bed	3-Bed	4-Bed
Up to 31.12.10	<b>77</b>	12	26	17	22
Additional units up to 20.04.11	<b>204</b>	<b>25</b>	<b>100</b>	<b>40</b>	<b>39</b>
Additional units up to 02.03.12	<b>182</b>	<b>60</b>	<b>32</b>	<b>90</b>	<b>0</b>
Additional expected completions for: 2012/13	<b>150</b>				
2013/14	<b>130</b>				
2014/15	<b>138</b>				
2015/16	<b>254</b>				

- 1.9 Table 3 below details the number of pupils admitted into Reception Year in the borough for the past five years. Forecasts are that the numbers are to continue to rise.

**Table 3 - Number of pupils in Reception Year**

Academic Year	Number of Reception Pupils	Annual Increase	Cumulative Increase (From 2007/09)
2007/08	2,532		
2008/09	2,720	188	188
2009/10	2,928	208	396
2010/11	3,125	197	593
2011/12	3,472	347	940

- 1.10 The Cabinet has previously approved a range of necessary actions taken by the Corporate Director of Children's Services to respond to the demand for additional school places in the primary phase.
- 1.11 Meetings with the Chair and Board of Governors of the school have been held over the past two years to discuss the wider proposals and support was received to expand the school permanently following the development of the new site at the former UEL and the provision of an additional school building.
- 1.12 A series of meetings have been held at the school including meetings with the head teacher, Deputy Headteacher and LA Officers; senior leadership team meetings, teaching staff other various school committee meetings and Governing Body Meetings regarding the expansion of the school.
- 1.13 Letters were sent to Parents, Carers and Guardians of Pupils, Staff and Governors of Manor Infant School and also Manor Junior School informing them of the

proposal to expand the school and the reasons for this on 7 June 2012. This letter was also sent to Headteachers of all of the schools in the borough.

- 1.14 The Council has published a formal statutory notice to expand the school with effect from the Autumn Term, with a standard new admission number of 120 at the Sandringham Road site and 90 at the Scholar's Way site. The notice was published in the local press on 28 July 2012 and copies of the notice were displayed in each of the schools and Barking Library and also sent to other neighbouring local authorities. The notice period expired on 7 September 2012.
- 1.15 At the time of writing this report, no responses have been received following the published notice and the letter sent to parents, carers and guardians of pupils, staff and governors of the school.
- 1.16 Any responses received subsequent to the writing of this report will be reported at the meeting.

## **2. Proposal and Issues**

- 2.1 The expansion proposals are to establish Manor Infant School as a Primary School with Admission of 120 at Sandringham Road for Reception to Year 2 and 90 at Scholar's Way for Reception to Year 6. The site at Scholars Way has been admitting pupils from Reception to Year 6 since September 2011 and this process formalises the current arrangements for the school and is in accordance with Members preferences previously expressed for primary education.
- 2.2 This is in line with the Council's Policy House whereby we want a borough that believes in opportunity and one that recognises and champions success, where people can look to the future with confidence, assured that their council will do what it can to provide the educational, academic and vocational opportunities they need.
- 2.3 The permanent expansion of this outstanding school will ensure that the pupils on the Scholars' Way site receive the same excellent educational opportunities as those currently taught at Manor Infant, Sandringham Road.
- 2.4 Further, this proposal supports the Council's Education Strategy whereby the overarching responsibility for Education in Barking and Dagenham is to improve the life chances and help drive, support and fulfil the ambitions of all the children, young people and adults who live and study here.
- 2.5 In particular the Education Strategy sets out the agreement for a programme for developing school places subject to the proviso that it may need revision in the light of changed demand for places and resources available.

## **3. Options Appraisal**

- 3.1 The following options were considered:
  - Option 1 - Manor Infants to shrink back to Sandringham Road and the LA then to establish the Scholar's Way site as a separate school, probably an Academy.



- Option 2 - Establish Manor Infant and Junior Schools as a hard federation incorporating both sites with one Executive Headteacher and two Heads of site.
- Option 3 - Establish Manor Infant as a Primary School at Scholar's Way with 90 in Reception and right through the school. This would require Manor Juniors to also become a Primary School with 120 in each year group and be located at Sandringham Road.
- Option 4 - Establish Manor Infant as a Primary School with Admission Number of 120 at Sandringham Road (operating from Nursery through to Year 2) and 90 at Scholar's Way (operating from Nursery through to Year 6). This is the preferred option and has the support of each School's Governing Body and local community, and forms part of the wider development of the Schools for which funding has been made available within the Council's Capital Programme.

#### **4. Consultation**

- 4.1 As set out in Section 1 of the report, discussions have been held with Manor Infant School and also the headteacher at Manor Junior School regarding the expansion of the infant school. Letters were sent to all parents, carers and guardians, members of staff and members of the governing body for each of the schools allowing them six weeks to put forward any comments or views. Trade Unions were copied into the letters.
- 4.2 A formal statutory notice was published in The News on 28 July 2012 regarding the proposal to expand the school with effect from 25 September 2012 allowing a further six weeks for views to be brought forward. The Notice was sent to neighbouring Local Authorities, all schools in the borough and trade unions.
- 4.3 Ward members were sent this report prior to it being finalised as part of the consultation process.

#### **5. Financial Implications**

Implications completed by: Dawn Calvert, Finance Group Manager

- 5.1 No further capital costs are to be incurred as construction is now complete.
- 5.2 This proposal is revenue neutral for 2012-13 as additional class funding has already been accounted for under the current arrangements.
- 5.3 Revenue costs for the new school from 2013-14 will be funded from DSG and calculated using the new Schools Funding Formula as proposed by DfE as part of their Schools Funding Reforms.
- 5.4 The construction of the new Schools Funding Formula is in progress to meet the DfE deadline for completion by October 2012. It is therefore not possible to determine the funding for each of the options given in this report above.
- 5.5 However, the principles of the reform mean that the main driver of future funding will be pupil numbers. The organisation models detailed in the options appraisal should not affect this funding factor as pupil numbers are not expected to differ between

the different options. Other funding factors should not be affected with the exception of:

**Lump sum factor** – Under the new funding model each individual school will receive lump sum funding of £0 - £200,000. A Primary School will receive 1x the lump sum, two separate schools would receive 2x the lump sum. LBBD and the Schools Forum have not yet decided the level of the lump sum. Any impact could be at least partly mitigated by;

**Split Site factor** – Under the new funding model each individual school with multiple sites would receive an allocation to help meet the demands of operating across the sites. LBBD and the Schools Forum have not yet decided the level of the Split Site Factor.

- 5.6 From the school's perspective the recommendation to become a split site school provides the opportunity to share senior leadership team costs compared to establishing a new school on the Scholars Way site. Any savings made will be dependent upon the exact management structure that the governing body implements.

## 6. Legal Implications

Implications completed by: Fiona Taylor, Legal Group Manager

- 6.1 Cabinet is being asked to agree the permanent expansion of Manor Infants School, by three forms of entry, resulting in the school becoming a Primary School. It will provide education from Nursery to Year 6 on the Scholars Way site.
- 6.2 In accordance with the Education Act 1996, all local authorities have a duty to secure that efficient primary education is available to meet the needs of the population in their area – Section 13; and to secure sufficient schools for providing primary education is available for the area – Section 14. 'Sufficient' should be taken as meaning, sufficient in number, character and equipment to provide for all pupils, the opportunity of appropriate education.
- 6.3 The power to make such decisions arise from Sections 19 and 21 of the Education Inspections Act 2006. In discharging its duty, Cabinet may wish to consider the following matters:
- Does Cabinet have the full information on this proposal in order to make a decision?
  - Have all the interested parties been notified of this proposal, including the Secretary of State?
  - Has the statutory consultation been carried out prior to the publication of the notice?
  - Does the statutory consultation sufficiently address any objections that may have arisen as a result of that process?
  - Does the published notice comply with the statutory requirements?

- 6.4 When considering its decision, Cabinet may wish to pay particular attention to paragraphs 1.2 and 2.2 – 2.5 of this report. Cabinet should satisfy itself that these stated aims can be achieved by agreeing the proposals laid before it.
- 6.5 In considering the proposals, Cabinet should take account of the journey times of those children attending the expanded school. In particular, matters such as whether or not the planned expansion will unreasonably increase the journey times, increase transport costs or result in too many children being prevented from travelling sustainably due to unsuitable routes to the school.
- 6.7 Cabinet are asked to note that a decision on the proposal must be made *within* 2 months of the end of the representation period, that is, 8 September 2012. If no decision is made by that date, the proposal must be forwarded to the Schools Adjudicator for a decision within one week of 8 September 2012.

