

# Notice of Meeting



## CABINET

**Wednesday, 19 December 2012 - 12:00 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 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 13 November 2012 (Pages 1 - 8)**
4. **Budget Monitoring 2012/13 - April to October 2012 (Pages 9 - 38)**
5. **Budget Strategy 2013/14 (Pages 39 - 122)**
6. **Corporate Grants and Commissioning Programme 2013/14 - 2014/15 (Pages 123 - 172)**
7. **Performance House - Quarter 2, 2012/13 (Pages 173 - 198)**
8. **Betting Shops - Withdrawal of Permitted Development Rights and Supplementary Planning Document (Pages 199 - 229)**
9. **Health and Wellbeing Strategy (Pages 231 - 277)**
10. **Choice and Control: Delivering the Vision for Care and Support in the Home (Pages 279 - 294)**

11. **Disposal of Land at Collier Row Road, Romford (Pages 295 - 303)**
12. **Schools Funding Formula (Pages 305 - 329)**
13. **Framework Agreement for the Supply of Certain Foodstuffs (Pages 331 - 335)**
14. **Automatic Enrolment to the Local Government Pension Scheme (Pages 337 - 344)**
15. **Community Safety Partnership End of Year Report 2011/12 (Pages 345 - 352)**
16. **Overview of Performance of the Estates Policing Team (Pages 353 - 359)**
17. **Debt Management Performance and Write-Offs 2012/13 (Quarter 2) (Pages 361 - 379)**
18. **Sale of Land to Gurdwara Singh Sabha London East (Association), North Street, Barking (Pages 381 - 389)**
19. **Any other public items which the Chair decides are urgent**
20. **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.**

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

## CABINET

Tuesday, 13 November 2012  
(5:00 - 6:12 pm)

**Present:** 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

**Also Present:** Councillor J E McDermott

### 47. Declaration of Members' Interests

The following Members declared non-pecuniary interests in relation to item 6 (Schools' Capital Programme - Basic Need Allocation (Phase 2)) as they were Council-appointed Governors on schools listed in the report:

- Councillor C Geddes - Barking Abbey Comprehensive
- Councillor R Gill - Barking Abbey Comprehensive and Manor Infant
- Councillor L Smith - Robert Clack Comprehensive
- Councillor J White - Robert Clack Comprehensive

### 48. Minutes (18 September 2012)

The minutes of the meeting held on 18 September 2012 were confirmed as correct.

### 49. Budget Monitoring 2012/13 - April to September 2012

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

The General Fund showed an improved position with a projected year-end under-spend of £0.6m, compared to a £0.9m overspend reported to the last meeting. The Cabinet Member advised that within the overall under-spend position there was a continued pressure of approximately £600,000 relating to the under-recovery of court cost income within the Revenue and Benefits service provided by Elevate which was being contained by deliberate actions to deliver under-spends in other areas. Furthermore, a new risk had emerged this month in relation to the Local Authority Error Rate threshold which could have cost implications of approximately £450,000 - £860,000 if the Council was unable to reclaim 100% benefit subsidy from the Department for Work and Pensions. The Divisional Director of Finance explained the background to the issue and confirmed that although the service was provided under the Elevate joint venture the Council would be fully liable for the loss, albeit that there would be small financial penalties imposed on Elevate for failing to meet contractual requirements. He also referred to the steps being taken by Elevate management to mitigate the position and the weekly monitoring of the situation by the Council. In the light of questions raised by Cabinet Members regarding the sharing of risks, the thresholds at which risks

are set and performance targets under the Elevate joint venture, officers were asked to prepare an urgent report for consideration by Cabinet Members on the matter.

The Housing Revenue Account (HRA) continued to show a projected break-even position and the Capital Programme was also largely on target. The Cabinet Member advised that in addition to the 'star chamber' meetings that he had held with senior management in respect of General Fund budgets, he had asked for similar arrangements to be made to review other budgets such as the HRA, Public Health Grant and the schools' Direct Support Grant.

Cabinet **noted**:

- (i) The projected outturn position for 2012/13 of the Council's revenue budget at 30 September 2012, as detailed in paragraphs 2.3 to 2.11 and Appendix A of the report;
- (ii) The progress against the 2012/13 savings targets at 30 September 2012, as detailed in paragraph 2.12 and Appendix B of the report;
- (iii) The position for the Housing Revenue Account at 30 September 2012, as detailed in paragraph 2.13 and Appendix C of the report; and
- (iv) The projected outturn position for 2012/13 of the Council's capital budget at 30 September 2012, as detailed in paragraph 2.14 and Appendices D and E of the report.

#### **50. Governance Arrangements for Barking and Dagenham Reside and Associated Proposals for the Housing Allocations and Lettings Policy**

Further to Minute 84 (14 December 2011), the Cabinet Member for Housing presented a report on the proposed governance arrangements of the company, formerly known as Thames Partnership for Learning Regeneration 2 Limited (TPFLR 2 Limited), which was established to be responsible for the letting, management and maintenance of 477 new Council homes on land at William Street Quarter in Barking Town Centre and at the eastern end of Thames View, Barking.

The Cabinet Member explained that the company, to be renamed Barking and Dagenham Reside Limited, was a wholly owned subsidiary of the Council and the proposals within the report sought to put in place an effective governance structure. The Cabinet Member also referred to the proposed allocations and lettings policies for those homes on the new development sites which would be available for rent at 65% - 80% of market rent levels, aimed at ensuring that they were affordable for prospective tenants and also that priority was given to local people.

Cabinet **agreed**:

- (i) The following nominations to the governing board of Barking and Dagenham Reside:
  - Cabinet Member for Housing

- Cabinet Member for Regeneration
  - Cabinet Member for Finance
- (ii) The following additions to the Council’s “More Choice in Lettings” Housing Allocations and Lettings Policy, in accordance with the Homes and Communities Agency affordable housing policy:
- a) That new Council and Barking and Dagenham Reside homes to be let at social rent level or at 50% of local market rent be made available for tenancy in line with the current, standard Housing Allocations policy;
  - b) That new Council and Barking and Dagenham Reside homes to be let at levels above social rent or above 50% local market rent be made available for tenancy in line with the criteria set out in paragraphs 2.3.2 and 2.3.3 of the report.
- (iii) That the Annual Business Plan of Barking and Dagenham Reside be presented to Cabinet each year as part of the budget setting process and to enable the Council to exercise its role as the sole shareholder of the company; and
- (iv) That the company name be formally changed to “Barking and Dagenham Reside Limited” and to authorise the Corporate Director of Housing and Environment to sign the sole member's written resolution to that effect.

## **51. Schools' Capital Programme - Basic Need Allocation (Phase 2)**

Further to Minutes 51 (18 October 2011) and 109 (14 February 2012), the Cabinet Member for Children’s Services presented a report on the proposed allocation of the remaining Basic Need funding for 2012/13 to support expansion and development projects aimed at addressing the growth in demand for school places in the Borough, together with details of the procurement proposals in respect of the projects.

The Cabinet Member commented on the work already underway to improve the school realm and create additional capacity across the Borough. The Corporate Director of Children’s Services referred specifically to proposed improvement works at Warren Comprehensive School and agreed to include the detailed proposals and costings in a future report.

With regard to the potential use of the Fanshawe Crescent site as a new primary education facility, the Corporate Director confirmed that the preferred proposal would require the relocation of the Music Service and approximately 80% of the Adult College services. Discussions would continue on the availability and suitability of alternative sites and the outcome of the discussions would dictate whether the new primary school facility would be able to be operational from the start of the 2013 or the 2014 academic year. The Corporate Director was asked to include details of those discussions in a further report to Cabinet on the preferred option for the new school, specifying whether it should be linked to an existing community primary school or Voluntary Aided primary school in the locality, or be established as an Academy.

In respect of the £2m funding that was previously set aside for the proposed amalgamation of William Ford and Village Schools which did not come to fruition, the Corporate Director explained the reasons why it was proposed to retain the sum as a contingency but the Cabinet Member for Finance stressed to importance of fully utilising the Council's capital funds each year.

On the general issue of ensuring that value for money was achieved on all projects, the Corporate Director referred to the important role of the Local Education Partnership while the Leader commented on the need for Headteachers and Governing Bodies to consider joint funding options, such as those entered into by the Council with Sydney Russell and Dagenham Park Comprehensive Schools for their major expansion projects.

**Cabinet agreed:**

- (i) The inclusion in the 2012/13 Capital Programme of the remaining £60m Basic Need grant funding, provided by the Department for Education to help address the need for additional school places, to support the programme of investment for projects set out at paragraph 4.5 and Appendix 1 of the report;
- (ii) To note the successful bid to the Education Funding Agency for £922,250 to increase sixth form provision at Trinity School;
- (iii) In principle, to the future use of the Fanshawe Crescent site, currently used by the Adult College and Music Service, to accommodate a three form of entry primary school and a nursery, subject to a further report to Cabinet on the outcome of consultation on the options referred to in paragraph 7 of the report;
- (iv) In principle, to the funding of works at Warren Secondary School to improve the interface with the public and its presence on Whalebone Lane, subject to a further report to Cabinet on the capital funding required to carry out the works;
- (v) The procurement proposals for the necessary works, goods and services for the individual projects as set out in paragraph 13.2 of the report, using the Council's Construction Framework contractors, Thames Partnership for Learning Limited (the Council's Local Education Partnership (LEP)) or other approved procurement route for the current year projects, to ensure that they are operational for the academic year starting September 2013; and
- (vi) To authorise the Corporate Director of Children's Services, in consultation with the Chief Financial Officer and the Head of Legal and Democratic Services, to approve the procurement strategies and award the respective project contracts set out in the report.

## **52. Domestic and Sexual Violence Strategy 2012-15**

The Cabinet Member for Crime, Justice and Communities introduced the draft Domestic and Sexual Violence Strategy and Delivery Plan 2012-15 which had been developed by the Barking and Dagenham Community Safety Partnership (CSP).

The Cabinet Member advised that there had been a 4% reduction in reported domestic violence cases in the Borough during 2011 and the objectives and targets within the draft Strategy were aimed at building on the Council and its partner agencies' achievements to date. The Cabinet Member also confirmed that Public Health Grant funding would be available to support the CSP's work.

Cabinet **agreed** the Domestic and Sexual Violence Strategy and Delivery Plan 2012-15 attached as Appendices 1 and 2 to the report, for implementation by the Community Safety Partnership.

### **53. Council Owned Infill Sites for Housing**

The Cabinet Member for Housing introduced a report on 18 Council-owned vacant or under-used sites that had been identified as potential development sites for new Council housing.

The Cabinet Member referred to the potential development areas, which were a mix of garage sites, car park sites and green sites with low amenity value and not protected in the Local Development Framework, and confirmed that all but one were designated Housing Revenue Account land. The sites could potentially accommodate 76 family homes and 50 flats at a total estimated cost of £18.9m over five years and reflected the Council's position as the biggest builder of social housing in London.

The Cabinet Member for Environment welcomed the proposal as a positive way of dealing with the demand for Council housing. It was noted that a separate report would be submitted to the Cabinet in the near future on proposals in respect of "eyesore sites" and officers were encouraged to review other opportunities for similar areas of land in the Borough and to explore the potential for the construction of more elderly persons' bungalows.

The Cabinet Member for Housing confirmed that changes to the Housing service would provide a more rigorous approach to housing inspections and the enforcement of Tenancy Agreements. With regard to the financial implications associated with refurbishment and new build properties, the Cabinet Member outlined the Right To Buy restrictions that are intended to protect the Council's investment in providing new housing and a discussion ensued on the merits of providing new homes compared to the major refurbishment of existing properties.

On the general issue of potential sites which would be the subject of future reports to Cabinet, the Leader asked officers to make arrangements for Cabinet Members to visit the sites in advance and to co-ordinate the timing of such reports as far as practicable.

Cabinet **agreed**:

- (i) In principle, to the bringing forward of the 18 under-used infill sites for residential development (Use Class C3) as listed in the report;
- (ii) To cease the letting of garages on the infill sites listed in the report with immediate effect;

- (iii) To delegate authority to the Chief Executive, in consultation with the Corporate Director of Housing and Environment, the Head of Legal and Democratic Services and the Cabinet Member for Housing, to agree terms and a detailed financial cost plan and procure the necessary design, consultancy and related services and works necessary to realise the developments in the manner proposed in the report, and to award and enter into all necessary and appropriate contracts and documentation to realise each scheme;
- (iv) To delegate authority to the Corporate Director of Housing and Environment, in consultation with the Cabinet Member for Housing, to determine the prioritising of the 18 projects listed in the report, taking into account factors such as the outcome of public consultation, the likely delivery timescales and funding availability; and
- (v) To officers examining the possibility of bringing forward other HRA owned sites for similar development.

#### **54. Land Appropriation at Goresbrook Village**

Further to Minute 27 (23 August 2011), the Cabinet Member for Regeneration presented a report on proposals to appropriate land at Goresbrook Village as part of the major redevelopment of the estate.

The Cabinet Member advised that the land in question was primarily covered by the car park and vehicle access into Goresbrook Village and part was affected by a covenant which restricted its use as a public park and recreation ground, which was arguably obsolete in view of the long standing use of the area for car parking and vehicle access.

Cabinet **agreed**:

- (i) The appropriation of land, shown edged red on the plan at Appendix 1 to the report, to planning purposes to facilitate housing redevelopment as part of the Goresbrook Village Estate Renewal Programme; and
- (ii) To authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services, to commence the land appropriation process and place public advertisements to seek public opinion and responses to the proposed appropriation of the land currently used for housing, footpath, car park and vehicle access.

#### **55. Interim Management Arrangements for Havering Youth Offending Team**

The Cabinet Member for Crime, Justice and Communities introduced a report on interim arrangements that had been entered into with the London Borough of Havering regarding the management of its Youth Offending Team.

The Cabinet Member advised that the current arrangements were working well and that discussions were ongoing regarding the possibility of a fully integrated service.



Cabinet **agreed**:

- (i) To note the interim joint-working arrangements entered into in October 2012 with the London Borough of Havering in respect of its Youth Offending Team; and
- (ii) That a report be presented to Cabinet in January 2013 on the interim joint-working arrangements and on-going discussions with the London Borough of Havering regarding the potential entering into of a longer term arrangement from April 2013.

**56. Safeguarding Adults Board Annual Report 2011/12**

The Cabinet Member for Adult Services and Human Resources introduced the Barking and Dagenham Safeguarding Adults Board's Annual Report for 2011/12 which set out the key achievements during the year and the priorities going forward.

The Cabinet Member confirmed that Barking and Dagenham's Board was well placed to meet any new requirements arising from its expected change in status to a statutory body in 2013. The Divisional Director of Community Safety and Public Protection also referred to the Board's Action Plan as a good example of the excellent partnership working that occurs under the Board's remit.

Cabinet **noted** the Barking and Dagenham Safeguarding Adults Board Annual Report for 2011/12.

**57. Annual Report on the Financial and Service Performance of the Elevate Joint Venture 2011/12**

The Cabinet Member for Customer Services introduced the first full-year annual report of the Elevate East London LLP joint venture partnership between the Council and Agilisys.

The Cabinet Member referred to the three main objectives of the partnership, namely improved performance in the delivery of services, financial benefit to the Council through lower costs for delivery and the creation of jobs. In respect of the latter issue, the Divisional Director of Finance was asked to provide clarification to Cabinet Members of the eight new jobs created up to end of March 2012 within the main Elevate service.

Cabinet **noted** the summary of performance of Elevate East London LLP for the first full year (2011/12) as detailed in the report.

**58. Urgent Action: Demographic Growth Capital Fund Grant - Trinity School Sixth Form Further Education Centre (FEC)**

Cabinet received and **noted** a report on the following action taken by the Chief Executive under the urgency procedures contained within paragraph 17 of Article 1, Part B of the Council's Constitution:

- (i) Accept the capital grant of £922,250 from the Education Funding Agency to support the provision of 16-19 student teaching accommodation at Trinity

School on the terms and conditions detailed in Appendix 1 to the report;

- (ii) Agree to the inclusion of the project in the 2012/13 Capital Programme in the sum of £922,250; and
- (iii) Authorise the Corporate Director of Children's Services, in consultation with the Chief Financial Officer, Head of Legal and Democratic Services and the Cabinet Member for Children's Services, to approve the procurement route, appointment of the final contractor and the placing of an order.

#### **59. 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).

#### **60. Disposal of Goresbrook Leisure Centre Site**

Further to Minute 28 (23 August 2011), the Cabinet Member for Finance introduced a report on the marketing of the former Goresbrook Leisure Centre site, which was being disposed of as part of the Council's wider plans for a major new leisure facility in Barking Town Centre, and the Chief Executive gave an update on the current position.

Cabinet **agreed**:

- (i) To note the report on the proposed disposal of the former Goresbrook Leisure Centre site and the latest position regarding the bidding process; and
- (ii) To delegate authority to the Chief Executive, in consultation with the Head of Legal and Democratic Services and the Cabinet Members for Finance and Regeneration, to conclude the sale of the site at best consideration for the Council and to complete all necessary legal agreements.

## CABINET

19 DECEMBER 2012

<b>Title:</b> Budget Monitoring 2012/13 - April to October 2012	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Steve Pearson, Group Accountant, Corporate Finance	<b>Contact Details:</b> Tel: 020 8227 5215 E-mail: <a href="mailto:steve.pearson@lbbd.gov.uk">steve.pearson@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director of Finance	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>This report provides Cabinet with an update of the Council's revenue and capital position for the seven months to the end of October 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.</p> <p>At the end of October 2012, total service expenditure for the full year is projected to be £176.8m against the approved budget of £177.4m, a projected under spend of £0.6m. Explanatory summaries are contained in section 2 of this report.</p> <p>The current projected under spend of £0.6m would result in the General Fund balance increasing to £14.9m.</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 October stands at £148.5m. 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 October 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 October 2012, as detailed in paragraph 2.12 and Appendix B of the report;</p>	

- (iii) Note the position for the HRA at 31 October 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 October 2012, as detailed in paragraph 2.14 and Appendices D and E 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.
- 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 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 under spend of £0.6m for the end of the financial year, made up as follows:
  - £0.3m over spend in Finance and Resources due to pressures in the Revenues & Benefits court costs income budgets;
  - (£0.4m) under spend in the Chief Executive Directorate from vacancies;
  - (£0.5m) under spend in Central Expenses against the interest budgets.

The initial forecast of a £0.6m under 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 and ensure a balanced position by year end to maintain the available level of balances.

- 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 £14.9m.

At the end of October 2012, 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	14,940	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 Oct 2012 £'000</b>	<b>Over/(under) Budget Projection £'000</b>
<u>Directorate Expenditure</u>			
Adult and Community Services	62,912	62,912	-
Children's Services	70,132	70,132	-
Housing and Environment	21,866	21,866	-
Finance and Resources	21,706	22,023	<b>317</b>
Chief Executive	794	346	<b>(448)</b>
Central Expenses	(31)	(494)	<b>(463)</b>
<b>Total Service Expenditure</b>	<b>177,379</b>	<b>176,785</b>	<b>(594)</b>

The current projection would increase the General Fund to £14.9m, 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>	<b>2011/12 Outturn</b>	<b>2012/13 Budget</b>	<b>2012/13 Projection</b>
	£'000	£'000	£'000
Net Expenditure	69,951	<b>62,912</b>	<b>62,912</b>
Projected over/(under)spend			-

The Adult and Community Services forecast out-turn position at the end of month 7 of the 2012/13 financial year is to break-even.

A challenging savings target of £3.392m (alongside a further £370k of Senior Manager & Policy Team savings) is built into the 2012/13 budget. There are pressures on some of the savings targets, but overall these will be managed to ensure that the savings target is realised.

## 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>70,132</b>	<b>70,132</b>
Projected over/(under)spend			-

At period 7 the Service is reporting a year end balanced position. There is a headline service pressure of £495k with pressures continuing in Complex Needs and Social Care relating to assessment and care management, Section 17, No Recourse to Public Funds support and SEN transport. Management actions are in place to hold back all non-essential spend in the light of budgetary pressures. The service pressures have increased by £338k from the previous month. In previous months, the service had been forecasting to receive £337k from the Social Worker Improvement Fund from the Department for Education (DfE). This income has not been received to date and DfE are saying they have made no decisions on this funding for 2012/13. Whilst this income has been received in previous years, due to the lack of confirmation from the DfE, to be prudent this income forecast has been removed from the monitoring. This has resulted in the forecast pressure increasing to £495k. The loss of this income will be managed for 2012/13 by flexible use of one off grant funding. The service are looking at how to manage this for 2013/14.

## 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>21,866</b>	<b>21,866</b>
Projected over/(under)spend			-

The Housing and Environment General Fund budget is currently forecast to break-even although there are still significant pressures within these budgets.

The main pressure is within the Housing General Fund in relation to the high numbers of homeless placements in Bed and breakfast accommodation. These placements are a significant cost to the Council as a result of the benefit cap on this type of accommodation leading to a loss of housing benefit subsidy.

This pressure is being mitigated with a number of action plans but there are a number of risks in the deliverability of these plans which are being closely monitored. There are also factors outside of the control of the service such as a higher than anticipated increase in demand for homeless placements and the prevailing market conditions within the private sector rented market which may lead to an increased pressure.

A freeze on spend, where possible, has also been applied to ensure that the department overall can come in on budget by year end.

The department 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 £350k. This is mainly due to significant pressures facing the Housing General Fund in respect of temporary accommodation which in turn affects the deliverability of the £350k saving for CUS/SAV/10 (see Appendix B).

## 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>21,706</b>	<b>22,023</b>
Projected over/(under)spend			<b>317</b>

The Finance & Resources department is currently forecast to overspend by approximately £317k. There is a continued pressure arising from the under-recovery of court cost income in Revenues & Benefits of approximately £700k and this is being mitigated by a freeze on expenditure where possible. Further action plans are currently being formulated to further reduce the projected overspend so that the Department will break even by the year end.

For 2012/13 the department had a total savings target of £2.591m and all of the individual savings are forecast to be delivered.

A risk remains relating to the Revenues & Benefits Local authority error rate. As at the end of October the rate has been reported as 0.45% and so is still below the lower threshold limit of 0.48%. If the error rate breaches this lower limit but remains below 0.54% there will be a scaled loss of subsidy but if the higher threshold is breached there will be a significant loss of subsidy to the Council. Additional resources have now been applied by Elevate to assist in mitigating the error rate. The position is being closely monitored by the Elevate client team who receive weekly updates and by the Chief Finance Officer at a Revenues & Benefits monthly performance monitoring meeting.

## 2.10 Chief Executive

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	122	<b>794</b>	<b>346</b>
Projected over/(under)spend			<b>(448)</b>

The services within the Chief Executive department are currently forecast to underspend by £448k which is an improvement of £82k from the £366k underspend reported at the end of period 6. This improvement is mainly as a result of in year staffing vacancies across the department and additional external income expected within the Legal team.

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 but this is being managed by reductions in other expenditure.

## 2.11 Central Expenses

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	(1,941)	(31)	<b>(494)</b>
Projected over/(under)spend			<b>(463)</b>

Due to the management of our cash balances a net under spend of £463k is projected against the budgets for interest payable and interest receivable.

## 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	1,981	<b>350</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>18,375</b>	<b>486</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 Repairs & Maintenance service as an in-house operation which is currently predicted to be in the region of £450k.

There are further pressures in Supervision & Management relating to energy costs (£200k) and a one- off contribution to Housing Strategy team for the work involved in the implementation of the new self-financing implementation of £200k. In addition to the above, there is also a £138k pressure as a result of the budgeted rental increase for garages not being approved.



The above pressures are being mitigated in-year by a higher than budgeted net rental surplus of £248k, mainly arising from the renting of decanted/ general needs properties for temporary accommodation that would have otherwise remained void. In addition, interest of £324k on borrowing of £8.5m for the Decent Homes capital programme will not now be paid as a result of slippage in the programme. The HRA is also benefitting from an estimated additional £350k of interest on cash balances arising from the deferral of elements of the capital schemes and unplanned longer-term investment activity post subsidy settlement. There is a risk that the pressure on the revenue budgets as a result of the implementation of the new repairs service will increase as the work streams progress but this is being closely monitored.

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.

## 2.14 Capital Programme

The Capital Programme forecast is lower than reported last month due to further slippage in the HRA programme for 2012/13.

<b>Directorate Summary of Capital Expenditure</b>	<b>Budget £'000</b>	<b>Projected Outturn £'000</b>	<b>Projected Variance £'000</b>
Adult & Community Services	6,106	5,977	(129)
Children's Services	64,117	63,773	(344)
Housing & Environment (non HRA)	7,537	7,434	(103)
HRA	51,670	35,111	(16,559)
Finance & Resources	19,040	17,234	(1,806)
<b>Total</b>	<b>148,470</b>	<b>129,529</b>	<b>(18,941)</b>

A detailed Capital Programme is provided at Appendix D.

Variances by area are largely due to slippage and are summarised below:

### Adult & Community Services

- Community Services, Heritage & Libraries – (£196k) under spend
- Leisure Services – £67k over spend

### Children's Services

- Schools – (£197k) under spend
- Other schemes – (£147k) under spend

### Housing & Environment

- Housing Revenue Account – (£16,559k) further under spend to be re-profiled into 2013/14 in addition to £32m previously re-profiled.
- Other schemes – (£103k) under spend

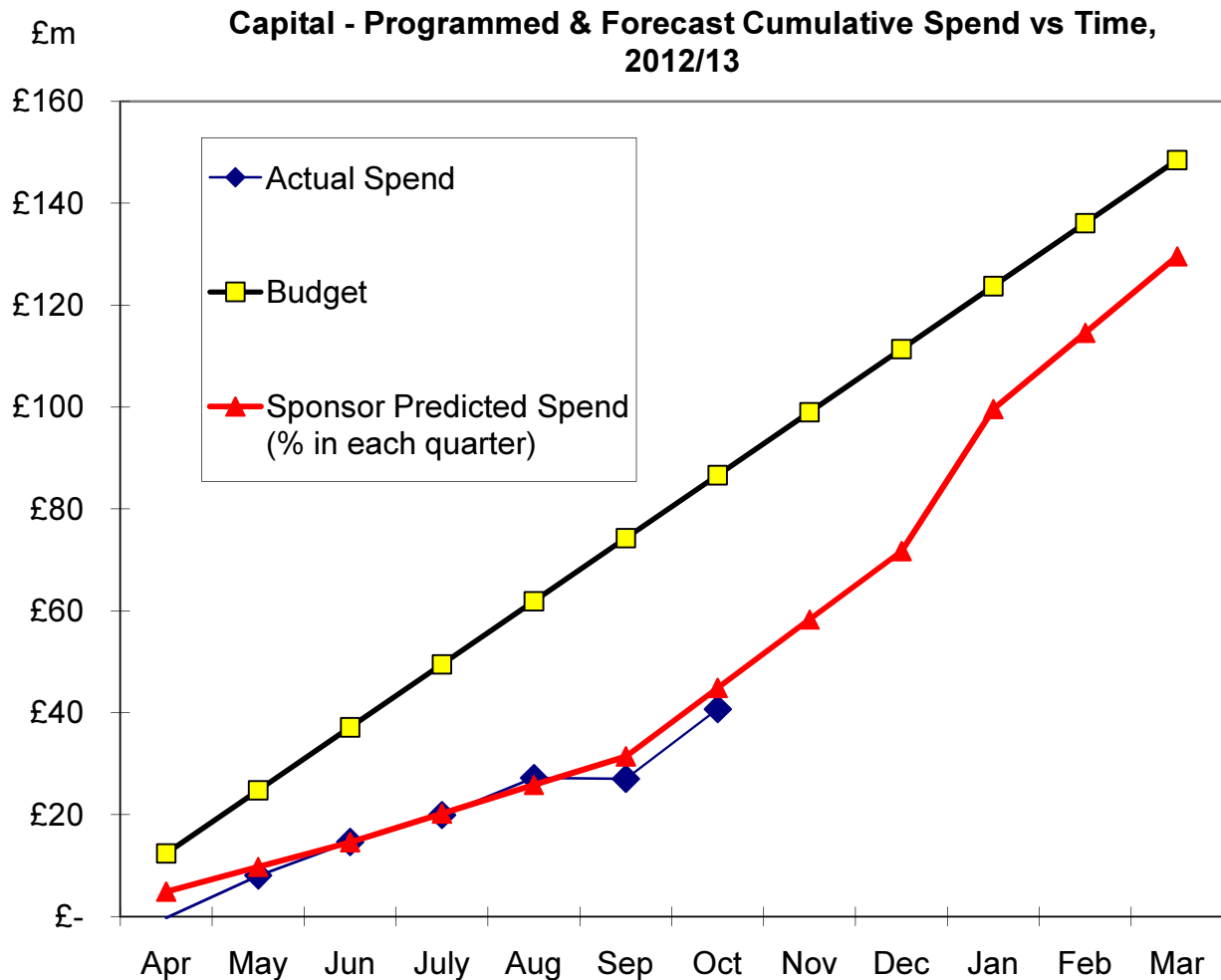
### Finance & Resources

- Asset Strategy – break even
- ICT – (£1,147k) under spend

- Regeneration – (£659k) under spend

Explanations for project underspends over £100k and any overspends are provided in Appendix E.

Year to date capital expenditure totals £40.7m representing only 27% of the annual budget after seven months of the financial year. 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 45% 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, there is a risk that the level of slippage will be higher than currently reported.

## 2.15 Financial Control

At the end of October 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.
- 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 Local authorities are required by law to set a balanced budget for each financial year. During the year there is an ongoing responsibility to monitor spending and ensure the finances continue to be sound. This does mean as a legal requirement there must be frequent reviews of spending and obligation trends so that timely intervention can be made ensuring the annual budgeting targets are met.

### **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**

**Appendix A** – General Fund expenditure by Directorate

**Appendix B** – Savings Targets by Directorate

**Appendix C** – Housing Revenue Account Expenditure

**Appendix D** – Capital Programme

**Appendix E** – Explanation for Capital Variances

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**GENERAL FUND REVENUE MONITORING STATEMENT  
OCTOBER 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	46,025	46,025	-
Mental Health	3,770	3,861	3,419	3,419	-
Community Safety & Neighbourhood Services	4,463	4,403	4,357	4,357	-
Culture & Sport	9,796	8,067	8,088	8,088	-
Management	267	679	1,023	1,023	-
	<b>64,366</b>	<b>62,499</b>	<b>62,912</b>	<b>62,912</b>	<b>-</b>
<b><u>Children's Services</u></b>					
Education	7,303	3,064	3,436	3,003	(433)
Targeted Support	12,146	10,017	10,234	9,574	(660)
Complex Needs and Social Care	33,402	29,339	29,352	30,856	1,504
Commissioning and Safeguarding	4,292	3,789	4,097	4,074	(23)
Other Management Costs	12,586	22,083	23,013	22,625	(388)
	<b>69,729</b>	<b>68,292</b>	<b>70,132</b>	<b>70,132</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	19,989	19,989	-
Housing General Fund	3,224	1,611	1,877	1,877	-
	<b>23,579</b>	<b>21,330</b>	<b>21,866</b>	<b>21,866</b>	<b>-</b>
<b><u>Finance &amp; Resources</u></b>					
F&R Directorate	5,283	4,392	4,619	4,397	(222)
Finance ( including Audit & Risk and Subsidy)	(841)	(638)	(352)	(512)	(160)
Regeneration & Economic Development	5,302	4,880	5,034	5,084	50
Emergency Planning & Operations	-	563	-	-	-
Customer Services, Contracts & Improvement	14,431	9,950	10,536	11,221	685
Assets & Facilities Management	1,348	1,130	1,869	1,833	(36)
Corporate Client	-	129	-	-	-
	<b>25,523</b>	<b>20,406</b>	<b>21,706</b>	<b>22,023</b>	<b>317</b>
<b><u>Chief Executive Services</u></b>					
Chief Executive Unit	(228)	-	(150)	(200)	(50)
Marketing & Communications	-	-	31	(37)	(68)
Corporate Policy & Public Affairs	217	-	-	(63)	(63)
Legal & Democratic Services	60	377	623	481	(142)
Human Resources	73	-	290	165	(125)
	<b>122</b>	<b>377</b>	<b>794</b>	<b>346</b>	<b>(448)</b>
<b><u>Other</u></b>					
Central Expenses	(10,528)	(8,383)	(12,099)	(12,562)	(463)
Contingency	-	3,938	3,148	3,148	-
Levies	8,587	8,920	8,920	8,920	-
	<b>(1,941)</b>	<b>4,475</b>	<b>(31)</b>	<b>(494)</b>	<b>(463)</b>
<b>TOTAL</b>	<b>181,378</b>	<b>177,379</b>	<b>177,379</b>	<b>176,785</b>	<b>(594)</b>

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**GENERAL FUND SAVINGS MONITORING STATEMENT****OCTOBER 2012/13****Adult 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	On line to be achieved	20	20	-
ACS/SAV/06	Changes to in-house residential care service for adults with a learning disability (80 Gascoigne)	Saving behind schedule due to necessary building works. However, the saving is being managed within the Directorates budgets.	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	On line to be achieved	40	40	-
ACS/SAV/16	Libraries - charging for internet access	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	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	100	-
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	0	350

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	33	-
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	140	-
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	98	-
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>1,981</b>	<b>350</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 OCTOBER 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)	(83,725)	(708)
Non Dwelling Rent	(2,484)	(2,574)	(2,574)	(2,403)	171
Other Income	(15,103)	(17,098)	(17,152)	(17,336)	(184)
Capitalisation of Repairs	(1,625)	(1,000)	(1,000)	(2,700)	(1,700)
Repairs and Maintenance	20,999	20,043	20,522	22,344	1,822
Supervision and Management	(233,356)	34,643	34,218	35,474	1,256
Rent Rates and Other	1,341	920	920	904	(16)
Depreciation	14,697	14,875	14,875	14,875	-
Bad Debt Provision	1,002	992	992	883	(109)
Interest Charges	1,296	9,685	9,685	9,360	(325)
Corporate & Democratic Core	811	811	811	811	-
Interest	(526)	(93)	(93)	(448)	(355)
Revenue Contribution to Capital	-	14,013	14,013	14,161	148
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 October 2012/13**