## 7. Other Implications

- 7.1 **Risk Management** - The Council has a statutory obligation to make provision for additional pupil places in the Borough and these proposals mitigate Corporate Risk 31 - the risk of failing to provide suitable numbers of places for pupils' learning.
- 7.2 **Staffing Issues** - The schools will need to increase the numbers of teaching and non-teaching staff to support the increase in pupil numbers. This will be funded through the school's DSG budget and the increased share which the school will receive.
- 7.3 **Customer Impact** - The increase in pupil places at the above listed schools will improve the available places for parents expressing a preference for their children to attend the aforementioned schools. It will also ensure that pupils have better access to education provision in the primary sector and are more likely to be able to attend schools in their local area.
- 7.4 **Safeguarding Children** - Adoption of the recommendation would contribute strongly to the Council's objectives to improve the wellbeing of children in the borough, reduce inequalities and ensure children's facilities are provided in an integrated manner, having regard to guidance issued under the Children's Act 2006 in relation to the provision of services to children, parents, prospective parents and young people.
- 7.5 **Property / Asset Issues** - The school estate portfolio will be increased as this additional site at Scholar's Way will be an annexe to the main building at Sandringham Road.
- 7.6 **Environmental Impact Assessment (EIA)** - The outline planning application 06/01284/OUT was accompanied by an EIA that can be viewed on the website link: <http://paplan.lbbd.gov.uk/online>. Subsequently, a reserved matters planning application 10/01043/REM was submitted for the school site and the EIA for this falls within the parameters of the outline planning application.

### Background Papers Used in the Preparation of the Report:

- Legislation which allows this – Education and Inspections Act 2006.

- DfE Guidance: Expanding a maintained mainstream school by enlargement or adding a sixth form.
- Consultation letter dated 11 June 2012.
- Notice Published 28 July 2012
- Previous Cabinet Reports: 16 March 2010 [Minute 139], 22 May 2012 [Minute 5], 14 February 2012 [Minute 109], 18 October 2011 [Minute 51],
- Development Control Board Report dated 28 February 2011 [Minute 122].

**List of appendices:**

- **Appendix A** – Pupils Attending Schools in Barking & Dagenham residing at the former UEL site

Pupils attending Schools in Barking & Dagenham residing at the UEL Development Site (as at 9 July 2012)

Appendix A

School	N2	R	1	2	3	4	5	6	7	8	9	10	11	12	Total
Barking Abbey School									2	2	1	3			8
Becontree Primary School	1	1		1											3
Dagenham Park Church of England School									1						1
Dorothy Bartley Infants School	1		5	2											8
Dorothy Bartley Junior School					3		5								8
Eastbrook Comprehensive School									2		1	1			4
Eastbury Comprehensive School										2	1	1	2	1	7
Five Elms Primary School				1		1									2
Gascoigne Primary School					1										1
Godwin Primary School				2		1									3
Godwin Primary School		1													1
Grafton Primary School															1
Manor Infant School	10	6	6	6	3	3	6	2							42
Manor Junior School							1								1
Marsh Green Primary School						2									2
Monteagle Primary School			1		1		1								3
Ripple Primary School								1							1
Roding Primary School			2	1	1		1								5
St Josephs RC Primary (Dagenham)	1				1										2
St Josephs RC Primary (Barking)				1	1			1							3
The Jo Richardson Community School										1	2		1		4
St Teresas RC Primary School	1		2												3
Trinity School			1												1
Warren Comprehensive School										1		1	1		3
<b>Total</b>	<b>14</b>	<b>8</b>	<b>17</b>	<b>14</b>	<b>11</b>	<b>7</b>	<b>14</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>116</b>

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## CABINET

18 SEPTEMBER 2012

<b>Title:</b> Decision not to Implement Proposals for the Amalgamation of William Ford Church of England (Voluntary Aided) Junior School and Village Infant School	
<b>Report of the Cabinet Member for Children's Services</b>	
<b>Open report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Village Ward	<b>Key Decision:</b> Yes
<b>Report Author:</b> Mike Freeman, Group Manager – Schools Estate and Admissions	<b>Contact Details:</b> Tel: 020 8227 3492 E-mail: mike.freeman@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jane Hargreaves, Divisional Director Education	
<b>Accountable Director:</b> Helen Jenner, Corporate Director of Children's Services	
<p><b>Summary:</b></p> <p>At its meeting on 11 July 2012 (Minute 20), the Cabinet agreed proposals which would have led to the amalgamation of William Ford Church of England Junior School and Village Infant School, creating an all-through Church of England Voluntary Aided Primary School with effect from 1 September 2012. The amalgamation proposal, which had been developed in consultation with the Diocese of Chelmsford and the Governing Bodies of William Ford Church of England Junior School and Village Infant School, would have involved the closure of the existing infant school, expansion of the age range of the existing junior school and the lease of the site to the Trustees of the newly extended school, which would have been called William Ford Church of England Primary School.</p> <p>However, at its meeting on 17 July 2012 the Governors of William Ford Church of England Junior School decided not to implement the decision to expand and lower the age range at its school. It would therefore not be possible to amalgamate the schools. As a result, it was necessary that steps be taken in order that the agreed changes were no longer implemented and the status quo maintained.</p> <p>The procedure for this is governed by the school organisation regime and requires that Cabinet decides that, following fresh proposals made by the Governing Body and the Council, both the Governing Body and the Council be relieved of the duty to implement their original proposals. A report was therefore presented to Cabinet on 24 July 2012 (Minute 24 refers) to initiate the revocation arrangements and this report seeks to formalise those arrangements following the publication of the appropriate revocation notices.</p> <p>Assuming that Cabinet approves the recommendations below, both William Ford Church of England Junior School and Village Infant School will operate as they have done previously. None of the proposed changes will take place. This further decision is necessary as without it there is a legal duty to implement the previously agreed changes.</p>	

## **Recommendation(s)**

The Cabinet is recommended to:

- (i) Agree that there be no duty to implement the previously agreed changes. The effect of this is that the decisions made under Minute 20 (11 July 2012) will not have effect. This is in light of the decision by the William Ford Church of England Junior School Governing Body, at its meeting on 17 July 2012, not to proceed with the proposal to amalgamate William Ford Church of England Junior School and Village Infant School to become an all-through Church of England Voluntary Aided Primary School with effect from 1 September 2012 via the closure of the existing infant school and expansion of the age range of the existing junior school;
- (ii) Agree that the Governing Body of William Ford Church of England Junior School be relieved of its duty to implement the proposal to expand the age range of the William Ford Church of England Junior School;
- (iii) Agree that the Council be relieved of its duty to implement the proposal to close Village Infants School with effect from 1 September 2012;
- (iv) Note that the following two actions will now no longer be necessary;
  - a. the grant of a lease for a peppercorn rent of the amalgamated site together with the adjoining access road and school house shown on drawing number LBB/D/002 attached to Appendix B to the report, to the Trustees of William Ford School, for the purposes of ensuring that the through school can operate on one site,
  - b) the delegated authority to the Corporate Director of Children Services, in consultation with the Corporate Director of Finance and Resources and the Divisional Director for Legal and Democratic Services to agree terms and conclude the necessary legal agreements to facilitate the merger of the two schools.

## **Reason(s)**

The Governors of William Ford Church of England Junior School have decided that they do not wish to implement the proposal to lower the age range of William Ford and increase its premises to become an all through primary school. Under the School Organisation regime there is a duty to implement these decisions, unless they are relieved of this. Similarly, there is a duty on the Council to implement the previously agreed decision to discontinue Village Infants, unless the Council decides that it should be relieved of the duty to implement this.

## **1. Introduction and Background**

- 1.1 Further to the Cabinet reports of 11 and 24 July 2012 the Governing Body of William Ford Junior Church of England School has determined not to proceed with the proposal to amalgamate with Village Infant School and thereby become an all-through Primary School. This report recommends that Cabinet decides there is no



duty to continue with the changes that would have been necessary to bring about the amalgamation.

## **2. Proposal and Issues**

- 2.1 The Governing Body of William Ford Junior Church of England School wishes to be relieved of its duty to implement the previously agreed decision to:
  - (a) Change the age range of the school to 3 to 11 years, thereby becoming a primary school;
  - (b) Expand the school premises.
- 2.2 The Local Authority wishes to be relieved of its duty to implement the previously agreed decision to discontinue Village Infants Community School.
- 2.3 The effect of the two proposals together is that no changes are made to either school.
- 2.4 In order to comply with the regulations relating to school organisation, the revocation involves both the Governing Body and the Local Authority publishing fresh proposals to be relieved of their respective duties to implement the changes. These proposals were published together as a notice in The Barking & Dagenham Post on 8 August 2012 and posted at the main entrance to William Ford Junior Church of England School and Village Infant School, in accordance with the regulations. The Notice has also been placed on the Council's website and in the Public Notice Folder at Barking Library and Dagenham Library.
- 2.5 The "representation period" of six weeks began on the day of publication of the Notice and ends on 18 September 2012.

## **3. Options Appraisal**

- 3.1 The proposals were linked and were made following discussion and agreement with the Local Authority, Governors and Diocese. However, without the continued agreement and support of the Governing Body of William Ford Junior School, none of the original proposals or the decisions made to implement them were viable. The statutory process requires revocation of decisions that will not be implemented, and there are no alternative courses of action available to be appraised.

## **4. Consultation**

- 4.1 As noted in 2.1 above, a Notice was published on 8 August 2012 in the Barking and Dagenham Post. There was no requirement for further consultation prior to the publication of the Notice.
- 4.2 Any representations made during the representation period must be considered. At the time of writing this report, no representations had been received and any that are received will be reported at the meeting.

## **5. Financial Implications**

Implications to be verified by: Dawn Calvert, Finance Group Manager

5.1 There are no financial implications.

## **6. Legal Implications**

Implications completed by: Lucinda Bell on behalf of Fiona Taylor, Legal Group Manager

6.1 The School Organisation (Establishment and Discontinuance of Schools) Regulations 2007 and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007 govern the procedure for these proposals. The legal requirements have been incorporated into the body of this report and the Legal Service has advised on the process throughout.

## **7. Other Implications**

7.1 **Staffing Issues** - The decision not to proceed with the Cabinet decision under Minute 20 (11 July 2012) means that staff at Village Infant School will remain in the Council's employment.

7.2 **Property / Asset Issues** - The proposal to transfer the Village Infant School site and buildings as an asset in trust to the Diocese under a lease at a peppercorn rent of £1 per annum will not now occur.

7.3 **Customer Impact** - There are no equalities issues raised by the recommended decision as it effectively maintains the status quo.

### **Background Papers Used in the Preparation of the Report:**

- Relevant Legislation – School Organisation (Establishment and Discontinuance of Schools) Regulations 2007 and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007
- DFE Guidance – Expanding a Maintained Mainstream School by Enlargement or Adding a Sixth Form and Closing a Maintained Mainstream School
- Notice Published 8 August 2012
- Cabinet Report and Minutes of 11 July 2012
- Cabinet Report and Minutes of 24 July 2012

**List of appendices:** None

## CABINET

18 September 2012

<b>Title:</b> Award of Contract for Leasehold Property Insurance Cover	
<b>Report of the Cabinet Member for Housing</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Sharon Roots, Group Manager – Risk & Insurance	<b>Contact Details:</b> Tel: 020 8227 5380 E-mail: sharon.roots@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Ken Jones, Divisional Director Housing Strategy	
<b>Accountable Director:</b> Darren Henaghan, Corporate Director of Housing & Environment	
<p><b>Summary:</b></p> <p>In readiness for the expiry of the current contract for the provision of Leasehold Buildings Insurance Cover on 29 September 2012, officers have tendered the contract using the “Open Procedure” in accordance with European Procurement Directives, as agreed by Cabinet on 20 March 2012.</p> <p>There is a limited market for the provision of Leasehold Buildings Insurance Cover for Local Authorities and an independent Insurance Broker had been engaged to ensure the widest possible selection of insurance companies were available to quote.</p> <p>Following placement of advertisement in the Official Journal of European Union three insurers requested copies of the tender documents but only one of these companies, Zurich Municipal submitted a bid. Zurich Municipal is the current provider of buildings insurance cover.</p> <p>Following evaluation of the bid submitted, we propose to award the tender to Zurich Municipal commencing 29 September 2012 for 3 years with the option to extend the contract for a further two years. The insurance policy now includes ‘extended accidental damage cover’ at a premium rate of 5p per £1,000 less than previously charged by ZM for Standard Cover.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to :</p> <p>(i) Approve the award of the contract for the provision of Leasehold Buildings Insurance Cover in respect of the Council’s leasehold property to Zurich Municipal; and</p> <p>(ii) Delegate authority to the Corporate Director of Finance and Resources, in consultation with the Corporate Director for Housing and Environment and following procurement and legal advice, to exercise any “extension of period” options that are deemed to be in the best interest of the Council and leaseholders.</p>	

## **Reason(s)**

To enable the Council to provide insurance on the best terms available in the current market for Leaseholders and ensure continuity of insurance cover in respect of Council Leasehold property, assisting the Council in being a well run organisation, working towards raising Household Incomes under the theme of Better Homes.

### **1. Introduction and Background**

- 1.1 The existing contract for the Council's Leasehold Property insurance programme is with Zurich Municipal (ZM) and expires on 29 September 2012. ZM were appointed as the Council's insurers after a tender process in line with the European procurement directives in 2007.
- 1.2 The current contract was for 3 years with an option for a further 2 years. This option was exercised as it was felt to be in the best interests of the Council and Leaseholders at that time, given the state of the insurance market rates, to ensure value for money. However we had to tender as the Council is coming to the end of the extension option.
- 1.3 To ensure that the widest possible selection of insurance companies from the very limited Insurance Market were available to quote, an insurance broker had been engaged, as it is a specialist area and some Insurers will only deal with an Insurance Broker intermediary. The Specialist Insurance Broker had been contracted to procure both the Council's main insurance contract and this contract.

### **2. Tender Process**

- 2.1 The contract, which will be reviewable annually, is estimated to be valued at approximately £1.8million over a 3 year term.
- 2.2 It is confirmed that the relevant provisions of the "Contracts Guidance Notes", "Contracts Rules", "Contracts Codes of Practice" and the "Financial Rules" of the Council's Constitution and the EU Procurement Rules were fully adhered to.
- 2.3 Insurance is a Part A Service and must be awarded in accordance with the provisions of EU Regulations and are subject to the full regime (Directive 92/50/EEC for Service Contracts).
- 2.4 Due to the limited market and the anticipated low response, the 'Open procedure' was used which means that tendering procedures were preceded by the placing of a notice advertising the contract with all those expressing an interest being invited to submit a tender.
- 2.5 Following placement of advertisement in the Official Journal of European Union three insurers requested copies of the tender documents
  - Zurich Insurance PLC – The Zurich Centre 3000 Parkway Whiteley Fareham Hampshire PO15 7JZ
  - Ocaso Insurance Co – 110 Middlesex Street 3<sup>rd</sup> Floor London E1 7HY
  - Aspen Insurance Co – Plantation Place 30 Fenchurch Street London EC3M 3BD

2.6 Only one of these companies, Zurich Municipal submitted a bid. Zurich Municipal is the current provider of the Leasehold Buildings Insurance Cover.

### 3 Tender Evaluation

3.1 If permission to award the contract is given it will be awarded on the basis of the best value for money offer to the contracting authority of the bidder being able to meet or exceed the service specification and cover requirements in the following breakdown:

Price	60%
Quality	40%

3.2 Quality of product was weighted against price using the following criteria:

- Extent of Cover and Service Requirements 10%
- Technical Ability and experience 10%
- Financial Standing 10%
- Eligibility 5%
- Added value 5%

(Appendix 1 – Full Evaluation Criteria Breakdown)

3.3 The single bidder still had to demonstrate how they met the criteria in their tender documentation. They were also credit checked with a specialist Credit Agency, Standard & Poors, who deal with Insurance companies worldwide.

3.4 The evaluation panel consisted of representatives from Insurance, the appointed Insurance Broker and Home Ownership Service within Housing & Environment Department.

3.5 Following a full evaluation of the single bid submitted, on the criteria set out above, we propose to award the tender to Zurich Municipal commencing 29 September 2012 for 3 years with the option to extend the contract for a further two years.

3.6 The insurance policy offered includes ‘extended accidental damage cover’ at a premium rate of 5p per £1,000 less than previously charged for Standard Cover

3.7 The table below shows the expected premium for each property type from 29 September 2012. The sum insured is based on the aggregate value of the properties based on the number of bedrooms.