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Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<b>Adult &amp; Community Services</b>					
1654	Ripple Hall (St Georges/Vol Group Relocation)	245	49	50	(195)
191	Eastbury House	11	2	11	
2233	Valence Site Redevelopment	54	21	54	
2872	Fews Lodge Extra Care Scheme	577	313	577	
100	Disabled Adaptations (HRA)	494	245	494	
2888	Direct Pymt Adaptations	380	139	380	
2913	80 Gascoigne Road Care Home	327		327	
2266	Barking Park Restoration & Improvement	809	681	808	(1)
2768	Abbey Sports Centre (Wet Side Changing Areas)	9	6	9	
2603	Becontree Heath Leisure Centre	249	92	334	85
2815	Goresbrook Leisure Centre - Olympic Training Venue	20		2	(18)
2855	Mayesbrook Park Athletics Arena	796	416	796	
2870	Barking Leisure Centre 12-14	2,135	554	2,135	
<b>Total For Adult &amp; Community Services</b>		<b>6,106</b>	<b>2,518</b>	<b>5,977</b>	<b>(129)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<u>Children's Services</u>					
<u>Primary Schools</u>					
2555.01	Eastbury	113	5	113	
2745	George Carey CofE (formerly Barking Riverside) Primary School	940	(91)	940	
2736	Roding Primary School (Cannington Road Annex)	216	2	216	
2759	Beam Primary Expansion	98	11	98	
2799	St Joseph's Primary - expansion	356	274	356	
2800	St Peter's Primary - expansion	34		34	
2776	Thames View Infants - London TG Agreement	76	36	76	
2787	Cambell Junior - Expansion & Refurb	31	13	31	
2786	Thames View Juniors - Expansion & Refurb	468	86	468	
2784	Manor Longbridge (former UEL Site) Primary School	576	235	576	
2789	Westbury - New Primary School	223	91	223	
2790	St Georges - New Primary School	91	132	132	41
2906	School Expansion SEN projects	550		300	(250)
2909	School Expansion Minor projects	550	219	550	
<u>Other Schemes</u>					
2793	Schools Modernisation Fund 2009-12	2,493	1,546	2,493	
2742	Youth Access Card Scheme	43	10	43	
2751	Kitchen Refurbishment 10/11	36	17	36	
2724	Basic Needs Funding (Additional School Places)	62	(188)	62	
2581	Schools Legionella Works		2	2	2
2809	Schools Reboiler & Repipe Fund 2010/11		10	10	10
2310	William Bellamy Children's Centre	6	(14)	3	(3)
2311	Becontree Children's Centre		(232)		
2217	John Perry Children's	10	(5)	10	
2651	Alibon Children's Centre	(9)		2	11
2739	Gascoigne Community Centre	(8)			8
2826	Conversion of Heathway to Family Resource Centre 512A Heathway (Phase 2) - Conversion to a Family Resource	84	21	84	
2878	with additional teaching space	117	153	153	36
9999	Devolved Capital Formula	2,235	741	2,235	
2818	Sydney Russell School - BSF	11,383	7,825	11,383	
2859	Robert Clack Comprehensive Expansion	11	10	11	
2860	Monteagle Primary (Quadrangle Infill)	1,797	1,265	1,797	
2861	Eastbury Primary (Expansion)	750	205	750	
2863	Parsloes Primary (Expansion)	1,310	1,181	1,310	
2864	Godwin Primary (Expansion)	300	160	300	
2865	William Bellamy Primary (Expansion)	750	145	750	
2866	Dagenham Village Rectory Road Library (Expansion)	200			(200)
2867	Southwood Primary (Expansion)	1,251	1,166	1,251	
2900	Becontree Primary Expansion	275	161	275	
2918	Roding Cannington	90		90	
2919	Richard Alibon Expansion	75	13	75	
2920	Warren/Furze Expansion	90		90	
2921	Manor Infants Jnr Expansion	100	4	100	
2922	Valence Halbutt Expansion	50		50	
2923	Rush Green Expansion	15		15	
2924	St Joseph's Primary(Barking) Extn 12-13	1,680	499	1,680	
	Programme of School Basic Need Funding 2011/12	216		216	
	New School Places - Various Secondary Schools 2012/13	14,000		14,000	
	New Primary School Places - 2012/13	14,580		14,580	
	Provision of New School Places (Basic Needs) Contingency	752		752	
2929	Schools Modernisation Fund 2012-13	785	48	785	
2932	Trinity 6th Form Provision	922		923	1
<u>Skills, Learning &amp; Enterprise</u>					
2723	Skills Centre	3,344	3,217	3,344	
<b>Total For Children's Services</b>		<b>64,117</b>	<b>18,973</b>	<b>63,773</b>	<b>(344)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<b>Housing and Environment</b>					
<b>HRA</b>					
	HRA Business Plan 2012/13 - unallocated	23,058		6,681	(16,377)
2734	SAMS formerly remote concierge	70	18	70	
2637	Dh Works Framework Contracts	5	2	5	
2640	MAJOR WORKS(ENTERPRISE) PROJ.	1,000	554	1,000	
2641	Heating Works (Thaxted, Maxey & Humphries Houses)	65	63	65	
2645	Planning & Contingencies	66	66	66	
2727	CHP Programme	24		24	
2728	Electrical Switch Gear	271	169	271	
2725	Extensions and deconversions		(13)		
2822	Communal Lighting & Electrical switchgear	510	417	510	
2726	External Enveloping Work	251	(15)	16	(235)
2730	Sheltered Alarms Upgrade	11		11	
2731	Colne & Mersea Blocks	1,344	1,088	1,344	
2811	Capitalised Improvement Works	91	63	91	
2813	Estate Improvement Project	393	309	393	
2824	Oldmead & Bartlett Remedial Works	103	82	103	
2844	Door Entry Project 12/13	1,581	35	1,581	
2845	External Enveloping & Fire Proofing Project	2,532	1,051	2,532	
2846	Defective Overflow Works	15		15	
2847	Central Heating Installation	1,871	668	1,871	
2848	Kitchen & Bathroom Replacement Project	1,676	1,520	1,676	
2849	High Rise Surveys	997	2	997	
2850	Capitalised Improvement Works (Estates)	500	171	500	
2853	Estate Improvements	154	179	225	71
2852	Adaptations - Housing	79	62	79	
2880	Central Heating Installation (Phase II)	101	37	101	
2881	Kitchen, Bathroom, Central Heating & Rewire	1,884	1,719	1,884	
2882	Electrical Rewiring	326	37	326	
2772	King William Street Quarter (Phase 1)	80	3	80	
2773	New Build Council House Building (Phase 2 & 3)	1,400	1,059	1,400	
2757	Council House Building	237	1	237	
2823	New Council House Building - Phase 3	1,569		1,569	
2917	Abbey Road CIQ	500		500	
	Boroughwide Estate Renewal	8,906	4,816	8,888	(18)
<b>Total HRA</b>		<b>51,670</b>	<b>14,163</b>	<b>35,111</b>	<b>(16,559)</b>
<b>Non HRA Housing &amp; Environment</b>					
106	Private Sector Households Dfg'S (Odpn Grant Aided)	1,054	443	1,054	
105	Private Sector Hsg Assistance rendered	230	169	230	
2570	Capita Housing (Formerly Housing Modernisation Programme)	32	21	32	
<b>Environmental Services</b>					
2288	Land Quality Inspection Programme	20	2	2	(18)
2764	Street Light Replacement	1,186	254	1,186	
2842	Flats Recycle Bank Scheme		14		
2777	SNAPS	47		47	
2836	Road Safety Improvement schemes 11-12		35		
2873	Environmental Improvements	168	210	172	4
2894	Road Safety Improvements 12-13	96	18	96	
2887	Frizlands Workshop Improvements	175	28	105	(70)
2886	Parking Strategy Implementation	9	(34)	9	
2907	Leys Road Reconstructions 12-13	215	190	215	
2908	Brown Wheeled Bin for Recycling	1,123	287	1,104	(19)
2930	Highways Maintenance (Non-Principal Roads)	2,500		2,500	
<b>PGSS</b>					
2421	PGSS Staff Costs	39		39	
2423	Pondfield Park	8		8	
2567	Abbey Green Park Development	22	3	22	
2604	Valence Park Improvements	15	15	15	
2326	Btc Public Art Project Artwork - Tgsc (Part Of Public Realm)	5	3	5	
2817	Mayesbrook Park Improvements (Phase I)	100	30	100	
2879	Barking Park Light Railway & Rowing Boat Equipment	25	25	25	
2911	Quaker Burial Ground Improvements	8		8	
2912	Barking Park Tennis Project	150		150	
2925	Adizone 2012-13 (St Chads & Central Park)	310		310	
<b>Sub-total</b>		<b>7,537</b>	<b>1,713</b>	<b>7,434</b>	<b>(103)</b>
<b>Total For Housing &amp; Environment</b>		<b>59,207</b>	<b>15,876</b>	<b>42,545</b>	<b>(16,662)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<b>Finance &amp; Resources</b>					
<b>Asset Strategy</b>					
2741	L8 Control of Legionella Remedial Works	250	10	250	
2578	Asbestos (Public Buildings)	54	4	54	
2771	Automatic Meter Reading Equipment	25		25	
2542	Backlog Capital Improvements	670	28	670	
2565	Implement Corporate Accommodation Strategy	1,001	499	1,001	
2587	Energy Efficiency Programme	280	69	280	
<b>ICT</b>					
2623	Microsoft Enterprise Agreement	89		89	
	Modernisation and Improvement Capital Fund (formerly One B & D ICT Main Scheme)	2,022	275	2,022	
2738.13	E-Services - On-line Portals	98		98	
2738.15	Citirx Application Delivery	181		181	
2738.16	SharePoint Corporate Rollout	223		223	
2877	Oracle R12 Joint Services	3,494	604	2,347	(1,147)
<b>Regeneration</b>					
2458	New Dagenham Library & One Stop Shop Church Elm Lane	40	16	40	
2596	LEGI Business Centres	341	35	341	
2585	London Road Market Square		9		
2775	BTC Public Realm - Tsq & Abbey	30	2	30	
2821	Robin Hood Shopping Parade Enhancement	342	(21)	342	
	Thames View Regeneration (formerly East End Thames View Demolition)	25	2	25	
2819	London Road/North Street Site Acquisitions	897	322	623	(274)
2831	Barking Station Forecourt Implementation Phase	241	142	241	
2854	Improvements to the rear of the Mall, Dagenham Heathway	223		223	
2901	Creekmouth Arts & Heritage Trail	50		50	
2902	Short Blue Place (New Market Square Barking Phase II)	1,088	381	1,018	(70)
2914	Barking Job Shop Relocation	229	2	229	
2916	Lawns & Wood Lane Development	300	40	300	
2926	Outer London Fund Round 2	290	115	290	
2927	Abbey Road & Chequers (Lane & Corner) Realm Impr	431		431	
2928	Captain Cook Site Acq & Public Realm Works	820	3	505	(315)
2890	PRINCIPAL RD RESURF TFL	473	199	473	
2891	MERRY FIDDLERS JNCT YEAR 2 TFL	442	33	442	
2892	CYCLING GREENWAYS YEAR 2 TFL	96	80	96	
2893	THAMES ROAD Corridor Improvements (formerly MAYESBRK NC)	240	214	240	
2895	CHADWELL HTH STATION IMP TFL	288		288	
2896	DGHM HTHWY Low Carb Zone TFL	48		48	
2897	SMARTER TRAVEL PLANS TFL	202	112	202	
2898	LOCAL TRANSPORT PLANS TFL	96	63	96	
2899	RIVER RODING CYCLE LINK TFL	240		240	
2840	Car Club Expansion Year 2 (TfL)	6		6	
2841	Biking Borough Initiative Year 2 (TfL)	115	80	115	
2910	Barking Station Parade Assessment	60		60	
1	Capitalisation of Redundancies	3,000		3,000	
<b>Total For Finance &amp; Resources</b>		<b>19,040</b>	<b>3,318</b>	<b>17,234</b>	<b>(1,806)</b>
<b>GRAND TOTAL</b>		<b>148,470</b>	<b>40,685</b>	<b>129,529</b>	<b>(18,941)</b>

## Explanations for Significant Variances on Capital Projects

### Adults & Community Services

- Ripple Hall (£195k under spend) – these savings were identified by project sponsor and achieved through reduced fit out costs.
- Leisure services (£67k overspend) – this is a net figure made up of an £85k projected overspend on Becontree Heath Leisure Centre, mitigated by an £18k underspend at Goresbrook Leisure Centre. Officers anticipate that the projected overspend will reduce once a snagging review has taken place and the final account has been agreed.

### Children's Services

- School Expansion SEN projects (£250k slippage under spend) – delayed works resulting in budget to be re-profiled to 2013-14.
- Dagenham Village Rectory Road Expansion (£200k cost under spend) – project cancelled, other options being considered.

### Housing & Environment

HRA self-financing has resulted in much larger revenue surpluses than under the previous subsidy regime and therefore it has been important to ensure that these surpluses have been utilised adopting a best-value approach.

The Business Plan for 2012/13 was only approved by Cabinet in March 2012 and this plan contained provisional estimates for spend across the three major investment streams: Capital works programme; New Build and Estate Renewals.

Savills were required to undertake various revisions of their proposed capital works investment requirements and this work was finalised in June of this year. The findings were presented to the July Cabinet where it was agreed to undertake an 18-month, rather than an annual, programme for the first year. This has led to a delay in the commencement of a large part of the Capital Works programme but this was essential to ensure that works undertaken were in line with the Savills findings.

The overall programme for housing investment agreed by Members in July is over a 10-year time frame and therefore delivery of these schemes will be smoothed over the ten-year period. This smoothing results in an additional year end balance in the Major Repairs Reserve (within the HRA) of £49million and ensures that the programme can be delivered in a managed, consistent manner. This represents a further increase of £16m slippage from the position reported last month.

After re-profiling £49m into 2013/14 the only significant variance is as follows:

- External Enveloping Work (£235k under spend) – sponsor awaiting clarification from contractor regarding final account which may result in possible under spend.

#### Finance & Resources

- Oracle R12 (£1,147k slippage under spend) – funds to be re-profiled into 2013/14 because of changes in the agreed date for the project going live.
- London Road/North Street Acquisitions (£274k cost under spend) – purchases achieved are lower than budget.
- Captain Cook Site Acquisition and public realm works (£315k slippage under spend) – works to be completed next year.



## CABINET

19 DECEMBER 2012

<b>Title:</b> Budget Strategy 2013/14	
<b>Report of the Cabinet Member for Finance</b>	
Open Report	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Jonathan Bunt, Divisional Director of Finance	<b>Contact Details:</b> Tel: 020 8874 8427 E-mail: <a href="mailto:jonathan.bunt@lbbd.gov.uk">jonathan.bunt@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director of Finance	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>This report focuses on:</p> <ul style="list-style-type: none"> <li>• A summary of the national funding position and the indicative shadow settlement;</li> <li>• The Medium Term Financial Strategy and a two year summary level financial model for the Council;</li> <li>• The proposed and previously agreed savings for 2013/14 through to 2014/15 totalling £24.4m;</li> <li>• The current net budget gap for 2014/15 of £5.2m, although this may change significantly when the Government announces the settlement;</li> <li>• The outcomes of the budget consultation process with recommendations being made for reconsideration of savings and the commensurate impacts;</li> <li>• The Equalities Impact Assessments of the budget savings proposals.</li> </ul> <p>This report acts as a pre-cursor to the main Budget Framework and Council Tax Setting report to be presented to Cabinet and Assembly in February 2013.</p> <p>Members are requested to note that at the time of writing this report, the final funding settlements are yet to be confirmed by the relevant Government departments. Figures stated within this report may therefore change.</p>	
<b>Recommendation(s)</b>	
The Cabinet is recommended to:	
(i) Note the current projected financial position for the Council for 2013/14 and beyond as set out in this report.	
(ii) Consider the responses to the budget consultation process via:	
a) the Select Committees – See paragraph 5.4;	

- b) public consultation through Leader's Question Time, the Council's website, Facebook and Twitter – See paragraph 5.5.
- (iii) Consider trade union and staff responses to the Council's savings proposals – See paragraph 5.6.
- (iv) Approve the saving options for 2013/14 and 2014/15 set out in Appendix B.
- (v) In light of the above and having regard to the Equalities Impact Assessments contained in Appendix D, consider and approve the savings proposals as listed in Appendix B to the report for implementation with effect from 1 April 2013.
- (vi) Note that the following savings options have been withdrawn or reduced as a result of representations made via the budget consultation exercise:
- ACS/SAV/07 – Voluntary Sector Grant;
  - ACS/SAV/22 – Broadway Theatre;
  - CEX/SAV/06 – Democratic services – Scrutiny Officer;
  - ACS/SAV/08 – Sheltered Housing;
  - ACS/SAV/10(f) – Employment Support Mental Health;
  - FIN&RES/SAV/21 – Economic Development Team;
  - H&E/SAV/19 – Green waste.
- (vii) Note that the following savings option has been deferred from 2013/14 into 2014/15 pending further consideration:
- ACS/SAV/26 – ASB Team
- (viii) Note that the following savings options have been brought forward pending further consideration:
- FIN&RES/SAV/12 – Internal Audit – Removal of Special Projects Budget
- (ix) Note that officers will issue notice in January to affected staff who are at risk of redundancy as a result of the savings proposals in Appendix B.

### **Reason(s)**

The setting of a robust and balanced budget for 2013/14 will enable the Council to provide and deliver required services within its overall business and financial planning framework, and to meet its policy priority of 'A Well Run Organisation'.

## **1.0 Introduction and Background**

- 1.1 In October 2010, the Government announced significant funding reductions to local government funding over the four-years of the Comprehensive Spending Review (CSR) period.
- 1.2 Nationally, HM Treasury announced reductions in Local Government funding of 28% over the 4 year CSR period, and local authority savings were front-loaded by the Government in years one and two.

- 1.3 In preparation of the CSR 2010, the Council made emergency in-year savings of £7.8m during 2010/11 following the Government's emergency budget in June 2010 (on top of savings already approved for that year), £20.3m savings in 2011/12 and £19.0m in 2012/13.
- 1.4 The purpose of this report is to set out the high level revenue budgets proposed for 2013/14 and the savings required for 2013/14 to 2014/15, within the context of the current CSR period.
- 1.5 This report focuses on the Council's General Fund which is one of the main accounts that the Council manages. The General Fund is used to provide services, some of which are defined in statute and some of which have been developed to meet community needs. Examples of services funded by the General Fund include children's services, services to vulnerable adults, library services, leisure services, environmental services and many others. The General Fund pays for all of the Council's strategic and support services, and each of the Council's other accounts will receive the benefits of these services and, as a result, are recharged the cost of these services. This recharging is an accounting principle and all private and public organisations will operate a level of recharging across their accounts.
- 1.6 In addition to money spent from the General Fund, the Council is responsible for other accounts which are ring-fenced for specific purposes like the Housing Revenue Account (HRA) and the Capital Fund, which means that the money held within these accounts, can only be spent on the specific area that the fund is set up for. Despite the ring-fenced nature of these accounts, there is an interrelationship between these accounts and the General Fund. Shown below is a short explanation about each of the Council's funds and what they are used for:
- 1.6.1 **Dedicated Schools Grant (DSG)** – The Council receives an allocation from the Department for Education (DfE) based on the number of pupils educated in schools across the borough and those 3 and 4 years olds accessing their entitlement to nursery education (15 hours per week). The funding received must be allocated directly to schools via the schools funding formula. The Council retains an allowable element of the total DSG allocation to fund services such as support for children with special educational needs, alternative school provision and the admissions service. Financial year 2013/14 see's the introduction of the DfE's Schools Funding Reforms. The DSG will be received in 3 block's:
- Schools Block – based on October pupil count data;
  - Early Years Block – based initially on October pupil count data and will be updated after the January Census;
  - High Needs Block – fixed at S251 2012/13 budget.
- The allocation of the Schools Block will be through a new funding formula which is subject to Cabinet approval on 19 December. From 1<sup>st</sup> April the funding for the statutory 2 year old offer, 15 hours of free nursery education entitlement, will transfer from the mainstreamed Early Intervention Grant to the DSG.
- 1.6.2 **Housing Revenue Account (HRA)** – This account is dedicated to the provision of Council housing alone. The income for this account is mainly from rents payable by tenants and expenditure is on maintenance of housing units and the management of Council housing. The HRA is a ring-fenced account and, although it does pay for

specific General Fund services provided to it, it cannot be used to subsidise the General Fund.

- 1.6.3 **Pension Fund** – The Pension Fund is operated as a funded defined benefit scheme which provides for the payment of benefits to former employees of the London Borough of Barking and Dagenham and those bodies admitted to the Fund, referred to as “members”. The benefits include not only retirement pensions, but also widows’ pensions, death grants and lump sum payments in certain circumstances. The Fund is financed by contributions from members, employers and from interest and dividends on the fund’s investments. This fund is also managed as a completely separate account and does not interact with the Councils other accounts.
- 1.6.4 **Capital Fund** – This is defined as expenditure on the acquisition or enhancement of assets that are considered to be of benefit to the Authority over a period of more than one year, e.g. buildings and land. The Council’s Capital Programme details what expenditure the Council is planning to incur in relation to capital. Other examples include payments of grants and financial assistance to third parties and expenditure that is classified as capital following a Ministerial direction e.g. capitalised redundancy costs.

## 2.0 National Context

- 2.1 The Comprehensive Spending Review 2011/12 to 2014/15, announced in October 2010, covered a period of 4 years. However, the Local Government Funding Settlement was only announced for the first two years of the Spending Review period – 2011/12 and 2012/13. Indicative funding figures for 2013/14 and 2014/15 were released by the Department of Communities and Local Government in October (see Table 1 below).
- 2.2 The Chancellor’s Autumn Statement is not due until 5 December 2012, with the Local Government Finance Statement expected on 19 December 2012. This report is based on indications given in October 2012 that the Local Government Finance Statement will reduce the Council’s formula grant by £6.5m in 2013/14. However there is a risk that the actual grant awarded could be significantly less.
- 2.3 The main changes announced in the CSR were:
- Reduction in the number of ring-fenced grants, and their deletion or merger into the Formula Grant;
  - Cessation of the Area Based Grant (ABG);
  - Creation of the Early Intervention Grant and Learning Disability Grant;
  - Creation of a NHS Social Care grant;
  - Council Tax freeze grant – a grant awarded for Councils that freeze Council Tax, equivalent to a 1% increase for 2013/14 and this grant will recur in 2014/15;
  - Reductions in the proportion of grant allocated on a per capita basis and increases in the proportion allocated on a needs basis.
- 2.4 At this stage, there is no indication of what the funding levels will be for years following the current Spending Review period. The estimated funding reduction in the Medium Term Financial Strategy assumes that the funding reductions will continue. Whilst details of the next Comprehensive Spending Review have not

been released, the Government is struggling to deal with the continuing debt crisis in the UK and growth has been slow. Given the economic outlook, it is unlikely that the Government will be able to improve settlements and it is highly likely that more cuts to the public sector will be required to bring UK debt payments back into line.

- 2.5 Since October 2010, a number of policy proposals have been announced (summarised below) which are likely to create additional pressures for local authorities. Although the financial impact cannot be fully quantified at this stage, it is important that we are able to understand the impacts of any forecasts so that risks can be mitigated as much as possible through medium term financial planning. In the paragraphs below we have highlighted each of the areas of Government policy change and their potential impacts on the Council's financial position.

**Table 1: Grant changes (2012/13 to 2014/15).** This illustrates the level of funding reductions indicated by the Department for Communities and Local Government for the last two years of the CSR.

Grant	2012/13 £'m	2013/14 £'m Subject to Confirmation	2014/15 £'m Estimated
Formula Grant	98.5	96.3	87.4
Specific Grants	20.8	17.0	16.6
CT Freeze Grants	2.7	1.7	1.7
New Homes Bonus	1.5	2.0	2.5
<b>Total Grant Funding</b>	<b>123.5</b>	<b>117.0</b>	<b>108.2</b>
Change £'m		(6.5)	(8.8)
Change % from prior year		(6.1%)	(7.4%)

NB – This excludes the Public Health Grant transferring from the NHS to Local Government

### 3.0 New Pressures for 2013/14

#### 3.1 Public Sector Pay

- 3.1.1 In the Autumn budget statement on 29 November 2011, the Chancellor announced a 1% cap on public sector pay when the current pay freeze period ends in 2013/14. Although the Chancellor has no authority to enforce such an announcement, if implemented by local government employers, the effect of this would result in a pressure of approximately £1m for the Council's General Fund based on the current pay bill in both 2013/14 and 2014/15. The Trade Unions have put in a claim for a substantial pay award to reflect levels of inflation and the impact on the real income levels of their members. The employer's side have indicated that they may consider a pay award, with a focus particularly on lower-paid staff, in return for changes to terms and conditions. It is not yet clear how those negotiations might conclude.

#### 3.2 Council Tax Localisation

- 3.2.1 Council Tax Benefit (CTB) is currently administered by local authorities on behalf of Central Government. The Government currently covers the cost by giving Authorities 'subsidy' based on the overall amount paid out. However this will now become localised, with local authorities taking over full ownership.

3.2.2 The Council must put in place a new Council Tax Support Scheme by 31<sup>st</sup> January 2013 and it will no longer merely recover its costs from Government but instead will receive a fixed grant, equal to 90% of the previous years spend. LBBB currently receives £15.776m in subsidy (excluding the GLA), but the new grant will only be £13.789m – a pressure of £1.897 million, almost 12%. This also acts to reduce the Council Tax base by £13.789m.

3.2.3 The Council's council tax and housing benefit administration grant has been reduced by Central Government by £104k in 2013/14. The administration grant is currently £2.0m but CLG announced in November that it will be cut to £1.9m.

### 3.3 **Business Rates Retention Scheme**

3.3.1 Business rates are currently collected locally and paid over to central government before being redistributed nationally to local authorities based on a needs formula grant. As from 1<sup>st</sup> April 2013, the business rate system will be localised, meaning we will not merely be collecting money on behalf on the Government. Instead there will be a direct link between how much the Authority collects in rates and its own income.

3.3.2 Local authorities will be allocated a business rate income base-line using historic billing levels and collection performance. Authorities will be able to keep a portion of any income generated in excess of this and conversely will have to bear any loss in income below this as well (up to its safety net). Therefore authorities will have the risk and reward of new business within their control, and the incentive to provide conditions where businesses can start up and flourish. Thus a real incentive for local economic development has been localised from Central Government to local authorities. The business rates taxation system will not be changed, only the way in which tax revenues are distributed, therefore there will not be any impact on the amounts an individual business would pay. Rate setting powers would remain under the control of central government and the revaluation process would be unchanged.

3.3.3 There will be a central and local share to the business rates collected above the baseline level, as well as a GLA element. The NNDR collected will first be split 50 / 50 with the DCLG, and the Borough's 50%, will then further be split 60 / 40 with the GLA, thus leaving the Council with an overall 30% of the total amount. This means that any growth or losses will also be shared in the same proportions (i.e. for every £100 lost or gained, £50 goes to the DCLG, we keep £30, and £20 goes to the GLA).

### 3.4 **Universal Credit**

3.4.1 Universal credit is a new single payment for people that are looking for work or who are on a low income. It is a combination of all the separate current social security benefits: job seekers allowance, employment and support allowance, income support, tax credits, and housing benefit, but excluding Council Tax benefit. Claimants will receive just one monthly payment, which paid directly to their bank account in the same way as monthly salary.

3.4.2 One significant issue for LBBB is that this includes support for housing costs. Currently Housing Benefit is paid from the DWP and is paid to the Authority. Any benefits that are still due to claimants and then paid net of their rent, therefore there

are not cash collection issues. However under universal credit the payments will go direct to the claimants, who in turn will be responsible for paying the authority as the landlord. Therefore the Authority will now be collecting money from current housing benefit claimants for the first time and will need to consider the impact on collection rates and provision for bad debt. This could be a significant pressure for the HRA on housing rent and the General Fund on temporary accommodation income.

- 3.4.3 The reforms also includes introducing a £500 per week cap on housing benefit, which could see a movement of claimants from inner London, i.e. from more expensive properties that exceed the cap, outwards towards LBBB.

### **3.5 Community Infrastructure Levy (CIL)**

3.5.1 The CIL is a new charge which local authorities are empowered, but not required, to levy on most types of new development in their areas. It will largely replace current Section 106 (S106) agreements with developers S106 will still continue to exist but to a much lesser extent and only in very specific areas. The CIL is charged in respect of the net additional floor space for all development within the Borough, excluding affordable housing. There are a range of set charges according to the type of development (including retail, leisure, health and education), which will reflect the desirability for each type, and ensure that desired new development is not deterred. This year the Authority has been consulting on its proposed charges, which have been agreed by Cabinet, and it is anticipated that the schemes will be implemented from the 1<sup>st</sup> April 2013 though the Government may still delay the introduction. Unlike S106, CIL will not be negotiated on a development by development basis, which will make the process easier and more transparent. The CIL is also more flexible in terms of use whereas S106 receipts often had very strict contractual conditions over their use, CIL instead will just be added to the Councils overall funding for capital infrastructure.

3.5.2 In addition, from the 1<sup>st</sup> April 2012 the Council has been collecting a mayoral CIL, which is collected and passed on to the Mayor of London. We have been required to charge developers a standard rate of £20 per square metre of new development (the lowest of three bands across London). The Mayoral CIL was specifically set up to fund the Crossrail project, and once Crossrail is completed (by c2019), the charges will cease, at which time we could stop charging developers or subsume the charge into our own charges.

### **3.6 Community Right to Buy**

3.6.1 The Localism Act 2011 contained provisions for assets whose main use furthers the social wellbeing or social interests of the local community (assets of community value). The provision relates to public and private assets and could be village shops, pubs, community centres, libraries and allotments.

3.6.2 The provisions give local groups a right to nominate a building or land for listing by the Council as an asset of community value. When a listed asset is to be sold, local community groups will in many cases have a fairer chance to make a bid to buy it on the open market. Local groups will be given 6 months in which to prepare their offer before the asset is allowed to be sold. However it is entirely down to the seller as to whom they sell their asset to.

3.6.3 The specific requirements of the Act for the Council are:

- Maintain a list of nominated assets;
- Inform owners and other interested parties that an asset has been listed;
- Enter on the local land charges register the fact that an asset has been listed; and
- In the case of registered land, apply for a restriction on the Land register.

### 3.7 **Community Right to Challenge**

3.7.1 The Localism Act 2011 introduced the 'Community Right to Challenge', which grants communities the power to challenge to take over local services that they think they can run differently and better. To make use of the Right to Challenge, you must be a 'relevant body', i.e. a voluntary / community group, a parish councils, or a group of two or more staff from a 'relevant authority' (local councils and fire and rescue authorities). The process involves four steps: (1) an expression of interest; (2) the Authority considers the proposal; (3) the Authority holds a procurement exercise; and (4), if successful, the community group would take over running of the service.

### 3.8 **Public Health Grant**

3.8.1 From 2013/14 local authorities will take responsibility for delivery of local public health services. This will cover a number of key areas including Health Protection and preventative services, sexual health and health promotion including areas of public health relating to children and adults. The majority of these services will be commissioned and contractual arrangements from the B&D PCT and regional NHS bodies will pass over to the Council.

3.8.2 Funding will be provided through a ring-fenced Public Health grant from the Department of Health. Indicative allocations for LBBD are £11m and confirmations are expected by December 2012.

### 3.9 **Council Tax Referendums / Council Tax Freeze Grant**

3.9.1 The Government has announced a Council Tax freeze grant for the third consecutive year and it will be paid for 2013/14 and will recur in 2014/15. However this time the grant will only be for 1% rather than the 2.5% offered in previous years. For LBBD, this will equate to c£400k per year. As described under the Council Tax Localisation section above (3.2), the Council Tax base on which any percentage increase could be applied will decrease by £13.789 million in respect of CTB claimants as from 1<sup>st</sup> April 2013, whom we will now receive a fixed grant for now instead. Therefore any given increase in Council Tax (or equivalent freeze grant) will generate less cash than it would have done previously, prior to council tax localisation.

3.9.2 The Government has also imposed a new threshold for Council Tax rises of 2% or greater. If councils want to increase council tax by 2% or more they will have to hold and win a local referendum. In previous years the threshold for triggering a referendum was 3.5%.



3.9.3 This report assumes Council Tax will be frozen in 2013/14 and therefore the Council Tax Freeze Grant will be awarded. The Chief Finance Officer has recommended that Council Tax should be increased in 2013/14 as this would generate greater income and ensure it is built into the Council Tax base for future years.

### 3.10 Carbon Commitment Reduction

3.10.1 Each year's tonnage charges are notified to us retrospectively in the July following the financial year in question. The charge for 2011/12 was £12 per tonne (as confirmed to us in July 2012) and we are as of yet to receive notification of the charges for 2012/13 (or 2013/14). It is highly likely that prices for this year and next will increase, although there are no firm indications, early estimates are that the charges could increase by £2 per year for both 2012/13 and 2013/14. This would lead to an overall increase in costs of approximately £50k for 2013/14. However, it is anticipated that this can be contained within the existing budget.

### 3.11 Concessionary Fares

3.11.1 The Freedom Pass scheme caters for all residents at state pension age and provides for free access to public transport. Although some council's also offer a discretionary pass to those with a disability, Barking and Dagenham does not. This service is effectively delivered on behalf of government, from whom we receive a fixed payment for the year therefore the budget cannot be considered as an area of potential savings to the authority. The Council's One Stop Shops are currently processing over 1,000 applications per year, and there are almost 24,000 passes out on issue. In 2011/12 the cost to LBBB was £5.116 million and in 2012/13 the cost will be £5.380 million. Over the next two years the draft proposals are to reduce LBBB's contribution to the scheme by £157k to £5.223 million (the profiling of this reduction over the two years is still under consultation).

### 3.12 East London Waste Authority (ELWA)

3.12.1 Last year ELWA froze its levy by the use of one off reserves and a one off windfall. However this delayed the levy increase caused by rises in landfill tax and more waste requiring disposal.

3.12.2 ELWA are seeking to reduce costs by negotiating with their contractor Shanks who account for 95% of their expenditure. However, initial indications are that the levy will need to increase by 25% over the next three years.

3.12.3 Through the use of reserves, ELWA are planning to smooth the increase over the three years and this would result in an increased cost to the Council of £700k each year from 2013/14 to 2015/16.

### 3.13 HRA Self Financing

3.13.1 The new HRA Self Financing regime came into effect from April 2012 and replaced the previous, national subsidy based system. The Localism Act enabled the Council to buy itself out of the subsidy system in return for a one-off payment of £265.9m. The settlement figure was calculated based on expected future net revenue streams generated from the current housing stock levels (less planned demolitions) over a 30-year period.

3.13.2 Under the old subsidy system LBBB was required to surrender the net surplus generated from its housing stock under a prescribed formula and in the final year of subsidy this payment amounted to around £19m. Under the new self-financing regime the Council is now able to retain all revenue surpluses generated and has the freedom to manage its housing stock resources in line with local circumstances and decisions. This gives LBBB greater certainty and control over its resources and allows for longer-term investment decisions which the previous annual subsidy determination did not.

3.13.3 To support this longer term view a business plan has been formulated which shows the resources generated over the first ten years of the new regime and how those resources are applied to investment strategies. This business plan is updated and presented annually as part of the rent setting process.

### **3.14 Temporary Accommodation**

3.14.1 The Housing General Fund is facing significant budgetary pressures in relation to its temporary accommodation budgets. The Council has a duty to house those applicants who meet the criteria as being statutorily homeless and there has been a significant increase in the number of applicants who meet this criteria. To discharge this duty the Council has historically leased private sector dwellings for homeless placements but the supply of these dwellings has not increased in line with demand. The shortage of supply has been partly caused by the implementation of a lower housing benefit cap which has led to a migration of inner London residents to outer London Boroughs where the market rent of an equivalent property is below this lower cap.

3.14.2 This increased demand and shortage of suitable private sector dwellings has resulted in the need to use expensive bed and breakfast accommodation which does not attract full housing benefit. Action plans are in place to help mitigate this significant and increasing pressure.

3.14.3 Going forward, the introduction of Universal Credit, under which housing benefit will be paid as part of an overall benefits package direct to the individual rather than directly to the Council as at present, is likely to have a significant impact on LBBB's rent collection and reimbursement of costs incurred in relation to temporary accommodation.

### **3.15 Investment in the Capital Programme**

3.15.1 The Council undertakes significant investment in its capital programme to ensure the needs of the local community are met. Some of this investment is funded from borrowing which needs to be repaid over future years from the Council's revenue budget. The Council is seeking to reduce the level of borrowing through use of grants and generating capital receipts.

3.15.2 For 2013/14 the amount of borrowing budgeted to be repaid from revenue is £8.7m with an increase of £1.2m expected in 2014/15. Increases in the repayment charges need to be offset from reductions in other areas of expenditure.

### **3.16 Estate Renewal**

3.16.1 LBBD has an ambitious estate renewal programme, which entails the decanting, demolition, and rebuilding of several estates across the borough. The Goresbrook estate is the first to receive a planning application, and entails the demolition of 282 homes and the rebuild of 149. The net loss of 133 homes will have financial implications, in terms of a reduced Council Tax base (£135k per year, at an average band D). However as 98 of the 149 homes to be built will be 'affordable homes' the Authority would get an affordable homes bonus, of £2,100 per home.

### **3.17 New Homes Bonus**

3.17.1 The Council receives a New Homes Bonus (NHB) in respect of each net addition to the housing stock, which is equal to an average Band D council property with an additional amount of £2,100 for each gross affordable home. Each NHB payment is paid annually for six years – therefore our total NHB payments will accumulate for the first six years at which point they will plateau. It is an un-ringfenced grant, designed to mitigate the strain of an increased population that growth brings. The DCLG has set aside almost £2 billion in this CSR period to fund this, but beyond this, it will be funded from formula grant. Therefore for the Council to maintain its level of NHB funding (after year 6), it would need to sustain the same level of new home building; and we would only receive increases thereafter if completions across the rolling six year period were higher than the previous six-year period.

3.17.2 The Council's NHB for 2012/13 is £1,468,885 and based on the number of new homes built and brought back into use, this is projected to increase to £2,053,884 in 2013/14.

### **3.18 Academy Top Slicing**

3.18.1 The Local Authority Central Spend Equivalent Grant (LACSEG) is paid to Academies to cover the cost of the services and functions that local authorities provide to maintained schools without charge but which academies must secure for themselves. Prior to 2011-12, local authorities' funding for these services within formula grant did not take account of the fact, that where present, academies had taken over some of these responsibilities and have been funded separately for them.

3.18.2 In order to address the growing extent of double funding in the system, Ministers decided, in the context of the Spending Review, that a transfer should be made from formula grant to the Department for Education in respect of the central education functions included in Local Authority Central Spend Equivalent Grant. It was considered that continued double funding was indefensible in the current public sector financial climate.

3.18.3 The amount of grant to be top sliced from funding nationally in 2013/14 and 2014/15 is £1.2 billion.

### **3.19 Early Intervention Grant**

3.19.1 The Early Intervention Grant will be reduced by £534 million in 2013/14 and £760 million in 2014/15 nationally, for free education for two year olds, as announced by the Chancellor in his Spending Review and Autumn Statement.

3.19.2 £150 million will also be excluded in 2013/14 and 2014/15 and retained centrally for future use in funding early intervention and children's services. This has meant Barking and Dagenham's Early Intervention Grant will fall from £13.9 million in 2012/13 to £10.2 million in 2013/14 and it is estimated to fall to £9.6 million in 2014/15.

### 3.20 Population growth

3.20.1 As part of the overall context for setting the Council's budget, the significant population growth in the last 10 years should be noted. The key factors from the Census 2011 show that:

- The population of the borough has increased by 22,000 to 185,900 between the 2001 and 2011 Census. This is a 13.4% increase in the boroughs population.
- The Borough has the highest population percentage of those aged 0 to 19 at 31% in England and Wales.
- There has been almost a 50% growth in 0-4 year olds. This is the highest growth for this age group of any local authority in England and Wales.
- The growth in population has outstripped the increase in households causing a rise in the average number of occupants per household from 2.42 to 2.65 occupants per dwelling. This is one of the highest occupancy rates in London.

3.20.2 Population projections show an estimated increase in population of a further 20% between 2010 and 2020, continuing to put pressure on Council services such as school places and housing.

## 4.0 Budget Gap for 2013/14

4.1 In February 2012, Assembly approved savings for 2013/14 totalling £11.0m, which left a remaining budget gap of £8.4m.

4.2 Since February 2012, a number of service pressures have been identified as well as areas requiring essential investment to ensure that the budget is robust in 2013/14 and future years.

4.3 In order to reduce the impact of the budget gap on front line service departments, several adjustments have been made to budgets (see 4.6 below).

4.4 The service pressures and central adjustments have been summarised in Table 2 below, and further information has been provided in respect of each of these adjustments.

### 4.5 Service Pressures

4.5.1 **Shortfall of savings** – This relates to previously agreed savings proposals within Finance & Resources and the Chief Executive's Department for 2013/14 (£854k) and Children's Services for 2014/15 (£50k) that have since been deemed unachievable.

4.5.2 **Temporary Accommodation** – As specified in 3.16 above, there are pressures in this area caused by the significant increase in the number of applicants and the

resulting need to use expensive 'Bed & Breakfast' accommodation to meet the demand.

4.5.3 **Welfare Reform** – The Localism Act 2011 introduced funding changes to Council Tax benefits. These funding changes had a financial impact on the Council.

4.5.4 **Council Tax Collection Officers** – Additional Council Tax Collection Officers are required due to the increased demands of the changes to Council Tax benefit and wider welfare reforms and to further increase collection rates.

#### 4.6 **Adjustments to Budgets**

4.6.1 **Reduction in inflation provision** – an increase in non-pay inflation was originally been built into the 2013/14 and 2014/15 budgets. This provision is proposed to be removed and any inflationary pressures will have to be managed within service budgets.

4.6.2 **Remove part of corporate contingency** – It is felt a reduction in contingency could be achieved and still allow sufficient flexibilities within the remaining budget should the need arise.

4.6.3 **Reduction in capital funding provision** – Through robust management of the capital programme the need to borrow to fund capital projects and the amount needed to repay loans funding capital expenditure has been reduced.

4.6.4 **Impact of Council Tax Support Scheme** – When Council Tax localisation was announced by central government a £2.0m pressure was built into the 2013/14 budget for this. As more details of the localisation are released and the Council's Council Tax Support Scheme has been consulted on the financial implications have become clearer.

4.6.5 **Bad Debt Provision for Council Tax** – As part of the Council Tax localisation, the authority will now be collecting monies from some residents for the first time increasing the risk of non collection. Therefore an additional provision is being built in to cover for an element of bad debt.

4.6.6 **Increase in ELWA levy** – The East London Waste Authority (ELWA) is facing significant upward pressures in its costs that it can no longer contain within its existing levy. Early estimates of the levy increase were released in October 2012.

4.6.7 **Estate Renewal borrowing** – The estates renewal capital projects are funded through the HRA. Therefore the funding set aside in the General Fund will not be required.

4.6.8 **Pension Fund actuarial review** – The Pension Fund's actuaries are anticipating the Council will need to increase its contribution to the Pension Fund to ensure there are sufficient resources available to meet the future liabilities.

4.6.9 **Review of Leisure Services in Barking** – Following a review of the funding of leisure services capital schemes it was identified that the level of borrowing required to fund these schemes could be reduced.