No. Bedrooms	Sum Insured*	Premium (£1.19 per £1,000)
One Bed	£127,061.00	£151.20
Two Bed	£152,918.00	£181.97
Three Bed	£172,219.00	£204.94
Four Bed	£208,958.00	£248.66

\* Please note the above figures are for the period 29 September 2012 – 28 September 2013 with the sum insured index linked by 6% per annum thereafter.

- 3.8 Entering into a three year Long Term Agreement will guarantee the premium rate £1.19 per £1,000 for the term of the first three years.
- 3.9 By entering into a 3 year long term agreement, the Council will save Leaseholders possible increases in premium costs that would come from an annual renewal tender, an increase in cover by having 'Accidental Damage' included, and also guaranteed efficiency savings for the Council by not incurring officer time and associated costs.

#### **4. Options Appraisal**

- 4.1 The Council does have the option not to pursue this contract but this would be to the considerable detriment of leaseholders and is not therefore recommended.
- 4.2 The council does have the option to retender the contract again however the very limited market at this time does mean that a very similar outcome, of only one insurer bidding, is very likely.

#### **5. Leaseholder Consultation**

- 5.1 In line with Housing regulations and legislation, consultation with leaseholders was undertaken by letter.
- 5.2 The first stage statutory consultation letter invited leaseholders to express any opinions they have with regards to the provider and service.
- 5.3 The second phase of the statutory consultation, which expired on 31<sup>st</sup> August 2012, invited leaseholders to comment on the chosen provider and raise any concerns. The consultation was straightforward and factual with leaseholder rights clearly explained. The letter was made available in other formats, such as large print, if requested. (Appendix 2: Example of Second Stage Consultation Letter sent to all Leaseholders.)

#### **6. Financial Implications**

Implications completed by: Jo Moore, Finance Group Manager

- 6.1 There are no direct financial implications to the Council arising from this proposal. All leasehold insurance premiums obtained are passed directly to Leaseholders.
- 6.2 Elevate has agreed that for this contract there will be no liability for gain share.

#### **7. Legal Implications**

Implications completed by: Evonne Obasuyi, Senior Lawyer.

- 7.1 This report is seeking Cabinet's approval to award the provision of insurance services in respect of the Council's leasehold property, in anticipation of the expiry of the existing contract in September 2012.
- 7.2 Under the Public Contracts Regulations, 2006 ("the EU Regulations") insurance services are classified as Part A services and are therefore subject to the full rigour of the EU public procurement regime. As the value of the contract is above the EU

threshold for services (currently £173,934), a full EU competitive tendering process was required to be undertaken.

- 7.3 This report confirms that the contract was advertised in the Official Journal of the European Union (OJEU), and that the Open Procedure – a procedure whereby all organisations that submit an expression of interest in relation to the contract are invited to tender for the contract – was followed.
- 7.4 It is anticipated that the cost to the Council of providing insurance cover in relation to leasehold property under the proposed contract, will be recovered from leaseholders via Service Charges payable by leaseholders.
- 7.5 Under Section 20 of the Landlord and Tenant Act, 1985, a notice of the intention to re-tender the contract must be given to leaseholders and consultation must be carried out with leaseholders in accordance with the Landlord and Tenant Act 1985 prior to award of the contract. This is imperative; otherwise the full cost of provision of the insurance cover will not be legally recoverable from leaseholders. This report confirms that the statutory leaseholder notices have been issued and that consultation with leaseholders has been undertaken in respect of this contract.
- 7.6 The Legal Practice confirms that there are no legal reasons preventing Cabinet from approving the recommendations of this report.

## **8. Other Implications**

### **8.1 Risk Management**

The Leaseholders' Insurance Programme provides buildings and third party insurance cover for leaseholders in previously Council-owned properties. If buildings cover is not provided the Council will not be complying with its Landlord's obligations and will have to bear the risk of what otherwise would be covered by insurance.

### **8.2 Customer Impact**

Although it is a condition of the leases for all properties sold under the Right to Buy that the Council as landlord is responsible for insuring the building in which the property is situated, the Council is still providing a valuable contribution to social inclusion, enabling access to markets and savings that a lone leaseholder may not have while at the same time ensuring that appropriate insurance cover is in place on leasehold properties.

## **Background Papers Used in the Preparation of the Report:**

- **Cabinet Report and Minute, 20 March 2012** - Retendering of the Contract for Leasehold Property Insurance

## **List of Appendices:**

- Appendix 1: Full Evaluation Criteria Breakdown  
Appendix 2: Copy of a Second Stage Consultation Letter sent to all Leaseholders

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<b>Leasehold Insurance Tender – Evaluation</b>			
<b>SCORING</b>			
<b>0</b>	<b>No answer given</b>		
<b>1</b>	<b>Attempted but does not meet standard</b>		
<b>2</b>	<b>Does not fully meet standard</b>		
<b>3</b>	<b>Meets required standard</b>		
<b>4</b>	<b>Partially exceeds required standard</b>		
<b>5</b>	<b>Substantially exceeds required standard</b>		
<ul style="list-style-type: none"> <li><b>FINANCIAL RATING – Standard &amp; Poors</b></li> </ul>		<ul style="list-style-type: none"> <li><b>EXPERIENCE - Years</b></li> </ul>	
Not rated	0	0-2 years	1
B	1	3-4 years	2
BB	2	5-6 years	3
A	3	7-8 years	4
AA	4	8-10 years	5
AAA	5		
<b>CRITERIA</b>		<b>To consider</b>	
<b>Eligibility</b>		<ul style="list-style-type: none"> <li>• Must be FSA registered</li> <li>• Completeness of bid and compliance with tender instructions</li> <li>• Provided all information requested</li> <li>• Completed Section B and provided supporting documentation where appropriate</li> <li>• Any contract terminated before expiry and why</li> </ul>	
<b>Service Requirements and Cover</b>		<ul style="list-style-type: none"> <li>• Meets service requirements set out in tender</li> <li>• Able to provide <b>all</b> cover requirements set out in tender</li> <li>• Must be able to provide flexible claims handling which allows for a) use of local tradesmen and b) option of methods of settlement.</li> <li>• Evidence that there are systems in place to deal with Fraud, Complaints and Disputes.</li> </ul>	
<b>Financial Standing</b>		<ul style="list-style-type: none"> <li>• Standard &amp; Poors or equivalent rating</li> <li>• Must include 2 years audited accounts where established for more than two years</li> <li>• Experian Financial Appraisal</li> <li>• Insurance details</li> <li>• Indication of company's capacity to provide quality service to clients</li> </ul>	
<b>Technical ability and satisfactory experience</b>		<ul style="list-style-type: none"> <li>• Dedicated Blanket Policy Team</li> <li>• Staffing resources should be sufficient to in order to fully support the requirements of the contract particularly claims handling</li> <li>• Whether claims handling is In-House or contracted out, if sub contracted would expect details including performance management information</li> <li>• Clarity of Policy Documents</li> <li>• Number of years experience in providing insurance and claims services to Local</li> </ul>	

	<p>Authorities for Leasehold Insurance which demonstrate a proven track record and that the applicant has an understanding of the requirements of the Leaseholders</p> <ul style="list-style-type: none"> <li>• Reference information indicating track record for delivery of service, relationships with clients, must be positive and relate to service provision</li> </ul>
<b>Added Value</b>	Value added to contract

Reference:  
Phone: 020 8227 2906  
Fax: 020 8227 2846  
Minicom: 020 8227 5755  
E-mail: leaseholdservicecharges@lbbd.gov.uk  
Date 31 July 2012

Dear

**NOTICE OF PROPOSAL TO ENTER INTO LONGTERM AGREEMENT  
Section 20 of the Landlord and Tenant Act 1985, as amended by Section 151 of  
the Commonhold and Leasehold Reform Act 2002**

**Property:**

This letter contains important information about the provision of buildings insurance cover provided to all leasehold flats sold by the Council under the Right to Buy.

This notice is given following the notice of intention to enter into a long term agreement issued on 2 December 2011. The consultation period in respect of the notice of intention ended on Friday 6 January 2012.

The written observations in relation to the proposals received during the consultation have been summarised and are enclosed as 'Appendix B'.

Following placement of advertisement in the Official Journal of European Union three insurers requested copies of the tender documents. These are as follows:

Zurich Insurance PLC – The Zurich Centre 3000 Parkway Whiteley Fareham  
Hampshire PO15 7JZI

Ocaso Insurance Co – 110 Middlesex Street 3<sup>rd</sup> Floor London E1 7HY

Aspen Insurance Co – Plantation Place 30 Fenchurch Street London EC3M 3BD

Only one of these companies, Zurich Municipal submitted a bid. Zurich Municipal is the current provider of buildings insurance cover.