- 4.6.10 **Council Tax Freeze Grant 2013/14** – On 8 October 2012 CLG announced that an additional Council Tax freeze grant would be awarded. The grant will be the equivalent of raising 2012/13 council tax by 1% and will be available in 2013/14 and 2014/15 for all local authorities who freeze their Council Tax in 2013/14.
- 4.6.11 **Council Tax exemptions changes** – The Localism Act gave Local Authorities the power to change their Council Tax exception policies. By amending the existing policy the Council will generate increased Council Tax.
- 4.6.12 **Weekly Collection Grant** – The Department for Communities and Local Government set aside £250 million to help Local Councils maintain a weekly waste collection service. To access the money Councils had to submit bids and in October 2012 the successful bidders were announced of which the Council was one.
- 4.6.13 **Temporary Accommodation bad debt provision** – Due to the introduction by the Government of the Universal Credit system rental payments for temporary accommodation will be made by the claimant rather than directly from Government. This is expected to result in the need an increased risk to maintaining collection rates.

**Table 2 - Changes to the MTFS since February 2012 Assembly**

Medium Term Financial Strategy Pressures and Adjustments	2013/14 £'000	2014/15 £'000
<b>Approved MTFS Budget Gap (February 2012 Assembly)</b>	<b>8,380</b>	<b>15,311</b>
Pressures identified since Assembly		
Shortfall in 2013/14 Savings (4.5.1)	854	50
Housing People in Temporary Accommodation (4.5.2)	500	250
Welfare Reform (4.5.3)	300	
Reduction in Council Tax Collection Officers (4.5.4)	200	
<b>Total Service Pressures</b>	<b>1,854</b>	<b>300</b>
Adjustments		
<u>Initial Adjustments (as previously reported)</u>		
Reduction in inflation budget (4.6.1)	(1,000)	(1,000)
Reduction in contingency budget (4.6.2)	(1,000)	
Reduce capital funding provision (4.6.3)	(500)	
Removal of pressure for Council Tax Benefits grant cut (4.6.4)	(2,000)	
Increased bad debt provision for Council Tax (4.6.5)	1,000	
<b>Sub-Total</b>	<b>(3,500)</b>	<b>(1,000)</b>
<u>Further Adjustments</u>		
Reduction in inflation budget (4.6.1)		(1,000)
Reduction in contingency budget (4.6.2)		(1,000)
Reduce capital funding provision (4.6.3)		(500)
Increase in ELWA levy (4.6.6)	700	700
Estate renewal borrowing (4.6.7)	(639)	

Pension Fund actuarial review (4.6.8)		500
Review of Leisure Services in Barking (4.6.9)	(300)	(300)
1% Council Tax freeze grant (4.6.10)	(400)	
Council Tax exemption changes (4.6.11)	(500)	
Weekly Collection Grant (4.6.12)	(281)	
Temporary Accommodation bad debt provision (4.6.13)	500	
<b>Sub-Total</b>	<b>(920)</b>	<b>(1,600)</b>
<b>Total Adjustments</b>	<b>(4,420)</b>	<b>(2,600)</b>
<b>Total Pressures and Adjustments Since February 2012</b>	<b>(2,566)</b>	<b>(2,300)</b>
<b>Net Adjusted MTFS Gap (as at November 2012)</b>	<b>5,814</b>	<b>13,011</b>

4.7 As a result of the service pressures and budget adjustments, additional savings of £5.8m had to be identified for the 2013/14 budget, over and above the £11.0m already agreed at February 2012 Assembly. Therefore, the total saving requirement for 2013/14, when taking into account the £0.9m of savings that have been withdrawn since February 2012, is £15.9m.

4.8 For 2014/15, there was an original budget gap of £15.3m, and savings of £0.7m were identified and agreed at the February Assembly. The above adjustments mean the additional saving required for 2014/15 currently stands at £13.0m. Therefore the total saving required for 2014/15 is £13.7m.

## 5.0 Budget Setting Challenge and Consultation process

5.1 On 23 October, the Council published, on its website, savings proposals for 2013/14 and beyond, and sought comments as part of a budget consultation exercise. The consultation was publicised via:-

- Extensive media work and briefing with the local press, including an in-depth interview with the Deputy Leader;
- A high profile link on the front page of the website;
- Coverage in the News;
- Facebook (repeated postings);
- Twitter (repeated postings);
- Engagement with stakeholders in the borough, including a briefing for the local voluntary sector led by the Chief Executive.

5.2 The consultation also received prominent coverage in the News and the Barking and Dagenham Post.

5.3 Publicity made it clear that residents and other stakeholders could contribute their views through a number of opportunities. These included:-

- Attendance at a series of Select Committee meetings, from 31 October to 19 November;
- Two Question Time events (22 and 29 November, one in Barking and one in Dagenham);
- Emailed comments via the website;

- Facebook;
- Twitter – including for the first time, an online Q&A session with the Deputy Leader on 22 November.

#### 5.4 Select Committees

5.4.1 The Select Committees considered the savings proposals at the following meetings:

- Safer and Stronger Community Select Committee on 31 October 2012;
- Children’s Services Select Committee on 6 November 2012;
- Public Accounts and Audit Select Committee on 7 November 2012;
- Health and Adult Services Select Committee on 14 November 2012;
- Living and Working Select Committee on 19 November 2012.

5.4.2 The Select Committees made comments relating to a number of savings proposals. Most sought additional information, or reassurances as to the way in which the saving would be implemented, but several recommendations were more substantial and include:

- Recommended the reduction in the savings for voluntary sector organisations from £120,000 to £110,000 on the basis that the Council will seek a similar reduction from London Councils;
- That recommendations on internal audit be brought forward to 2013/14, rather than the plans originally laid before Members;
- Recommended reductions in the savings proposals for specialist employment support for people with mental health needs;
- Scrutiny Members (Living & Working Scrutiny Committee) asked Cabinet to review proposals around green waste and to investigate a less regular collection, as opposed to ending the service altogether;
- Scrutiny Members asked for the proposed charge for collection of bulky waste be reduced to £10, rather than £15;
- The ‘Summer’s Sorted’ programme be funded via the Public Health grant;
- Delay implementation of proposals with regard to the Anti-Social Behaviour (ASB) team to 2014/15;
- The original proposals on sheltered accommodation be reviewed and consulted upon in more depth over the course of the next year;
- Rejection of the proposal of closure of the Broadway Theatre;
- Rejection of proposals to reduce support to Scrutiny committees.

5.4.3 A summary of the support for the proposed savings are set out in Appendix E to this report.

#### 5.5 Public and stakeholder consultation responses

5.5.1 A comparatively small number of written comments were received from the public and other stakeholders in relation to specific savings proposals published. However, there was significant attendance at Select Committees, especially at the Health & Adults Services Select Committee at which approximately 200 members of the public attended. Attendance at the other Select Committees was also significantly up on last year’s budget consultation process.



5.5.2 The proposals which garnered the most response from the public consultation process were as follows:-

- Deletion of the green waste service;
- Proposals on anti-social behaviour and CCTV;
- Deletion of 'The News' (views were evenly mixed between ceasing publication and retaining it in its current form);
- Deletion of the Parks Rangers service;
- Concerns about the future of the borough's libraries;
- Concerns about proposals on sheltered housing;
- Concern about cuts in funding to voluntary sector organisations;
- Car parking charges;
- The condition of the borough's roads and pavements;
- Costs of translation and interpretation services.

## 5.6 Staff and trade union responses

5.6.1 We have met with the Trade Unions on a number of occasions to discuss the savings proposals. In October we issued a S188 letter giving notice that the totality of the savings proposals might lead to the loss of over 250 posts over two years and over 100 redundancies for 2013/14. Consultation is taking place with the Trade Unions and staff affected by the individual savings proposals. The views of staff and Trade Unions will be fully considered in determining which savings proposals we need to take forward into the budget proposals for the next two years.

5.7 The savings proposals set out in Appendix B have been prepared in light of the budget consultation process for Member consideration.

5.8 Table 3 lists savings withdrawn, deferred or amended as a result of the budget challenge and consultation process. This shows that £0.6m of savings proposals have been reduced for 2013/14 and a further £0.3m have been reduced for 2014/15.

5.9 The specific saving proposals that have been withdrawn during the consultation process are listed below.

**Table 3 – Savings withdrawn following select committees, the savings proposed for withdrawal, the deferred saving and the amended saving.**

	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000
Savings Agreed at February 2012 Assembly	10,950	739	0	11,689
Additional Savings identified	7,085	7,140	1,111	15,336
Unachievable savings	(854)	(50)	0	(904)
<b>Total Savings – Pre Select Committees</b>	<b>17,181</b>	<b>7,829</b>	<b>1,111</b>	<b>26,121</b>
<b>Saving proposals withdrawn or reduced</b>				
- ACS/SAV/07 – Voluntary Sector Grants	(10)	0	0	(10)
- ACS/SAV/08 - Sheltered Housing	(50)	(200)	0	(250)

- ACS/SAV/10(f) - Employment Support for Mental Health	(94)	0	0	(94)
- ACS/SAV/22 – Broadway Theatre	0	(140)	0	(140)
- H&E/SAV/19 - Green waste	(257)	0	0	(257)
- FIN&RES/SAV/21 – Economic Development Team	0	(35)	0	(35)
- CEX/SAV/06 – Scrutiny Officer	(46)	0	0	(46)
- ACS/SAV/33 – Supported People Grant changes	0	200	0	200
<b>Total Savings Withdrawn or Reduced</b>	<b>(457)</b>	<b>(175)</b>	<b>0</b>	<b>(632)</b>
<b>Saving proposals deferred or brought forward</b>				
- ACS/SAV/26 – ASB Team	(121)	121	0	0
- FIN&RES/SAV/12 – Internal Audit	26	(26)	0	0
<b>Total Savings Deferred or Brought Forward</b>	<b>(95)</b>	<b>95</b>	<b>0</b>	<b>0</b>
<b>Total Reduction / Amendment</b>	<b>(552)</b>	<b>(80)</b>	<b>0</b>	<b>(632)</b>
<b>Total Savings – Post Select Committees</b>	<b>16,629</b>	<b>7,749</b>	<b>1,111</b>	<b>25,489</b>

- 5.10 The following additional savings were also not supported by the Select Committees but following discussions with Cabinet Members the decision has been taken to proceed with the delivery of all or part of these savings.
- ACS/SAV/29 - Reduce Dedicated Support (£19k);
  - ACS SAV 27 - CCTV Team (£153k);
- 5.11 Part of the Green Waste saving (H&E/SAV/19) of £104k was withdrawn by the Select Committee but following the award of the Weekly Collection Grant the entire saving of £257k has been withdrawn.
- 5.12 Saving ACS/SAV/33 (Supported People Grant changes) was developed as a result of the consultation process to build in the effect of historic changes to the grant funding regime.
- 5.13 For all proposals agreed, Cabinet is asked to note that officers will begin implementation of the savings to ensure the agreed reduction is achieved in 2013/14 including issuing letters to affected staff advising them that they are at risk of redundancy in January.
- 5.14 Table 4 shows the total savings position, the budget position and the impact on the budget gap were the Cabinet to accept the withdrawal of the specific savings in table 3. The table does not take into account the financial impact of concerns raised by the public through the consultation process, where a proposal to remove a savings proposal has not been made by Select Committees or arising from a Leader's Question Time.

**Table 4 - Impact of savings options on MTFS budget gap**

<b>Medium Term Financial Strategy Pressures and Adjustments</b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>
MTFS Pressures – February 2012 Assembly	19,330	16,050
MTFS Savings – February 2012 Assembly	(10,950)	(739)
<b>MTFS Budget Gap – February Assembly 2012</b>	<b>8,380</b>	<b>15,311</b>
Service pressures and adjustments since February (Table 2)	(2,566)	(2,300)
<b>MTFS Budget Gap – November 2012</b>	<b>5,814</b>	<b>13,011</b>
Additional savings before Select Committees	(7,085)	(7,140)
<b>Net Budget gap – November 2012 (surplus)/deficit</b>	<b>(1,271)</b>	<b>5,871</b>
Savings withdrawn/deferred/amended	552	80
<b>Revised Headroom (-) / Budget gap (+) following withdrawn proposals and savings to be deferred</b>	<b>(719)</b>	<b>5,951</b>

5.15 In assessing the concerns raised about the savings proposals above, Members are requested to note that the funding for 2013/14 is yet to be confirmed by central government. In addition, the DfE have yet to announce the Academies top slice for 2013/14.

5.16 With additional savings in 2013/14, the gap for 2014/15 reduces to £5.232m

## **6.0 Savings proposals for 2013/14 to 2014/15**

6.1 Taking into account the savings of £11.0m agreed at the February 2012 Assembly total savings of £17.2m have been identified for 2013/14. Following the Select Committee process, there has been a net reduction of £0.6m in the savings for 2013/14, which reduces the savings to £16.6m. Taking into account of all the adjustments recommended in this report, this leaves a headroom figure of £0.719m.

6.2 Members are advised to take into account that the final funding settlement has not yet been announced for 2013/14 and further pressures may emerge, e.g. levies and other Government announcements which normally come through between December and February.

6.3 For 2014/15 total savings of £7.7m have been identified, including those pre-agreed at February Assembly 2012 and the recommendations of the Select Committees.

6.4 As there remains a budget gap for 2014/15 of £5.951m, the savings that have been withdrawn, as part of the wider identification of further savings options to address that shortfall, may need to be reviewed and reconsidered in the future. Once the additional savings of £0.719m for 2013/14 and taken into account the gap for 2014/15 reduces £5.232m.

6.5 Table 5 below illustrates the total savings achieved by each department, including the February 2012 Assembly agreed savings.

**Table 5 – Total Savings by Department**

<b>Total Savings Identified (including Feb 2012 Assembly Agreed)</b>			
	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>	<b>Total £'000</b>
Feb 2011 Approved	10,950	739	11,689
Additional Savings	7,085	7,140	14,225
Unachievable savings	(854)	(50)	(904)
<b>Total Savings identified</b>	<b>17,181</b>	<b>7,829</b>	<b>25,010</b>
Savings withdrawn /deferred/amended (table 3)	(552)	(80)	(632)
<b>TOTAL</b>	<b>16,629</b>	<b>7,749</b>	<b>25,490</b>
<b>Departmental break down of Total Savings:</b>			
Adult and Community Services	4,325	2,438	6,763
Children's Services	2,708	2,963	5,671
Housing & Environment	1,665	829	2,494
Finance and Resources	1,438	1,277	2,715
Chief Executive's	1,302	242	1,544
Corporate	5,191		5,191
<b>TOTAL</b>	<b>16,629</b>	<b>7,749</b>	<b>24,378</b>

**7.0 Proposed Budget for 2013/14 to 2014/15**

- 7.1 The estimated budget requirement for 2013/14 is approximately £170.8m, which is a reduction of £6.5m on the £177.3m for 2012/13. This reduction has arisen as a result of funding cuts to the Formula Grant and non ring-fenced grants.
- 7.2 As the Local Government Finance Statement is not expected until 19 December 2012, the £6.5m reduction in funding is an assumption based on indicative information from CLG. There is a risk that when the statement is announced the reduction in the Council's funding could be significantly higher.

**Table 6 - The gross budget gap, savings identified and the remaining budget gap**

<b>Medium Term Financial Strategy Pressures and Adjustments</b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>
MTFS Pressures - February 2012 Assembly	<b>19,330</b>	<b>16,050</b>
Service pressures and central adjustments	(2,566)	(2,300)
<b>MTFS Pressures - November 2012</b>	<b>16,764</b>	<b>13,750</b>
Savings Identified	(17,181)	(7,829)
Savings shortfall included in service pressures	(854)	(50)
<b>Budget Gap as at November 2012</b>	<b>(1,271)</b>	<b>5,871</b>
Savings withdrawn/deferred/amended (table 3)	552	80
<b>Remaining Budget Gap/(Headroom)</b>	<b>(719)</b>	<b>5,951</b>

7.3 This report requests that Members formally agree the saving proposals put forward in respect of 2013/14 to 2014/15. These will be factored into the main Budget Framework report for 2013/14 which will be presented to Cabinet and Assembly in February 2013. A summary of the MTFs as at 30 November 2012 is at Appendix C.

## 8.0 The Housing Revenue Account

8.1 In light of the Self Financing Requirements, local authorities are required to produce business plans outlining the income and expenditure requirements over a 10 to 30 year period. This was presented to Cabinet in March 2012 and a revised version was presented to Cabinet in July 2012.

8.2 For Barking and Dagenham, over a 10 year period total capital resources available are estimated to be £530.8m, which will be spent on new builds, Estate Renewals and investment in current housing stock. The HRA business plan is available at Appendix A.

8.3 It is important to note that the current business plan has been modelled on a number of assumptions on inflation (2.5%), interest rate (3.5%), and rent increases of RPI + 0.5%. A change in any of these factors will impact on the business plan and the financial consequences will need to be taken into consideration and modelled through accordingly.

## 9.0 Capital Strategy

9.1 The Council has an agreed capital programme which is approved annually at Assembly and updated throughout the year when new funding is identified and schemes are submitted to Capital Programme Management Office for appraisal. The four year programme and funding is as follows.

**Table 7 – General Fund Capital Programme**

Department	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	Total £000
Adult & Community Services	6,109	5,939	4,350	170	16,569
Children's Services	64,118	19,008	50		83,176
Housing & Environment (non-HRA)	7,536	3,619			11,155
Finance & Resources	19,039	8,933	5,892		33,864
<b>General Fund Total</b>	<b>96,803</b>	<b>37,499</b>	<b>10,292</b>	<b>170</b>	<b>144,764</b>
Financed by:					
External grants	68,614	21,897	1,942		92,453
Section 106	2,553	23	400		2,976
Revenue contributions	784				784
Reserves	1,195				1,195
Capital Receipts	5,537	9,439	3,950	170	19,096
Borrowing	18,120	6,140	4,000		28,260
<b>Total</b>	<b>96,803</b>	<b>37,499</b>	<b>10,292</b>	<b>170</b>	<b>144,764</b>

**Table 8 – HRA Capital Programme**

Department	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	Total £000
<b>HRA Total</b>	<b>45,300</b>	<b>94,050</b>	<b>64,000</b>	<b>41,280</b>	<b>244,630</b>
Financed by:					
Major Repairs Reserve		10,600			10,600
External grants	9,500	29,890	16,990	1,920	58,300
Section 106		100			100
Leasehold Reserve		6,900	500	500	7,900
Revenue contributions	35,800	35,070	35,160	37,110	143,140
Capital Receipts		3,490	1,750	1,750	6,990
Borrowing		8,000	9,600		17,600
<b>Total</b>	<b>45,300</b>	<b>94,050</b>	<b>64,000</b>	<b>41,280</b>	<b>244,630</b>

9.2 Some of the major developments in the capital programme include:

- Adult & Community Services – the construction of a new leisure centre in Barking (£12.6m)
- Childrens Services – providing new school places for both primary and secondary schools (£36m)
- Housing & Environment General Fund – improving highways in the Borough (£6m)
- Finance & Resources – ICT modernisation and improvement and Oracle R12 project (£6m)

9.3 The Council is embarking on major housing development within the HRA Business Plan including £75.2m in building new homes and £28.7m in renewing estates at Goresbrook, Leys and Gascoigne.

9.4 The level of planned borrowing within the General Fund has future implications for the level of debt charges to be met by the Council. Officers are currently reviewing the capital programme to identify ways to reduce the level of borrowing, through efficiencies and identifying other ways to fund capital investment.

## 10.0 Financial Implications

10.1 Financial implications have been covered throughout the report.

## 11.0 Legal Implications

Implications provided by: Paul Field, Corporate Governance Lawyer

11.1 Local authorities are under an explicit duty to ensure that their financial management is adequate and effective and that they have a sound system of internal control and management of financial risk. This report contributes to that requirement. Specific legal advice may be required on the detailed implementation of agreed savings options.

11.2 Where there are proposals for the closure or discontinuance of a service or services, appropriate consultation will need to be carried out. The savings proposals that affect staff will require consultation with Unions and staff. In addition to that Members will need to be satisfied that Equality Impact Assessments have been carried out before the proposals are decided by Cabinet. If at any point resorting to constricting expenditure is required, it is important that due regard is given to statutory duties and responsibilities. In particular the Council must have regard to:

- any existing contractual obligations covering current service provision. Such contractual obligations where they exist must be fulfilled or varied with agreement of current providers;
- any legitimate expectations that persons already receiving a service (due to be cut) may have to either continue to receive the service or to be consulted directly before the service is withdrawn;
- any rights which statute may have conferred on individuals and as a result of which the council may be bound to continue its provision. This could be where an assessment has been carried out for example for special educational needs statement of special educational needs in the education context;
- the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
- having due regard to any consultation undertaken.

## **12.0 Equalities Impact Assessment**

12.1 The Council requires that each saving proposal being made should have an assessment of the likely particular impacts of the proposal on residents and staff across the nine equality categories. This has been put in place to:

- Ensure our services are accessible to all and really meet the needs of our customers;
- Ensure that we deliver our policies and strategies in a practical way;
- Ensure that reasonable account is taken of the impacts of decisions, changes and new strategies and policies on service users and staff from the equalities categories laid out in the Equalities Act 2010. The need for effective equalities analysis has been highlighted by recent judicial reviews of decisions made by other local authorities on the grounds of alleged inadequate analysis of proposed savings.

12.2 This process is designed to ensure the Council's policies are adhered to and to help the Council take into account the requirements of the Equalities Act 2010 in the context of applying spending reductions.

12.3 It is anticipated that the savings proposals will have an impact on the majority of the residents in the borough. However this assessment is of the additional or particular impacts on equality categories.

12.4 The nine equality categories areas are:

- Age;
- Disability;
- Gender reassignment;
- Marriage and civil partnership;
- Race;
- Religion and belief;
- Sex;
- Sexual orientation;
- Socio – Economic Inequalities.

Additional comment was made regarding the potential impact on carers and community cohesion.

12.5 Each proposal was assessed to establish:

- Whether there would be a particular positive or negative impact on residents from each of the equalities categories, over and above the impact that there would be on all residents;
- What mitigations have been made in designing the proposal, or would be put in place if adopted, to reduce any negative impacts identified;
- How and when the actual impact of the proposal would be reviewed.

12.6 A schedule of the Equalities Impact Assessments (EIA) is provided at Appendix D.

12.7 EIAs have been carried out on all of the proposals. Of these there are 190 negative impacts and 3 positive impacts on particular equality groups. Of the proposals, 399 have no negative impacts on particular equality groups. The breakdown of impacts by equality group is laid out below, starting with the greatest negative impact:

**Table 9 - Impact of Proposals on Equality Groups**

	Negative impact	Positive impact	Neutral impact	No impact
Disability	33	1	1	33
Socio-economic	31	0	0	37
Staff	27	0	0	40
Age	27	1	2	38
Race	20	1	1	46
Gender	20	0	0	48
Sexual Orientation	15	0	1	52
Religion and Belief	13	0	1	54
Other	4	0	0	51
<b>Total</b>	<b>190</b>	<b>3</b>	<b>6</b>	<b>399</b>

12.8 A significant proportion of the proposals have a negative impact on more than one area of equalities, and so the total figures are greater than the number of proposals. The table does not reflect the level of impact within each proposal but does provide a general sense of the impact on each category. Seven budget savings in ACS and one in Children’s Services are just a change of funding stream



and will have no impact on service delivery or staffing issues therefore an EIA's have not been carried out and they are not included in the table above.

## 12.9 Mitigations

Of the 190 proposals with at least one possible negative impact identified, 58 have either changed the proposal or built in actions which would mitigate the negative impact following the relevant Equalities Impact Assessment. For example, the proposal to decommission the specialist employment support for people with a learning disability has been mitigated by offering additional training to the Job Shops and building employment support into our day service provision and a number of other measures.

## 12.10 Conclusion of the EIA

The overall impact of the proposed savings has a disproportionately negative impact on disabled people and younger and older people in the borough. The adverse impact on initiatives to combat socio-economic disadvantage is considerable and we will see a particular impact on people with lower incomes also on women and people from black and minority ethnic groups. These are groups who are already suffering the impact of cuts by national government and other agencies. In particular, recent research has highlighted the disproportionate impact of cuts in benefits, services and unemployment nationally on women, younger and older people, people from black and minority ethnic groups and especially disabled people. The table also shows us that these proposals will have a large adverse impact on staff.

12.11 Very little equalities monitoring is available by religion and sexual orientation for service users so it is harder to predict outcomes but any proposed saving that effects the whole community will obviously effect the LGBT and faith communities.

12.12 Disabled people are significantly affected by a number of the proposals; disabled people tend to be on significantly lower incomes than the overall population, so again they will experience a greater impact from the proposed savings.

12.13 To some extent these impacts are to be predicted: Council services tend to focus on serving the most vulnerable residents, and a large part of some areas of the Council's work does focus on younger and older people, so when the Council has to make significant savings, it is likely that services for those groups will be particularly affected.

12.14 Most of the individual impacts will occur because the equality groups use an affected service more than the wider community, rather than because they will lose specifically targeted services. However the cumulative impact is nonetheless significant and the Cabinet is advised to consider the overall combined impacts of the decisions being made.

12.15 However, some of the possible negative impacts have been mitigated through changes to the proposals, or additional measures added to the implementation of the proposals. The Council has worked hard to minimise the impacts on equalities groups and those on low incomes.

- 12.16 There are some positive impacts, such as ceasing to use external Accommodation Agencies and setting up a Social Lettings Agency. This will enable the Council to procure and manage property directly, providing suitable accommodation for all homeless households, whilst reducing expenditure on temporary accommodation. Also the proposal for efficiencies from the Parking Improvement Plan will have a positive impact as it promotes and protects road space for disabled people. Overall, the potential, substantial particular impacts on equalities groups have been mitigated as much as is possible through the choice of the proposals given, and the design of the proposals as described.
- 12.17 Legal Services have advised that as this is at the proposal stage it is inappropriate to prejudge the outcome, (consider employee profiles) and prejudice the legal requirement to carry out meaningful consultation when contemplating redundancies. The procedures that will be used to implement the proposals are already subject to EIA's.
- 12.18 Human Resources have further advised that at this stage there are potential issues of individual confidentiality if we seek to use information provided by staff for EIA's on individual service proposals; additionally, some disabled staff have concerns about disclosing information as it may be used in redundancy situations. Managers will consult on the information to be provided as part of the formal consultation process and ensure the selection of any employee for redundancy is based on objective, fair and justifiable criteria. We will do a review once the make-up of those at risk is known to assess the equality impact.
- 12.19 We do know that some posts may be deleted if savings proposed are acceptance and there will be significant redundancies. In many instances we do not know which staff will be affected. However our policies around change and redundancy have been equality-tested and we believe we have processes in place to ensure fairness.
- 12.20 The Council is required to take due regard of statutory equality needs in making decisions, including considering savings proposals. The consistent approach taken in recent judicial reviews against other local authorities based on their approach to equalities assessments, has been whether "there had been a conscious directing of the mind by the decision-makers to their obligations under legislation, and in particular to the need to exercise the duty to have due regard in substance and with vigour and based on sufficient information, appropriately analysed" <sup>[1]</sup>.
- 12.21 In considering the savings proposals, Cabinet should take into account:
- The cumulative impact of the combined proposals on residents from the nine equality areas;
  - The cumulative impact in particular on younger and older people, those on lower incomes and disabled people and women who are the most affected by the proposals;
  - The cumulative impact of the combined proposals on the staff profile across the nine equality areas when the budget saving areas are identified.

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<sup>[1]</sup> R (on the application Green) v Gloucestershire County Council; R (on the application of Rowe and another) v Somerset County Council; QBD; (Admin) (Judge McKenna sitting as a deputy judge of the High Court): 16 November 2011

## 13.0 Other Implications

- 13.1 **Risk Management** – In addressing the funding gap for 2013/14 and beyond, consideration has been given to risks associated with delivering each of the saving proposals. Each saving has been RAG (red, amber, green) rated in line with the level of risk the saving poses and mitigating factors have been considered alongside each of the proposals.
- 13.2 **Contractual Issues** – There are no direct contractual issues arising from this report. The saving options put forward some new or re-negotiated contracts and where appropriate, further reports will be brought to Cabinet for approval.
- 13.3 **Staffing Implications** – It is estimated that the savings proposals put around 140 posts at risk (with the potential for 100 redundancies). Discussions with the Trade Unions on the specific impact of the savings proposals for 2013/14 began in mid-October, although budgets are discussed at each formal meeting with them. For each individual savings proposal, where there is an impact on staff, consultation has taken place with the staff affected. Should the savings proposals be agreed, we will follow the appropriate HR policies and procedures around implementing change. The Council remains committed to minimising compulsory redundancies where possible. We have issued HR1 and S188 letters to advise of the potential of redundancies of that order.
- 13.4 Where there are reductions in posts, this frequently means that smaller numbers of staff are required to carry out the same volume of work. The process of implementation of the savings will need to be handled with care to mitigate risks in relation to this.
- 13.5 **Customer Impact** – The freezing of Council Tax at 2010/11 levels is designed to minimise the financial impact on residents. The saving options have been subject to an assessment of equalities and diversity implications and consideration given to the extent of adverse impact on customers. Extensive consultation has also taken place. Front line services have been protected as far as possible, but some cuts to front line services have been unavoidable.
- 13.6 **Safeguarding Children** – There is a risk that budget proposals could impact on safeguarding children at a number of levels. Proposals have considered carefully the need to protect the most vulnerable and therefore Children's Complex Needs and Social Care options have been very carefully scrutinised to ensure they do not place children at risk.
- 13.7 Front line services have been protected where-ever possible so that all staff who work with families can maintain safeguarding vigilance. There is a risk that some reductions in services could lead to more families reaching crisis, when this might have been avoided. This has been mitigated by improved cross-agency working through the Multi-Agency Localities Teams.
- 13.8 **Crime and Disorder Issues** – The Crime and Disorder Act places a duty on the Council as a responsible authority to have regard to the reduction and prevention of crime and disorder in its decision making process and policy development and delivery. As such in terms of financial constraints it is important to have regard to the impact of budget reductions in terms of crime and disorder.

13.9 **Property / Asset Issues** – Some of the savings proposals have indirect property/ asset implications with regards building closures resulting from service reviews, which will reduce the Council's property estate. The implications of these will be dealt with on a property-by-property basis in line with the Council's disposal rules.

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

Assembly Budget Framework report – February 2012

**List of appendices:**

**Appendix A** - HRA 10 Year Business Plan

**Appendix B** - List of Saving Proposals

**Appendix C** - Medium Term Financial Strategy Summary

**Appendix D** - Equalities Impact Assessments

**Appendix E** - Select Committees Responses to Savings

HRA 10 Year Business Plan										
£m	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>10 yr</b>	<b>925.1</b>	<b>84.2</b>	<b>86.4</b>	<b>89.4</b>	<b>91.2</b>	<b>92.3</b>	<b>94.1</b>	<b>98.2</b>	<b>101.7</b>	<b>104.8</b>
<b>A - Revised rent and other income</b>										
<b>Management &amp; maintenance</b>	<b>-424.4</b>	<b>-37.5</b>	<b>-39.9</b>	<b>-41.4</b>	<b>-42.0</b>	<b>-42.3</b>	<b>-43.5</b>	<b>-45.0</b>	<b>-46.4</b>	<b>-47.7</b>
<b>Net rental surplus</b>	<b>500.7</b>	<b>45.3</b>	<b>46.5</b>	<b>48.0</b>	<b>49.2</b>	<b>50.0</b>	<b>50.6</b>	<b>53.2</b>	<b>55.3</b>	<b>57.1</b>
<b>Interest</b>	<b>-97.0</b>	<b>-9.7</b>	<b>-9.7</b>	<b>-9.7</b>	<b>-9.7</b>	<b>-9.7</b>	<b>-9.7</b>	<b>-9.7</b>	<b>-9.7</b>	<b>-9.7</b>
<b>Available HRA resources</b>	<b>403.8</b>	<b>35.6</b>	<b>36.8</b>	<b>38.3</b>	<b>39.5</b>	<b>40.3</b>	<b>40.9</b>	<b>43.5</b>	<b>45.6</b>	<b>47.4</b>
<b>Grant and new borrowing</b>										
<b>New borrowing</b>	<b>17.6</b>	<b>8.5</b>	<b>9.1</b>							
<b>Reserves</b>	<b>21.6</b>	<b>17.1</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
<b>Capital Receipts</b>	<b>29.6</b>	<b>4.4</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>
<b>HCA new build grant</b>	<b>18.3</b>	<b>8.57</b>	<b>6.32</b>	<b>1.49</b>	<b>1.92</b>					
<b>Backlog funding</b>	<b>40.0</b>	<b>9.5</b>	<b>15</b>	<b>15.5</b>						
	<b>127.1</b>	<b>48.1</b>	<b>33.7</b>	<b>20.3</b>	<b>3.3</b>	<b>3.3</b>	<b>3.3</b>	<b>3.3</b>	<b>3.3</b>	<b>3.3</b>
<b>B - Total capital resources</b>	<b>530.8</b>	<b>83.7</b>	<b>69.5</b>	<b>43.5</b>	<b>42.8</b>	<b>43.6</b>	<b>44.2</b>	<b>46.8</b>	<b>48.9</b>	<b>50.7</b>
<b>Capital works brought fwd (11/12)</b>	<b>- 15.6</b>	<b>-15.6</b>								
<b>Capital works- Decent Homes</b>	<b>-338.4</b>	<b>-34.9</b>	<b>-21.0</b>	<b>-23.6</b>	<b>-22.7</b>	<b>-35.8</b>	<b>-34.3</b>	<b>-43.7</b>	<b>-48.9</b>	<b>-50.7</b>
<b>New build*1 (11/12 programme)</b>	<b>- 4.8</b>	<b>-4.8</b>								
<b>New build*2 (12/13 programme)</b>	<b>-126.9</b>	<b>-18.3</b>	<b>-38.0</b>	<b>-26.8</b>	<b>-12.4</b>	<b>-5.8</b>	<b>-9.9</b>	<b>-3.1</b>		
<b>New R&amp;M model implementation</b>	<b>- 5.0</b>	<b>-2.0</b>	<b>-3.0</b>							
<b>Estate renewal</b>	<b>-40.1</b>	<b>-8.1</b>	<b>-7.5</b>	<b>-7.5</b>	<b>-7.5</b>	<b>-2.0</b>				
<b>Total capital spend</b>	<b>-530.8</b>	<b>-83.7</b>	<b>-69.5</b>	<b>-43.5</b>	<b>-42.8</b>	<b>-43.6</b>	<b>-44.2</b>	<b>-46.8</b>	<b>-48.9</b>	<b>-50.7</b>
<b>Debt</b>	<b>268.5</b>	<b>277.6</b>	<b>277.6</b>	<b>277.6</b>	<b>277.6</b>	<b>277.6</b>	<b>277.6</b>	<b>277.6</b>	<b>277.6</b>	<b>277.6</b>

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**INDICATIVE SAVINGS OPTIONS 2013/14 - 2014/15**  
**Appendix B**