Following evaluation of the bid submitted, we propose to award the tender to Zurich Municipal commencing 29 September 2012 for 3 years with the option to extend the contract for a further two years. The insurance policy includes 'extended accidental cover' at a premium rate 5p per £1,000 less than previously charged by Zurich Municipal.

The table below shows the expected premium for each property type from 29 September 2012. The sum insured is based on the aggregate value of the properties based on the number of bedrooms.

No. Bedrooms	Sum Insured*	Premium (£1.19 per £1,000)
One Bed	£127,061.00	£151.20
Two Bed	£152,918.00	£181.97
Three Bed	£172,219.00	£204.94
Four Bed	£208,958.00	£248.66

\* Please note some premiums could be higher if the Mortgage Lender has requested a higher sum insured or because of the type of building e.g. listed buildings etc. The above figures are for the period 29 September 2012 – 28 September 2013 with the sum insured £index inked by 6%.

Entering into a three year Long Term Agreement will guarantee the premium rate £1.19 per £1,000 for the term of the first three years.

A copy of the proposal may be inspected by appointment at Roycraft House, 15 Linton Road, Barking, Essex, IG11 8HE between (10.00am – 4.00pm, Monday to Friday), Tel: 020 8227 2906.

We invite you to make written observations in relation to the proposals by sending them to:

Richard Kober Home Ownership Manager  
Home Ownership & Leasehold Management  
London Borough of Barking & Dagenham  
PO Box 48,  
Dagenham  
RM10 7DE

Observations must be received within the consultation period of 30 days from the date of this notice. The consultation period will end on Friday 31 August 2012.

Yours Sincerely

*Richard Kober.*

**Richard Kober**  
Home Ownership Manager  
PO Box 48  
Dagenham  
RM10 7DE

**Enclosures:**

**Appendix A – Section 20 Notes**

**Appendix B – Summary of Comments and Observations**

**Appendix C – Observations Form**

## **Appendix A - Section 20 Notes**

1. The landlord is required to present one proposal in respect of the matters described in a notice of intention. This need not relate to the lowest estimate. The landlord is required to state any connection with the proposed contractor. The proposal must contain a statement of the intended duration of the agreement.

Each proposal should state the estimated contribution relevant to the leaseholder's unit of occupation. If it is not reasonably practicable to provide that information the landlord may provide an estimate of the overall cost estimated under the agreement or a unit cost or daily or hourly rate.

If it is not reasonably practicable for the landlord to provide any estimate of cost the proposal should provide a statement of reasons why the information cannot be provided and a date by which it is expected to be available. The landlord must then provide the estimate within 21 days of obtaining the necessary information, by notice to all recipients of the contract statement.

2. Where a notice specifies a place and hours for inspection:
  - (a) the place and hours so specified must be reasonable; and
  - (b) copies of the proposals must be available for inspection, free of charge, at that place and during those hours. If facilities to enable copies to be taken are not made available at the times at which the proposals may be inspected, the landlord shall provide to any leaseholder, on request and free of charge, a copy of the proposals.
3. The landlord has a duty to have regard to written observations made within the consultation period by any leaseholder or recognised tenants' association and must reply in writing to each individual respondent within 21 days stating his response to the observations.

## **Appendix B – Summary of Comments and Observations received Proposed Long Term Agreement**

### **Observation**

Will the cost be cheaper in the long run than at present, what will be the cost?  
The council should chose the best contractor with the best quote

### **Response**

We will not know the cost until we have evaluated the tenders but this method of commissioning contractors is likely to lead to the best savings.

### **Observation**

Want to know if the insurance cover will cover Act of God, storm damage etc.

### **Response**

The council are bound by the terms of the lease to insure the property and any other part of the estate against loss or damage by fire tempest flood and such other risks.

### **Observation**

Sure the council will secure the best insurance deal for leaseholders  
Leaseholders are happy for this proposal to go ahead

### **Response**

The agreement will be subject to a competitive tendering process to ensure that there is competition between alternative service providers. This will ensure that the residents get value for money.

We will carry out further consultation in accordance with Section 20ZA of the Landlord and Tenant Act 1985 (as amended).

**Reference: LH/INSURANCE2**

**Property Ref:**

**APPENDIX C – Observations Form**

Notice of Proposal to enter into LONG TERM AGREEMENT

It is the Council's intention to enter into an agreement with Zurich Municipal PLC to provide buildings insurance cover including extended accidental damage to all leasehold flats sold by the council under the right to buy.

The agreement will be in place for three years, extendable by a further two years at the Council's discretion.

Date served: - 31 July 2012

**OBSERVATIONS FORM**

NAME:

ADDRESS:

I wish to make the following observations on the proposal:

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Signed.....

Date..... Telephone Number.....

Please return this completed form by no later than 16:00 on Friday 31 August 2012 to:

Richard Kober Home Ownership Manager  
Home Ownership & Leasehold Management,  
London Borough of Barking & Dagenham,  
PO Box 48,  
Dagenham,  
RM10 7DE

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**CABINET****18 September 2012**

<b>Title:</b> Debt Management Performance and Write-Offs 2012/13 (Quarter 1)	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Peter Cosgrove, Service Delivery Director, Elevate	<b>Contact Details:</b> Tel: 020 8227 3850 E-mail: Peter.Cosgrove@ElevateEastLondon.co.uk
<b>Accountable Divisional Director:</b> n/a	
<b>Accountable Director:</b> Tracie Evans, Corporate Director of Finance and Resources	
<b>Summary:</b>  This report sets out the performance of the Council's partner, Elevate East London, in carrying out the debt management function on behalf of the Council and covers the first quarter of the year 2012/13. It also includes details of debt written off in accordance with the write off policy approved by Cabinet on 18 October 2011.	
<b>Recommendation(s)</b>  Cabinet is asked to:  (i) note the contents of this report as it relates to the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of bailiffs; and  (ii) note the debt write-offs for the fourth quarter of 2011/12 and that a number of these debts will be publicised in accordance with the policy agreed by Minute 69 (6 November 2007) (the debts to be published are those with the highest value for which publication is not prevented by the criteria set out in paragraph 2.53).	
<b>Reason</b> Assisting in the Council's Policy House aim of ensuring a well run organisation delivering its statutory duties in the most practical and cost-effective way. It will ensure good financial practice and adherence to the Council's Financial Rules to report on debt management performance and total debt write-off each quarter.	

**1. Introduction and Background**

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by Elevate East London LLP (Elevate). The Service is responsible for the

management of the Council's debt falling due by way of statutory levies and chargeable services.

- 1.2 This report sets out the performance for the first quarter of 2012-13 and covers the overall progress of each element of the service for the year so far. In addition it summarises the debts that have been agreed for write off in accordance with the Council's Financial Rules. Write offs in the first quarter have been actioned in accordance with the Council's debt management policy agreed on 18 October 2011.

## 2. Proposal and Issues

- 2.1 Set out below is the performance for Quarter 1 of 2012-13 and highlights of the improvements made by Elevate for each of the functions of the Revenues Service during the year.

Table 1: Collection Rate Performance - 2012/13 Quarter 1

Type of Debt	2012/13 Target	Profiled target for Quarter 1	Performance Quarter 1	Difference	Amount Collected Qtr 1 £m
<b>Council Tax</b>	94.5%	29.0%	29.4%	+0.4	£15.282
<b>NNDR</b>	97.1%	24.4%	32.8% <sup>1</sup>	+8.4%	£18.984
<b>Rents</b>	96.80%	96.80%	97.18%	+0.38%	£97.056
<b>Leaseholder</b>	86.26%	16.05%	22.83%	+6.78%	£0.850

### Council Tax performance and service improvements

- 2.2 Council Tax collection at the end of the first quarter finished 0.4% above the target for first quarter. The percentage collection was 29.4%, equating to £15.282m collected of the £52.011m Council Tax due. This shows the continuing trend of improvement from 2011-12 when Council Tax collection improved by 1.2% compared to an average increase of 0.4% amongst LBBB's family of councils<sup>[1]</sup> and was the highest collection rate achieved in the last 10 years despite the continuing tough times being experienced by residents.
- 2.3 A breakdown of the outstanding council tax debt as at 31 March 2012 for Council Tax, year by year is set out below:

Year	Arrears (£)
1999/00	34,083
2000/01	39,109
2001/02	66,615
2002/03	141,747
2003/04	259,781

<sup>1</sup> This figure is significantly above the profile because of the way LBBB pay their NNDR in advance.