Proforma Reference	Director / Service (colours indicate RAG status)	Portfolio Holder	Select Committee	Detail of the Savings Option	Number of FTE's	Potential Redundancies	Code	2013/14			2014/15			Cumulative Total	
								£000's	Current Savings	Amendments after Select Committees	£000's	Pre Agreed 2013-14	Current Savings		Amendments after Select Committees
<b>ADULT &amp; COMMUNITY SERVICES</b>															
ACS/SAV/01	Karen Ahmed	Cllr Alexander	SSCSC	Community Cohesion and Equalities Team - reduced voluntary sector function	6	5		229	229	40					229
ACS/SAV/02	Glynis Rogers	Cllr Alexander	HAASSC	Statutory Social Care & Complaints - reorganisation of the team	3	2		85	85	0					85
ACS/SAV/03	Bruce Morris	Cllr Reason	HAASSC	Occupational Therapy and Sensory Services Team - reorganisation of the team	5	5		186	186	0					186
ACS/SAV/04	Glynis Rogers	Cllr Alexander	HAASSC	Drug & Alcohol Services - a reduction in support service to drug and alcohol users	n/a	n/a		165	165	0					165
ACS/SAV/05	Glynis Rogers	Cllr Alexander	SSCSC	Youth Offending - Reduction in work to prevent young people becoming involved in crime and disorder and reoffending	n/a	n/a		50	50	0					50
ACS/SAV/06	Glynis Rogers	Cllr Alexander	SSCSC	Withdrawal or reduce Domestic Violence service	2	0.5		211	211	0					211
ACS/SAV/07	Karen Ahmed	Cllr Alexander	SSCSC	Reduction in voluntary sector grants and commissions	n/a	n/a		120	120	(10)					110
ACS/SAV/08	Bruce Morris	Cllr Reason	HAASSC	Sheltered Housing - transfer responsibility for housing related support to Housing	25	12		50	50	(50)				(200)	0
ACS/SAV/09	Paul Hogan	Cllr Smith	SSCSC	Close five libraries and end the Home Library Service (pro forma / additional details to follow)		16.5								593	593
ACS/SAV/10 (a) - replaces £975k pre agreed savings -														0	0
ACS/SAV/10 (a)	Paul Hogan	Cllr Smith	HAASSC	Free Leisure Offer - fund service from the Public Health Grant	n/a	n/a		130	130	0					130
ACS/SAV/10 (b)	Bruce Morris	Cllr Reason	HAASSC	Active Age Centres - fund service from the Public Health Grant	n/a	n/a		150	150	0					150
ACS/SAV/10 (c)	Karen Ahmed	Cllr Worby	HAASSC	Advice, information and support for people with HIV/Aids provided by Positive East - fund service from the Public Health Grant	n/a	n/a		49	49	0					49
ACS/SAV/10 (d)	Glynis Rogers	Cllr Alexander	HAASSC	Alcohol Co-ordinator - fund service from the Public Health Grant	n/a	n/a		43	43	0					43
ACS/SAV/10 (e)	Karen Ahmed	Cllr Waker	LAWSC	Floating Support for Homeless People - reduce capacity on the contract by 50%	n/a	n/a		50	50	0					50
ACS/SAV/10 (f)	Karen Ahmed	Cllr Worby	HAASSC	Specialist employment support for people with mental health needs	3	3		194	194	(94)					100
ACS/SAV/10 (g)	Karen Ahmed	Cllr White	CSSC	Decommission 6 beds of accommodation based support for 16 - 18 year olds at the Vineries (and possible transfer of accommodation to Children's Services)	n/a	n/a		40	40	0					40
ACS/SAV/10 (h)	Karen Ahmed	Cllr Alexander	SSCSC / LAWSC / HAASSC ?	Supporting Employment Opportunities for People with Drug and Alcohol problems	n/a	n/a		33	33	0					33
ACS/SAV/10 (i)	Glynis Rogers	Cllr Alexander	SSCSC	Domestic Violence - cessation of Refuge Floating Support contract	n/a	n/a		105	105	0					105
ACS/SAV/10 (j)	Glynis Rogers	Cllr Reason	HAASSC	Delete Administrator post in the Adult Safeguarding Team	1	1		39	39	0					39
ACS/SAV/10 (k)	Glynis Rogers	Cllr Alexander	SSCSC	DV and Hate Crime Strategy Manager - reduce post to 0.6 FTE	1	0.6		21	21	0					21
ACS/SAV/10 (l)	Karen Ahmed	Cllr Reason	HAASSC	Delete post supporting administration of the Learning Disability Partnership Board	1	1		28	28	0					28
ACS/SAV/10 (m)	Karen Ahmed	Cllr Reason	HAASSC	Cessation of Service Development Budget for Older People	n/a	n/a		30	30	0					30
ACS/SAV/10 (n)	Karen Ahmed	Cllr Alexander	SSCSC	Maximising Grant Flexibilities	n/a	n/a		64	64	0					64
ACS/SAV/11	Bruce Morris	Cllr Reason	HAASSC	Reduce funding for care packages	21.4	25		200	200	200					200
ACS/SAV/12	Bruce Morris	Cllr Reason	HAASSC	Management Reductions (reduce social care GM)	4	1		40	40	40					80
ACS/SAV/13	Karen Ahmed	Cllr Reason	LAWSC	Homelessness Prevention	n/a	n/a				120					120
ACS/SAV/14	Karen Ahmed	Cllr Reason	HAASSC	Reduce Carers Contract	n/a	n/a				14					14
ACS/SAV/15	Karen Ahmed	Cllr Reason	HAASSC	Advocacy - reduce to statutory provision	n/a	n/a				42					42
ACS/SAV/16	Karen Ahmed	Cllr Reason	HAASSC	Do not extend core funding for DABD	2	n/a				35					35
ACS/SAV/17	Bruce Morris	Cllr Reason	HAASSC	Reduce hospital social work team	2	n/a		84	84	0					84
ACS/SAV/18	Bruce Morris	Cllr Reason	HAASSC	Killar Lodge staff reduction	1	1		23	23	0					23
ACS/SAV/19	Bruce Morris	Cllr Reason	HAASSC	Reduce business support in Adult Social Care	15	1		16	16	16					31
ACS/SAV/20	Paul Hogan	Cllr Smith	SSCSC	Delete Arts Team	n/a	n/a		25	25	0					25
ACS/SAV/21	Paul Hogan	Cllr Smith	SSCSC	Delete Events Team and all directly delivered and commissioned arts events and programmes	n/a	n/a				68					68
ACS/SAV/22	Paul Hogan	Cllr Smith	LAWSC	Close Broadway Theatre	5	5				140				(140)	0
ACS/SAV/23	Paul Hogan	Cllr Smith	SSCSC	Valence House - Heritage Education Team	n/a	2				40					40
ACS/SAV/24	Paul Hogan	Cllr Smith	SSCSC	End support to the Create Festival	n/a	n/a		25	25	0					25
ACS/SAV/25	Glynis Rogers	Cllr Alexander	SSCSC	Delete Neighbourhood Crime Reduction Team	6	6				133					133
ACS/SAV/26	Glynis Rogers	Cllr Alexander	SSCSC	Delete Anti Social Behaviour Team	5	5		121	121	121					121
ACS/SAV/27	Glynis Rogers	Cllr Alexander	SSCSC	Review CCTV monitoring	7	5		153	153	0					153
ACS/SAV/28	Karen Ahmed	Cllr Reason	HAASSC	Reduce strategic commissioning posts	4	3		28	28	28					55
ACS/SAV/29	Karen Ahmed	Cllr Reason	SSCSC	Reduce dedicated support to service users and carers	1	1		19	19	19					38
ACS/SAV/30	Glynis Rogers	Cllr Alexander	SSCSC	Metropolitan Police - Cease Funding Parks Team	n/a	n/a				160					160
ACS/SAV/31	Glynis Rogers	Cllr Alexander	SSCSC	Youth Offending - Cessation of triage and prevention interventions	n/a	n/a				200					200
ACS/SAV/32	Paul Hogan	Cllr Smith	SSCSC	Summer's Sorted Holiday Activity Programme	n/a	n/a		30	30	0					30
ACS/SAV/33	Paul Hogan	Cllr Reason	SSCSC	Supporting People Grant Changes	n/a	n/a				200					200
Feb 2012 Assembly	Anne Bristow			Reductions to services funded by Area Based Grant				975	(975)	-				0	0
Feb 2012 Assembly	Karen / Bruce	Cllr Reason		Remodelling homework services in line with the principles of personalisation	100	100		100	100	100					200
Feb 2012 Assembly	Karen / Bruce	Cllr Reason		Revisions to pricing framework for Care Home Placements	20	20		20	20	20					44
Feb 2012 Assembly	Karen / Bruce	Cllr Reason / Alexander		Remodel of learning disability day, volunteering and employment services	100	100		100	100	100					200
Feb 2012 Assembly	Karen / Bruce	Cllr Reason		Changes to in-house residential care service for adults with a learning disability (60 Gascoigne)	75	75		75	75	75					125
Feb 2012 Assembly	Karen / Bruce	Cllr Worby		Reconfiguration of mental health services	100	100		100	100	0					100
Feb 2012 Assembly	Karen / Bruce	Cllr Alexander		Changes to grants to voluntary organisations	215	215		215	215	0					215
Feb 2012 Assembly	Paul Hogan	Cllr Smith		Broadway theatre	100	100		100	100	0					100
Feb 2012 Assembly	Paul Hogan	Cllr Smith		Closure of Goresbrook Leisure Centre	371	371		371	371	0					371
Feb 2012 Assembly	Paul Hogan	Cllr Smith		Olympic unit	218	218		218	218	0					218
Feb 2012 Assembly	Paul Hogan	Cllr Smith		Changes to the public events programme	90	90		90	90	0					218
Feb 2012 Assembly	Paul Hogan	Cllr Smith		Expanding commercial opportunities at heritage venues	10	10		10	10	0					90
Feb 2012 Assembly	Paul Hogan	Cllr Smith			40	40		40	40	40					50

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								£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Feb 2012 Assembly	Anne Bristow	All ACS Portfolio Holders		Non Staffing Supplies & Services Budgets				90								90
Feb 2012 Assembly	Paul Hogan	Cllr Smith		Libraries Review				226								226
Feb 2012 Assembly	Karen Ahmed	Cllr Reason		Commissioning Contracts & Purchase Savings				250								250
<b>Total Adult &amp; Community Services</b>						<b>103.6</b>		<b>2,940</b>	<b>1,660</b>	<b>(275)</b>		<b>314</b>	<b>2,142.50</b>	<b>(19.00)</b>	<b>2,438</b>	<b>6,762</b>
																<b>0</b>



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								£000's	Current Savings	Amendments after Select Committees	£000's	Current Savings	Amendments after Select Committees	
<b>CHILDRENS SERVICES</b>														
CHS/SAV/01	Christine Prior	Cllr White	CSSC	Early Years - Changes to the delivery format of Phase 3 Children's Centres	n/a	n/a		500						500
CHS/SAV/02	Christine Prior	Cllr White	CSSC	Integrated Youth Service - Reduction in staff and commissioning	25	3		100						100
CHS/SAV/03	Jane Hargreaves	Cllr Geddes	CSSC/LAWSC	Borough Apprenticeship Scheme - Removal of apprenticeship wage subsidy to departments and reduction in 14-19 staffing	1 - 1.5	1.5		100					50	150
CHS/SAV/04	Jane Hargreaves	Cllr White	CSSC	Education - school improvement - retirement and efficiency savings	0.6	0.6		25						25
CHS/SAV/05	Jane Hargreaves	Cllr White	CSSC	Education - School Estates Team (capitalisation)	n/a	n/a		75						75
CHS/SAV/06	Jane Hargreaves	Cllr White	CSSC	Education - Reduction of £100k in Education Inclusion	15.6	1.6		50					50	100
CHS/SAV/07	Meena Kishinani	Cllr White	CSSC	Commissioning & Safeguarding - Reduced capacity within the Performance, Inspection Support and Commissioning Team	13	4		0					80	80
CHS/SAV/08	Meena Kishinani	Cllr White	CSSC	Commissioning & Safeguarding - Transfer of costs to catering traded services account as an overhead	1	0		50						50
CHS/SAV/10 (a - h) - replaces £850k pre agreed savings:-														0
CHS/SAV/10 (a)		Cllr White	CSSC	Targeted Support - Reduction in repairs, maintenance and equipment budgets				300						300
CHS/SAV/10 (b)		Cllr White	CSSC	Troubled Families Co-ordinator funding - For 2012/13, 13/14 and 14/15 (non-recurrent)				100						100
CHS/SAV/10 (c)		Cllr White	CSSC	Commissioning - Youth Access card to be transferred to Public Health Grant				150						150
CHS/SAV/10 (d)		Cllr White	CSSC	Commissioning - Misc budget savings				45						45
CHS/SAV/10 (e)		Cllr White	CSSC	Education - Deletion of 1 Attendance Officer (vacant following resignation) and 1 Admin Support		2		50						50
CHS/SAV/10 (f)		Cllr White	CSSC	Social Care and Complex Needs - Additional EP Income	n/a	n/a		80						80
CHS/SAV/10 (g)		Cllr White	CSSC	Efficiencies within Prevention - Long Term Care				120						120
CHS/SAV/10 (h)		Cllr White	CSSC	Maximising of grant flexibilities				5						5
CHS/SAV/11		Cllr White	CSSC	Adoption - Reduction in use of independent social workers				70						70
CHS/SAV/12		Cllr White	CSSC	Complex Needs and Social Care, Assessment and Care Management				60						60
CHS/SAV/13		Cllr White	CSSC	CAF Team - Reduce the number of staff supporting the Common Assessment Framework and QA at tier 2									70	70
CHS/SAV/15		Cllr White	CSSC	School Estate Management - reduce to statutory only posts, and charge for lead manager from capital funding				45						45
CHS/SAV/16		Cllr White	CSSC	Attendance - Further reduction to central team									40	40
CHS/SAV/17		Cllr White	CSSC	Inclusion Services - Further reduce central support team, would only be funded from DSG but schools may feel not equipped to manage complex special needs - potential impact is increased SEN costs				35						35
CHS/SAV/18		Cllr White	CSSC	School Improvement - Further reduce central support team and only be funded from DSG									100	100
CHS/SAV/19		Cllr White	CSSC	School Improvement - Review of 14-19 provision									200	200
CHS/SAV/20		Cllr White	CSSC	Youth Services - Reduce to statutory provision only				140					460	600
CHS/SAV/21		Cllr White	CSSC	Early Years & Child Care - Reduce to statutory services									50	50
CHS/SAV/22		Cllr White	CSSC	Children's Centres - Change focus for a number of Children's Centres so they become education only hubs funding from 2 year old education grant									1,614	1,614
Feb 2012 Assembly	Helien Jenner	Cllr White		Service Efficiencies and re-organisation				850	(850)					0
Feb 2012 Assembly	Chris Martin	Cllr White		Prevention/Crisis Intervention/ Family Group Conferencing Merger of the three preventative services to create efficiencies				50						50
Feb 2012 Assembly	Meena Kishinani	Cllr White		CAMHS Schools Counselling contract ending that will not be renewed and reduction in primary and emotional learn management costs / overheads				100					50	150
Feb 2012 Assembly	Chris Martin	Cllr White	N/A	Disabled Children's Team - Contribution from short breaks funding on mainstreamed into base budget				100						100
Feb 2012 Assembly	Jane Hargreaves	Cllr White		Social Work Staffing restructure (adjusted separately on MIFS)									50	50
Feb 2012 Assembly	Jane Hargreaves	Cllr White		Adult College - contribution from the College towards management costs / overheads				100					100	200
Feb 2012 Assembly	Jane Hargreaves	Cllr White		Education Inclusion/School Improvement - Staffing Review and Reductions				100					100	200
Feb 2012 Assembly	Jane Hargreaves	Cllr White		School Improvement Income - Raising the SLA income - charging Schools for services/Other Local authorities				50						50
Feb 2012 Assembly	Jane Hargreaves	Cllr White		Training Reductions				23						23
Feb 2012 Assembly	Christine Prior	Cllr White		Reduction of Management costs in the Multi-agency Locality Teams				55						55
Feb 2012 Assembly	Christine Prior	Cllr White		Portage Amalgamation				30						30
<b>Total Children's Services</b>						<b>12.7</b>		<b>1,458</b>	<b>1,250</b>	<b>0</b>		<b>300</b>	<b>2,713.50</b>	<b>5,722</b>
													<b>0.00</b>	<b>3,014</b>
														<b>0</b>

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								£000's	Current Savings	Amendments after Select Committees	£000's	Total 2013-14	Pre Agreed 2014-15	
<b>HOUSING &amp; ENVIRONMENT</b>														
H&E/SAV/01(a)	Robin Payne	Cllr Smith	LAWSC	Catering income from Parks	n/a	n/a		20	20.00					20
H&E/SAV/01(b)	Robin Payne	Cllr Smith	LAWSC	Park Ranger Services	12	7		260	260.00					260
H&E/SAV/02	Robin Payne	Cllr Alexander	LAWSC	Street Lighting - Energy efficiency savings	n/a	n/a		52	52.00					52
H&E/SAV/03	Robin Payne	Cllr McCarthy	LAWSC	Rationalisation of recharges to the HRA - Street Lighting	n/a	n/a		200	200.00					200
H&E/SAV/04	Robin Payne	Cllr McCarthy	LAWSC & CSSC	Review of road safety service / schools crossings patrols	11 FTE (32 posts)	Vacant posts (4)		80	80.00					80
H&E/SAV/07	Robin Payne	Cllr McCarthy	LAWSC	Cessation of night time cleansing	11	5		210	210.00					210
H&E/SAV/09	Robin Payne	Cllr McCarthy	LAWSC	Consolidation of Transport & Plant - 5% efficiency savings on kit, fuel & vehicle use	n/a	n/a		120	120.00					120
H&E/SAV/11	Robin Payne	Cllr McCarthy	LAWSC	Land Drainage - Efficiency saving on maintenance budget	n/a	n/a		60	60.00					60
H&E/SAV/12	Robin Payne	Cllr McCarthy	LAWSC	Decommission of Depots	n/a	n/a		40	40.00					40
H&E/SAV/13	Robin Payne	Cllr Smith	LAWSC	Remove infrastructure and reduction in maintenance, and identify alternative community use for spaces where possible	82 (+ 20 short term contracts)	7			-				195	
H&E/SAV/15	Robin Payne	Cllr Alexander	LAWSC	Recharge GF works to the Parking Account	n/a	n/a		150	150.00					150
H&E/SAV/16	Ken Jones	Cllr Waker	LAWSC	Housing Advice Service - Reduction in temporary Accommodation Costs					-					225
H&E/SAV/17	Robin Payne	Cllr McCarthy	LAWSC	Parking - increase the volume of enforcement activity delivered by surveillance cameras and cars; and implement paperless parking systems including online and telephone payments and automatic number recognition.					-					300
H&E/SAV/18	Robin Payne	Cllr McCarthy	LAWSC	Reduction in Environmental Enforcement				140	140.00					140
H&E/SAV/19	Robin Payne	Cllr McCarthy	LAWSC	Improve efficiency of green garden waste collections by ceasing separate collections				257	(257)					0
H&E/SAV/21	Robin Payne	Cllr McCarthy	LAWSC	Introduce charging for a bulky waste collection service				55	55.00					55
Feb 2012 Assembly	Robin Payne	Cllr McCarthy		Transport savings from adjustments for affordability and reductions in use of buses				100	100.00					100
Feb 2012 Assembly	Robin Payne	Cllr Smith		Reduced mowing to create naturalised environment				32	32.00					32
Feb 2012 Assembly	Robin Payne	Cllr Smith		Making Parks more commercially sustainable				96	96.00					105
Feb 2012 Assembly	Robin Payne	Cllr Alexander		Efficiencies within Parking services processes				50	50.00					50
Total Housing & Environment								278	1,644	(257)		9	820	2,494
<b>FINANCE &amp; RESOURCES</b>														
FIN&RES/SAV/01	Jeremy Grint	Cllr Geddes	LAWSC	Regeneration - Transport Planning. Increase the LIP top slice in 2013/14, and delete a post in the Transport Planning team from 2014/15	4	1		25	25.00					25
FIN&RES/SAV/06	Jon Burt	Cllr Gill	PAASC	Efficiencies through implementation of Oracle R12	63	9		200	200.00					200
FIN&RES/SAV/10	Kevin Sullivan/Saxby/Tony Wiggins	Cllr Gill	PAASC	Reduction in ex Asset & Commercial Services central budgets i.e. supplies & services budgets, training budget reduction and other uncommitted budgets after Elevate transfer	n/a	n/a		120	120.00					120
FIN&RES/SAV/11	Glynis Rogers	Cllr McCarthy	PAASC	Emergency Planning - part saving of a GM post (shared arrangement)	6	1		10	10.00					10
FIN&RES/SAV/12	Jon Burt	Cllr Gill	PAASC	Internal Audit - Removal of special projects provision	10	0		0	26.00					26
FIN&RES/SAV/13	Jon Burt	Cllr Gill	PAASC	Risk Management - Staffing reductions	n/a	Vacant post (1)		31	31.00					31
FIN&RES/SAV/14	Jon Burt	Cllr Gill	PAASC	Reduction in CM Unit budget	11.7	1		100	100.00					100
FIN&RES/SAV/15	Sheyne Lucock	Cllr Collins	PAASC	Deletion of a Project & Technical officer post - PO4	14	7		47	47.00					47
FIN&RES/SAV/16	Kevin Sullivan	Cllr Gill	PAASC	Savings within Asset & Facilities Management	14	7		300	300.00					300
FIN&RES/SAV/17	Jeremy Grint	Cllr Geddes	LAWSC	Increased charging of Economic Development & Sustainable Communities staff time to the HRA	n/a	n/a		150	150.00					150
FIN&RES/SAV/18	Jeremy Grint	Cllr Gill	LAWSC	Merger of the Corporate Client and Capital Delivery Teams	TBC	TBC		125	125.00					125
FIN&RES/SAV/19	Kevin Sullivan / Jonathan Burt	Cllr Gill	PAASC	Asset Management - Closure of buildings as part of the office accommodation strategy					-					300
FIN&RES/SAV/20	Jeremy Grint	Cllr Geddes	LAWSC	Regeneration - Further savings in the Employment & Skills Team					-					307
FIN&RES/SAV/21	Jeremy Grint	Cllr Geddes	LAWSC	Regeneration - Further savings on the Economic Development and Sustainable Communities Team					-					240
FIN&RES/SAV/22	Jeremy Grint	Cllr Geddes	LAWSC	Regeneration - Deletion of one Development Management post and additional income from the increase in nationally set planning fees.	1	1		38	38.00					90
Feb 2012 Assembly	Jeremy Grint	Cllr Geddes		Savings in Sustainable Communities/Economic Development area				40	40.00					40
Feb 2012 Assembly	Kevin Sullivan	Cllr Gill		Future years unrealisable savings target (adjusted separately on MTF5)				854	854.00					854
Feb 2012 Assembly	Kevin Sullivan	Cllr Gill		Reduction in accommodation costs through the Modern Ways of Working project				226	226.00					226
Total Finance & Resources								1,120	1,146	26		0	1,338	3,569
									1,436.00					1,436

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								£000's	£000's	£000's	£000's	£000's	£000's		£000's
<b>CHIEF EXECUTIVE</b>															
CEX/SAV/01	Chief Executive's Office	Clr Smith	PAASC	Reduction in supplies and services and third party payments	3	0		Pre Agreed 2013-14	Current Savings	Amendments after Select Committees	Total 2013-14	Pre Agreed 2014-15	Current Savings	Amendments after Select Committees	Total 2014-15
CEX/SAV/02	Policy and Performance	Clr Smith	PAASC	Reduction in supplies and services, and one PO2 post from the team.	10.6	1			102		102.00		0		0
CEX/SAV/05	Marketing and Communications	Clr Smith	PAASC	Further reductions in supplies & services, and increased income generation from external suppliers	19	1			100		100.00		0		0
CEX/SAV/06	Legal & Democratic Services	Clr Smith	PAASC	Reduction in employee budgets, and increase in income	36 (legal) + 22 (democratic services) = 58	1			146	(46)	100.00		0		0
CEX/SAV/08	Chief Executive's Office	Clr Smith	PAASC	Chief Executive Review					622		622.00				622
CEX/SAV/09	Human Resources	Clr Reason	PAASC	Cost of Health and Safety Team	6	1					-		56		56
CEX/SAV/10	Policy and Performance	Clr Smith	PAASC	Further reduction and sharing of Service					80		80.00		70		150
CEX/SAV/11	Marketing and Communications	Clr Smith	PAASC	Cease publication of the News		4			60		60.00				60
CEX/SAV/12	Legal & Democratic Services	Clr Smith	PAASC	Reduction in employee budgets / further sharing with Thurrock Council					54		54.00				54
Feb 2012 Assembly	Chief Executive's Office	Clr Smith	PAASC	Restructure of Senior Managers				68			68.00	0			68
Feb 2012 Assembly	Human Resources / Finance	Clr Gill	PAASC	Merge Payroll and HR Support (within Elevate)				86			88.00	116			202
<b>Total Chief Executive</b>						<b>8</b>		<b>154</b>	<b>1,194</b>	<b>(46)</b>	<b>1,302.00</b>	<b>116</b>	<b>126</b>	<b>0</b>	<b>242</b>
<b>CORPORATE SAVINGS</b>															
Feb 2012 Assembly	Various			Savings arising from the Elevate joint venture partnership through improved procurement and debt management				5,000			5,000.00				5,000
Total Corporate				Increase Fees & Charges (3% across the board)				5,000	191.5	0	191.50	0	0	0	192
<b>LBBB Total</b>						<b>163.3</b>		<b>10,950</b>	<b>7,085</b>	<b>(552)</b>	<b>17,483.10</b>	<b>739</b>	<b>7,140</b>	<b>(80)</b>	<b>7,799</b>
<b>Unachievable Savings (Post Assembly Adjustment)</b>															
	- Finance & Resources								(854)		(854)				(854)
	- Children's Services - Social work staffing restructure												(50)		(50)
<b>Adjusted Total</b>								<b>10,950.00</b>	<b>6,231.10</b>	<b>(552)</b>	<b>16,629.10</b>	<b>739</b>	<b>7,090</b>	<b>(80)</b>	<b>7,749.00</b>
<b>Adjusted Total</b>															
															<b>24,378.10</b>

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# Medium Term Financial Strategy 2012-2020

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Adjustments / Comments
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Budget increases:</b>									
<b>Corporate obligations/implications of economic climate:</b>									
Pension Fund revaluation	500	500	500	500	500	-	-	-	As advised by Council's Actuary
ELWA Levy	800	700	700	700	-	-	-	-	Increased costs
Concessionary Fares	350	-	-	-	-	-	-	-	Statutory requirement needed for base budgets
Carbon Reduction Commitment - SPARE	130	-	-	-	-	-	-	-	Potential element in 12/13 onwards
Inflation - Staff costs	-	1,000	1,000	-	-	-	-	-	Assume current pay freeze
Inflation - Non Staff	1,000	-	-	3,000	3,000	3,000	3,000	3,000	Nominal allocation to cover uncontrollable cost-price inflation including energy costs
Welfare Reform	-	300	-	-	-	-	-	-	Impact of localisation act 2011
Council Tax Collection	-	200	-	-	-	-	-	-	To respond to the reduction in court cost income caused by increased collection rates
Temporary Accommodation	-	500	250	-	-	-	-	-	To meet the increased demand for accommodation
Temporary Accommodation bad debt provision	-	500	-	-	-	-	-	-	The need to provide for bad debt is due to the introduction of the Universal Credit system
	<b>2,650</b>	<b>3,830</b>	<b>2,450</b>	<b>4,200</b>	<b>3,500</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	
<b>Financial implications of member approved decisions:</b>									
Capital Programme - capital financing costs current (as agreed in MTFS Feb)	2,250	750	750	500	250	-	-	-	Reflects borrowing costs of approved capital programme
Becontree Heath Leisure Centre	400	-	-	-	-	-	-	-	Reflects borrowing costs of approved capital programme
	<b>2,650</b>	<b>750</b>	<b>750</b>	<b>500</b>	<b>250</b>	-	-	-	
<b>Financial Implications of Future Investment:</b>									
Provision for future investment and risks	750	-	-	-	-	-	-	-	An additional contingency to cover unknown pressures that must be supported
Estate renewal borrowing	-	(639)	-	-	-	-	-	-	Borrowing in respect of HRA capital projects
Affordable level of internal investment in the capital strategy	1,000	500	500	1,000	1,000	1,000	1,000	1,000	25 year portfolio to build our long term capital strategy
	<b>1,750</b>	<b>(139)</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	
<b>Investment required to ensure budget is robust:</b>									
Corporate provision to cover redundancy costs	(1,000)	(1,000)	-	-	-	-	-	-	Fewer redundancies are expected from previous years so the provision is being reduced
Replenishment of general reserves	(1,500)	-	-	-	-	-	-	-	Staggered removal of reserve top up, once reserves are re-established
Insurance Reserve	(1,000)	1,000	-	-	-	-	-	-	Reduction in insurance reserve to assist in reducing the Budget Gap
Transformation Reserve/Board - ITS	-	(1,000)	-	-	-	-	-	-	Budget to build ITS pot - to be managed by the transformational team
Children's Social Care - Placement Budgets	1,500	-	-	-	-	-	-	-	Acute demand pressure for Childrens Social Care provision over the available Budget
Review of Corporate Procurement	2,000	3,000	-	-	-	-	-	-	Procurement pressures with loss of JV savings
Olympics	-	(250)	-	-	-	-	-	-	Additional pressure as per CLG
Review of Leisure services in Barking	100	(100)	-	-	-	-	-	-	Acute Pressure in Support of Axe Street Leisure Centre
Revs & Bens Bad debt provision	-	-	-	-	-	-	-	-	Budget pressure due to overpayment income increasing
Council Tax Bad debt provision	-	1,000	-	-	-	-	-	-	Budget pressure due to Council Tax Benefit reform
Realignment of Recharges	2,675	-	-	-	-	-	-	-	Correction of unjustified recharges to the HRA to fund the One Stop Shop & Call Centre
London Living Wage	-	35	-	-	-	-	-	-	An additional pressure from 2012 onwards
People Board Fund	(250)	-	-	-	-	-	-	-	One year investment in HR
Contingency to cover budget risks	3,500	2,500	2,500	3,500	3,500	3,500	3,500	3,500	Contingency used to cover budget risks exposed in setting budget for Council Tax
	<b>6,060</b>	<b>5,150</b>	<b>2,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	
<b>Total Additional Costs (A)</b>	<b>13,110</b>	<b>9,591</b>	<b>6,200</b>	<b>9,200</b>	<b>8,250</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	
<b>Change in Income Funding</b>									
Formula Grant	(6,396)	(6,000)	(5,000)	(5,000)	1,000	1,000	1,000	1,000	Actual formula grant reduction as per Settlement
Specific Grants	(1,309)	(665)	(3,000)	(1,000)	1,000	1,000	1,000	1,000	Reduction in Specific grants as per Settlement
Area Based Grant	-	-	-	-	-	-	-	-	Reduction in ABG not included in FG & SG above
NHS Grants	(122)	-	-	-	-	-	-	-	Assume LBBD will receive as per settlement - Pending DoH Confirmation
Council Tax Freeze Grant 2011/12	-	-	-	(1,315)	-	-	-	-	Freezing CT Equivalent of a 2.5% increase
Council Tax Freeze Grant 2012/13	1,315	(1,315)	-	-	-	-	-	-	Freezing CT Equivalent of a 2.5% increase
Council Tax Freeze Grant 2013/14	-	400	-	(400)	-	-	-	-	Freezing CT Equivalent of a 1% increase
Council Tax	-	-	-	1,315	1,315	1,315	1,315	1,315	Assume CT freeze and then an increase in years 5 & onwards
Council Tax Benefit - Localisation	-	-	-	-	-	-	-	-	Pressure of up to a potential £2m depending on how much benefit we cover.
Council Tax exemption changes	-	500	-	-	-	-	-	-	Changes to the Council Tax exemption policy
Weekly Collection Grant	-	281	-	(281)	-	-	-	-	Grant awarded to ensure waste is collected weekly
New Homes Bonus Grant	500	500	500	-	(355)	-	-	-	Additional New Grant - Figure calculated using DCLG calculator
Change in Council Tax base	369	-	-	-	-	-	-	-	Increase in CT base
Council Reserves	(170)	-	-	-	-	-	-	-	Draw down from Council Reserves
Reduction in Collection Fund deficit	-	-	-	-	-	-	-	-	Addresses historic deficit
Indicative funding reductions per LGA analysis	-	-	-	(813)	(7,967)	(6,968)	(7,155)	(6,997)	Adjustments for 2015 onwards to match funding reduction as per LGA analysis
<b>Total (B)</b>	<b>(5,814)</b>	<b>(6,319)</b>	<b>(7,500)</b>	<b>(7,494)</b>	<b>(4,652)</b>	<b>(4,008)</b>	<b>(3,840)</b>	<b>(3,682)</b>	
<b>Budget Gap (A less B)</b>	<b>18,924</b>	<b>15,910</b>	<b>13,700</b>	<b>16,694</b>	<b>12,902</b>	<b>11,508</b>	<b>11,340</b>	<b>11,182</b>	
<b>Savings:</b>									
<b>Departmental Savings</b>									
Departmental Savings	14,967	12,483	7,799	-	-	-	-	-	Savings Proposed by Directorates to close Budget Gap
Departmental Savings Pressures/Gains	-	(854)	(50)	-	-	-	-	-	Savings Adjustments post Assembly but prior to Next round
	<b>14,967</b>	<b>11,629</b>	<b>7,749</b>	-	-	-	-	-	
<b>Corporate Savings and Efficiency</b>									
Procurement (JV) Savings	4,000	5,000	-	-	-	-	-	-	Target Joint venture savings - from December 2010 onwards
Average 3% service efficiency for all services from 2015/16	-	-	-	4,000	4,000	4,000	4,000	4,000	Ongoing Efficiency targets post delivery of the current Directorate targets
	<b>4,000</b>	<b>5,000</b>	-	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	
<b>Total Savings</b>	<b>18,967</b>	<b>16,629</b>	<b>7,749</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	
<b>Budget Gap including savings</b>	<b>(43)</b>	<b>(719)</b>	<b>5,951</b>	<b>12,694</b>	<b>8,902</b>	<b>7,508</b>	<b>7,340</b>	<b>7,182</b>	

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### Description of Impact by Equality Categories

The positive and negative impacts on each equality group are listed below. The level of impact for different proposals will be quite different, so it is not sufficient to compare the numbers of proposals relating to each category to work out the comparative impact.

#### Age

Positive impacts

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 101	Administration of Learning Disability Partnership Board	Deleting Post Supporting Administration of Learning Disability Partnership Board	The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board

Negative Impacts

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 02	Statutory Social Care and Corporate Complaints Function	General reduction in quality of complaints handling leading to adverse impacts on the groups identified. Two members of staff would be deleted from a team comprised of white female staff members.	Substantial training for the team that will take on this function. Management intervention and support. Monitoring of complaints handling times to ensure there are no rapid increases. These redundancies would be based solely on the budget proposal.
ACS SAV 03	Occupational Therapy and	Older people and people with	New working processes will be adopted to manage waiting times.

	Sensory Services	disabilities use the service, and it is possible that waiting times for assessment could increase.	
ACS SAV 07	Reductions in Voluntary Grants and Commissions.	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	There will be a reduced capacity for supported accommodation for BME, Disabled, LGB groups and the socio-economically disadvantaged people aged between 16 and 18.	Partnership work with Integrated Youth Support to identify housing related training to inform staff of alternative pathways for young people into access housing. Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with. IYS & Housing to work with secondary schools to develop programme that manages young people's expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.
ACS SAV 10f	Specialist Employment Support for People with Mental Health Needs	The service supports people with mental health needs and learning disabilities, these groups would lose this support. Service users are generally older people so this will have impact on older people.	Review undertaken by Adult Commissioning in September 2013, six months from contract alteration on 31st March 2013. This review will also include the Job Centre Plus and LBBD run Work Clubs. If available comparable data is available it will enable any adverse impacts to be identified. Furthermore this process will also help support identification of trends and new and emerging needs across the borough. The Adult Commissioning Team will respond to findings by issuing contract variations where possible and appropriate, detailing required changes in service delivery to mitigate any adverse impacts and record outcomes of any changes implemented.
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries		
ACS SAV 11	Reduce Funding for Care Packages		
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	



ACS SAV 14	Reduce Carer's Contract			Council will work alongside Carers of Barking and Dagenham to align with consultation with service users to minimise impact.
ACS SAV 23	Heritage Education Service		The proposal is to end the heritage education programme unless it can be made self financing. This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.	Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres		New mothers and mothers to be will be affected by these proposals. LBBD children's centres are used overwhelmingly by disadvantaged families.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing		There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people. Lack of capacity to monitor contracts and analyse data.	Apprenticeship development post has been protected. Adult College to look to increase its role promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team			In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations
CSC SAV 19	School Improvement - Review of 14-19 Provision		Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19.	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. <ul style="list-style-type: none"> <li>• Work with providers to develop apprenticeship programmes.</li> <li>• Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for</li> </ul>

<p>FIN&amp;RES SAV 21</p>	<p>Savings in the Economic Development and Sustainable Communities Group</p>	<p>To deliver savings to support the overall Council budget reductions it is proposed to make a 33% reduction in the controllable budget of the Economic Development team.</p>	<p>example, available in Children's Centres.</p> <ul style="list-style-type: none"> <li>• Improve data sharing and tracking arrangements of young people with local providers</li> <li>• The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19</li> <li>• The Skills Centre will provide an additional 560FTE places for LBBD young people following vocational pathways</li> <li>• Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.</li> </ul> <p>Refocus BEC and BRMs services deliver better value for money. Refocussing of the priorities of the team to deliver. The proposed restructure will look at the needs of the community and generate new JDs for a smaller team.</p>
<p>H&amp;E SAV 01c</p>	<p>Park Ranger Service Delete Posts</p>	<p>The proposal could reduce availability of facilities used by older people. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.</p>	<p>The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.</p>
<p>H&amp;E SAV 13</p>	<p>Taking Costs Out of the Management of our Parks and Open Spaces by Removal of Infrastructure and Reducing Maintenance; and Identifying Alternative Community Use for Spaces where Possible</p>	<p>The proposal could reduce availability of facilities used by older people and young people, two major user groups. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.</p>	<p>The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.</p>
<p>H&amp;E SAV 17</p>	<p>Reducing our Pedestrian on Street Presence for Parking Enforcement and Increase use Cameras and Automatic Number Plate Recognition Technology</p>	<p>Any residents who have difficulty making payments by phone will be impacted by this change. This may include those on lower incomes and the elderly.</p>	<p>Mobile phone usage amongst those who drive is likely to be high.</p>

	Together with Paperless Permitting and Cashless Payment for on Street Parking		
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden

**Disability**

Positive impacts

Ref Number	Name of Proposal	Description	Mitigation
H&E SAV 15	Efficiencies Arising from the Parking Services Improvement Plan and Zero Based Budget Review	The design of all schemes intends to promote/protect the use of our road space for disabled people. Fines arising from penalty charge notices will have a disproportionate impact on drivers of low income. Permit costs are cheaper for those running lower cost vehicles. For those with larger vehicles but without the ability to move to a more carbon efficient vehicle there will be increased cost which may be disproportionately higher for those on lower incomes.	Early payment schemes and payment options for fines can be considered. Low cost options for permits based on different vehicle choices.

Negative impact

Ref Number	Name of Proposal	Description	Mitigation
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden waste using the Recycling and Re-use site located within the borough.
ACS SAV 03	Occupational Therapy and	Older people and people with	New working processes will be adopted to manage waiting times.

ACS SAV 07	Sensory Services	disabilities use the service, and it is possible that waiting times for assessment could increase.	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Voluntary Sector Grants and Commissions Floating Support for Homeless People	BME groups not accessing support from mainstream services. Disability groups no longer provided choice of provider to meet support needs. LGB groups not accessing mainstream services. Older People not accessing mainstream services. Socioeconomic groups experiencing difficulty in accessing mainstream services. Social care Staff experiencing increased pressures. HART staff team.	Promotion of mainstream support services to BME groups Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.  For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services. Implement robust systems to record and monitor LGB activity.  Promote voluntary and statutory services to Older Peoples services. Services to build trust with older people to gain their confidence in services ability to meet needs. Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.  Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.  Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.	Promotion of mainstream support services to BME groups Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.  For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services. Implement robust systems to record and monitor LGB activity.  Promote voluntary and statutory services to Older Peoples services. Services to build trust with older people to gain their confidence in services ability to meet needs. Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.  Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.  Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.
ACS SAV 10f	Specialist Employment Support for People with Mental Health Needs	Adverse impact on Disability & Age via loss of specialist service. Socio economic factors impacting on isolation.		To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH & LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support.

<p>ACS SAV 10g</p>	<p>Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries</p>	<p>Loss of Capacity adversely impacting on BME, Disabled &amp; LGB &amp; Socio economic groups.</p>	<p>Develop with statutory employment support teams data collation proformas to aid future reviews Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. . The commissioning of community catalysts to support disabled people to establish local micro social enterprises Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion.</p>
<p>ACS SAV 10h</p>	<p>Supporting Employment Opportunities for People with Drug and Alcohol Problems</p>	<p>Adverse impact on disability via loss of specialist service. Financial constraints impact on service users and they feel isolated and unable to increase social inclusion activities outside of statutory services due to financial hardship. The majority of current service users have been reported as socioeconomically disadvantaged, therefore loss of specialist support services will have some adverse effects. Loss of specialist support will reduce service user's opportunities to increase household income via paid employment and increase social</p>	<p>Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing. Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with. IYS &amp; Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home. To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH&amp;LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews. Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises. Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion. Outcomes: Overall increased take up of statutory employment support by MH</p>

		<p>inclusion opportunities to aid recovery. There is a risk that without this specialist support a number of people with learning disabilities currently supported may lose their jobs. There may be some low level adverse effects for women as it is known that only a small amount actually gain paid employment and without specialist support the opportunities may decrease further.</p>	<p>&amp; LD groups. Inclusion of LD &amp; MH groups in mainstream services. Create greater local employment opportunities for people with disabilities. Empowering Service users to make a positive difference to the lives of the people accessing services.</p>
ACS SAV 10I	Deleting Post Supporting Administration of Learning Disability Partnership Board	<p>A lack of advocacy support and accessible information to people with learning disabilities would have an adverse effect on their ability to meaningfully engage with the Council in policy making and service development issues. It is therefore crucial that the new recommissioned advocacy service provides that function and that any gaps in the co-ordination and production of accessible information is met from the existing resources within the commissioning team.</p> <p>There is the potential for the deletion of this post to have an adverse impact on the current level of support and accessible information available to people with learning disabilities and their carers</p>	<p>The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board</p>
ACS SAV 11	Reduce Funding for Care Packages		
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	
ACS SAV 14	Reduce Carer's Contract		Council will work alongside Carers of Barking and Dagenham to align with consultation with service users to minimise impact.
ACS SAV 21	Delete Events Team	The proposal is to end all directly	As there will be no staffing capacity, expertise or financial

		<p>delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents.</p> <p>Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	<p>resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>
ACS SAV 23	Heritage Education Service	<p>The proposal is to end the heritage education programme unless it can be made self financing.</p> <p>This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.</p>	<p>Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.</p> <p>Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery.</p> <p>Prices will be increased to help make the service self financing as well as effort made to 'grow the business'.</p> <p>A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.</p>
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	<p>New mothers and mothers to be will be affected by these proposals. LBBD children's centres are used overwhelmingly by disadvantaged families.</p>	<p>Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.</p>
CSC SAV 2	Integrated Youth Service - Reduction in Staff and Commissioning	<p>Reduction in capacity to deliver parental engagement, particularly to those with disabled children.</p> <p>Reduction in positive activities through reduction in commissioning budget and deletion of part-time youth worker posts. Higher proportion of socio-economically disadvantaged young</p>	<p>A new and comprehensive constitution for the Borough-Wide Parents Board and Just Say sub-group has been developed. In addition, the Parent Participation Grant will be used this year to empower parents to take a lead in developing services without the need to Officer support. The deletion of vacant posts will not impact on IYS's capacity to deliver its current programme of 29 open access youth sessions per week across the borough, and six summer holiday programmes. The reduction in the commissioning</p>

CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing	There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people.	budget represents less than 10% and will not impact on the voluntary sector. Any reductions in service delivery (e/g/ Air Football) will be mitigated through better coordination with other programmes, such as Positive Futures and Kickz. Staff reduction will be completed through competitive interview process, in line with Council equalities principles. Apprenticeship development post has been protected. Adult College to look to increase its role promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 6	Education - Reduction of £100k in Education Inclusion	If the current service is reduced there is a risk that there will be a reduced capacity to respond to individual teacher requests for pupils with special needs. In particular there may be a likelihood of mainstream placements breaking down and an increase in pupils with complex needs being placed at specialist high cost provisions. Lack of capacity to monitor contracts and analyse data.	
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	There is unlikely to be adverse impact as this proposal is unlikely to be accepted. There is a possible risk that parents with a physical / learning difficulty or those from deprived socio economic backgrounds may be adversely affected by the routine	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.
CSC SAV 12	Complex Needs and Social Care, Assessment and Care Management. Reduce Court Costs	Reasonable adjustment will be considered on a case by case basis where such circumstances apply.	



CSC SAV 18	School Improvement - Further Reduce Central SEN Support Team and Only be Funded from DSG	removal of transport support as outlined above. Proposal would reduce specialist support for pupils with special educational needs/learning disabilities.	Schools are expected to buy in support from the educational market.
CSC SAV 19	School Improvement - Review of 14-19 Provision	Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19. Decrease in the number of apprenticeships available to borough residents. The numbers of young people who are NEET or 'unknown' increase as a result of prevailing economic conditions	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. <ul style="list-style-type: none"> <li>• Work with providers to develop apprenticeship programmes.</li> <li>• Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.</li> <li>• Improve data sharing and tracking arrangements of young people with local providers</li> <li>• The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19</li> <li>• The Skills Centre will provide an additional 560FTE places for LBBD young people following vocational pathways</li> <li>• Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.</li> </ul>
FIN&RES SAV 20	Savings in the Employment and Skills Group	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions
H&E SAV 01c	Park Ranger Service Delete Posts	The proposal could reduce availability of facilities used by older people. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 07	Improved Efficiency of our Street Cleansing Operations Allowing the Reduction in the Provision	Any reduction in street cleansing is likely to impact on people with mobility if litter increases. Reduced cleanliness of streets is likely to impact on	The service conducts regular surveys of street cleanliness and will ensure that particular reference is paid to this if the saving proposal is accepted. Engagement will also take place with local Disability Equality forum.

	of Separate out of Hours Operations	socioeconomically disadvantaged residents due to overall cleanliness of the environment and potential impact on property values.	
H&E SAV 13	Taking Costs Out of the Management of our Parks and Open Spaces by Removal of Infrastructure and Reducing Maintenance; and Identifying Alternative Community Use for Spaces where Possible	The proposal could reduce availability of facilities used by older people and young people, two major user groups. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden waste using the Recycling and Re-use site located within the borough.

### Socio-Economic

Negative

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	BME groups not accessing support from mainstream services. Disability groups no longer provided choice of provider to meet support needs.	Promotion of mainstream support services to BME groups Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.

		<p>LGB groups not accessing mainstream services.          Older People not accessing mainstream services.          Socioeconomic groups experiencing difficulty in accessing mainstream services.          Social care Staff experiencing increased pressures.          HART staff team.</p>	<p>For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services          Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services.          Implement robust systems to record and monitor LGB activity.            Promote voluntary and statutory services to Older Peoples services.          Services to build trust with older people to gain their confidence in services ability to meet needs.          Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.            Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.            Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.</p>
<p>ACS SAV 10f          Specialist Employment Support for People with Mental Health Needs</p>		<p>Adverse impact on Disability &amp; Age via loss of specialist service.          Socio economic factors impacting on isolation.</p>	<p>To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH &amp; LD client groups.          Identified Skills gaps to inform training packages for staff.          Training packages to include input from NELFT to maintain links with NELFT employment support.          Develop with statutory employment support teams data collation proformas to aid future reviews          Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. .          The commissioning of community catalysts to support disabled people to establish local micro social enterprises          Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to</p>

<p>ACS SAV 10g</p>	<p>Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries</p>	<p>Loss of Capacity adversely impacting on BME, Disabled &amp; LGB &amp; Socio economic groups.</p>	<p>exclusion. Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing. Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with. IYS &amp; Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.</p>
<p>ACS SAV 10h</p>	<p>Supporting Employment Opportunities for People with Drug and Alcohol Problems</p>	<p>Adverse impact on disability via loss of specialist service. Financial constraints impact on service users and they feel isolated and unable to increase social inclusion activities outside of statutory services due to financial hardship. The majority of current service users have been reported as socioeconomically disadvantaged, therefore loss of specialist support services will have some adverse effects. Loss of specialist support will reduce service user's opportunities to increase household income via paid employment and increase social inclusion opportunities to aid recovery. There is a risk that without this specialist support a number of people with learning disabilities currently supported may lose their jobs. There may be some low level adverse effects for women as it is known that only a small amount actually gain paid employment and without specialist support the opportunities may</p>	<p>To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH&amp;LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews. Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises. Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion. Outcomes: Overall increased take up of statutory employment support by MH &amp; LD groups. Inclusion of LD &amp; MH groups in mainstream services. Create greater local employment opportunities for people with disabilities. Empowering Service users to make a positive difference to the lives of the people accessing services.</p>

ACS SAV 13	Homelessness Prevention	decrease further.	
ACS SAV 21	Delete Events Team	<p>Reduction of capacity on Floating Support Framework</p> <p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents.</p> <p>Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	<p>As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>
ACS SAV 23	Heritage Education Service	<p>The proposal is to end the heritage education programme unless it can be made self financing.</p> <p>This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.</p>	<p>Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.</p> <p>Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery.</p> <p>Prices will be increased to help make the service self financing as well as effort made to 'grow the business'.</p> <p>A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.</p>
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged families.	<p>Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure.</p> <p>The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.</p>
CSC SAV 2	Integrated Youth Service - Reduction in Staff and Commissioning	Reduction in capacity to deliver parental engagement, particularly to those with disabled children.	A new and comprehensive constitution for the Borough-Wide Parents Board and Just Say sub-group has been developed. In addition, the Parent Participation Grant will be used this year to

		Reduction in positive activities through reduction in commissioning budget and deletion of part-time youth worker posts. Higher proportion of socio-economically disadvantaged young people accessing youth provision.	empower parents to take a lead in developing services without the need to Officer support. The deletion of vacant posts will not impact on IYS's capacity to deliver its current programme of 29 open access youth sessions per week across the borough, and six summer holiday programmes. The reduction in the commissioning budget represents less than 10% and will not impact on the voluntary sector. Any reductions in service delivery (e/g/ Air Football) will be mitigated through better coordination with other programmes, such as Positive Futures and Kickz. Staff reduction will be completed through competitive interview process, in line with Council equalities principles.
CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing	There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people. Loss of engagement with schools.	Apprenticeship development post has been protected. Adult College to look to increase its role promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 4	Education - School Improvement - Retirement and Efficiency Savings	Lack of capacity to monitor contracts and analyse data.	Adult College to take up this work.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	There is unlikely to be adverse impact as this proposal is unlikely to be accepted. There is a possible risk that parents with a physical / learning difficulty or those from deprived socio economic backgrounds may be adversely affected by the routine removal of transport support as outlined above.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.
CSC SAV 12	Complex Needs and Social Care, Assessment and Care Management. Reduce Court Costs		Reasonable adjustment will be considered on a case by case basis where such circumstances apply.

CSC SAV 19	School Improvement - Review of 14-19 Provision	Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19. Decrease in the number of apprenticeships available to borough residents. The numbers of young people who are NEET or 'unknown' increase as a result of prevailing economic conditions	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. • Work with providers to develop apprenticeship programmes. • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres. • Improve data sharing and tracking arrangements of young people with local providers • The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19 • The Skills Centre will provide an additional 560FTE places for LBBD young people following vocational pathways • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.
FIN&RES SAV 20	Savings in the Employment and Skills Group	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions
FIN&RES SAV 21	Savings in the Economic Development and Sustainable Communities Group	To deliver savings to support the overall Council budget reductions it is proposed to make a 33% reduction in the controllable budget of the Economic Development team.	Refocus BEC and BRMs services deliver better value for money.  Refocussing of the priorities of the team to deliver.
H&E SAV 01c	Park Ranger Service Delete Posts	The proposal could reduce availability of facilities used by older people. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The proposed restructure will look at the needs of the community and generate new JDs for a smaller team.  The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 03	Review of the Service Charges for Tenants and Leaseholders to Ensure the Recovery of Full Costs of	Charging will be spread evenly across tenants and leaseholders. Those who are socio-economically disadvantaged will be	The charge has been kept as low as possible, and is projected to be under £10 per year.

H&E SAV 07	<p>Provision of Street Lighting on Housing Owned Land</p> <p>Improved Efficiency of our Street Cleansing Operations Allowing the Reduction in the Provision of Separate out of Hours Operations</p>	<p>disproportionately impacted by the impact of charging.</p> <p>Any reduction in street cleansing is likely to impact on people with mobility if litter increases. Reduced cleanliness of streets is likely to impact on socioeconomically disadvantaged residents due to overall cleanliness of the environment and potential impact on property values.</p>	<p>The service conducts regular surveys of street cleanliness and will ensure that particular reference is paid to this if the saving proposal is accepted. Engagement will also take place with local Disability Equality forum.</p>
H&E SAV 13	<p>Taking Costs Out of the Management of our Parks and Open Spaces by Removal of Infrastructure and Reducing Maintenance; and Identifying Alternative Community Use for Spaces where Possible</p>	<p>The proposal could reduce availability of facilities used by older people and young people, two major user groups. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.</p>	<p>The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.</p>
H&E SAV 15	<p>Efficiencies Arising from the Parking Services Improvement Plan and Zero Based Budget Review</p>	<p>The design of all schemes intends to promote/protect the use of our road space for disabled people. Fines arising from penalty charge notices will have a disproportionate impact on drivers of low income. Permit costs are cheaper for those running lower cost vehicles. For those with larger vehicles but without the ability to move to a more carbon efficient vehicle there will be increased cost which may be disproportionately higher for those on lower incomes.</p>	<p>Early payment schemes and payment options for fines can be considered. Low cost options for permits based on different vehicle choices.</p>
H&E SAV 19	<p>Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection</p>	<p>Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.</p>	<p>Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden waste using the Recycling and Re-use site located within the borough.</p>



H&E SAV 21	Charging for Bulky Waste Collection Service	This service is currently offered free of charge, therefore socio-economically disadvantaged groups may not be able to access the service following this decision.	The Council has a municipal refuse gip which residents can use free of charge.
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**Gender**

Negative

<b>Ref Number</b>	<b>Name of Proposal</b>	<b>Description</b>	<b>Mitigation</b>
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	BME groups not accessing support from mainstream services. Disability groups no longer provided choice of provider to meet support needs. LGB groups not accessing mainstream services. Older People not accessing mainstream services. Socioeconomic groups experiencing difficulty in accessing mainstream services. Social care Staff experiencing increased pressures. HART staff team.	Promotion of mainstream support services to BME groups Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.  For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services. Implement robust systems to record and monitor LGB activity.  Promote voluntary and statutory services to Older Peoples services. Services to build trust with older people to gain their confidence in

			<p>services ability to meet needs. Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.</p> <p>Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.</p> <p>Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.</p>
<p>ACS SAV 10f</p>	<p>Specialist Employment Support for People with Mental Health Needs</p>	<p>Adverse impact on Disability &amp; Age via loss of specialist service. Socio economic factors impacting on isolation.</p>	<p>To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH &amp; LD client groups.</p> <p>Identified Skills gaps to inform training packages for staff.</p> <p>Training packages to include input from NELFT to maintain links with NELFT employment support.</p> <p>Develop with statutory employment support teams data collation proformas to aid future reviews</p> <p>Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. .</p> <p>The commissioning of community catalysts to support disabled people to establish local micro social enterprises</p> <p>Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion.</p>
<p>ACS SAV 10g</p>	<p>Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries</p>	<p>Loss of Capacity adversely impacting on BME, Disabled &amp; LGB &amp; Socio economic groups.</p>	<p>Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing.</p> <p>Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with.</p> <p>IYS &amp; Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming</p>

<p>ACS SAV 10h</p>	<p>Supporting Employment Opportunities for People with Drug and Alcohol Problems</p>	<p>Adverse impact on disability via loss of specialist service. Financial constraints impact on service users and they feel isolated and unable to increase social inclusion activities outside of statutory services due to financial hardship. The majority of current service users have been reported as socioeconomically disadvantaged, therefore loss of specialist support services will have some adverse effects. Loss of specialist support will reduce service user's opportunities to increase household income via paid employment and increase social inclusion opportunities to aid recovery. There is a risk that without this specialist support a number of people with learning disabilities currently supported may lose their jobs. There may be some low level adverse effects for women as it is known that only a small amount actually gain paid employment and without specialist support the opportunities may decrease further.</p>	<p>estranged from family home. To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH&amp;LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews. Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises. Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion. Outcomes: Overall increased take up of statutory employment support by MH &amp; LD groups. Inclusion of LD &amp; MH groups in mainstream services. Create greater local employment opportunities for people with disabilities. Empowering Service users to make a positive difference to the lives of the people accessing services.</p>
<p>ACS SAV 21</p>	<p>Delete Events Team</p>	<p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties. Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being</p>	<p>As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>

ACS SAV 23	Heritage Education Service	<p>provided for and by residents. Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p> <p>The proposal is to end the heritage education programme unless it can be made self financing. This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.</p>	<p>Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.</p> <p>Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery.</p> <p>Prices will be increased to help make the service self financing as well as effort made to 'grow the business'.</p> <p>A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.</p>
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	<p>New mothers and mothers to be will be affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged families.</p> <p>Loss of engagement with schools.</p>	<p>Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.</p> <p>Adult College to take up this work.</p>
CSC SAV 4	Education - School Improvement - Retirement and Efficiency Savings		
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	<p>Lack of capacity to monitor contracts and analyse data.</p>	<p>In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.</p>
FIN&RES SAV 20	Savings in the Employment and Skills Group	<p>Less direct, face-to-face support available to those on low incomes</p>	<p>Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions</p>

## Staff

Negative

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 02	Statutory Social Care and Corporate Complaints Function	General reduction in quality of complaints handling leading to adverse impacts on the groups identified. Two members of staff would be deleted from a team comprised of white female staff members.	Substantial training for the team that will take on this function. Management intervention and support. Monitoring of complaints handling times to ensure there are no rapid increases. These redundancies would be based solely on the budget proposal.
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10f	Specialist Employment Support for People with Mental Health Needs	Adverse impact on Disability & Age via loss of specialist service. Socio economic factors impacting on isolation.	To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH & LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion.

ACS SAV 10h	Supporting Employment Opportunities for People with Drug and Alcohol Problems	<p>Adverse impact on disability via loss of specialist service. Financial constraints impact on service users and they feel isolated and unable to increase social inclusion activities outside of statutory services due to financial hardship. The majority of current service users have been reported as socioeconomically disadvantaged, therefore loss of specialist support services will have some adverse effects. Loss of specialist support will reduce service user's opportunities to increase household income via paid employment and increase social inclusion opportunities to aid recovery. There is a risk that without this specialist support a number of people with learning disabilities currently supported may lose their jobs. There may be some low level adverse effects for women as it is known that only a small amount actually gain paid employment and without specialist support the opportunities may decrease further.</p>	<p>To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH&amp;LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews. Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises. Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion. Outcomes: Overall increased take up of statutory employment support by MH &amp; LD groups. Inclusion of LD &amp; MH groups in mainstream services. Create greater local employment opportunities for people with disabilities. Empowering Service users to make a positive difference to the lives of the people accessing services.</p>
ACS SAV 10i	Deleting Post Supporting Administration of Learning Disability Partnership Board	<p>A lack of advocacy support and accessible information to people with learning disabilities would have an adverse effect on their ability to meaningfully engage with the Council in policy making and service development issues. It is therefore crucial that the new recommissioned advocacy service provides that function and that any gaps in the co-ordination and production of accessible information is met from the existing</p>	<p>The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board</p>

		<p>resources within the commissioning team.</p> <p>There is the potential for the deletion of this post to have an adverse impact on the current level of support and accessible information available to people with learning disabilities and their carers</p>	
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	
ACS SAV 21	Delete Events Team	<p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents.</p> <p>Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	<p>As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>
ACS SAV 23	Heritage Education Service	<p>The proposal is to end the heritage education programme unless it can be made self financing.</p> <p>This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.</p>	<p>Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.</p> <p>Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery.</p> <p>Prices will be increased to help make the service self financing as well as effort made to 'grow the business'.</p> <p>A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.</p>

ACS SAV 27	CCTV Team	There will be a negative impact on staff: five posts will be deleted. These posts are currently filled by males.	The posts being deleted are based solely on the budget proposal.
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be affected by these proposals. LBBD children's centres are used overwhelmingly by disadvantaged families.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	Lack of capacity to monitor contracts and analyse data.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.
CEX SAV 02	Reduction in Policy and Performance Supplies and Services Budgets and Deletion of one PO2 Post	Reduction in staff: no impact on users. Post to be deleted is filled by a male.	Change to the team is based solely on changes to the role and revised focus for the team overall following previous restructured as well as the ability for the elements of the post to be retained to be absorbed within other roles.
CEX SAV 08	Chief Executive's Department	Potentially adverse impact on different equalities categories of staff. Equality impact assessments will be completed for each detailed proposal.	Analyse staff affected, and see if any support can be provided
CEX SAV 10	Further Reductions to Policy and Performance Functions Across the Council and Possible Shared Service	Potentially adverse impact on different equalities categories of staff. Equality impact assessments will be completed as part of the review.	Analyse staff affected, and see if any support can be provided.
FIN&RES SAV 21	Savings in the Economic Development and Sustainable Communities Group	To deliver savings to support the overall Council budget reductions it is proposed to make a 33% reduction in the controllable budget of the Economic Development team.	Refocus BEC and BRMs services deliver better value for money.  Refocussing of the priorities of the team to deliver.
			The proposed restructure will look at the needs of the community and generate new JDs for a smaller team.



H&E SAV 01c	Park Ranger Service Delete Posts	The proposal could reduce availability of facilities used by older people. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 07	Improved Efficiency of our Street Cleansing Operations Allowing the Reduction in the Provision of Separate out of Hours Operations	Any reduction in street cleansing is likely to impact on people with mobility if litter increases. Reduced cleanliness of streets is likely to impact on socioeconomically disadvantaged residents due to overall cleanliness of the environment and potential impact on property values.	The service conducts regular surveys of street cleanliness and will ensure that particular reference is paid to this if the saving proposal is accepted. Engagement will also take place with local Disability Equality forum.
H&E SAV 13	Taking Costs Out of the Management of our Parks and Open Spaces by Removal of Infrastructure and Reducing Maintenance; and Identifying Alternative Community Use for Spaces where Possible	The proposal could reduce availability of facilities used by older people and young people, two major user groups. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden waste using the Recycling and Re-use site located within the borough.
H&E SAV 21	Charging for Bulky Waste Collection Service	This service is currently offered free of charge, therefore socio-economically disadvantaged groups may not be able to access the service following this decision.	The Council has a municipal refuse gip which residents can use free of charge.

**Race**

Positive

<b>Ref Number</b>	<b>Name of Proposal</b>	<b>Description</b>	<b>Mitigation</b>
ACS SAV 101	Deleting Post Supporting Administration of Learning Disability Partnership Board	A lack of advocacy support and accessible information to people with learning disabilities would have an adverse effect on their ability to meaningfully engage with the Council in policy making and service development issues. It is therefore crucial that the new recommissioned advocacy service provides that function and that any gaps in the co-ordination and production of accessible information is met from the existing resources within the commissioning team. There is the potential for the deletion of this post to have an adverse impact on the current level of support and accessible information available to people with learning disabilities and their carers	The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board

Negative

<b>Ref Number</b>	<b>Name of Proposal</b>	<b>Description</b>	<b>Mitigation</b>
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups

ACS SAV 02	Statutory Social Care and Corporate Complaints Function	General reduction in quality of complaints handling leading to adverse impacts on the groups identified. Two members of staff would be deleted from a team comprised of white female staff members.	Substantial training for the team that will take on this function. Management intervention and support. Monitoring of complaints handling times to ensure there are no rapid increases. These redundancies would be based solely on the budget proposal.
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	<p>BME groups not accessing support from mainstream services.</p> <p>Disability groups no longer provided choice of provider to meet support needs.</p> <p>LGB groups not accessing mainstream services.</p> <p>Older People not accessing mainstream services.</p> <p>Socioeconomic groups experiencing difficulty in accessing mainstream services.</p> <p>Social care Staff experiencing increased pressures.</p> <p>HART staff team.</p>	<p>Promotion of mainstream support services to BME groups</p> <p>Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.</p> <p>For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services</p> <p>Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services.</p> <p>Implement robust systems to record and monitor LGB activity.</p> <p>Promote voluntary and statutory services to Older Peoples services.</p> <p>Services to build trust with older people to gain their confidence in services ability to meet needs.</p> <p>Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.</p> <p>Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.</p> <p>Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.</p>
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries	Loss of Capacity adversely impacting on BME, Disabled & LGB & Socio economic groups.	Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing.
			Adult Commissioning to continue to support Foyer application of

ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with. IYS & Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.
ACS SAV 21	Delete Events Team	The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties. Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents. Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced	As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents
ACS SAV 23	Heritage Education Service	The proposal is to end the heritage education programme unless it can be made self financing. This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.	Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery. Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery. Prices will be increased to help make the service self financing as well as effort made to 'grow the business'. A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.
CSC SAV 1	Early Years - Changes to	New mothers and mothers to be will be	Services will continue to be provided either by different centres

CSC SAV 3	<p>the Delivery Format of Phase 3 Children's Centres</p> <p>Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing</p>	<p>affected by these proposals. LBBD children's centres are used overwhelmingly by disadvantaged families.</p> <p>There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people.</p> <p>Lack of capacity to monitor contracts and analyse data.</p>	<p>nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.</p> <p>Apprenticeship development post has been protected. Adult College to look to increase its role promoting and supporting apprenticeships.</p> <p>Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.</p>
CSC SAV 7	<p>Commissioning &amp; Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team</p>	<p>Lack of capacity to monitor contracts and analyse data.</p>	<p>In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.</p>
CSC SAV 18	<p>School Improvement - Further Reduce Central SEN Support Team and Only be Funded from DSG</p>	<p>Proposal would reduce specialist support for pupils with special educational needs/learning disabilities.</p>	<p>Schools are expected to buy in support from the educational market.</p>
CSC SAV 19	<p>School Improvement - Review of 14-19 Provision</p>	<p>Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19.</p> <p>Decrease in the number of apprenticeships available to borough residents.</p> <p>The numbers of young people who are NEET or 'unknown' increase as a result of prevailing economic conditions</p>	<p>Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT.</p> <ul style="list-style-type: none"> <li>• Work with providers to develop apprenticeship programmes.</li> <li>• Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.</li> <li>• Improve data sharing and tracking arrangements of young people with local providers</li> <li>• The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19</li> <li>• The Skills Centre will provide an additional 560FTE places for LBBD young people following vocational pathways</li> <li>• Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for</li> </ul>

FIN&RES SAV 20	Savings in the Employment and Skills Group	Less direct, face-to-face support available to those on low incomes	example, available in Children's Centres. Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions
FIN&RES SAV 21	Savings in the Economic Development and Sustainable Communities Group	To deliver savings to support the overall Council budget reductions it is proposed to make a 33% reduction in the controllable budget of the Economic Development team.	Refocus BEC and BRMs services deliver better value for money.  Refocussing of the priorities of the team to deliver.  The proposed restructure will look at the needs of the community and generate new JDs for a smaller team.

## Religion

### Negative Impacts

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 21	Delete Events Team	The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties. Most of the events delivered by the team are free to access and have a	As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents

		universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents. Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced		
ACS SAV 23	Heritage Education Service	The proposal is to end the heritage education programme unless it can be made self financing. This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.	Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery. Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery. Prices will be increased to help make the service self financing as well as effort made to 'grow the business'. A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.	
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBD children's centres are used overwhelmingly by disadvantaged families. Lack of capacity to monitor contracts and analyse data.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.	
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team		In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.	

## Other

## Negative Impacts

<b>Ref Number</b>	<b>Name of Proposal</b>	<b>Group</b>	<b>Description</b>	<b>Mitigation</b>
ACS SAV 01	Community Cohesion and Equalities	All equalities groups	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 02	Statutory Social Care and Corporate Complaints Function	Carers	General reduction in quality of complaints handling leading to adverse impacts on the groups identified. Two members of staff would be deleted from a team comprised of white female staff members.	Substantial training for the team that will take on this function. Management intervention and support. Monitoring of complaints handling times to ensure there are no rapid increases. These redundancies would be based solely on the budget proposal.
ACS SAV 07	Voluntary Sector Grants and Commissions	All equalities groups, cohesion	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 101	Deleting Post Supporting Administration of Learning Disability Partnership Board	Carers	A lack of advocacy support and accessible information to people with learning disabilities would have an adverse effect on their ability to meaningfully engage with the Council in policy making and service development issues. It is therefore crucial that the new recommissioned advocacy service provides that function and that any gaps in the co-ordination and production of accessible information is met from the existing resources within the commissioning team. There is the potential for the deletion of this post to have an adverse impact on the current level of support and accessible information available to	The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board



ACS SAV 21	Delete Events Team	Cohesion	people with learning disabilities and their carers	<p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents.</p> <p>Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	<p>As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers	New mothers and mothers to be will be affected by these proposals. LBBD children's centres are used overwhelmingly by disadvantaged families.	<p>Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.</p>	<p>A new and comprehensive constitution for the Borough-Wide Parents Board and Just Say sub-group has been developed. In addition, the Parent Participation Grant will be used this year to empower parents to take a lead in developing services without the need to Officer support. The deletion of vacant posts will not impact on YS's capacity to deliver its current programme of 29 open access youth sessions per week across the borough, and six summer holiday programmes. The reduction in the commissioning budget represents less than 10% and will not impact on the voluntary sector. Any reductions in service delivery (e/g/ Air Football) will be mitigated through better coordination with other programmes, such as Positive Futures and Kickz.</p>
CSC SAV 2	Integrated Youth Service - Reduction in Staff and Commissioning	Parents of disabled children	Reduction in capacity to deliver parental engagement, particularly to those with disabled children. Reduction in positive activities through reduction in commissioning budget and deletion of part-time youth worker posts. Higher proportion of socio-economically disadvantaged young people accessing youth provision.	<p>Reduction in capacity to deliver parental engagement, particularly to those with disabled children. Reduction in positive activities through reduction in commissioning budget and deletion of part-time youth worker posts. Higher proportion of socio-economically disadvantaged young people accessing youth provision.</p>	<p>A new and comprehensive constitution for the Borough-Wide Parents Board and Just Say sub-group has been developed. In addition, the Parent Participation Grant will be used this year to empower parents to take a lead in developing services without the need to Officer support. The deletion of vacant posts will not impact on YS's capacity to deliver its current programme of 29 open access youth sessions per week across the borough, and six summer holiday programmes. The reduction in the commissioning budget represents less than 10% and will not impact on the voluntary sector. Any reductions in service delivery (e/g/ Air Football) will be mitigated through better coordination with other programmes, such as Positive Futures and Kickz.</p>

CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing	Young people who are looked after	There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people.	Staff reduction will be completed through competitive interview process, in line with Council equalities principles. Apprenticeship development post has been protected. Adult College to look to increase its role in promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 19	School Improvement - Review of 14-19 Provision	Carers, new mothers	Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19. Decrease in the number of apprenticeships available to borough residents. The numbers of young people who are NEET or 'unknown' increase as a result of prevailing economic conditions	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. • Work with providers to develop apprenticeship programmes. • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres. • Improve data sharing and tracking arrangements of young people with local providers • The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19 • The Skills Centre will provide an additional 560FTE places for LBBD young people following vocational pathways • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.
FIN&RES SAV 20	Savings in the Employment and Skills Group	Carers	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions

**Sexual orientation**

Negative Impacts

<b>Ref Number</b>	<b>Name of Proposal</b>	<b>Description</b>	<b>Mitigation</b>
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	BME groups not accessing support from mainstream services. Disability groups no longer provided choice of provider to meet support needs. LGB groups not accessing mainstream services. Older People not accessing mainstream services. Socioeconomic groups experiencing difficulty in accessing mainstream services. Social care Staff experiencing increased pressures. HART staff team.	Promotion of mainstream support services to BME groups. Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.  For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services. Implement robust systems to record and monitor LGB activity.  Promote voluntary and statutory services to Older Peoples services. Services to build trust with older people to gain their confidence in services ability to meet needs. Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.  Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially

			meet needs of service users.  Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries	Loss of Capacity adversely impacting on BME, Disabled & LGB & Socio economic groups.	Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing. Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with. IYS & Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	
ACS SAV 21	Delete Events Team	The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties. Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents. Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced	As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health

<p>FIN&amp;RES SAV 20</p>	<p>Savings in the Employment and Skills Group</p>	<p>families. Less direct, face-to-face support available to those on low incomes</p>	<p>services to new and expecting mothers are still delivered at the venues.</p>
<p>Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions</p>			

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**Summary - Analysis of Savings after Select Committees**

<b><u>2013/14</u></b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Total ACS savings proposals	1,660	1,385	275
Total CHS savings proposals	1,250	1,250	0
Total H&E savings proposals	1,644	1,387	257
Total F&R savings proposals	1,146	1,172	(26)
Total CEX savings proposals	1,194	1,148	46
Total Corporate savings proposals	191	191	0
	<b>7,085</b>	<b>6,533</b>	<b>552</b>

<b><u>2014/15</u></b>			
Total ACS savings proposals	2,143	2,124	19
Total CHS savings proposals	2,714	2,714	0
Total H&E savings proposals	820	820	0
Total F&R savings proposals	1,338	1277	61
Total CEX savings proposals	126	126	0
Total Corporate savings proposals	0	0	0
	<b>7,140</b>	<b>7,060</b>	<b>80</b>

<b><u>Breakdown of Changes to Savings:</u></b>	<b><u>2013/14</u></b>	<b><u>2014/15</u></b>
<b><u>(Reductions) / Increases</u></b>		
ACS SAV 07 - Voluntary Sector Grants	(10)	
ACS/SAV/08 - Sheltered Housing	(50)	(200)
ACS/SAV/10(f) - Employment Support Mental Health	(94)	
ACS/SAV/22 - Close Broadway		(140)
ACS SAV 26 - ASB Team	(121)	121
ACS SAV 33 - Supporting People Grant Changes		200
H&E/SAV/19 - Green waste	(257)	
FIN&RES/SAV/12 - Internal Audit	26	(26)
FIN&RES/SAV/21 - Regeneration		(35)
CEX/SAV/06 - Scrutiny Officer	(46)	
	<b>(552)</b>	<b>(80)</b>

## Analysis of savings after Select Committees - 2013/14

			Original savings amount (2013/14)	Supported without amendments	Recommendation		Wholly Not Supported
					Supported	Not Supported	
<b>ACS</b>							
ACS SAV 01	SSCSC	Community Cohesion and Equalities Team - reduced voluntary sector function	229	229			
ACS/SAV/02	HAASC	Statutory Social Care and Corporate Complaints	85	85			
ACS/SAV/03	HAASC	Occupational Therapy and Sensory Service	186	186			
ACS SAV 04	SSCSC	A reduction in support services to drug and alcohol	165	165			
ACS SAV 05	SSCSC	Youth Offending - Reduction in work to prevent young people becoming involved in crime and disorder and	50	50			
ACS SAV 06	SSCSC	Withdraw or reduce domestic violence services	211	211			
ACS SAV 07	SSCSC	Voluntary Sector Grants and Commissions	120		110	10	
ACS/SAV/08	HAASC	Sheltered Housing - Transfer responsibility for housing related support to Housing	50				50
ACS SAV 10	SSCSC	Substitute savings - excluding (f) below	781	781			
		f) Specialist Employment Support for People with	194		100	94	
ACS/SAV/12	HAASC	Adult Social Care Management Reduction	40	40			
ACS/SAV/17	HAASC	Reduce Hospital Social Work Team	84	84			
ACS/SAV/18	HAASC	Kallar Lodge staff reductions	23	23			
ACS/SAV/19	HAASC	Reduce business support in Adult Social Care	16	16			
ACS SAV 20	SSCSC	Deletion of the Arts Team	25	25			
ACS SAV 24		End Support to the Create festival	25	25			
ACS SAV 26	SSCSC	Delete Anti-Social Behaviour Team	121		0	121	
ACS SAV 27	SSCSC	Review CCTV monitoring	153	153			
ACS/SAV/28	HAASC	Reduce strategic commissioning posts	28	28			
ACS/SAV/29	HAASC	Reduce Dedicated Support to Service Users and	19	19			
ACS SAV 32	SSCSC	Summer's Sorted Holiday Activity Programme	30		30		
<i>Total</i>			<b>2,635</b>	<b>2,120</b>	<b>240</b>	<b>225</b>	<b>50</b>
Less substitutes			<b>(975)</b>	<b>(975)</b>			
Total ACS savings proposals			<b>1,660</b>	<b>1,145</b>			
Total Value Supported (including with amendments)			<b>1,385</b>				
Value Not Supported			<b>275</b>				

			Original savings amount (2013/14)	Supported without amendments	Recommendation		Wholly Not Supported
					Supported	Not Supported	
<b>CHS</b>							
CHS/SAV/01	CSSC	Early Years - Changes to the delivery format of Phase 3 Children's Centres	500	500			
CHS/SAV/02	CSSC	Integrated Youth Service - Reduction in staff and	100	100			
CHS/SAV/03	CSSC	Borough Apprentice Scheme - Removal of apprenticeship wage subsidy to departments and	100	100			
CHS/SAV/04	CSSC	Education - school improvement - retirement and	25	25			
CHS/SAV/05	CSSC	Education - School Estates Team (capitalisation)	75	75			
CHS/SAV/06	CSSC	Education - Reduction of £100k in Education Inclusion	50	50			
CHS/SAV/07	CSSC	Commissioning & Safeguarding - Reduced capacity within the Performance, Inspection Support and	0	0			
CHS/SAV/08	CSSC	Commissioning & Safeguarding - Transfer of costs to catering traded services account as an overhead	50	50			
CHS/SAV/11	CSSC	Adoption - Reduction in use of independent social	70	70			
CHS/SAV/12	CSSC	Complex Needs and Social Care, Assessment and Care Management.	60	60			
CHS/SAV/13	CSSC	CAF Team - Reduce the number of staff supporting the Common Assessment Framework and QA at tier 2	0				
CHS/SAV/15	CSSC	School Estate Management - reduce to statutory only	45	45			
CHS/SAV/17	CSSC	Inclusion Services - Further reduce central SEN support team, would only be funded from DSG complex special needs	35	35			
CHS/SAV/20	CSSC	Youth Service - Reduce to statutory provision only	140	140			
<i>Total</i>			<b>1,250</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total Value Supported (including with amendments)			<b>1,250</b>				
Value Not Supported			<b>0</b>				



<b>H&amp;E</b>			Original savings amount (2013/14)	Supported without amendments	Recommendation		Wholly Not Supported
					Supported	Not Supported	
H&E/SAV/01(a)	LWSC	Catering income from parks	20	20			
H&E/SAV/01(b)	LWSC	Parks Ranger Service	260	260			
H&E/SAV/02	LWSC	Street Lighting - Energy efficiency savings	52	52			
H&E/SAV/03	LWSC	Rationalisation of recharges to the HRA - Street Lighting owned land	200	200			
H&E/SAV/04	LWSC	Review of Road Safety Service / Schools Crossings Patrols	80	80			
H&E/SAV/07	LWSC	Cessation of night time cleansing	210	210			
H&E/SAV/09	LWSC	Consolidation of Transport & Plant - 5% efficiency savings on kit, fuel & vehicle use	120	120			
H&E/SAV/11	LWSC	Land Drainage - Efficiency saving on maintenance	60	60			
H&E/SAV/12	LWSC	Decommission of Depots	40	40			
H&E/SAV/15	LWSC	Recharge GF works to the Parking Account	150	150			
H&E/SAV/18	LWSC	Reduction in Environmental Enforcement	140	140			
H&E/SAV/19	LWSC	Improve efficiency of green garden waste collections by ceasing separate collections	257		0	0	257
H&E/SAV/21	LWSC	Charging for bulky waste collection service	55		55		
<b>Total</b>			<b>1,644</b>	<b>1,332</b>	<b>55</b>	<b>0</b>	<b>257</b>

Total Value Supported (including with amendments)  
Value Not Supported

**1,387**  
**0**

<b>F&amp;R</b>			Original savings amount (2013/14)	Supported without amendments	Recommendation		Wholly Not Supported
					Supported	Not Supported	
FIN&RES/SAV/01	LWSC	Regeneration - Transport Planning. Increase the LIP top slice in 2013/14, and delete a post in the Transport Planning team from 2014/15	25	25			
FIN&RES/SAV/06	PAASC	Efficiencies through the implementation of Oracle R12	200	200			
FIN&RES/SAV/10	PAASC	Reduction in the assets and commercial services central budgets	120	120			
FIN&RES/SAV/11	PAASC	Emergency Planning – part saving of GM post through shared service	10	10			
FIN&RES/SAV/12	PAASC	Internal Audit – removal of special projects provision	0		26		
FIN&RES/SAV/13	PAASC	Risk Management – staffing reductions	31	31			
FIN&RES/SAV/14	PAASC	Reduction in Corporate Management Unit budget	100	100			
FIN&RES/SAV/15	PAASC	Deletion of a Project and Technical Officer post	47	47			
FIN&RES/SAV/16	PAASC	Savings within Assets and Facilities Management	300		300		?
FIN&RES/SAV/17	LWSC	Increased charging of Economic Development & Sustainable Communities staff time to the HRA	150	150			
FIN&RES/SAV/18	LWSC	Merger of Corporate Client and Capital Delivery Team	125	125			
FIN&RES/SAV/22	LWSC	Regeneration - Deletion of one Development Management post and additional income from the increase in nationally set planning fees.	38	38			
<b>Total</b>			<b>1,146</b>	<b>846</b>	<b>326</b>	<b>0</b>	<b>0</b>