[1] Greenwich, Hackney, Haringey, Islington, Lambeth, Lewisham, Newham, Tower Hamlets, Southwark, Waltham Forest.

2004/05	450,851
2005/06	709,475
2006/07	1,167,633
2007/08	1,701,940
2008/09	2,003,043
2009/10	2,304,920
2010/11	2,652,864
2011/12	2,853,331

2.4 The main improvements implemented by Elevate so far this year are:

- continuing to improve the number of council tax payers paying by direct debit with an increase of 3.97% at the end of quarter 1.
- The new payment arrangement policy introduced last year has seen an increase in arrears collection for Q1
- All council tax procedures have been reviewed and re-launched in quarter 1 along with standardisation of all documentation used.
- Attachments of earnings have increased since the beginning of the year with 1,130 attachments of earnings now in place compared to 897 at the end of quarter 4 2011/12.
- A temporary inspector was engaged in November 2011 tasked with visiting empty properties. Since April 2012 a total of 218 properties have been visited with 209 cases resolved.

2.5 Paragraph 2.3 above sets out the volume of council tax outstanding year by year from 1999. The decision to write-off is dependent on the steps already taken and potentially exhausted to recover the debt.

2.6 During the first quarter additional write offs were approved for write-off but are not showing on appendix A as they were not removed before the end of the quarter, the amount will be reported in the next report. The delay was because of the work required to ensure the system reconciles with the write-offs made.

#### NNDR performance quarter 1 and service improvements

2.7 NNDR collection for the first quarter was year was 32.8%, equating to £18.984m of the £57.949m debt due for the whole year. This is 8.4% above the target. The significant collection above the target is explained by the fact that LBBD have paid their NNDR in advance.

2.8 The main improvements in NDDR are:

- a review of all procedures to improve efficiency and launch of a new procedure manual.
- All enforcement processes have been reviewed to improve the process and increase collection rates.

## Rents collection performance and service improvements

- 2.9 At the end of quarter one rent collection achieved was 97.18%, which is 0.38% above the target performance of 96.80%.

For 2012-13 Elevate have, in agreement with the Council, adopted the House Mark measure for rent collection which is different from the former Rents performance indicator (PI), known as "BV 66a" which was the nationwide Rents PI for all local authorities. All rents reports are drawn from the Capita IT system which was introduced by LBBD. When the requirement for the new report was communicated to Elevate Capita were brought on site to write the report to meet the requirements that House Mark specify.

The new PI measures collection performance in respect of current year and for arrears brought forward from the previous financial year, but the definition is different in a number of aspects to that of BV66a, so this year's collection cannot be directly compared with 2011-12.

At the end of June the collection for the financial year is projected to reach £97.056m of the £99.877m projected as the collectable amount for the whole year.

- 2.10 Elevate have stabilised the Capita IT system. System reports on cases that need arrears action have been working reliably which has meant that tenants have received arrears letters on time and at an earlier stage than last year.

We are now in a position to take action on debt at levels when there is still a realistic prospect of tenants making arrangements to clear the debt in the current financial year.

We seek to persuade tenants to make arrears clearance their priority so that we can avoid taking them to Court. Before resorting to Court action we do all we can to ensure that the tenant has received all housing benefit they are entitled to and that they are directed to support if needed.

The threat of Court action is often effective in producing large payments of arrears and Court orders for eviction regularly produce full clearance of the debt. We have introduced on line applications for Courts Possession hearings; this will reduce Court costs and save officer time.

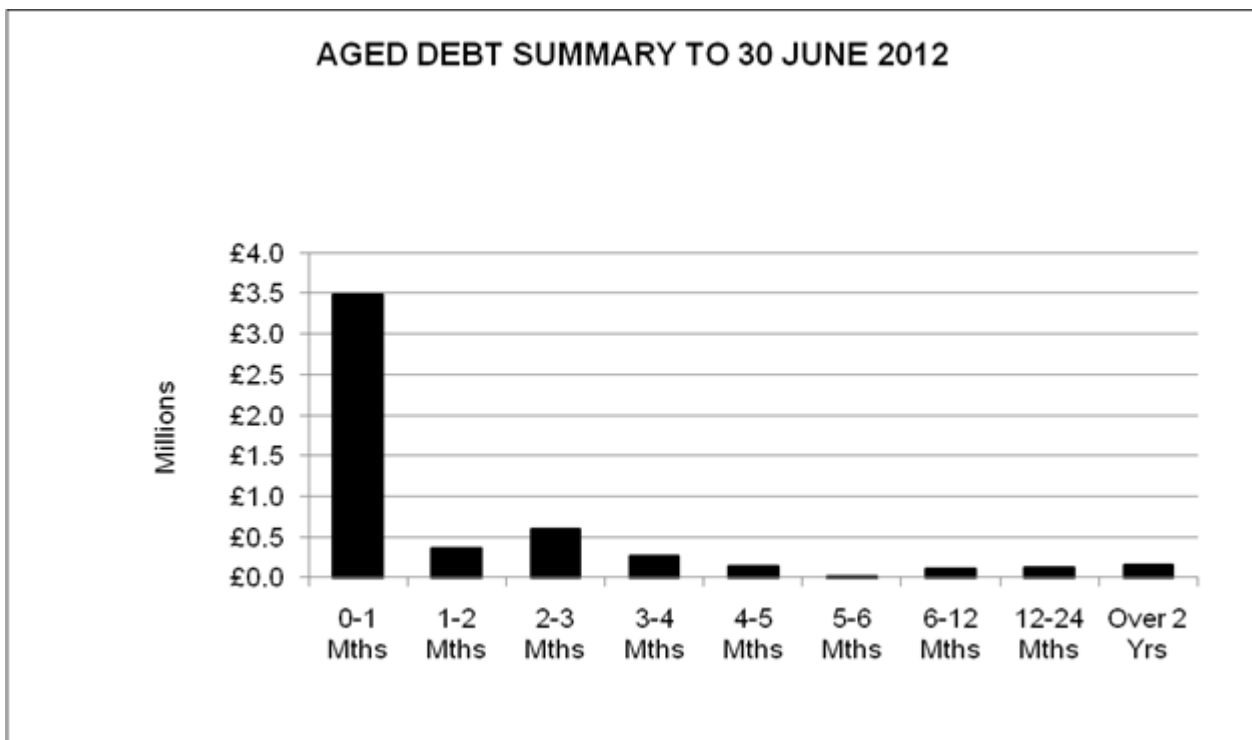
- 2.11 One Stop Shop staff at Barking Learning Centre and Dagenham Library see around 100 tenants weekly across both sites. Most tenants with rents enquiries (around 1000 per week) phone the Rents team directly. Around 90% of calls are answered and this level of performance has been maintained for the last 9 months. This represents a step change from the performance levels which obtained between September 2010 and March 2011 when less than 50% of calls were answered.
- 2.12 Elevate encourage payment by Direct Debit (DD). The Council have launched a quarterly prize draw to promote DD that offers one prize of £250 and two of £100. To qualify tenants must pay by DD and must not be in arrears.
- 2.13 The team continue to look at options to ensure smarter working; foremost being more joined up working with the Housing management service. The review of the

end to end process has now evolved into revising procedures with Housing management for sign up to tenancies and settling in visits to ensure that we prevent rent arrears from arising wherever possible.

- 2.14 To ensure HB take up is maximised at tenancy sign up, Dagenham Library have recently joined the Barking Learning Centre in dealing with Housing Benefit assessments when customers sign up for new tenancies. A housing benefit officer will be attached to the Rents Team from early July to ensure that we maximise benefit payable and to broaden the knowledge of the team generally on claim criteria.
- 2.15 On line access to rent account balances and to order a Rent payment card became available from July 2012. SMS texting was introduced in Quarter 3 of 2011-12 so that lower level arrears cases receive a text message in addition to a standard arrears letter and tenants can text to find out their rent account balance.

General Income

- 2.16 General Income is used to describe the ancillary sources of income available to the Council, and which support the cost of local service provision. Examples of income streams from which the Council derives income include; charges for social care; rechargeable works for housing; nursery fees, trade refuse, truancy penalty notices, hire of halls and football pitches. Oracle is used for the billing of these debts and collection performance across all these debts is reported together.
- 2.17 The current aged profile of the debt<sup>[1]</sup> is as follows:



<sup>[1]</sup> Aged debt reflects invoices that remain unpaid after the 21 days. 21 days being the Council’s payment terms. It excludes charges for home and residential care and penalty charge notices that are reported separately.