Total Value Supported (including with amendments)  
Value Not Supported  
Value increased / brought forward from 13/14

**1,172**  
**0**  
**(26)**

<b>CEX</b>			Original savings amount (2013/14)	Supported without amendments	Recommendation		Wholly Not Supported
					Supported	Not Supported	
CEX/SAV/01	PAASC	Reduction in the Chief Executive's supplies and services and third party payments budgets	30	30			
CEX/SAV/02	PAASC	Reduction in Policy and Performance supplies and services budgets and deletion of one PO2 post	102	102			
CEX/SAV/05	PAASC	Reduction in Marketing and Communications supplies and services budgets and increased income from external suppliers	100	100			
CEX/SAV/06	PAASC	Reduction of employee budgets and increase in income for Legal and Democratic Services	100	100			
			46				46
CEX/SAV/08	PAASC	Chief Executive's Review	622	622			
CEX/SAV/10	PAASC	Further reductions to policy and performance functions across the Council and possible shared service	80	80			
CEX/SAV/11	PAASC	Cease publication of 'The News', the Council's fortnightly community newspaper	60	60			
CEX/SAV/12	PAASC	Reduction in employee budget and further sharing of Legal services with Thurrock Council	54	54			
<i>Total</i>			<b>1,194</b>	<b>1,148</b>	<b>0</b>	<b>0</b>	<b>46</b>

Total Value Supported (including with amendments)  
Value Not Supported

**1,148**  
**46**

<b>CORP</b>			Original savings amount (2013/14)	Supported without amendments	Recommendation		Wholly Not Supported
					Supported	Not Supported	
CORP/SAV/01	PAASC	Increase fees and charges	191	191	0	0	0

Total Value Supported (including with amendments)  
Value Not Supported

**191**  
**0**

## Overall

<b>7,085</b>	<b>5,912</b>	<b>621</b>	<b>225</b>	<b>353</b>
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Total Value Supported (including with amendments)

**6,533**

Value Not Supported

**578**

Value increased / brought forward from 13/14

**(26)**

Net reduction

**552**

**7,085**

## **Analysis of savings after Select Committes - 2014/15**

2013/14		Original savings amount (2014/15)	Supported without amendments	Recommendation		Wholly Not Supported
				Supported	Not Supported	
<b>ACS</b>						
ACS/SAV/08	Sheltered Housing - transfer responsibility for housing related support to Housing	200				200
ACS/SAV/09	Close five libraries and end the Home Library Service (pro forma / additional details to follow)	593	593			
ACS/SAV/11	Reduce funding for care packages	200	200			
ACS/SAV/12	Management Reductions (reduce social care GM)	40	40			
ACS/SAV/13	Homelessness Prevention	120	120			
ACS/SAV/14	Reduce Carers Contract	14	14			
ACS/SAV/15	Advocacy - reduce to statutory provision	42	42			
ACS/SAV/16	Do not extend core funding for DABD	35	35			
ACS/SAV/19	Reduce business support in Adult Social Care	16	16			
ACS/SAV/20	Delete Arts Team	96	96			
ACS/SAV/21	Delete Events Team and end all directly delivered and commissioned arts events and programmes	68	68			
ACS/SAV/22	Close Broadway Theatre	140				140
ACS/SAV/23	Valence House - Heritage Education Team	40		40		
ACS/SAV/25	Delete Neighbourhood Crime Reduction Team	133		133		
ACS/SAV/26	Delete Anti-Social Behaviour Team	0		121		
ACS/SAV/28	Reduce commissioning posts	28	28			
ACS/SAV/29	Reduce dedicated support to service users and carers	19	19			
ACS/SAV/30	Metropolitan Police - Cease Funding Parks Team	160	160			
ACS/SAV/31	Youth Offending - Cessation of triage and prevention interventions	200	200			
ACS/SAV/33	Supported People Grant Changes	0		200		
		<b>2,143</b>	<b>1,630</b>	<b>494</b>	<b>0</b>	<b>340</b>

Total Value Supported (including with amendments)

2,124

Value Not Supported

340

- Less Value increased / put back from 13/14

(121)

<b>CHS</b>		Original savings amount (2014/15)	Supported without amendments	Recommendation		Wholly Not Supported
				Supported	Not Supported	
CHS/SAV/03	Borough Apprentice Scheme - Removal of apprenticeship wage subsidy to departments and reduction in 14-19 staffing	50	50			
CHS/SAV/06	Education - Reduction of £100k in Education Inclusion	50	50			
CHS/SAV/07	Commissioning & Safeguarding - Reduced capacity within the Performance, Inspection Support and Commissioning Team	80	80			
CHS/SAV/13	CAF Team - Reduce the number of staff supporting the Common Assessment Framework and QA at tier 2	70		70		
CHS/SAV/16	Attendance - Further reduction to central team	40	40			
CHS/SAV/18	School Improvement - Further reduce central support team and only be funded from DSG	100	100			
CHS/SAV/19	School Improvement - Review of 14-19 provision	200	200			
CHS/SAV/20	Youth Service - Reduce to statutory provision only	460	460			
CHS/SAV/21	Early Years & Child Care - Reduce to statutory services only	50	50			
CHS/SAV/22	Children's Centres - Change focus for a number of Children's Centres so they become education only hubs funding from 2 year old education grant.	1,614	1,614			
		<b>2,714</b>	<b>2,644</b>	<b>70</b>	<b>0</b>	<b>0</b>

Total Value Supported (including with amendments)

2,714

Value Not Supported

0

H&E		Original savings amount (2014/15)	Supported without amendments	Recommendation		Wholly Not Supported
				Supported	Not Supported	
H&E/SAV/13	Remove infrastructure and reduction in maintenance; and identify alternative community use for spaces where possible	195	195			
H&E/SAV/15	Recharge GF works to the Parking Account	100	100			
H&E/SAV/16	Housing Advice Service - Reduction in temporary Accommodation Costs	225	225			
H&E/SAV/17	Parking - increase the volume of enforcement activity delivered by surveillance cameras and cars; and implement paperless parking systems including online and telephone payments and automatic number recognition.	300	300			
		<b>820</b>	<b>820</b>	<b>0</b>	<b>0</b>	<b>0</b>

Total Value Supported (including with amendments)  
Value Not Supported

**820**  
**0**

F&R		Original savings amount (2014/15)	Supported without amendments	Recommendation		Wholly Not Supported
				Supported	Not Supported	
FIN&RES/SAV/01	Regeneration - Transport Planning. Increase the LIP top slice in 2013/14, and delete a post in the Transport Planning team from 2014/15	53	53			
FIN&RES/SAV/06	Efficiencies through implementation of Oracle R12	200	200			
FIN&RES/SAV/12	Internal Audit - Removal of special projects provision	26			26	
FIN&RES/SAV/18	Merger of the Corporate Client and Capital Delivery Teams	125	125			
FIN&RES/SAV/19	Asset Management - Closure of buildings as part of the office accommodation strategy	300	300			
FIN&RES/SAV/20	Regeneration - Further savings in the Employment & Skills Team	307	307			
FIN&RES/SAV/21	Regeneration - Further savings on the Economic Development and Sustainable Communities Team	275		240	35	
FIN&RES/SAV/22	Regeneration - Deletion of one Development Management post and additional income from the increase in nationally set planning fees.	52	52			
		<b>1,338</b>	<b>1,037</b>	<b>240</b>	<b>61</b>	<b>0</b>

Total Value Supported (including with amendments)  
Value Not Supported

**1,277**  
**61**

CEX		Original savings amount	Supported without amendments	Recommendation		Wholly Not Supported
				Supported	Not Supported	
CEX/SAV/09	Cost of Health and Safety Team	56	56			
CEX/SAV/10	Further reduction and sharing of Service	70	70			
		<b>126</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>

Total Value Supported (including with amendments)  
Value Not Supported

**126**  
**0**

## Overall

<b>7,140</b>	<b>6,257</b>	<b>804</b>	<b>61</b>	<b>340</b>
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Total Value Supported (including with amendments)

**7,060**

Value Not Supported

**401**

- Less Value increased / put back from 12/13

**(321)**

Net reduction

**80**

**7,140**

## CABINET

19 December 2012

<b>Title:</b> Corporate Grants and Commissioning Programme 2013/14 - 2014/15	
<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> Monica Needs, Snr Community Development Officer Jenny Beasley, Group Manager, Commissioning	<b>Contact Details:</b> Tel: 020 8227 2926 E-mail: monica.needs@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Karen Ahmed, Divisional Director Adult Commissioning	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult and Community Services	
<p><b>Summary:</b></p> <p>The proposed commissions reflect the cost savings considered by Cabinet on the 19 December 2012 and look to make the best use of the funding available to meet the corporate grants' priorities of strengthening communities and capacity building for voluntary and community organisations. The savings recommended aim to protect advice services and volunteer support – the services providing most immediate front line benefit to residents. In turn, this will contribute directly towards achievement of corporate and partnership objectives particularly the Council Theme "Better Together".</p> <p>It is proposed to tender for two new services which combine a number of functions and current contracts in order to ensure that the Council obtains best value for money and that robust services can be delivered within the reduced cost envelope These services are:</p> <ul style="list-style-type: none"> <li>• The Voluntary and Community Sector Support Service</li> <li>• Advice, Case Work and Enhanced Welfare Benefits Service</li> </ul>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"> <li>(i) Approve the procurement strategy;</li> <li>(ii) Agree to commence a competitive tender exercise to procure: <ul style="list-style-type: none"> <li>• an infrastructure support service</li> <li>• advice and case work service including enhanced welfare rights advice.</li> </ul> </li> <li>(iii) Indicate whether the Cabinet wishes to be further informed or consulted on the progress of the procurement and the award of the contracts, or whether it is content for the Corporate Director of Adult and Community Services, in consultation with the</li> </ol>	

Chief Financial Officer and the Head of Legal and Democratic Services, to award the contract to the successful contractor; and

- (iv) Delegate Authority to the Corporate Director of Adult and Community Services, in consultation with the Cabinet Member for Crime, Justice and Communities to determine the reallocation to the local voluntary sector of any funding that may become available during 2013/14 and 2014/15 as a result of further reductions to the Council's contribution to London Councils.

#### **Reason(s)**

The proposed commissions reflect the cost savings considered by Cabinet on the 19 December 2012 and look to make the best use of the funding available to meet the corporate grants' priorities of strengthening communities and capacity building for voluntary and community organisations.

### **1. Background**

- 1.1 On 28th September 2010, Cabinet agreed a revised model for the corporate grants and commissioning programme. The changes were designed to ensure that limited funds are targeted to where they will be most effective in achieving the programme's objectives. In particular, the focus of the programme is towards *building the capacity* of the third sector in the borough, and *building community cohesion*. All the current commissioned services and grants have outcomes to meet these objectives.
- 1.2 At its meeting on 17 January 2012 Cabinet agreed that a grants review be carried out to ensure that the greater than projected cost of the Council's contribution to London Councils and the required corporate saving of £215,000 in 2013/14, is achieved. In addition the Council is now required to make additional savings from April 2013; this report proposes the commissions that will be maintained from April 2013 and seeks approval for the tender process for the advice services tender.

The current contracts for enhanced welfare rights advice are also due to be tendered from April 2013 and the welfare benefits advice service currently delivered through Children's Centres ends in March 2013. This report proposes that one contract is advertised that includes generalist advice for residents, hate crime support and enhanced welfare rights advice.

- 1.3 This report and the subsequent commissioning is contingent on the recommended budget savings, in particular ACS SAV07, elsewhere in the agenda, being agreed.

### **2 Local context**

- 2.1 Like all Boroughs, the Council provides funding to a range of voluntary and community organisations through grants, but increasingly also by commissioning them to provide services. In 2011-12, the Council as a whole provided the following contracts and grants to charities or community interest companies:

Table 1

<b>Funding Provided</b>	<b>Number</b>	<b>Value of payments</b>
Organisations based in Barking and Dagenham	93	£5,405,188
Outside organisations delivering services in Barking and Dagenham	35	£13,351,535
<b>Total grants and contracts</b>	<b>128</b>	<b>£18,756,723</b>

- 2.2 The Council is providing a greater proportion of funding through commissioning services than making grants compared to five years ago. For example, at that time the Citizens Advice Bureau and Barking and Dagenham CVS received direct grants for their core activities; now both organisations are receiving funding to provide commissioned services through contracts, which they won in open competition with other organisations. This approach provides the Council with clearer value for money. It can also mean that local groups who do not meet agreed targets lose contracts to other organisations. The current breakdown is:

Table 2

<b>Funding Provided</b>	<b>Number</b>	<b>Value of payments</b>
Grants	95	£1,462,868
Contracts	65	£17,293,855
<b>Total grants and contracts</b>	<b>160</b>	<b>£18,756,723</b>

- 2.3 Public sector funding has substantially reduced and grant funding available has changed particularly around priorities. For example the Big Lottery has reviewed how it funds infrastructure support and will not be funding in the same way or to the same level.
- 2.4 In this context smaller organisations are less stable, and so small commissions for small amounts are more at risk of failure. In addition, the sector's greatest need is to ensure good governance and receive support in finding funding. The contracts recommended therefore focuses on two larger commissions, which seek to protect front line services, and those aspects of the Voluntary and Community Sector Support contract which provide for support with development of voluntary sector organisations and attracting additional funding.

### **Welfare Reforms**

- 2.5 The welfare reforms will significantly impact on residents in Barking and Dagenham from April 2013. These reforms include: housing benefits and local housing allowance; the benefit cap estimated to effect at least 1200 households in Barking and Dagenham; council tax benefit; changes to employment support allowance and eligibility for tax credits and budgeting loans from October 2013. Current advice providers have already seen an increase in clients and are struggling to service demand. Waiting lists of between 8 and 12 weeks are already being reported.

### **Legal Aid Changes**

- 2.6 From April 2013, legal aid advice will be abolished for all welfare reform matters, debt and all housing cases except those where a person's home is at "immediate risk" or where housing repair poses a serious threat to health. Legal aid advice on issues involving family breakdown and immigration status will also be abolished,

except where domestic violence, child protection, state childcare or detention is involved.

### **London Councils**

- 2.5 Legal advice has been sought on the possibility of unilaterally withdrawing from the London Councils grants programme and the advice is that it is extremely difficult for the Council to withdraw from the grants programme. All decisions regarding the grants programme require the agreement of two-thirds of local authorities and there is currently no support from other boroughs for moving to end the programme or for substantial reduction. However, the Council continues to argue for a reduction with limited progress.
- 2.6 The Council wrote to London Councils on 26 January 2012. In that letter, the Council said that, “the Council will need to look very closely at whether the scheme continues to provide value for money for our residents in future years”. The Council also expressed concern about the need to ensure that “London Councils is able to demonstrate the value for money of each of these grants, including delivery against specified outcomes, to the London Borough of Barking and Dagenham, including for pan-London projects”.
- 3.3 Members have previously indicated that if reductions were achieved in the contribution to the London Grants Scheme then they would be minded to reinvest this in the local voluntary sector. However given our contribution is based on population and that population continues to grow rapidly it is difficult to accurately predict our contribution in future years. Therefore it is recommended that the budget is maintained at £200,000, but in 2013/4 when £15,000 is released by our contribution falling to £205,000, that this is used to fund short-term investment in the local voluntary sector. This will need to be kept under review.

## **4. Proposed Way Forward**

- 4.1 It is proposed to tender for two new services which combine a number of functions and current contracts in order to ensure that the Council obtains best value for money and that robust services can be delivered within the reduced cost envelope. These services are:

- The Voluntary and Community Sector Support Service
- Advice, Case Work and Enhanced Welfare Benefits Service

### **The Voluntary and Community Sector Support Service**

- 4.2 The Voluntary and Community Sector Support Service would combine voluntary and community sector training, information, support, funding and development support, volunteer development and coordination and community accountancy functions. This would enable some savings to be made through combining administration and management. It would also enable volunteering to benefit from closer links with the infrastructure support service.
- 4.3 The total annual budget would be £100,000 with a maximum value for this contract of £400,000. The contract recommended is for 2 years with the ability to extend for an additional 2 years one year at a time.



- 4.4 The current organisation is commissioned to provide services to meet the five National Association for Voluntary and Community Action (NAVCA) performance standards for local support and development organisations:
- a. **Services and support** - pro-actively identifies needs in the local community and facilitates improvement in service provision to meet those needs.
  - b. **Liaison** - facilitates effective communication or networking and collaboration amongst local voluntary and community groups.
  - c. **Representation** - enables the diverse views of the local voluntary and community sector to be represented to external bodies, developing and facilitating structures which promote effective working relationships and two-way communication.
  - d. **Development work** - assists local voluntary and community organisations to function more effectively and deliver quality services to their users, members or constituents
  - e. **Strategic partnership** - enhances the voluntary and community sector's role as an integral part of local planning and policy-making

4.5 The reduced amount would not be sufficient for all these areas to be resourced. The new commission would focus on the areas which provide services to other organisations. Work to provide representation and develop strategic partnerships would be carried out by all Partners within the Local Strategic Partnership, with the support of the Council. The new commission would provide for:

- a. **Services and support** - pro-actively identifies needs in the local community and facilitates improvement in service provision to meet those needs.
- b. **Liaison** - facilitates effective communication or networking and collaboration amongst local voluntary and community groups.
- c. **Development work** - assists local voluntary and community organisations to function more effectively and deliver quality services to their users, members or constituents

#### **Advice and Casework and Enhanced Welfare Benefits**

4.6 The second service would combine the generalist advice and hate crime service. Consolidating the services would enable hate incidents reporting to benefit from the multiple locations, presence, quality standards and reach of the generalist advice service. With the Community Legal Advice Centre losing such a large part of its funding, other than the Council funding, this approach would enable more flexibility for the development of a viable, borough wide service than more, smaller contracts would offer.

4.7 It is further proposed that this service will now be combined with the enhanced welfare benefits contract and the welfare benefits advice service currently commissioned by Adults and Children's Services. These services provide specialist welfare benefits advice to disabled people and families in a variety of locations,

including providing home visits for disabled people who cannot leave their homes. The current funding agreements end in March 2013 and the £124,766 attached to these contracts will be added to the above commission and tendered as one contract with an annual budget for £319,766. The contract recommended is for 2 years with the ability to extend for an additional 2 years one year at a time. Therefore the potential contract value is £ £1,279,064.

- 4.8 By combining the contracts an opportunity is offered to the voluntary sector to put in a consortia bid which could enable better partnership working, reduce the potential for duplication and facilitate a sustained voluntary sector. The service will be more joined up and able to provide holistic support to local residents in these very difficult times.

## 5 Options Appraisal

- 5.1 The options available for the future are described below:

### **Option 1: Combine all services into one commission.**

- 5.2 This approach could enable significant cost savings for the organisation commissioned in terms of back office costs. However it is unlikely to provide the best services for local residents given that few, if any, organisations would have the necessary skill base to be able to provide the range of services combined in this contract. This approach would also present considerable risk; if the sole provider failed to deliver services to an acceptable standard, or faced other difficulties, there would be immediate impact on all the services provided.

### **Option 2: Consolidate the strategic services into two commissions, and include enhanced welfare benefits services in the generalist advice service tender.**

- 5.3 This approach would commission two separate services with clear specialisms – one providing infrastructure support to the local voluntary and community sector and promoting volunteering and the second providing a range of advice and case work to local residents.

This would enable two separate organisations or partnerships with the appropriate specialist skills to provide a range of services. In particular, the combining of 5 current contracts to provide advice and case work services will enable better value for money through the development of a single or shared management structure and shared back office functions. Through the joining up of services, better coverage and a more holistic service will be provided for local residents within the reduced cost envelope than that through 5 separate smaller contracts.

This option is explored in more detail in paragraphs 4.1 to 4.8 and is the recommended option.

### **Option 3: Tender all services separately**

- 5.4 This option is not recommended as it would result in all the services being let as separate contracts; an approach would result in potentially fragmented services. The customer would not have one point of access for advice and there would be the

potential for duplication and gaps in service. Smaller contracts would also not support the sustainability of local organisations in the same way because of the reduced levels of funding. There would be no opportunity for back office savings and synergy in service that could potentially be achieved.

#### **Option 4: Do nothing**

- 5.5 By doing nothing, the Council would remain committed to contracts totalling more than the available budget. This is not a viable option.

### **6 Commissioning Process**

- 6.1 The contract duration for both the contracts will be for two years with the option to extend for up to a further two years one year at a time. This will give the organisations time to consolidate services and an opportunity to attract additional external funding.
- 6.2 The advice, casework and enhanced welfare benefits service will have a total contractual value (over two years, if with the potential to extend for one plus one years) of over £400,000 and as such will require Cabinet to approve the procurement strategy.
- 6.3 The proposed procurement method is that of application questionnaire and bid assessment and will be an open tender process due to the tight commissioning window. The best tender can then be selected. The Contract Award Criteria is proposed to be 70% quality and 30% price.

The quality element will assess:

- Value for Money
- Demonstrating performance management competencies
- Technical ability
- Knowledge of customers
- Demonstrating outcomes
- Sustainability

- 6.4 The opportunities to bid for services need to be available in January 2013 for contracts to start from 1 April 2013. There is only time to run an open tender application process. The timescales are outlined in the table below:

<b>Action</b>	<b>Date</b>
Cabinet Approval	19 December 2012
Advertisements published	02 January 2013
Tenders to be returned	01 February 2013
Shortlisting based on experience, followed by evaluation of the cost and quality submission, including interviews	February 2013
Sign off by Corporate Director	28 February 2013
Contract award	1 March 2013
Facilitate possible TUPE meetings between providers	March 2013

Contract delivery starts	1 <sup>st</sup> April 2013
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- 6.5 It is intended to advertise on the Council's website and the supply2.gov.uk website in accordance with the Council's contract rules, and other appropriate websites, inviting tenders from parties that can demonstrate relevant experience in delivering the services.

## **7 Consultation**

- 7.1 The current themes of the Corporate Grants and Commissioning Programme were set following the Grants Review 2010, which was based on a substantial consultation. This paper lays out the best option for retaining as much of the benefit to those themes as possible within a reduced budget. The consultation has therefore focussed on the impact on currently funded organisations. To this end, a meeting was held with chairs of all the currently commissioned organisations, and responses sought from each organisation, on 18 July 2012. The organisations were informed of the proposal in writing before 16 July. The meeting of the Voluntary Sector Forum on 16 July 2012 discussed the options provided. Organisations requested that the cuts be considered with the other budget savings proposals in the autumn of 2012 and the timetable was adjusted accordingly with the response deadline being extended until 30 November 2012.
- 7.2 At the Safer and Stronger Community Select Committee on 31 October 2012, the Voluntary and Community Sector lobbied for additional savings of £10,000 from London Councils to be retained within the budget. Councillor Gill and Members recommended to Cabinet that the budget amount be increased by £10,000. The Safer and Stronger Community Select Committee further recommended that the additional £10,000 be added to the funding for a generalist advice service.
- 7.3 The Council was presented with a petition containing 285 signatures from 232 separate addresses in the borough (including 9 key voluntary sector locations) requesting that the Council reject the proposed cuts to the voluntary sector. This was heard at the Assembly meeting on the 5 December 2012.

## **8 Financial Implications**

Implications completed by: Dawn Calvert: Group Manger, Finance

In 2013/4 the budget available for corporate grants is £306,000. The required contribution for London Councils is £205,000 but it would be useful for the reasons set out in paragraph 3.3 to retain budget provision at £220,000. In order to procure the services proposed in section 4, it will be necessary to commit £295,000 from corporate grants, £89,766 from Adult and Community Services and £35,000 from Childrens' services. This would leave £11,000 from pump priming grants and an additional £15,000 from the corporate grants budget to fund short-term investment in the local voluntary sector in 2013/4.

## **9 Legal Implications**

Implications completed by: Daniel Toohey: Principle Corporate Solicitor

- 9.1 Due to the value of these contracts the EU procurement regulations (Public Contracts Regulations 2006) will apply. Due to the subject matter these services are classed as Part B services under those regulations and are therefore exempt from the full regulatory process, although the Council will need to ensure compliance with advertising requirements, and the general principles of fairness and transparency, when undertaking the procurement.
- 9.2 In addition the Council's constitutional requirements for competitive tendering, as set out in the contract rules, are to be followed. Legal will provide advice and assistance during the procurement process, working alongside commissioning/procurement officers.

## **10 Other Implications**

- 10.1 Risk Management** - There is a risk that the services receiving funding will experience increased demand as the impact of the recession continues. This will be monitored through the regular contract monitoring, and funded organisations supported to adjust the services offered within the contract price if appropriate.
- 10.2 Contractual Issues** - It is recommended to commission services for two years with a one plus one year option for extension. The advantage of this option is that the Council does not know the nature of the settlement it will receive from central government as yet.

It is intended to use the break clauses within current contracts where necessary to terminate the services and retender in line with these proposals.

The current Community Legal Advice Service contract, which is part funded by the Council is due to end in May 2013. However due to changes in funding and priorities the Legal Services Commission is seeking to end their funding in March 2013. It is therefore recommended that the Council also ends its contract at the same times so we can then re-commission generalist advice and hate crime on the same timescale as the other commissions above and ensure the full budget saving in 2013-14.

- 10.3 Staffing Issues** - There are no staffing issues in respect of the Council's workforce, however there could be possible Transfer of Undertakings (Protection of Employment) TUPE implications for staff currently employed by current providers. Because there are possible TUPE implications the process that will be followed as part of this procurement exercise is as described below:
- a) Given the long consultation at the request of the voluntary sector, and the impact that this has on the tender timetable, the Council have taken the exceptional step ahead to advise incumbent providers will be advised that they will need to supply TUPE information to the Council before a decision is made to ensure that staff are not disadvantaged.
  - b) It will be made clear in the advert and tender documents that TUPE may apply so that prospective tenderers are aware of this matter before they apply.

- c) The returned completed templates and any supporting documentation will be included in the Invitation to Tender packs so that all tenderers have this information available to them when completing their tender return;
- d) Tender returns will be carefully reviewed to ensure that TUPE has been considered and returns reflect TUPE considerations: where necessary clarification will be sort by the Council:
- e) At interview stage TUPE will be discussed with providers. The Council will make it clear to providers that the Council will be available to facilitate meetings between providers in the case of TUPE. The Council's role will, however, be minimal as TUPE will be an issue that will need to be dealt with between the incumbent provider and any new provider;
- f) On award of contract/takeover of service delivery, the Council will monitor the situation to ensure that all TUPE matters are dealt with properly and efficiently

**10.4 Customer Impact** - An Equalities impact assessment has been undertaken on the implications of the proposals within this report (please see Appendix 1). The main outcomes of the assessment are as follows:

The Local Infrastructure Organisation would be able to continue to provide training, support and advice to local Black, Asian and Minority Ethnic organisations and people.

Healthwatch and the Voluntary Sector Forum would continue to be a formal point of engagement for equalities groups in the borough. The Volunteer Plus volunteer service particularly benefits people with protected characteristics, as do services not included in the corporate commissioning programme, such as DABD and Carers of Barking and Dagenham.

Barking and Dagenham has a significantly higher than average percentage of residents who are disabled. The Council would work through other structures, including the Healthwatch commission, to arrange one off meetings and maintain contact with groups who work with and represent disabled people to ensure that future changes to services and new policies effectively take account of their interests and needs. The Council will continue to work with other partners, including DABD, ILA and DIAL, to engage with and support residents with disabilities. Healthwatch will continue to maintain contact with people from each of the protected characteristics.

It is proposed to combine the generalist advice service with the Race Equality Project. The service would coordinate hate crime reporting and provide some case work support for victims of hate crime as well as providing generalist advice. This would ensure that all these areas would be fully coordinated. By commissioning these services, front line services which particularly benefit people with a protected characteristic would be protected.

The proposal would mean that Pump Priming Grants can be awarded. In particular, it would be possible to fund a wide range of neighbourhood activities and projects. This would be a key support for the borough's new Cohesion Strategy, which emphasises the need to support residents to develop local services and activities, to

support the requirement to foster good relations between people with protected characteristics and the wider community.

- The Volunteer Service engages well with members of the community who are older, have a disability and are part of the LGBT community. The proposal within this report does not indicate any negative effect on maintaining this crucial engagement. The assessment indicated that the engagement and support for members of the Black and Asian Minority Ethnic Refugee communities could be improved and this will be built into the specification for the new service.
- The Welfare benefit changes will impact on all residents especially people who are disabled and from a low socio economic group. Demand for welfare benefit support is expected to increase.
- The proposal to tender the welfare benefits advice service with the new infrastructure support service will result in better coordination between services, signposting, and better use of resources to meet this increased demand.
- Improved monitoring systems will be put in place across all the services, and signposting between advice services will be improved. The new service model and specification will lead to greater consistency and improved integration so that customers are clear about how to access services and are not referred inappropriately between different agencies.

**10.5 Safeguarding Children** - It is a requirement for all funded organisations to be fully compliant with the provisions of the Children Act 2006 (and the increased safeguards introduced in October 2009) as well as being section 11 compliant or working towards section 11 compliance and to have written policies in place for the protection of vulnerable children and adults. Compliance with this requirement is routinely monitored through the grants programme. If a funded organisation failed to meet the requirements, a range of remedies and sanctions are available to the Council up to and including the removal of grant aid.

The current volunteering contract includes the provision of a CRB service and voluntary sector support around safeguarding. This will be reflected in the merged Voluntary and Community Sector Support Service commission although the provider may change due to the competitive nature of the process.

**10.6 Health Issues** - Poor mental and physical health are associated with deprivation and income. Reductions in household income and anxiety about debt could impact negatively on the health and well being of individuals. Therefore contracted services aimed at reducing debt and improving income should have a positive impact on health, depending on the capacity and investment in these services.

**10.7 Crime and Disorder Issues** - Activities relating to crime reduction and reducing fear of crime have been incorporated into the community cohesion strategy's action plan. The community cohesion 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:**

- Corporate Grants and Commissioning Programme 2011/12, presented to Cabinet 15 March 2011.
- Service specifications for the new commissions (available on request)
- Legal advice regarding London Councils (available on request)

**List of appendices:**

**Appendix 1** - Equality Impact Assessment



LBBB

# Equality Impact Assessment

tevens  
20/4/2011

# A quick guide to the stages of the Equality Impact Assessment process

<p><b>Step 1</b> Decide on the scope of your Equality Impact assessment</p>
<p><b>Step 2</b> Identify your team. Consider having a review team comprising of both managers, performance officers and where appropriate front line staff; Use the Equality and Diversity team as a critical friend and where appropriate invite members of the community to be part of the team. Use the guidance notes that come with this template.</p>
<p><b>Step 3 Project plan the process</b> – arrange a first meeting</p> <ul style="list-style-type: none"><li>• Decide on what information you have and what you might need to find out and <b>identify key dates</b> that you will be able to work to.</li><li>• Inform the Equality and Diversity team of the agreed dates</li><li>• Send progress reports to the E&amp;D team at each milestone date.</li></ul>
<p><b>Step 4</b> Send first draft to the E&amp;D team for comments – who in turn will send back any necessary amendments or</p>
<p><b>Step 5</b> Review team to meet to consider comments and make any necessary amendments within an agreed timeframe.</p>
<p><b>Step 6</b> Send to E&amp;D( Group Manager CC&amp;E for final approval</p> <ul style="list-style-type: none"><li>• When approval received your OMT to ‘sign off’ the document</li><li>• Decide on the review date and inform the E&amp;D team.</li></ul>
<p><b>Step 7</b> Monitor the agreed action plan and provide regular monitoring reports to the Departmental Equalities and Diversity</p>

Version Control			
<b>Doc. Name</b>	Generalist Advice and Local Infrastructure Organisation Tender		
<b>Doc. location:</b>			
<b>Author:</b>	<b>Owner:</b>	<b>Approving Officer</b>	
Zoë Garbett	Zoë Garbett		
<b>Date:</b>	<b>Version:</b>	<b>Amended by:</b>	<b>Change / Reason for Approval status:</b>
27/11/2012	V1	ZG	Draft for review
28/11/2012	V2	KA	Draft
28/11/2012	V3	ZG	Draft

## Signing off when assessment is completed

Sign off by GM Cohesion and Equalities ..... Date

Sign off by OMT/Chair Departmental Equality Group .....Date  
Date published on the internet .....

### Review

<p><b>Review date</b></p> <p>A date for review is required for this EIA to be refreshed and reviewed.</p> <ul style="list-style-type: none"> <li>This date will be captured corporately</li> <li>You must ensure that this review is carried out in time to meet this date</li> </ul>	<p>Please indicate date below</p>
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# A guide to completing the form

## Stage 1: Description of Policy/function /service

The description should include:

- a summary of the policy's/ function /service aims
- intended outcomes
- An explanation of how the policy fits into the Corporate strategic objectives

## Stage 2:

- Reviews
- Academic /national research
- Other Authorities
- Databases
- Feedback from previous inspection
- Customer complaints /ombudsman findings

If there is little or no evidence, say what you will do to find some evidence and give examples of the types of evidence you might find. Scope this into your action plan(e.g. improving data collection or analysis to provide more detailed information]

## Stage 3 Assessing Impact

In the assessment of your policy /function /service What measures does the policy include, or what could it include, to address possible existing /potential **discrimination, harassment or inequality?**

- **Identify best practice.** In relation to the Policy, / service/ function what are we proud of achieving which contributes to providing equal access to individuals from different equality groups?
- Remember when identifying potential discrimination an individual may face multiple discrimination (facing discrimination on more than one ground e.g. as disabled woman) it will be important to recognise this and address this potential.
- Taking into account the evidence that you have gathered how will you develop the policy/ service / function to make the required improvements? Scope into your action plan.

#### Stage 4. Promoting equality

– consider all the information that you have gathered about individual groups

Identify areas where more information may be needed, is there any information that you do not collect or have access to, that would help you to improve your knowledge of your customers and their needs.

Identify what action will be taken to fill this gap; including short term measures to be taken to provide a baseline where little or no information is available

What **practical changes** will help reduce any adverse or potential adverse impact on particular groups?

What will be done to **improve access** to, and **take-up** of, services and **understanding the policy**?

What will you do to **promote equality** and **eliminate discrimination** when you procure / commission for goods and service?

#### Stage 1 – Scope of the equality Impact Assessments about your piece of work

1 Directorate	Adult and Community services
2. Policy / Strategy / Service to be assessed:	<b>Infrastructure support service and advice and case work service including enhanced welfare rights advice.</b>
3. Lead Officer:	Karen Ahmed, Divisional Director Adult Commissioning
4. Equality Impact Assessment Person / Team:	Teresa Evans (Equality & Diversity Officer)
5. Date of Assessment:	27 <sup>th</sup> November 2012
6. The main purpose and outcomes of policy/strategy / service to be assessed	It is proposed to tender for two new services which combine a number of functions and current contracts in order to ensure that the Council obtains best value for money and that robust services can be delivered within a reduced cost envelope . These services are: <ul style="list-style-type: none"> <li>• The Voluntary and Community Sector Support Service</li> <li>• Advice, Case Work and Enhanced Welfare Benefits Service</li> </ul>
7. Groups who the piece of work should benefit or	This service would benefit the local community by offering support and advice,

<p>apply to, for example:</p> <ul style="list-style-type: none"> <li>- Service users</li> <li>- Staff</li> <li>- Other internal or external stakeholder</li> </ul> <p>(Will the piece of work be delivered in partnership with another agency?)</p>	<p>including enhanced welfare rights advice. It would also develop the capacity of the local voluntary sector and ensure the diverse views of the community are represented.</p>
<p>8. Any associated strategies or guidelines i.e. legal/ national /statutory</p>	<p>Health and Social Care Act 2012.</p>

## Step 2. Gathering Information

<p>1. Who should be served by the policy / strategy / piece of work?</p>	
<p>All people in Barking and Dagenham over 18 years of age (over 16 for IMCA service) requiring support including older people, people with physical disabilities and sensory impairment, learning disabilities, mental health needs and carers (people eligible for care under the Community Care Act).</p>	
<p>2. What relevant information do you have about the people who this piece of work is aimed at? (Please complete the boxes below )</p>	
<p><b>Note:</b> There may be duplications in the number of people recorded as people may access more than one service.</p>	
<p><b>Equality Groups</b></p>	<p><b>Known or potential inequalities</b></p>
<p>Ethnicity</p>	<p>There is currently a good level of engagement with people from Black, Asian, Minority Ethnic and Refugee (BAMER) communities. The reduced funding for Local Infrastructure Organisation will mean there will be less capacity to engage with and provide support to these groups. There are currently a good number of BAMER individuals accessing advice support as well as generic advice and welfare benefit support.</p> <p>The Volunteer service, Race Equality Project and Community Accountancy Projects will be maintained so will be able to continue engaging with these groups. However, the services will be included in larger commissions so it needs to be ensured that quality is maintained.</p>
<p>Gender (including Transgender)</p>	<p>Overall, advice services are equally accessed by males and females. Six out of ten services accessed more by females than males which may be expected as there are</p>

	Cohesion monitoring information plus social care database	more female service users in the borough. Three people indentifying as transgender have accessed services showing accessibility.  No impact identified, equal accessed expected to continue.  There is variation in the way age is recorded by services.  Low numbers of 18-24 year olds access advice services. Advice is mainly accessed by middle aged adults (36-45 years old) which reflects the number of services available to this group. There is a lack of specific support for older people.  The pooling of budgets will mean that there will be capacity for all groups to access a service; the service specification will ensure that employees and volunteers have the appropriate skills to work with this age group. The Generalist Advice service will work with all individuals and monitor take up by different age groups.  The data reflects the different investment in services for different disabilities aimed to be considered and improved by the current tender. Specific groups (such as people with a learning disability) may lose support as funding will be used for a generalist advice service to improve the equality of investment across client groups  The demand for welfare benefit support is expected to increase due to the changes to the benefit systems affecting disabled people. A significant level of funding will remain so that the Generalist Advice and Welfare Benefit Service are able to provide a substantive service and the maximum capacity within the cost envelope.  Loss of Local Infrastructure funding will mean reduced capacity for support for the voluntary sector. The functions of the Volunteer Service and the Community Accountancy project will remain the same, the Volunteer Service is mainly accessed by people who have a mobility problem  Unknown due to limited data
Age	Appendix tables 5 – 8, 17, 19 and Community Cohesion monitoring information	
Disability	Appendix tables 9 – 11, 22 and Community Cohesion monitoring information plus social care database	
Sexual Orientation	Appendix table 12, 24 and Community Cohesion monitoring information	The number of gay, lesbian and bisexual people in contact with the Volunteer Service is positive, this is hoped to continue due to the maintained level of funding.  Although data is limited, the profile of services users is similar to that of the borough and service users. However, there are no people indentifying as having no religion and more people indentifying as Muslim accessing advice services.
Religion and Belief	Appendix tables 13 – 14, 23 and Community Cohesion monitoring	

	information	
Maternity and Nursing Mothers	JSNA (2010 and 2011)	Unknown due to limited data
Social class	Appendix table 15 (limited data)	Limited data. Welfare benefit reforms will impact on people's financial security.
You may also wish to consider Carers	Data included from Carers of Barking and Dagenham. See also, recent Carers Strategy 2011-15 and current commissioned Carer Support Services EIA.	Unknown due to limited data. Support for this group is covered by the carer's support service in the borough.
Do you have enough information about the different groups to inform an equality impact assessment? If not, this area should be addressed in your action plan.		
<b>Yes:</b> limited data of sexual orientation, maternity and nursing mothers, religion and belief and socio economic status. See action plan.		
<p>3. Do you have monitoring data or consultation findings specific to your area of work? If yes list the sources of evidence here &amp; go to Step 3, if No list the actions required to get more data.( which should be included in the action plan)</p> <ul style="list-style-type: none"> <li>• Data of LBBD demographics – population and service user (PANSI, POPPI, JSNA)</li> <li>• Monitoring data from nine current advice services in the borough</li> <li>• Consultation with current providers: workshop held with 17 providers on 14 October 2011, visits to organisations (currently visited five organisations) and discussions with other providers (such as libraries)</li> <li>• Consultation with service users: discussion with two HUBB service users 20 October 2011</li> <li>• Service monitoring (Volunteer Bureau, Mencap/PACT) October 2012</li> <li>•</li> </ul>		
<p>What consultation activity has taken place / will be taking place on this piece of work and the Equality Impact Assessment?</p> <ul style="list-style-type: none"> <li>• Discussions with BAME groups, mental health service users and older people.</li> </ul>		



**Step 3. Assessing Impact**

<p>1. What does your monitoring data on your service users tell you? Are any groups under or over represented compared to what you would expect to see. Please give details below.</p> <p><b>Note:</b> In total, from the monitoring data of nine services, 14, 056 people accessed support (from informal to formal, including benefits and welfare support) which shows the demand for these services. The majority of data covers the period of April 2010 to March 2011, except for data from Refuge which is mainly the last quarter of the financial year 2010/2011 (therefore the use of this service is underrepresented).</p>	<p><b>Ethnicity</b></p> <p><b>Generalist Advice, Enhanced Welfare Benefit advice and Hate Crime and Hate Incident support</b> Of the 177,400 population of Barking and Dagenham just under 70% are White (includes British, Irish, Welsh, other white) though this percentage is likely to decrease following the results of the 2011 census. The second largest (18.7%) ethnic population in borough is Black (including British, Caribbean, African, other black) with 9% identifying as Asian and 4% identifying as other ethnic (consensus categories) (table 1). For those currently in receipt of a service from the Council 81% are white and 19% are from a minority group (social care database data). It is predicted that by 2031 the population of the borough will increase to 237,600; 56% (133,500) of residents will be White and 44% will be from a minority group.</p> <p>The majority of people accessing advice services are White (57%, 8,018 residents) and just under 40% (5597 individuals) are from a minority group (table 2). This shows that there are a large number of people from a minority background accessing advice services (including benefit and carer support) which means that the current services are working well to engage minority groups; this bodes well for the predicted increase of people from a minority group in the borough by 2031. It needs to be ensured that where there is targeted work for minority groups, this does not increase segregation and that services are available to all White people requiring services. It is important to make sure that people whose first language is not English and require a translator has one available.</p> <p>The generalist advice service has provided for 5,476 unique clients (Target 5,616). Of these 86.5% (Target 50%) came from the identified priority groups. The ethnicity of clients for the last financial year were 37% White, 30% Black, 6% Mixed, 10% Asian and 3% Chinese (14% of clients did not disclose their ethnicity). This shows that a high percentage of BAME groups have been accessing this service.</p> <p>Race equality project provides for 72 individuals all from BAME communities.</p>
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	<p><b>Voluntary and Community Sector Support Services</b></p> <p>Most recent analysis of the Local Infrastructure body shows that 67% of people accessing training in the last 12 months were from BAME backgrounds. There will be a reduction in services due to the significant budget reduction so although groups and individuals from BAME communities can still access support, the capacity will be decreased. It is anticipated that more groups will need support due to the lack of forums to offer support, the voluntary sector forum only formal point of engagement for equalities groups. 71% of the groups that the Community Accountancy Project worked with from 2011 - 2012 represent at least one of the protected characteristics. Between 2010 – 2011 58 groups received support, of those who responded four were from a BAME community. The organisation estimates that a further 21 groups, who did not identify themselves as BAME, have beneficiaries largely drawn from the BAME community. Of the Volunteer Services 5375 service users and volunteers reporting their race, the majority are white (74%) with 15% defining themselves as Black, 5% as Asian and 5% as mixed/other.</p> <p><b>Conclusion -</b></p> <ul style="list-style-type: none"> <li>• Number of BAME people in the borough is increasing; needs to be reflected in available services – appropriate advocates/staff available as well as information in an appropriate format/language</li> <li>• Loss of Local Infrastructure funding will mean reduced capacity for support for the voluntary sector, including BAME groups</li> <li>• Reduction of central funding for Legal Aid will impact the number of BAME individuals currently accessing this service, the inclusion of this service with other welfare benefit support contracts aims to provide as much capacity as possible as well as improved coordination of these services</li> <li>• The functions of the Volunteer Centre, Race Equality Project and the Community Accountancy project will remain the same</li> </ul> <p><b>Generalist Advice, Enhanced Welfare Benefit advice and Hate Crime and Hate Incident support</b></p> <p>Currently, in Barking and Dagenham, 49% of residents are men and 51% are women although there are far more women over the age of 65 than men of this age (table 3). With regards to registered service users 33% are men and 67% are women (social care database data).</p> <p>The proportions of males and females accessing advice services reflects the borough ratios when looking at data from all nine services (table 4) which shows that services are accessible to genders equality (50% female, 48% male). The demand for advice services by females maybe low (compared to the proportion of female service users in the borough) because they do not require it; improved monitoring is needed to ensure that accessibility is not a barrier. Refuge is a domestic violence support service for women therefore no men access this service. IMHA services are accessed equally by men and women, carers</p>
Gender (including transgender)	

<p>services are accessed more by men and the six other providers have significantly fewer men accessing their services which reflects the ratios of male to female service users in the borough. An organisation supporting people with a learning disability have slightly more male contacts (56%) accessing the service than females (table 16).</p> <p>Approximately 15 people in the borough will be transgender (JSNA, 2010). The transgender community is considered to be a vulnerable group; work needs to be done to consider how services are best meeting the needs of this group (JSNA, 2011). One provider identified three service users to be transgender; other services need to improve data collection of transgender status to ensure services are inclusive.</p> <p><b>Voluntary and Community Sector Support Services</b></p> <p>70% of people accessing training at the Local Infrastructure Organisation were women. Of the 5115 reporting their gender, 47% of people accessing the Volunteer Service (volunteers/service users) were men and 52% were women, one person self defined as transgender.</p> <p><b>Conclusion</b></p> <ul style="list-style-type: none"> <li>• Services with the same level of funding will mean that gender groups can continue to access services</li> <li>• Where changes are proposed, gender groups are expected to be equally provided for</li> </ul>	<p><b>Generalist Advice, Enhanced Welfare Benefit advice and Hate Crime and Hate Incident support</b></p> <p>Barking and Dagenham has a relatively young population compared to the UK population with a higher proportion of people aged 0-14 and 25-39 years. For those aged 45 years and older there is a much lower proportion than the UK average, up to the age of 90+ where the borough then has a similar level to the national average (table 5).</p> <p>As discussed above, the age of those currently receiving a social service is higher than the general population of the borough. Table 6 shows that 18% are between the age of 18 and 44, 21% between 45 and 64 and 61% are over 65. Currently 12% of service users are 90 years or older, which is the group with some of the highest level of need.</p> <p>GLA population projections (table 7) suggest that over the next 10 years the number of younger adults (40 to 54) will dramatically increase. For those over 65, the numbers are predicted to change less dramatically with a small increase in those 65 to 74, balanced by a decrease in those 80 to 89.</p> <p>From the date, referral pathways and awareness of services for younger people may need to be</p>
	<p>Age</p>

	<p>improved. The majority of people asking an organisation for contact with people with learning disabilities (table 17) were between 31 - 45 (34%).</p> <p>Currently, 891 people aged 66-75 have accessed information and advice services (from service data included), although this accounts for 19% of the reported users and is the second largest group accessing these services even with the number of people over 75 (a further 55 individuals) this is far from the number of older people in the borough where 61% of service users are over 65. There is no-one over the age of 90 reported to have received support in the last year despite 12% of service users being in this age bracket. Relying on online information and advice is also not always inclusive of some client groups, such as older people.</p> <p><b>Voluntary and Community Sector Support Services</b></p> <p>71% of the groups that the Community Accountancy Project worked with from 2011 - 2012 represent at least one of the protected characteristics. Between 2010 – 2011 58 groups received support, of these 13 stated they were youth/children focused.</p> <p>45% of people accessing the Volunteer Service are over 60, this is 2370 older people being involved in Volunteer Services (volunteers or service users) which is a high number of older people. 30% of people using the service are between 40 – 60, 17% were between 20 – 39 and 7% below 20 which is low.</p> <p><b>Conclusion</b></p> <ul style="list-style-type: none"> <li>• The restructuring of services will benefit older people as there is currently no support services specifically for this group</li> <li>• The generalist/welfare support service will provide for all ages, this coordination will help to ensure equal provision</li> </ul>
Disability	<p><b>Generalist Advice, Enhanced Welfare Benefit advice and Hate Crime and Hate Incident support</b></p> <p>According to PANSI data (table 9) of the local population between the ages of 18 and 64, 2% have a learning disability, 10% a mental health problem and 1% a serious physical disability. For those over 65 POPPI (table 10) suggests that less than 1% have a learning disability and less than 1% of people over 75 have a registerable eye condition. The proportion of those over 65 with dementia is 1%, those unable to manage one activity on their own 2% and those with a moderate or severe hearing impairment 5%. The JSNA (2011) details that the number of people with a learning disability will increase; many most likely to require reasonable adjustments to be made by services, few will need care packages.</p> <p>For those currently receiving a service 5% are listed as having dementia, 7% as having a learning</p>

disability, 4% have a mental health problem, 15% frail or temporary illness and 56% listed as having a physical or sensory disability. Those with a physical or sensory disability seem to be particularly high compared to other disabilities, but this can be explained by people who require a piece of equipment are listed on the social care database as receiving a service.

Service user disability monitoring data provided by the providers is limited (table 11).

The largest identified need is that of people with a physical and/or sensory impairment which accounts for 28% of the recorded disabilities. This is not as high as the proportion of people with a physical and/or sensory disability in the service user population yet this does not include data from DIAL who primarily work with people with a physical disability.

Mental health service users are provided for through the IMCA and IMHA services which account for 6.5% of the recorded services users. People with a mental health problem accessing services is higher than the population of people with a mental health problems in the service user population (4%) showing that these services are accessible.

Information from an organisation supporting people with a learning disability shows that there have been 1532 cases of support have been from April – October 2012 (tables 16 – 18).

No service identified any service users with dementia, from discussions with providers this is usually included within the mental health category.

#### **Voluntary and Community Sector Support Services**

About 30% of the volunteers and service users of the Volunteering Service reported having a disability. Of these, 45% reported restricted mobility, 15% have a learning disability and 14% are wheelchair users. 71% of the groups that the Community Accountancy Project worked with from 2011 - 2012 represent at least one of the protected characteristics. Between 2010 – 2011 58 groups received support, of those who responded six reported a health problem and/or disability

#### **Conclusion**

- Loss of Local Infrastructure funding will mean reduced capacity for support for the voluntary sector
- The functions of the Volunteer Centre and the Community Accountancy project will remain the same
- Demand for welfare benefit support and advice is expected to increase

<p>Sexual Orientation</p>	<p>No much information about this characteristics</p> <p><b>Generalist Advice, Enhanced Welfare Benefit advice and Hate Crime and Hate Incident support</b>  An estimated 5 - 7% of the UK population identify themselves as lesbian, gay, bisexual or transgender (LGBT) which is around 10,000 individuals in Barking and Dagenham (JSNA 2010). A Needs Assessment was recently completed and the literature review identified that LGBT people as experiencing barriers to services due to the impact of discrimination and stigma. Specifically, a lack of visibility of LGBT issues in service literature was a barrier to access. Also, the JSNA (2011) identified that there is no support/advice service for LGBT individuals who have experienced hate crime.</p> <p>As expected the majority of people accessing advice services are heterosexual (85.4%) with 3.9% identifying as lesbian, gay or bisexual (table 12). Although 3.9% is a lot lower than the 5-7% of LGBT population of the borough this does not include transgender people (three known to the service included) and is underrepresented due to the lack of data collected by services. There is no data available about the sexual orientation of service users.</p> <p><b>Voluntary and Community Sector Support Services</b>  Of the 2988 people accessing the Volunteering Services (as a volunteer or service user) 2.5% (75 people) reported to be gay, lesbian or bisexual.</p> <p><b>Generalist Advice, Enhanced Welfare Benefit advice and Hate Crime and Hate Incident support</b>  The census information gives the percentages of people that follow various religions in the borough (table 13). The percentages are mirrored almost exactly by the percentages for current social care users. Christianity is the most popular with 69% amongst both groups. The only difference is the number of people stating they do not believe in a religion, 15% in the borough, compared to 8% of social care users.</p> <p>Only two services collect information about their service users religion and belief (table 14). No-one identified as having no religion and a similar rate of service users (13.6%) as service users (14.1%) do not have a religion recorded, this is higher than in the borough population (8.4%). The advice service users identified religion and belief is similar to the borough and service user profiles, however there are a much larger proportion of people identifying as Muslim accessing services; 9.4% (29 individuals) compared to around 4% of the borough in general and service users.</p> <p><b>Voluntary and Community Sector Support Services</b>  Barking and Dagenham CVS's State of the Sector report in 2010 identified that the most significant change was the proportion of charities in the borough citing religious activities as one of their objects, up</p>
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	<p>from 35% in 2005 to 45% in 2010. 66% of the groups accessing the Local Infrastructure Organisation's training defined themselves as Christians and 15% as Muslim.</p> <p>Of the 5563 service users and volunteers reporting their religious beliefs, the main faith groups were Christian (58%), Muslim (18%) and other (14%).</p> <p>71% of the groups that the Community Accountability Project worked with from 2011 - 2012 represent at least one of the protected characteristics. Between 2010 – 2011 58 groups received support 4 detailed themselves as faith/religious.</p> <p>The need for maternity services and care of the new borns is changing rapidly in Barking and Dagenham.</p> <p>This is reflected in the increasing numbers of live births in the Borough which have risen every year since 2001. The annual number of live births increased by 40% between 2003 and 2008 (from 2,594 to 3,619) (JSNA, 2010). Between 2008 and 2009 the increase was very slight, with only 5 additional births, but in 2010 there were 105 more births than in 2009, which suggests a slowing in the trend of increase rather than a complete change in trend. Births to Barking and Dagenham residents have increased at a faster rate than those to residents of the neighbouring borough (JSNA, 2011).</p> <p>The increase in the number of babies born to mothers resident in Barking and Dagenham is a result of babies being born to women who were born outside the UK. The number of babies born to women born outside the UK increased by 75% in 2009 compared with 2004, while the number born to women born within the UK is virtually unchanged (JSNA, 2011)</p> <p>In 2010 there were 3729 births to residents in the borough, and figures for the year up to September 2010 show that 73% of pregnant women had booked by 12 weeks of pregnancy compared to 61% in London as a whole and 66% in England. The UK has one of the lowest rates of breastfeeding worldwide, especially among families from disadvantaged groups and particularly among disadvantaged white young families (JSNA, 2011).</p> <p>Pregnant and nursing mothers are not currently recorded on the social care database. None of the providers collect information about the pregnant and/or nursing mother status of their service users.</p> <p>Changes to benefits and welfare reforms will impact the support needs of people in the borough.</p> <p>There is limited data collected by the services for this characteristic.</p>
	<p>Pregnant and Nursing Mothers</p>
	<p>Socio economic</p>

	<p>The generalist advice service has provided for 5,476 unique clients (Target 5,616). Of these 86.5% (Target 50%) came from the identified priority groups. Low income clients represent at least 48% of the total.</p> <p>The welfare benefit support delivered in Children's Centres reduces the number of families living in poverty and increases household income.</p> <p>There is a high demand for benefit and welfare support in the borough. Caring may cause financial hardship.</p>			
You may also wish to consider Carers	N/A			
Other		The traveller community also need to be considered. It is estimated that there are 250 – 350 permanent and semi-permanent residents who are Gypsy, Roma and Travellers (JSNA 2010).		
2. Based on the evidence gathered have you identified any potential differential impact for any of the equality groups? Step 2. What are the potential access issues or barriers for people in each of the equality groups				
Ethnicity		Positive A large proportion of current advice service users are from a minority group which shows that services are accessible to these individuals.  The Local Infrastructure Organisation will aim to maintain engagement with BAMER groups.	Negative Number of BAME people in the borough is increasing; needs to be reflected in available services. People whose first language is not English and require a translator. Collecting data that reflects the changing demographics of the borough (e.g. increase in Portuguese and Lithuanian populations).	
Gender (including transgender)		The proportion of males accessing advice services reflects borough demographics rather than service users showing that men are able to access services.  There is also documented information of transgender individuals accessing services in the borough.	Need to ensure equal access is maintained	



Disability	<p>Provision for people with a mental health problem, this will continue due to separate, specialised service.</p> <p>Retender offers the opportunity to redistribute funding to provide more equally for client groups.</p>	<p>Relying on online information and advice services such as for profoundly deaf sign language users. Translation needs of people with a sensory impairment. Assuming physical disability can be categorised with sensory impairment.</p>
Age	<p>There is a good number of adults aged 36 – 45 receiving advice services.</p> <p>Support services for older people will be improved.</p> <p>Funding maintained for Volunteer Service will allow continuation of engagement with older people.</p>	<p>Relying on online information and advice services may be a barrier for older people who are less likely to be computer literate.</p>
Religion and Belief	<p>Although limited data is available, current services have good engagement with the Muslim community.</p>	<p>Reduction in Local Infrastructure Organisation support</p>
Sexual Orientation	<p>Although limited data is available, current services are in contact with a proportion of the LGBT community.</p>	
Pregnant and nursing mothers	<p>Not sufficient data collected</p>	<p>Not sufficient data collected</p>
Socio economic	<p>Generalist Advice and Welfare Benefits service provided in the borough to ensure that the maximum capacity is being provided for the cash envelope</p>	
You may also wish to consider Carers	<p>Offered to all carers</p>	
Is the differential impact as a result of indirect or direct discrimination?	<p>No differential impact resulting from resources</p>	
Can any differential impact be justified or proportionate in meeting a legitimate aim if yes please provide details	<p>if yes please provide details</p>	

#### 4. Promoting Equality

1.	<p>What has been done to promote equality in this piece of work? This includes any measures you've put in place to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Improve the accessibility of your service</li> <li><input type="checkbox"/> Improve the quality of outcomes for people from different groups</li> <li><input type="checkbox"/> Make your service/policy/strategy more inclusive</li> <li><input type="checkbox"/> Ensure staff are trained appropriately</li> <li><input type="checkbox"/> Promote community cohesion or good relationships between different groups of people.</li> </ul> <p>(Think about physical access, communications needs, staff awareness, partnership working)</p>
Ethnicity	<b>Generalist Advice, Enhanced Welfare Benefit advice and Hate Crime and</b>
Gender	<b>Hate Incident support</b>
Disability	The remodelling of the advice contracts will improve the equality of these
Age	services – to be able to provide a more coordinated service throughout the
Religion and belief	borough.
Sexual orientation	The demand for welfare benefit support and advice is expected to increase.
Socio economic	The combination of the Community Legal Advice Centre and the Race Equality
Pregnant and Nursing Mothers	Project with welfare benefit support for vulnerable adults will improve the
You may also wish to consider	coordination of these services, reduce duplication, improve monitoring (to
Carers	ensure equal access) and is necessary within the funding environment to
	ensure the best quality and capacity is delivered. These services will continue
	to bring income into the borough.
	<b>Voluntary and Community Sector Support Services</b>
	The reduced funding for the Local Infrastructure Organisation's work to
	accommodate and support the current equalities fora would become either very
	different or not possible. By retaining the Local Infrastructure Organisation
	function, the current fora would be able to use the Local Infrastructure
	Organisation to support them in identifying possible other sources of funding
	and finding sustainability. The Local Infrastructure Organisation would be able
	to continue to provide training, support and advice to local BAME organisations
	and people in particular although with the reduction in funding to the LIO the
	support available would be less.

		<p>Demand for the Local Infrastructure Organisation's services may increase as organisations cannot access informal support through the equalities fora. The Voluntary Sector Forum would be the only formal point of engagement for equalities groups in the borough.</p> <p>The Volunteer Service engages with a lot of older people, people with a disability as well as members of the LGBT community. As the funding for this service is being maintained this engagement will continue. There needs to be better engagement and support for members of the BAMER communities by this service. The majority of people engaging with the Community Accountability Project fall within the protected characteristics, this engagement will also be maintained.</p> <p>Although the Volunteer Service and the Community Accountability Project will be maintained, the contracts are included within the Local Infrastructure Service and therefore, although savings will be made, it needs to be ensured that delivery and quality continue although this is reduced.</p> <p>The service specifications will outline the workforce skills, experience and training required to meet the needs of the borough and promote equality; picking up any concerns from this EIA.</p> <p>The specification, and followed up through monitoring, will outline outreach work, advertising/promoting the service and engagement work partner agencies to improve referrals to the service.</p>
2.	<p>What further actions are required? please ensure that these are To be included in action plan below.</p>	
3.	<p>How have you consulted on this Equality Impact Assessment? Contact with current service providers.</p> <p><b>Generalist Advice, Enhanced Welfare Benefit advice and Hate Crime and Hate Incident support</b></p> <ul style="list-style-type: none"> <li>• Monitoring data from advice and volunteer support services in the borough, including discussions with providers</li> <li>• Consultation with current providers: workshop held with 17 providers on 14 October 2011, visits to organisations (currently visited five organisations) and discussions with other providers (such as libraries)</li> <li>• Consultation with service users: discussion with two HUBB service users 20 October 2011</li> <li>• Service user consultation with a range of current service users of services: further consultation on</li> </ul>	

	<p>specification/service planned with mental health service users and older people</p> <ul style="list-style-type: none"> <li>• Further discussion with BAME organisations</li> </ul> <p><b>Voluntary and Community Sector Support Services</b></p> <ul style="list-style-type: none"> <li>• The current themes of the Corporate Grants and Commissioning Programme were set following the Grants Review 2010, which was based on a substantial consultation. The meeting of the Voluntary Sector Forum on 16 July 2012 discussed the options provided. Organisations requested that the cuts be considered with the other budget savings proposals in the autumn of 2012 and the timetable was adjusted accordingly with the response deadline being extended until 30 November 2012.</li> <li>• At the Safer and Stronger Community Select Committee on 31 October 2012, the Voluntary and Community Sector lobbied for additional savings of £10,000 from London Councils to be retained within the budget. Councillor Gill and Members recommended to Cabinet that the budget amount be increased by £10,000. The Safer and Stronger Community Select Committee further recommended that the additional £10,000 be added to the funding for a generalist advice service.</li> <li>• The Council was presented with a petition containing 285 signatures from 232 separate addresses in the borough (including 9 key voluntary sector locations) requesting that the Council reject the proposed cuts to the voluntary sector. This was heard at the Assembly meeting on the 5 December 2012.</li> </ul>
4.	<p>How will the outcomes from this EIA be managed and monitored - all of the proposed equality outcome should be managed through the service plans</p> <p>The outcomes from this EIA will be managed by the Adult Commissioning team (see action plan below)</p>

**Action plan template**

**This template is to help you make an action plan. You might want to consider the following categories**  
Improving Involvement and Consultation. Improving data collection and evidence, Improving Assessment and analysis of information. Developing procurement and partnerships arrangements to include equality objectives and targets within all aspects of the process (including monitoring of the contract / commission)

<b>Improvement Required</b>	<b>Priority</b>	<b>Key Actions</b>	<b>Timescale</b>	<b>Outputs demonstrating progress</b>	<b>Resources</b>	<b>Outcome</b>	<b>Lead</b>
Improved Monitoring - improve	High	Improve monitoring – to be outlined in specification/contract	In time for tenderer/start service	Monitoring	ACS and new service provider	Awareness of number of people accessing	Adult Commissioning

consistency around ethnicity reporting, as well as the collection of some characteristics (such as sexual orientation) (for all contracts)		Also, ensure eligibility criteria is understood by all stakeholders				services and act on information where necessary to ensure that access and provision is available to protected characteristics	Group Manager – Policy and Performance
Less ability to identify and engage with new equality groups and representatives		Develop the Council's online consultation tool to provide a channel for consulting with individuals and groups representing each of the equalities characteristics	July 2013		Existing facility	Ongoing engagement with representatives from each group in Council consultations Capture of contact details of new and emerging organisations	
Maintain good practice and engagement with priority voluntary groups and individuals	High	With the reduction in funding to some services and the inclusion of services (such as the race Equality Project) within bigger commissions it is vital that exit strategy, and handover are managed appropriately  Also managing adverse impacts of changes in services	Start of new contracts	Services, access, monitoring	ACS and new service provider	To continue good engagement and to maintain trust and good relationships with people from priority communities  Effective signposting and information provided	Adult Commissioning
Investment in client	High	Improved monitoring,	Start of	Services	ACS and new	Improved	Adult

groups accessing services		assessment and coordination will ensure that services are provided equally, on a needs basis Specifications to include workforce details to meet needs of different communities	new contracts		service provider	coordination of and access by groups previously excluded e.g. older people	Commissioning
Welfare benefit changes impacting all residents especially people who are disabled and from a low socio economic group. Demand for welfare benefit support is also expected to increase	High	Pooling budget for services supported people with welfare benefit, legal aid issues is the best use of available funding to provide the maximum capacity	Start of new contracts	Services	ACS and new service provider	Ensure boroughs most vulnerable are provided for Duplication will reduce and monitoring will be improved	Adult Commissioning
Weakening of accountability and financial advice to voluntary and community sector organisations in the borough.		Whilst combining the service within a larger contract could pose a risk to the quality of the service, this would be mitigated by ensuring that that new commission included clear targets and a requirement for a quality system to be used.	April 2013				Group Manager – Adult Commissioning
Engaging hard to reach communities (all services –	High	Ensure engagement is being made with all groups including	Ongoing	Service	ACS and new service provider	Groups and individuals will be aware of the	Adult Commissioning

voluntary groups and individuals)		outreach work Ensure social media techniques are being used to maximise public visibility of services		External training Businesses	available services	
Loss of contact details of equality groups and representatives		Council to maintain database of groups and individuals and individuals interested in engaging in future consultations and discussions.	Ongoing	Existing resources	Future consultations can be sent electronically to interested parties, and the consultation tool kept up to date	Group Manager – Policy and Performance

## Summary

Please provide a summary document / storyboard of the findings of your EIA ( including best practice what we do well, our challenges , our opportunities and what we planned to do This will be used for publication on the internet

## Background

It is proposed to tender for two new services which combine a number of functions and current contracts in order to ensure that the Council obtains best value for money and that robust services can be delivered within a reduced cost envelope . These services are:

- The Voluntary and Community Sector Support Service
- Advice, Case Work and Enhanced Welfare Benefits Service

Broad consultation on the current services providing the functions above has been conducted.

## What was found

### *Ethnicity*

There is currently a good level of engagement with people from Black, Asian, Minority Ethnic and Refugee (BAMER) communities. The reduced funding for Local Infrastructure Organisation will mean there will be less capacity to engage with and provide support to these groups. There are currently a good number of BAMER individuals accessing advice support as well as generic advice and welfare benefit support.

The Volunteer service, Race Equality Project and Community Accountancy Projects will be maintained so will be able to continue engaging with these groups. However, the services will be included in larger commissions so it needs to be ensured that quality is maintained.

### *Gender (including transgender)*

Overall, advice services are equally accessed by males and females. Six out of ten services accessed more by females than males which may be expected as there are more female service users in the borough. Three people identifying as transgender have accessed advice services showing accessibility. No impact identified, equal accessed expected to continue.

### *Age*

There is variation in the way age is recorded by services.

IMCA services are accessible from 16 years old yet no-one of this age is recorded as using the service, therefore this needs to be made clear to referral agencies and ensure the service is accessible.

Low numbers of 18-24 year olds access advice services, mainly accessed by middle aged adults (36-45 years old) which reflects the number of services available to this group. There is currently no specific support for older people which is reflected by no-one over 90 accessing advice despite the large number of service users over 90.

The pooling of budgets will mean that there will be capacity for older people to access a service. The Generalist Advice service will work with all individuals and monitor take up by different age groups.

### *Disability*

The disability data is limited which calls for improved monitoring (such as some services do not record this at all and for others.

The demand for welfare benefit support is expected to increase due to the changes to the benefit systems affecting disabled people. A significant level of funding will remain so that the Generalist Advice and Welfare Benefit Service are able to provide a substantive service and the maximum capacity within the cost envelope.



Loss of Local Infrastructure funding will mean reduced capacity for support for the voluntary sector. The functions of the Volunteer Service and the Community Accountancy project will remain the same, the Volunteer Service is mainly accessed by people who have a mobility problem.

#### *Religion and belief*

Although data is limited, the profile of services users is similar to that of the borough and service users. However, there are no people identifying as having no religion and more people identifying as Muslim accessing advice.

#### *Sexual Orientation*

The number of gay, lesbian and bisexual people in contact with the Volunteer Service is positive, this is hoped to continue due to the maintained level of funding. Full impact unknown due to limited data.

#### *Maternity and nursing mothers*

The number of births increasing in the borough. No data is collected of service user population or of service users for this category.

#### *Social class*

Changes to benefits and welfare reforms will impact the advice needs of people in the borough. There is limited data collected by the services for this characteristic. The generalist advice service has provided for 5,476 unique clients (Target 5,616). Of these 86.5% (Target 50%) came from the identified priority groups. Low income clients represent at least 48% of the total. The welfare benefit support delivered in Children's Centres reduces the number of families living in poverty and increases household income.

There is a high demand for benefit and welfare support in the borough. Caring may cause financial hardship.

#### **What actions will be taken**

- Service retender aims to improve investment in different client groups
- Improve monitoring of services – more consistent, accurate data needed for social class, maternity and nursing mothers, sexual orientation, traveller status, disabilities (including dementia separately recorded) and age categories
- Information around staff requirements, outreach work to promote the service and engage individuals, outcomes and monitoring
- Targeted outreach
- Specification for service to include workforce skills, experience and training to meet the needs of service users/organisations needing support and promote equality
- Develop the Council's online consultation tool to provide a channel for consulting with individuals and groups representing each of the equalities characteristics

- Council to maintain database of groups and individuals interested in engaging in future consultations and discussions.

Many of the current short falls will be addressed by the current retender, other actions will be picked up by Adult Commissioning, Policy and Performance and Service Review Officers.

Appendix

Table 1: GLA ethnic group population projections, London Boroughs, 2011

	2011	Percentage	2031	Percentage
<b>All Ethnicities</b>	177,400		237,600	
<b>White</b>	121,400	68%	133,500	56%
<b>Black Caribbean</b>	6,100	3%	10,500	4%
<b>Black African</b>	20,800	12%	39,000	16%
<b>Black Other</b>	6,300	4%	12,700	5%
<b>Indian</b>	6,000	3%	9,800	4%
<b>Pakistani</b>	5,600	3%	9,900	4%
<b>Bangladeshi</b>	1,900	1%	3,800	2%
<b>Other Asian</b>	2,800	2%	4,800	2%
<b>Chinese</b>	2,800	2%	6,400	3%
<b>Other</b>	3,800	2%	7,200	3%

**Table 2: Ethnicity breakdown for advice service users**

<b>Ethnicity</b>	<b>Black (British, African, Caribbean, Nigerian, other)</b>	<b>White (British, Cypriot, English, Irish, Welsh, Other European)</b>	<b>Asian (inc. Asian British, Indian, Punjabi, Other Asian)</b>	<b>Mixed (any other backgro und white/ot her)</b>	<b>Any other</b>	<b>Not recorded</b>	<b>Total</b>
IMHA	35	94	11	1	1	8	150
IMCA	25	78	4		2	22	131
DABD (UK)	143	714	113	69	21		1060
CLAC	2147	2886	759	403	308	296	6799
ILA	48	171	48	6			273
DIAL	203	2281	200				2684
Refuge	22	61	20	7	1	70	181
Positive East	141	13	1			2	157
Carers B&D	392	1720	166	45	255	65	2643
<b>Total</b>	<b>3156</b>	<b>8018</b>	<b>1322</b>	<b>531</b>	<b>588</b>	<b>463</b>	<b>14056</b>
<b>Percentage</b>	<b>22.5</b>	<b>57</b>	<b>9.4</b>	<b>3.8</b>	<b>4.2</b>	<b>3.3</b>	<b>100</b>

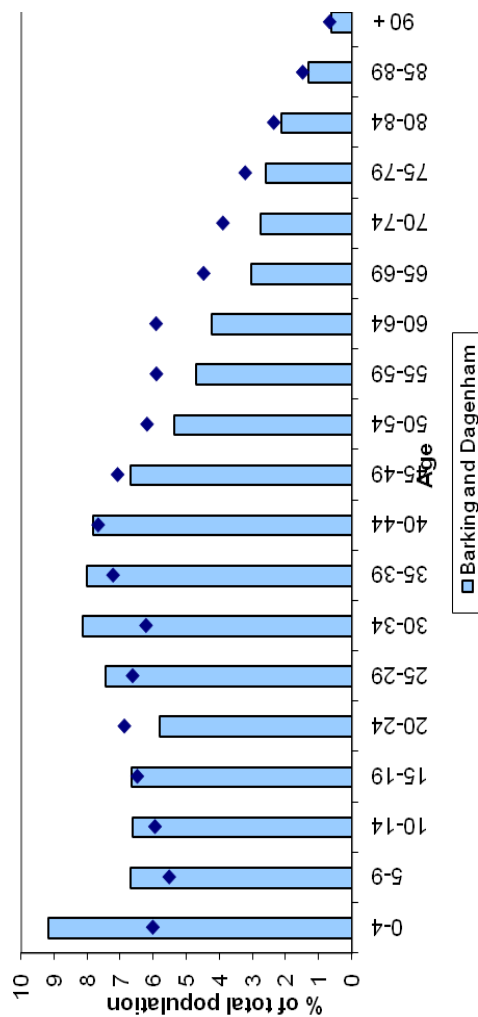
**Table 3: GLA population projections, 2010, age and gender breakdown**

<b>Age</b>	<b>Males</b>	<b>Females</b>	<b>Persons</b>
<b>0 - 4</b>	8,554	8,140	16,694
<b>5 - 9</b>	6,184	5,929	12,113
<b>10 - 14</b>	5,670	5,574	11,244
<b>15 - 19</b>	5,839	5,685	11,524
<b>20 - 24</b>	5,798	5,677	11,476
<b>25 - 29</b>	6,865	7,313	14,178
<b>30 - 34</b>	7,071	7,522	14,593
<b>35 - 39</b>	6,733	6,945	13,679
<b>40 - 44</b>	6,736	6,947	13,683
<b>45 - 49</b>	5,946	6,448	12,394
<b>50 - 54</b>	5,080	5,108	10,188
<b>55 - 59</b>	3,968	4,132	8,101
<b>60 - 64</b>	3,809	3,850	7,659
<b>65 - 69</b>	2,692	3,049	5,740
<b>70 - 74</b>	2,127	2,532	4,658
<b>75 - 79</b>	1,700	2,369	4,069
<b>80 - 84</b>	1,259	2,242	3,501
<b>85 - 89</b>	767	1,680	2,447
<b>90 +</b>	468	961	1,428
<b>Total</b>	<b>87,267</b>	<b>92,103</b>	<b>179,370</b>
<b>Percentage</b>	<b>49</b>	<b>51</b>	<b>100</b>

**Table 4:** Gender breakdown of advice service users

Gender	Female	Male	Transgender	Not recorded	Total
IMHA	77	73			150
IMCA	74	57			131
DABD (UK)	701	356	3		1060
CLAC	3567	3190		42	6799
ILA	172	101			273
DIAL	1529	1151		4	2684
Refuge	78				78
Positive East	104	53			157
Carers B&D	676	1778		189	2643
<b>Total</b>	<b>6978</b>	<b>6759</b>	<b>3</b>	<b>235</b>	<b>10456</b>
<b>Percentage</b>	<b>50</b>	<b>48</b>	<b>&lt; 1</b>	<b>1.7</b>	<b>100</b>

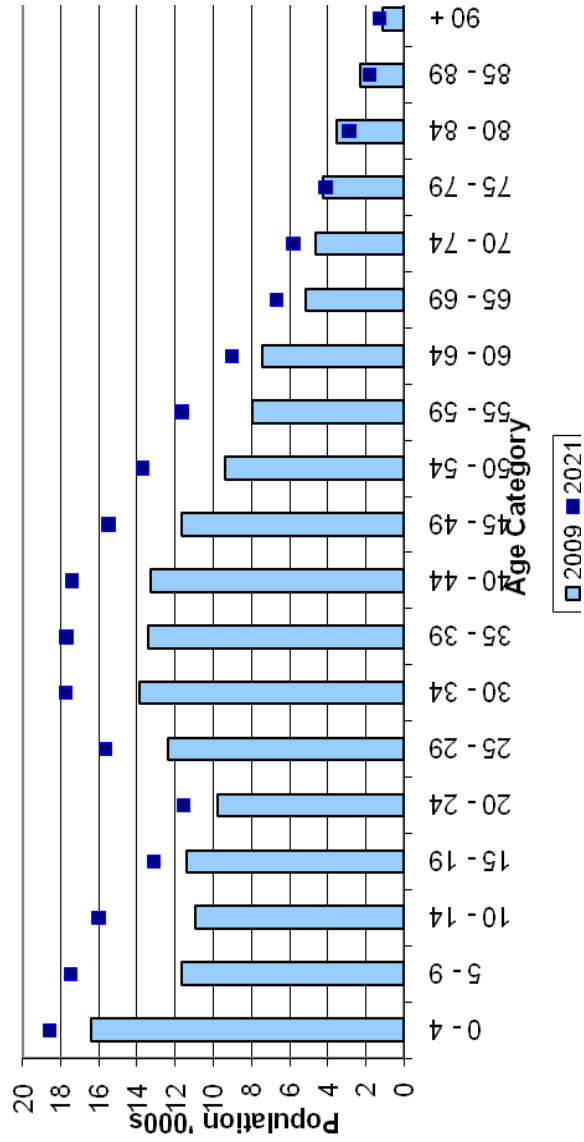
**Table 5:** Office of National Statistics mid-year estimate 2009, age breakdown of borough population.