- 2.18 Elevate make sure that the debt is pursued while a reasonable prospect remains of collecting the debt. For example the above chart shows a tranche of debt that is over two years old. With these (around 300 cases) most commonly Elevate are in discussion with the issuing department to decide on the next steps or the debt has legal action pending. All debts are monitored on a regular basis to ensure that appropriate action is being taken. We make arrangements to pay by instalments, and make regular phone calls to try to receive payment to reduce any court action, which is used as a last resort.
- 2.19 The collection of Leasehold Service Charges and Penalty Charge Notices are monitored through separate computer systems and the performance of these is reported separately.

#### General Income: Leaseholders

- 2.20 For the in-year charges for 2012-13<sup>21</sup> performance for the collection at the end of June stood at a total of payments received of £725,538 from a debit of £3,177,143 which gives a collection rate of 22.83%, and for previous year's debt Elevate have collected £108,758 of £496,630. The overall collection rate for all years, i.e. in-year debt and arrears at 30<sup>th</sup> June 2012 stood 6.78% above the target at 22.83%.

#### General Income: Leaseholders - improvements

- 2.21 The main area of improvement in respect of Leasehold collection in arrears is the additional resource that Elevate have added to the Court Team, this has assisted greatly in being able to do much more detailed and pro-active recovery in a quicker time scale. More detailed reminder letters have been manually produced and mediation work has been carried out.

#### Penalty Charge Notices

- 2.22 The Council refer unpaid Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements to Elevate for enforcement once a warrant has been obtained from the Traffic Enforcement Court. The vast majority of these relate to parking infringements. Elevate enforce these warrants through bailiffs and monitor their performance. Overall collection rates on PCNs will be reported by Environmental and Enforcement Services (Parking Services).
- 2.23 The number of warrants related to PCNs from December to the end of June sent to bailiffs is 14,455 totalling £2,288,222. The collection rate overall is currently at 12.7%. The actual collection performance on a batch of warrants can only be measured when a warrant expires after 12 months.
- 2.24 Elevate is working closely with its bailiffs at ways that the collection rate can be improved. Elevate now send warrants every fortnight and send additional warrants to the bailiff with the best performance.

#### Fairer Contribution Charging

- 2.25 The Council's new Fairer Contribution Policy commenced from October 2011.

2.26 The agreed measure for performance reporting was the percentage collected on debt over 120 days old.

2.27 Detailed below is the performance as at the end of July 2012.

#### Residential care

Invoices	Debit Raised	Total Collected	Collection rate	Target	Difference	Uncollected
120+	£ 1,714,894	£ 1,396,906	81.46%	90%	8.54%	£ 317,988.71

#### Homecare

Invoices	Debit Raised	Total Collected	Collection rate	Target	Difference	Uncollected
120+	£ 327,729	£ 287,188	87.63%	90%	2.37%	£ 40,540.43

2.28 Direct Debits are now in place with the first payments to be taken in August.

#### Bailiff Performance

2.29 Currently Elevate use three bailiff companies, Newlyn, Equita and JBW. Bailiffs are used to collect for the following debts:

- Council Tax
- National Non Domestic Rates
- Benefit Overpayments
- Sundry Debts
- Commercial Rents
- Benefit overpayments.
- Car Parking

2.30 For Council Tax bailiff firms Newlyn and Equita are used to enforce non payment and Newlyn are used for the non payment of NNDR. A bailiff cannot be instructed to carry out this work until the Council has obtained a liability order at court. The bailiff will visit the property with the intention of collecting the debt or removing goods to the value of the debt.

2.31 Day to day working arrangements are in place so that the Council Tax team have access to the bailiff's computer system and update individual cases in real time. Changes include amendments to debts, the recall of cases where appropriate and the making and updating notes on the system. Bailiffs will not remove goods without direct authorisation from the Council Tax manager and removal is extremely rare as the debtor's goods are highly unlikely to cover the unpaid debt. Bailiffs have direct access to council tax staff to check information and where swift action is required the council tax team can contact the bailiff companies by phone. The same arrangements exist for Business Rates.

2.32 Throughout the course of the year regular meetings are held with the bailiff companies to discuss performance and resource. Bailiffs are always challenged to improve their performance and they are provided with information on how the other bailiffs are performing. Where necessary Elevate will reduce the amount of work going to bailiff where performance is deemed to be too low. Bailiffs only collect their fees when they successfully recover debt for the Council.

- 2.33 Bailiff companies have by request ensured that where new cases are sent they increase the number of bailiffs working in the area to ensure that there is a minimal delay between the cases referral and first contact.
- 2.34 Below a certain level sundry debt cases are deemed to have too low a balance to make court action economically viable. Such debts are referred to the bailiff for collection who seek to recover the debt using letters and phone calls to make contact in order to collect the debt. Where internal methods of collection have failed, benefit overpayments are referred to the bailiff for collection. They will write to and phone the debtor and where this proves unsuccessful they will visit the property with the intention of collecting the debt.
- 2.35 In most cases once a debt has been referred to the bailiff and the bailiff has been unable to collect the debt and where other available avenues are not possible the only route left is to write the debt off. Details of the write offs in quarter four of 2011/12 are in paragraphs 2.48 to 2.50 and in appendices A, B and C.
- 2.36 Bailiff action is a key tool in Elevate's work to recover overdue debts but is only one area of collection work.
- 2.37 Detail of bailiff performance by type of debt for 2011/12 by debt is set out in the table below. Referring debts to a bailiff for collection is a last resort. Bailiff performance below is for the 1<sup>st</sup> quarter and is for the debt referred in that time. The collection performance will improve during the year.

#### Council Tax

Quarter 1	Value of cases less returns	Total remitted	Collection rate %
April - June	969,563.53	29,842.93	3.07%

#### NNDR

Year	Value of cases less returns	Total remitted	Collection rate %
2012-13	£107,802	£53,824	49.93%

#### General Income

	Value of cases	Total remitted	Collection Rate (%)
2012-13	26,430.61	4,249.80	16.1

#### Commercial Rent

Bailiff Work (commercial rent)	Number referred to bailiff April to June	Value Referred to bailiff April to June	Amount Collected by bailiffs April to June	% Collected by bailiffs April to June
2012-13	5	7,907.63	5,589.03	70.68% <sup>2</sup>

<sup>2</sup> Bailiff performance is higher for this line of debt as failure to pay will lead to a loss of tenancy by the business.



## Road Traffic Debt

Warrants issued from	Number of batches	Value of cases less returns	Total remitted	Collection rate %
7.12.2011	11	£2,288,222	£289,677	12.7%

### **Bailiff Performance Overview**

- 2.38 The relatively low percentage collected by bailiffs as shown above needs to be seen in context. Elevate's revenues teams will attempt to collect their respective debts by means other than bailiffs where possible. However, where these methods have been exhausted bailiffs will be utilised.
- 2.39 In relation to council tax and business rates this can result in a large number of cases being sent at the same time to the bailiff and so can make performance in terms of cash collected as a percentage low. Although the teams will have attempted to cleanse the data related to the debts sent, in some cases there will be information about the property or debt that has not been supplied by the resident or landlord. In such cases the visit from the bailiff can often generate not only payment to the bailiff but direct payment to the council as well as hastening the supply of information that may change the account and/or details of a new occupant or allow attachment to earnings or benefits to be put in place.
- 2.40 Although the bailiffs intention is always to collect unpaid debts, their actions also act as a deterrent and often prompt the supply of information that has a direct impact on whether they should continue to pursue the debt. Furthermore, bailiffs will often make payment arrangements over a number of months and due to the number of cases issued will take a number of weeks to visit all properties. It is expected that the bailiffs will collect approximately 20% of debts that are referred to them.

### Write off process

- 2.41 Where a debt is written off it is the case that measures have been taken to collect all debts and levies due; it is the case that some debts will remain unpaid, even after concerted efforts have been made to collect them.
- 2.42 Debts are categorised and recommendations made to write-off amounts deemed to be irrecoverable. The write-off of debt allows the service to focus on debts that are more likely to be recovered. At the same time the Council makes provision within its accounts for debts that are likely to be written-off.
- 2.43 The write-offs presented in this report fall into two broad categories. Firstly, debts Elevate is unable to collect on the Council's behalf because for example the customer is deceased and there is no estate, the customer has gone away and cannot be traced, or the age of the debt precludes recovery. Secondly, there are cases where it is uneconomic to collect.
- 2.44 Of the 1044 debts written off the three main reasons were that for 73.18% the debtor had absconded and could not be traced, for 12.74% it was deemed uneconomical to pursue the debt and for 2.30% the debtor was insolvent.

## Debt Write-off: Quarter 4 2011/12

- 2.45 The value of debts written off for the first quarter of 2012-13, i.e. April to June 2012 total: £464,486 (see Appendix A).
- 2.46 In 2011/12 almost £2.4m was written off (Appendix B).

## Publication of individual details of debts written off (Appendix C)

- 2.47 A number of Authorities publicise the details (names, addresses etc.), of residents who have had debts written off. In the majority of cases, these debts have been written off where the debtor has absconded.
- 2.48 The Council agreed in November 2007 (Minute 69, 6 November 2007) that a list showing the details of debtors, who have had debts written off, would be attached to this report. A list has been attached at Appendix C. The list has been limited to the top ten debts only.
- 2.49 As was previously outlined within the 6th November 2007 Cabinet report, it was recommended that the following types of debt write offs are excluded from this publicised list:
- a) Debts that have been written off following a corporate complaint being upheld;
  - b) Debts that have been written off due to the debtor falling within one of the vulnerable groups (e.g. elderly, disabled, infirm etc.);
  - c) Where the original debt was raised in error;
  - d) Where debts have been written off, but no legal action has been taken to prove that the debt was legally and properly due;
  - e) Where the debt has been written off following bankruptcy or insolvency action (the majority of these cases will be individually publicised).
- 2.50 The exclusion of the category of debts listed above will eliminate the possibility of any unnecessary and potentially costly legal challenges from debtors, who take issue with their details being publicised. It is intended that where the details or whereabouts of debtors become known following publication, those debtors will be pursued as far as is possible, to secure full payment of the debt.
- 2.51 The list provided at Appendix C does not include debts or debtors that fall within categories a-e above, so the list as it stands can be publicised.

## **3. Options Appraisal**

- 3.1 This is not relevant for an information report.

## **4. Consultation**

- 4.1 This is not relevant for this information report.

## **5. Financial Implications**

- 5.1 As part of the closure of the Council's accounts each year, a review of outstanding debts is made and an estimate of bad and doubtful debts is provided for. All write

offs in year are made against that provision. The level of bad debts proposed and agreed for write off is monitored quarterly against the provision made at year end.

- 5.2 Improvements in the pursuit and collection of debt enables the Council to make a lower provision and improves the level of balances and reserves though debts are only pursued to the point that it is economically sensible to do so.

## **6. Legal Implications**

- 6.1 The pursuit of debts owed to the Council is a fiduciary duty. The Council seeks to recover money owed to it by the courts once all options are exhausted. Not all debt will be recovered and a pragmatic approach has to be taken with debts as being on occasions, uneconomical to recover in terms of the cost of process and the means of the debtor to pay. As observed in the body of this report, in the case of rent arrears, a possession and subsequent eviction orders are a discretionary remedy and the courts will on many occasions suspend the possession order on condition the tenant makes a contribution to their arrears. The Councils decision to utilise Introductory Tenancies will over time begin to have an impact as only those tenants with a satisfactory rent payment history can expect to be offered a secure tenancy.
- 6.2 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

## **7. Other Implications**

- 7.1 **Risk Management** - No specific implications save that of this report acting as an early warning system to any problems in the area of write off's.

### **Background Papers Used in the Preparation of the Report:**

- Continuous Service Improvement Plans (CSIPs) for Revenues Service areas.

### **List of appendices**

- Appendix A – Debt Write Off Table for Quarter 1 2012-13
- Appendix B – Debts written off in 2011-12
- Appendix C – Top Debts Written Off

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Table 1: Debts Written Off during Qtr 1 2012/13

	Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Apr-12	Under 2k	£267.19	£805.78	£0	£996	£351,620.88	£9,496.31	£363,186.26
	Over 2k	£0	£2,482.73	£0	£0	£0	£0	£2,482.73
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	<b>Total</b>	<b>£267.19</b>	<b>£3,288.51</b>	<b>£0.00</b>	<b>£996.10</b>	<b>£351,620.88</b>	<b>£9,496.31</b>	<b>£365,668.99</b>
May-12	Under 2k	£357.12	£6,068.20	£23,874.38	£2,126.42	£0.00	£9,293.56	£41,720
	Over 2k	£2,493.20	£0.00	£0.00	£0	£0	£18,798	£21,292
	Over 10k	£0.00	£0	£0	£0	£0	£0	£0
	<b>Total</b>	<b>£2,850.32</b>	<b>£6,068.20</b>	<b>£23,874.38</b>	<b>£2,126.42</b>	<b>£0.00</b>	<b>£28,092.04</b>	<b>£63,011.36</b>
Jun-12	Under 2k	£0	£12,047.11	£18,228.67	£3,165.00	£0	£0	£33,441
	Over 2k	£0	£2,365.00	£0	£0	£0	£0	£2,365
	Over 10k	£0	£0	£0	£0	£0	£0	£0
	<b>Total</b>	<b>£0.00</b>	<b>£14,412.11</b>	<b>£18,228.67</b>	<b>£3,165.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£35,805.78</b>
Quarter 1 Totals		<b>£3,117.51</b>	<b>£23,768.82</b>	<b>£42,103.05</b>	<b>£6,287.52</b>	<b>£351,620.88</b>	<b>£37,588.35</b>	<b>£464,486.13</b>

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Table 2: Debts written off during 2011/12

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NDR	TOTAL
2011-12 Totals	£260,487	£145,284	£987,383	£2,808	£N/A	£0	£0	£205,789	£772,683	£2,374,433

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APPENDIX C

	Name	Amount	Reason	Debt type
88005615	Julie Palmer	£1,743.57	Landlord made liable for council tax, which was not paid . Property sold in 2008. Financial systems and Council systems checked to obtain forwarding address. Unable to trace debtor.	CTAX
88515915	Modupe Lawale	£1,735.22	Landlord made liable for ctax, which was not paid. Owner's agent had also contacted Council on couple of occasions to dispute bill, as he claimed property had been rented to tenant – no proof of this ever provided, so liability could not be corrected. We were unable to confirm owner's address, make contact with owner or collect the debt – all relevant avenues of recovery taken without success. Given the age and the dispute the appropriate action is to write off.	CTAX
88021335	Bola Ajayi	£1,724.17	Tenant made liable for ctax, which was not paid. Tenant moved out and owner provided forwarding address for him. Recovery action was taken at forwarding address, but bailiffs were unable to make contact with debtor. Could not confirm residence at forwarding address in Leeds. Bailiff could not locate debtor in Leeds or confirm address.	CTAX
88205150	Babtunde George	£1,707.11	Tenant made liable for ctax, which was not paid. Tenant vacated property. Managing agents, financial and Council systems checked to obtain forwarding address – unable to trace debtor.	CTAX
88310850	Mr Atare Ujina	£1,628.45	Landlord made liable for council tax for empty property. Exemption expired before property sold, leaving outstanding council tax. Financial and Council systems checked to obtain forwarding address – unable to trace debtor.	CTAX
88347184	Miss Natasha Williams	£1,618.57	Tenant made liable for ctax, which was not paid. Tenant vacated property. Managing agents, financial and Council systems checked to obtain forwarding address – unable to trace debtor.	CTAX

87183889	Miss Nerissa Lewis	£1,593.70	Owner made liable for ctax, which was not paid. All relevant avenues of recovery taken whilst property was still owned by the debtor, but we could never make contact or recover debt. Property was then repossessed from debtor on 03.08.11. Financial and Council systems checked to obtain forwarding address – unable to trace debtor.	CTAX
86718681	Hasan Gencer	£1,589.08	Council tenant made liable for ctax, which was not paid. Debtor did not have leave to remain in UK and had no recourse to public funds. Tenancy then ended and customer vacated. Financial and Council systems checked to obtain forwarding address – unable to trace debtor.	CTAX
87662639	Mr Errol Livingstone	£1,583.66	Owner made liable for ctax, which was not paid. Property repossessed 25.07.07. Experian, LOCTA and Council systems checked to obtain forwarding address – unable to trace debtor.	CTAX
87945134	Tomasz Urbanczyk	£1,583.48	Tenant was made liable for council tax which was not paid. Tenant vacated property. Financial and Council systems checked for a forwarding address but it was not possible to trace the debtor.	CTAX