**Table 6:** Age breakdown of service users

Current SU Age Profile		
18-44	837	17.5%
45-64	1020	21.3%
65-90	2338	48.8%
90+	592	12.4%
	4787	100.0%

**Table 7:** GLA Population Projections



**Table 8:** Age breakdown of advice service user

Age	Under 18	18-25	26 - 35	36 - 45	46 - 55	56 - 65	66 - 75	76 - 85	86 - 95	96+	Not recorded	Total	
IMHA		17	55	65	8						5	150	
IMCA		5	15	18	16	10	20	24	10		13	131	
DABD( UK)		742										318	1060
CLAC	0 – 16	17-24	25-34	35-49	50-64	65-200					279	6799	
	11	655	1693	2670	1179	312							
ILA		28	32	48	52	72	12	8	12		9	273	
DIAL	71		194	1159		400	857				3	2684	
Refuge	16-25		22	12	4	0	66+				14	78	
	25						1						
Positive East	0-19		20-34	35-44	45 – 65		65-74				5	157	
	13		46	58	34		1						
Carers B&D		18-64					65-74	75+			1104	2643	
	101	888					387	163					
<b>Total (inconsistent reporting therefore totals not given)</b>													

**Table 9:** Client group populations for 18 – 64 year olds and predictions (PANSI data)

	2010	2015	2020	2025	2030
Barking and Dagenham: Total population aged 18-64 predicted to have a learning disability	2,616	2,707	2,781	2,871	2,955
Barking and Dagenham: People aged 18-64 predicted to have a common mental disorder	17,285	17,886	18,386	18,947	19,541
Total population aged 18-64 predicted to have a serious physical disability	2,100	2,160	2,288	2,403	2,451



**Table 10:** Client group populations for 65 year olds and over and predictions (POPPI data)

	2010	2015	2020	2025	2030
Barking and Dagenham population aged 65 and over predicted to have dementia	1,566	1,541	1,539	1,593	1,705
Barking and Dagenham population aged 65 and over predicted to have a moderate or severe hearing impairment	8,949	8,636	8,442	8,921	9,435
Barking and Dagenham population aged 65 and over predicted to have a learning disability	400	395	393	413	455
Barking and Dagenham: Total population aged 65 and over unable to manage at least one activity on their own	3,942	3,805	3,756	3,885	4,158
Barking and Dagenham: People aged 75 and over predicted to have registrable eye conditions	666	621	589	640	659

**Table 11:** Client group breakdown of advice service users

Client group	Dementia	Frailty/Temporary illness	Learning disability	Mental health	Physical/Sensory Impairment	Vulnerable people	Other	Not recorded	Total
IMHA				150					150
IMCA				131					131
DABD (UK)			170	127	591		172		1060
CLAC				83	1234	188	4424	870	6799
ILA					273				273
DIAL								X	
Refuge								X	
Positive East							157 (HIV)		
Carers B&D								X	
<b>Total</b>			<b>170</b>	<b>491</b>	<b>2098</b>	<b>188</b>	<b>4596</b>		<b>7593 (recorded)</b>
<b>Percentage</b>			<b>2.3</b>	<b>6.5</b>	<b>27.6</b>	<b>2.5</b>	<b>60.5</b>		<b>100</b>

**Table 12:** Sexual orientation breakdown of advice service users

Sexual orientation	Bisexual	Gay	Heterosexual	Lesbian	Not recorded	Total
IMHA	1		123		26	150
IMCA					X	
DABD (UK)					X	
CLAC					X	
ILA		12	257	4		273
DIAL					X	
Refuge			138	1	42	181
Positive East	1	10	132	0	14	157
Carers B&D					X	
<b>Total</b>	<b>2</b>	<b>22</b>	<b>650</b>	<b>5</b>	<b>82</b>	<b>761</b>
<b>Percentage</b>	<b>0.3</b>	<b>2.9</b>	<b>85.4</b>	<b>0.7</b>	<b>11</b>	<b>100</b>

**Table 13:** Religion and belief breakdown for service users and all borough residents

Religion and Belief	Borough profile: number of service users	Borough profile: all residents
Christian	3277 (68.5%)	69%
Buddhist	4 (0.1%)	0.2%
Hindu	32 (0.7%)	1.1%
Jewish	23 (0.5%)	0.3%
Muslim	195 (4.1%)	4.4%
Sikh	38 (0.8%)	1.1%
Other	143 (3%)	0.2%
No religion	399 (8.3%)	15.3%
Religion not stated	676 (14.1%)	8.4%
<b>Total</b>	<b>4787</b>	<b>100%</b>

**Table 14:** Religion and belief breakdown for advice service users

Religion or belief	No religion	Christian	Buddhist	Muslim	Hindu	Jewish	Sikh	Other	Not recorded	Total
IMHA		108	2	16					24	150
IMCA									X	
DABD (UK)									X	
CLAC									X	
ILA									X	
DIAL									X	
Refuge									X	
Positive East		86	1	13	1	0	0	38	18	157
Carers B&D									x	
<b>Total</b>		<b>194</b>	<b>3</b>	<b>29</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>38</b>	<b>42</b>	<b>307</b>
<b>Percentage</b>		<b>63.2</b>	<b>&gt; 1</b>	<b>9.4</b>	<b>&gt; 1</b>	<b>0</b>	<b>0</b>	<b>12.4</b>	<b>13.6</b>	<b>100</b>

**Table 15:** Social economic status breakdown for Positive East advice service users

Social economic status	Employed full time	Employed part time	Receiving benefits	Social service support	Nass Support	Self employed	Student	No income	Not recorded
Positive East	10	10	47	9	9	2	3	64	3
<b>Percentage</b>	<b>6.3</b>	<b>6.3</b>	<b>29.9</b>	<b>5.7</b>	<b>5.7</b>	<b>1.2</b>	<b>1.9</b>	<b>40.7</b>	<b>1.9</b>

**Table 16 - 18: Monitoring data from Mencap/Pact April – October 2012**

**16**

Gender	Cases
Male	863
Female	642
Total	1532

**17**

Age	Cases
16-18	0
18-30	115
31-45	528
46-64	374
65+	237
Unknown	165
Total	1419

**18**

Ethnicity	Cases
White	1190
Black	49
Asian	22
Mixed race	2
Chinese	3
Traveller	0
Unknown	12
Total	1278

**Table 19 - 24: Monitoring data from Volunteer Bureau (volunteers and users)**

**19**

Age	Cases
Under 20	392
20-39	917
40-60	1581
Over 60	2370
Total	5260

**20**

Gender	Cases
Male	2411
Female	2703
Transgender	1
Total	5115

**21**

Ethnicity	Cases
White	3974
Black	816
Asian	246
Mixed race	33
Other	3
Total	5375

22

Disability	Cases
Visual	51
Speech	33
Wheelchair user	237
Mental health problem	153
Hearing	51
Restricted mobility	735
Learning disability	248
Other	131
Total	1639

23

Faith	Cases
Christian	3214
Muslim	1023
Sikh	114
Hindu	57
Jewish	79
Buddhist	8
None	271
Other	797
Total	5563

24

Sexual orientation	Cases
Heterosexual	2913
Gay	49
Lesbian	21
Bisexual	5
Total	2988

## CABINET

19 December 2012

<b>Title:</b> Performance House – Quarter 2 2012/13	
<b>Report of the Leader</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> Graham Farrant, Chief Executive	
<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 performance information in areas of real interest to Members and where performance has improved or dipped.</p> <p>This report also provides a summary of performance (<b>Appendix A</b>) at Quarter 2 (July to September 2012) for all quarterly indicators, and in addition:</p> <ul style="list-style-type: none"> <li>• Performance for the 19 key priority indicators (<b>Appendix B</b>)</li> <li>• The Performance House (full set of indicators) (<b>Appendix C</b>)</li> <li>• Complaints and Member enquiries data (<b>Appendix D</b>)</li> </ul>	
<p><b>Recommendation(s)</b></p> <p>That Cabinet note performance in Quarter 2 2012/13 and make comments on any actions to be taken where performance has dipped.</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**

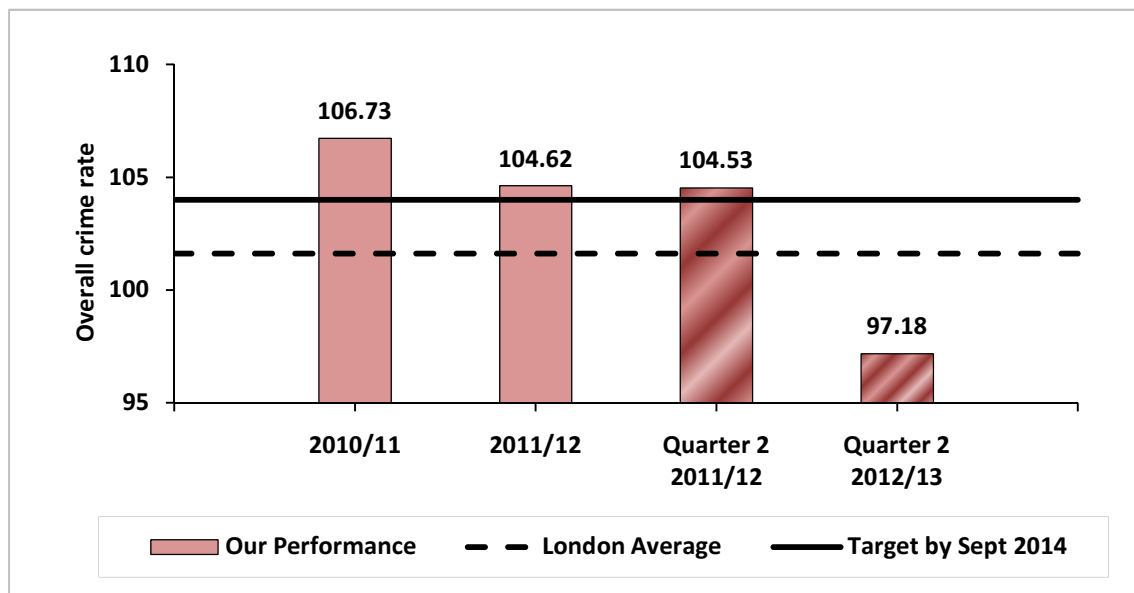
- 1.1 It is best practice for Councils to regularly review their performance across a range of different indicators. Informal Cabinet agreed in December 2011 that our own Performance House would be the set of indicators which the Council uses to monitor its performance on a quarterly basis. Cabinet agreed 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. 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**

- 2.1 For Quarter 2 performance reporting, focus has been given to a small selection of indicators where performance has either greatly improved or has shown a deterioration. It is hoped that by focusing on fewer specific indicators, Members will be able to challenge performance and identify where action is required more easily.
- 2.2 These selected indicators have been presented in a graphical format in order to provide a clearer picture of our current position, trend, target and performance when compared to the rest of London.
- 2.3 In summary, 78% of indicators are within 10%, on or exceeding their target and 62% show an improving or static direction of travel when compared to the same time last year.
- 2.4 Following last quarter's report to PAASC (PAASC receive the performance report every six months), it was requested that benchmarking information be included in subsequent reports. As a result, the London and National averages have been included. Where benchmarking data is not widely published, the London average has been taken from the London Authorities Performance Solution (LAPS) if available.



**Ref. 21 Overall crime rate per 1,000 population**



One of the most significant influences on the overall crime rate has been the introduction of the tenant funded Estates Policing Team in May 2012. Two Police Sergeants and 18 Constables essentially work seven days a week in two teams to deal with all crime and anti-social behaviour linked to nine key housing estates. Due to tenant funding and new additional resource, they can be proactive. In this time the team have made 380 arrests, stopped and searched over 1000 people, executed 42 search warrants for drugs and completed over 200 weapons sweeps. The Safer Parks Policing Team presence of one Sergeant and five PCs in the Borough's parks and open spaces have in addition issued over 120 cannabis warnings and made over 1100 alcohol seizures since April this year.

Policing on our streets with Safer Transport, Safer Neighbourhoods and Town Centre Teams has also made significant contributions to the reduction in total offences especially around key volume crimes such as motor vehicle crime and the crimes associated with drunkenness and anti-social behaviour. There has also been the launch of three ongoing operations repeated several times a year, supported by the Council. These are; seizing uninsured vehicles; executing a drugs warrant every day; and a focus on licensing issues in the broadest sense - pubs, clubs, late night refreshment houses and any other licensable activity. Working in partnership has delivered significant success.

Other crime indicators showing positive performance are Serious Youth Violence and Serious Acquisitive Crime

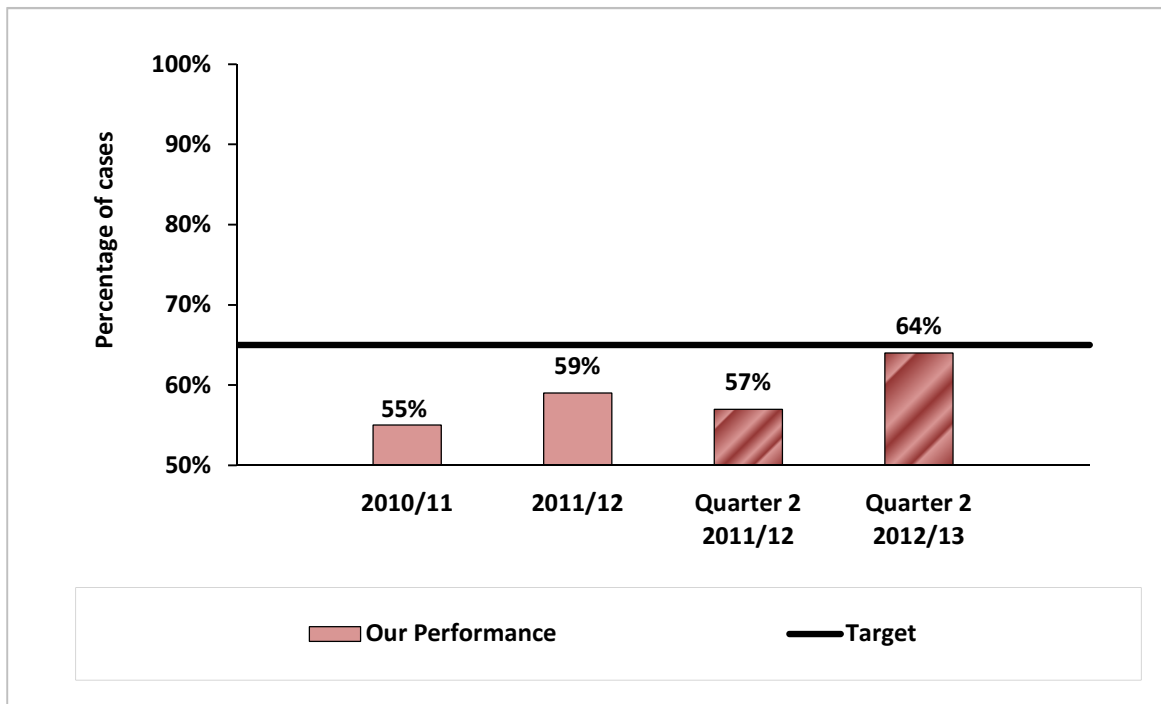
This data is based on a rolling year i.e. Q2 2012/13 includes data from Q3 and Q4 2011/12 and Q1 and Q2 for 2012/13.

Ref. 4

The percentage of primary schools rated as outstanding or good



A



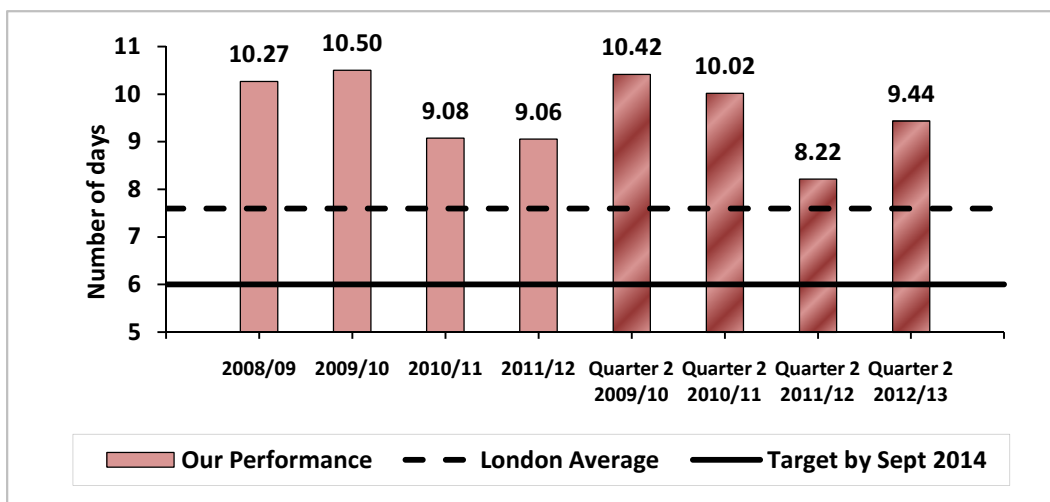
There has been a significant increase in the percentage of primary schools rated 'outstanding' or 'good' to 64% from 57% in the same period last year.

In addition 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 - above the Ofsted threshold of 65%.

Ref. 19 **Average sickness days per full-time equivalent (FTE)  
(excludes school staff)**



**R**



There has been an increase in the average number of days sickness since the same quarter last year. The levels of average absence show some degree of fluctuation over this quarter, when looking at it on a month-by-month basis from 9.04 in June and peaking at 9.5 in August. This data is based on a rolling year i.e. Q2 2012/13 includes data from Q3 and Q4 2011/12 and Q1 and Q2 for 2012/13.

The trend for absences between 1-3 days has been reducing since May 2012, but is still at a higher level compared to a year ago. The number of 4-19 days absence show a rising trend since April 2012. Long term absences have also risen.

The increase in average sickness absence levels has been closely monitored by CMT and the People Board. HR have since August 2012 been working on a Sickness Absence Reduction Plan which includes the following activities:

**Doing what we do better**

- Improvements to monitoring arrangements
- Improvements to the quality of the data and reports to managers/management teams
- Increasing support and training for managers with a particular focus on the quality of return to work interviews.
- Reviewing the Occupational Health support available including the greater use of case conferences.

**Targeting support available**

- Intensive support for services/teams which have the highest level of absences – “hot spots” with a focus on the top 50.
- Greater support on stress management (pressure and resilience) including more support for vulnerable teams, with a particular emphasis on restructures and reviews. Review and promotion of Supporting Staff through Tough Times programme.

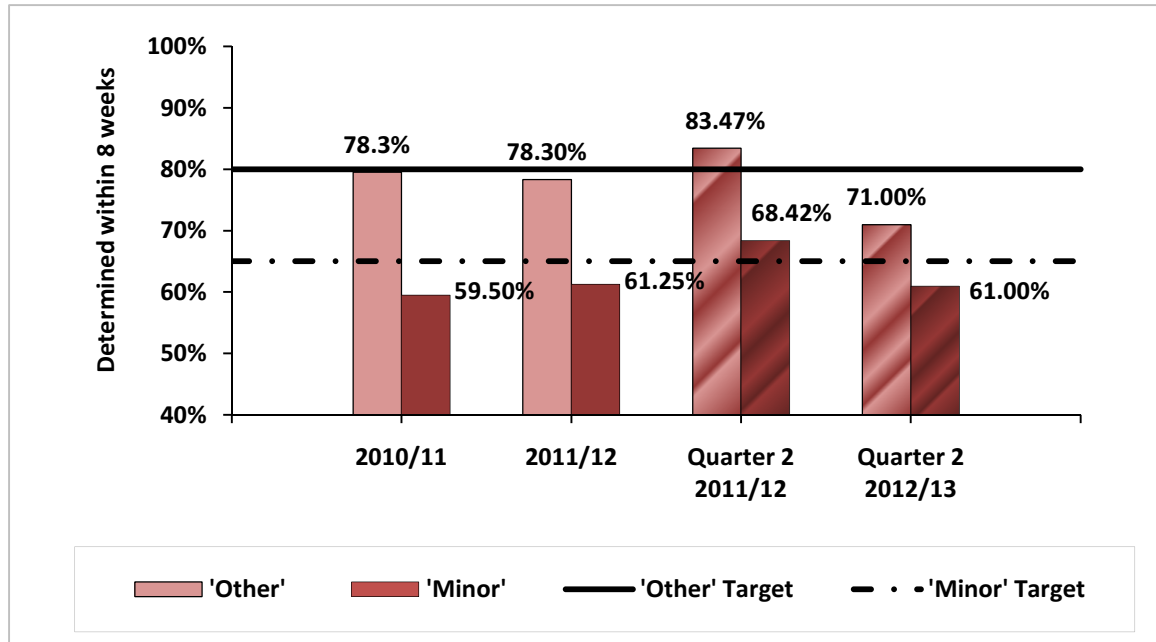
**Procedures**

- Review of Sickness Absence Procedure (Managing Attendance at Work).

Ref. 32a Percentage of a) 'other' and b) 'minor'  
 Ref. 32b planning applications determined within 8 weeks



**R**



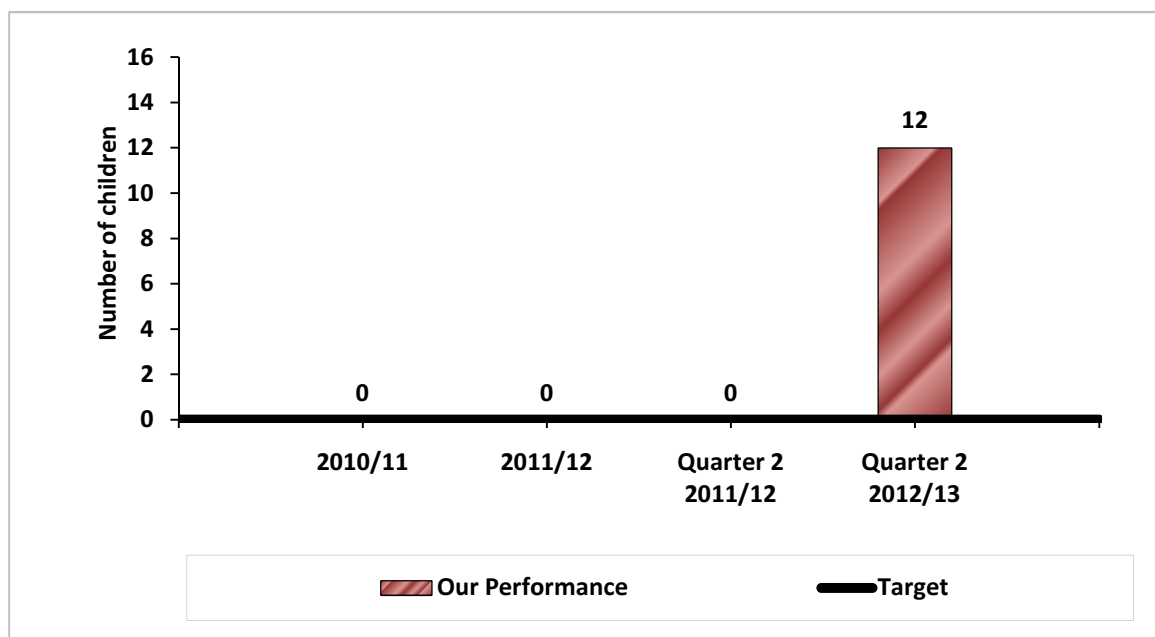
The Council is taking a 'development management approach' to planning applications i.e. we work with applicants to resolve problems even if this means applications being decided beyond the deadline. Whilst this impacts on performance against the target it actually provides a better service to the customer 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 improved from 78% in 2009/10 to 80% in 2010/11 to 82% in 2011/12. The approval rates for other applications parallel 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.

**Ref. 40 The number of children without school places**



**R**



In Barking and Dagenham we face unprecedented population changes which place pressure on our services to accommodate new pupils as they reach school age. There were 12 children without a school place at the end of September (quarter 2 2012/13) but at the time of writing (Thursday 29<sup>th</sup> November), there were no children without a school place.

The data shows a snapshot in time as school vacancy places vary day to day as school places are requested and found. Vacancy figures are released by our schools weekly on a Wednesday, then the admissions services allocate school places on Thursdays and Fridays. However, officers in the Children’s Services department work 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 statutory obligation is find a place within 15 days.

**3. Customer complaints and member enquiries**

3.1 A complaints and Member enquiries report for 2011/12 and Q2 2012/13 is available in Appendix D. Performance remains fairly static, with slight increases in performance in responses to stage 1 and stage 3 and a slight decrease in response to MP enquiries.

**4. Options Appraisal**

4.1 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.

## 5. Consultation

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

## 6. Financial Implications

Christopher Leslie - Principal Accountant (Corporate Finance)

- 6.1 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 gain share for Elevate if they achieve over the agreed Council Tax collection percentage stated in their contract).
- 6.2 Due to the financial constraints of the Council these key performance indicators must be delivered within the existing budgets of the relevant services.
- 6.3 Where external funding is involved there can be financial implications if outcome based targets are not met, as funding may have to be returned to the provider.

## 7. Legal Implications

Prepared and verified by Eldred Taylor-Camara – Legal Group Manager (Commercial Law)

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

## 8. Other Implications

- 8.1 **Risk Management** - The identification of clear performance measures to deliver against the priorities is part of a robust approach to risk management.
- 8.2 **Contractual Issues** - Any contractual issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 8.3 **Staffing Issues** - Any staffing issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 8.4 **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.
- 8.5 **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.
- 8.6 **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.

- 8.7 **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:** Summary of performance – Quarter 2 2012-13

**Appendix B:** Performance House exception reporting – improving and deteriorating performance Quarter 2, 2012-13

**Appendix C:** Key performance indicators Quarter 2, 2012-13

**Appendix D:** Complaints and Member enquiries report 2011-12 and Quarter 2, 2012-13

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Summary of Performance – Quarter 2 2012/13

PERFORMANCE REPORT – THEME	PERFORMANCE RAG RATING						TREND							
	Current performance rating of Green, Amber or Red						Direction of Travel from same time last year							
	Number of comparable PIs	G	A	R	Number of comparable PIs	Trend	Number of comparable PIs	↑	↔	↓	Number of comparable PIs	Trend		
Key Performance Indicators	15	6	40%	5	33%	4	27%	21	14	67%	1	4.5%	6	28.5%
Better Together	7	5	71%	2	29%	0	0%	5	4	80%	1	20%	0	0%
Better Home	5	2	40%	1	20%	2	40%	5	2	40%	0	0%	3	60%
Better Health and Wellbeing	1	0	0%	0	0%	1	100%	1	0	0%	0	0%	1	100%
Better Future	6	1	16.5%	4	67%	1	16.5%	6	1	16.5%	1	16.5%	4	67%
Well Run Organisation	7	5	71%	1	14.5%	1	14.5%	10	6	60%	0	0%	4	40%
<b>TOTAL</b>	<b>41</b>	<b>19</b>	<b>46%</b>	<b>13</b>	<b>32%</b>	<b>9</b>	<b>22%</b>	<b>48</b>	<b>27</b>	<b>56%</b>	<b>3</b>	<b>6%</b>	<b>18</b>	<b>38%</b>

The above table summarises performance for all Key Performance Indicators and those indicators which are collected on a quarterly basis.

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# Appendix B

## Key Performance Indicators – Quarter 2 2012/13

Ref.	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 2 2011/12	Current Performance Qtr 2 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
											London Average	National Average		
1	CS	Cllr White	London Councils	Percentage of care leavers in employment, education or training (EET)	Monthly	48.98%	40.4%	32%	44.4%	60%	66% (2010/11)	61% (2010/11)	↑	A
2	CS	Cllr White	London Councils	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	Quarterly	6.9%	6.5%	7.2%	7.9%	>6%	4.5%	6.1%	↓	A
3	CS	Cllr White	Convergence	Percentage of pupils achieving 5 GCSE grades A* – C (including Maths and English in maintained schools	Annual (academic year – published October)	57.2%	57.7% (provisional)	N/A	Annual (2012/13 academic year – due October 2013)	At national average (70% by 2014)	61.3%	58.4% (provisional)	↑	A
4	CS	Cllr White	Local	The percentage of primary schools rated as outstanding or good	Quarterly (Ofsted three year inspection cycle)	55%	59%	57%	64%	>65% (Ofsted threshold)	68.4% Statistical Neighbour	66%	↑	A
5a	CS	Cllr White	Local	Percentage of school children eligible for Free School Meals (FSM)	Annual (January schools census)	24.8%	28.7%	N/A	Annual (2012/13 result taken from January 2013 census)	N/A	24.2%	16.9%		N/A
5b	CS	Cllr White	Local	Of those eligible, the percentage of children who take up Free School Meals (FSM)	Annual (January schools census)	81.7%	74.5%	N/A	N/A	74.3%	85%	83.2%		N/A
6	F&R	Cllr Geddes	Convergence	Working age population qualified to at least Level 4	Annual (Calendar year)	26.6% (2010)	27.1% (2011)	N/A	Annual (2012 calendar year – due August 2013)	3% - 4% gap with London average	45.9%	32.9%	↑	R

Ref.	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 2 2011/12	Current Performance Qtr 2 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
											London Average	National Average		
7	F&R	Cllr Geddes	Convergence	<b>Percentage of economically active people in employment</b>	Rolling year published quarterly	62.0%	64.4%	63%	<b>64.9%</b> (Qtr 1 2012/13)	2% - 3% gap with London average	68.0%	70.2%	↑	<b>A</b>
8	F&R	Cllr Geddes	Convergence	<b>Median weekly earnings for full-time workers living in the area</b>	Annual (Calendar year)	£496.70 (2010)	£500.80 (2011)	N/A	Annual (Awaiting publication)	£25 gap with London average	£610.2	£503.1	↑	<b>R</b>
9	F&R	Cllr Geddes	London Councils	<b>Percentage of working age people on out of work benefits</b>	Snapshot four times a year	17.8% (Feb 2011)	18.4% (Feb 2012)	18.5% (Aug 2011)	N/A Data not yet published	N/A	12.6%	12.5%		N/A
10	ACS	Cllr Worby	Convergence	<b>Regular participation in sport and physical activity (30 minutes on 3 or more days a week)</b>	Annual	13.4% (2009-2011)	Data due Dec 2012	N/A	N/A	<1% gap with London	20.5%	22.2%		Awaiting data – due December 2012
11	H&E	Cllr P Waker	Convergence	<b>Additional housing units – Number of affordable homes delivered</b>	Annual	144	372	N/A	N/A	470	544.2	N/A	↑	<b>G</b>
12	H&E	Cllr P Waker	London Councils	<b>Percentage of non-decent Council Homes</b>	Annual	42%	33.85%	N/A	N/A	45%	Data unavailable		↑	<b>G</b>
13	H&E	Cllr P Waker	Local	<b>Satisfaction of tenants and residents with landlord services</b>	Once every two years	N/A	73%	N/A	Biennial Next survey due 2013	N/A	Not applicable – Local measure		↔	N/A
14	Elevate	Cllr Geddes / Cllr Waker	Local	<b>Percentage of properties currently empty in the borough (all properties)</b>	Monthly	3.13%	2.60%	1.51%	<b>1.56%</b>	N/A	Not applicable – Local measure		↓	N/A
15a	H&E	Cllr McCarthy	London Councils	<b>Percentage of land that has unacceptable levels of litter<sup>1</sup></b>	Three times a year	8%	6%	3% Tranche 1	Data available Quarter 3 2012/13	8%	6.9%	N/A		Awaiting data
15b	H&E	Cllr McCarthy	London Councils	<b>Percentage of land that has unacceptable levels of detritus<sup>1</sup></b>	Three times a year	17%	10%	7% Tranche 1	Data available Quarter 3 2012/13	10%	9.7%	N/A		Awaiting data

Ref.	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 2 2011/12	Current Performance Qtr 2 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
											London Average	National Average		
15c	H&E	Cllr McCarthy	London Councils	Percentage of land that has unacceptable levels of graffiti <sup>1</sup>	Three times a year	7%	5%	4% Tranche 1	Data available Quarter 3 2012/13	4%	4.8%	N/A	Awaiting data	
15d	H&E	Cllr McCarthy	London Councils	Percentage of land that has unacceptable levels of fly-posting <sup>1</sup>	Three times a year	3%	5%	7% Tranche 1	Data available Quarter 3 2012/13	2%	1.9%	N/A	Awaiting data	
16a	ACS	Cllr Alexander	Convergence	Violent crime levels (against the person) per 1,000 population	Monthly cumulative	24.9	22.9	22.75	21.6	3% - 4% gap with London average	16.28	N/A	↑	G
16b	ACS	Cllr Alexander	Local	Number of Domestic Violence Offences	Monthly cumulative	1770	1718	887	799 (-31% reduction)	N/A	Awaiting data	N/A	↑	G
16c	ACS	Cllr Alexander	Local	Percentage of repeated Domestic Violence incidents	Monthly cumulative	32%	22%	19%	25%	2% reduction by 2015	19.7%	N/A	↓	R
16d	ACS	Cllr Alexander	Local	Serious Youth Violence per 1,000 population	Monthly cumulative	1.14	1.30	Awaiting data	0.94	1.2	Awaiting data	N/A	↑	G
17	Elevate	Cllr Gill	London Councils	Percentage of Council Tax collected	Monthly cumulative	92.9%	94.1%	55%	55.5%	94.5%	96.3%	97.3%	↑	G
18	F&R	Cllr Gill	Local	Current revenue budget account position (over and under spend)	Monthly (year to date)	£2.8m over spend	£2m under spend	£0.7m over spend	£0.6m under spend	N/A	Not applicable – Local measure		↑	N/A
19	CE's	Cllr Reason	London Councils	Average sickness days per full-time equivalent (FTE) (excludes school staff)	Monthly	9.08 days	9.06 days	8.0 days	9.44 days	6 days by Sept 2014	7.6	N/A	↓	R

<sup>1</sup>Unacceptable levels of cleanliness – Currently waiting to verify the data from Tranche 1, This was carried out late due to the Olympics, Tranche 1 & 2 data will therefore be available by December.

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# Appendix C

## Performance House Indicators – Quarter 2 2012/13

Theme: Better Together													
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 2 2011/12	Current Performance Qtr 2 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
20	ACS	London Councils	Serious acquisitive <sup>2</sup> crime rate per 1,000 population	Monthly cumulative	31.8	30.6	30.16	28.80	29.0	24.78	N/A	↑	G
21	ACS	London Councils	Overall crime rate per 1,000 population	Monthly cumulative	106.73	104.62	104.53	97.18	104.0	101.62	N/A	↑	G
22	ACS	Local	The number of adult safeguarding alerts progressed to referral	Monthly cumulative	539 of 738 (73%)	419 of 1119 (37.4%)	174 of 457 (38.07%)	202 of 494 (40.89%)	TBC	N/A	N/A	↑	A
23	CS	London Councils	Percentage of children's core assessments completed within 35 days	Monthly	64.6%	78.4%	85.7%	78.2%	80%	77% (2010/11)	75% (2010/11)	↓	A
24	CS	London Councils	Percentage of child protection cases reviewed within required timescales	Monthly	100%	100%	100%	100%	100%	98.4% (2010/11)	97.1% (2010/11)	↔	G
25	CS	London Councils	Percentage of referrals to children's social care going on to initial assessment (a referral can go straight to core assessment)	Monthly	65.8%	52.6% (78.3% for assessment)	81.0%	23% (91.2% for all assessment)	20-30%	72.4% (2010/11)	71.5% (2010/11)	N/A	G
26	CS	London Councils	Percentage of children having a child protection plan for 2 <sup>nd</sup> or subsequent time	Monthly	9.27%	9.3%	4.3%	2.7%	10%	11.7% (2010/11)	13.3% (2010/11)	N/A	G

<sup>2</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, 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**

Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 2 2011/12	Current Performance Qtr 2 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
27	H&E	Local	Average time to re-let local authority housing (days)	Monthly	30 days	29 days	32 days	35 days	32 days	Not applicable – Local measure		↓	A
28	H&E	Local	Eyesore Gardens – Percentage of Eyesore Gardens cleared following re-inspection (cases closed) <i>NB: This figure is broken down by the 3 indicators below</i>	Monthly	New for 2011/12	92%	99%	96%	90%	Not applicable – Local measure		↑	G
28b	H&E	Local	Eyesore Gardens – Percentage that were closed without an further action needed	Monthly	New for 2011/12	47%	65%	60%	N/A	Not applicable – Local measure			N/A
28c	H&E	Local	Eyesore Gardens – Percentage of gardens cleared up following a warning letter issued to owner	Monthly	New for 2011/12	37%	32%	33%	N/A	Not applicable – Local measure			N/A
28d	H&E	Local	Eyesore Gardens – Percentage of gardens cleared up once owner has been served with a notice	Monthly	New for 2011/12	8%	2%	3%	N/A	Not applicable – Local measure			N/A
29	H&E	London Councils	Number of homeless applications accepted	Quarterly cumulative	113	246	157	119	N/A	359.4	N/A		N/A
30	H&E	London Councils	Number of households living in temporary accommodation <sup>3</sup>	Quarterly	709	1155	696	1190	N/A	1189	N/A		N/A
31	H&E	Local	Number of households living in temporary accommodation (Old portfolio) <sup>3</sup>	Quarterly	259	167	204	135	199	Not applicable – Local measure		↑	G
32a	F&R	London Councils	Percentage of 'other' planning applications determined within 8 weeks	Quarterly cumulative	79.5%	78.3%	83.47%	71%	80%	79%	82%	↓	R
32b	F&R	London Councils	Percentage of 'minor' planning applications determined within 8 weeks	Quarterly cumulative	59.5%	61.25%	68.42%	61%	65%	68%	71%	↓	R

<sup>3</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 Health and Wellbeing													
Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 2 2011/12	Current Performance Qtr 2 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
33	ACS	London Councils	Percentage of social care clients receiving Self Directed Support (Direct payments and individual budgets)	Monthly	40.31%	46.7%	45.0%	40.17%	75%	48.7%	N/A	↓	R
34	ACS	London Councils	Percentage of carers receiving needs assessment or review	Monthly	26.4%	60%	64%	Carers of Barking and Dagenham are conducting work to provide an accurate picture of activity – due for completion by the end of November.					

Theme: Better Future													
Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 2 2011/12	Current Performance Qtr 2 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
35	ACS	Local	The percentage of adults with a learning disability in paid employment	Monthly	4.77%	2.85%	4.02%	4.09%	6%	N/A	N/A	↑	A
36	ACS	Local	The percentage of adults receiving secondary mental health services in employment	Monthly	6%	7%	6%	4.15%	TBC	N/A	8.8%	↓	A
37	H&E	London Councils	Kilogram of residual waste per household	Quarterly	824.4kg	807.5kg	412.6kg	446.86kg	820kg	586kg	N/A	↓	A
38	H&E	London Councils	Percentage of waste sent for reuse, recycling and composting	Quarterly	30.9%	29.49%	33.9%	29.87%	31%	34.4%	N/A	↓	A
39	CS	Local	The percentage of secondary schools rated outstanding or good <sup>4</sup>	Quarterly	67%	67%	67%	67%	>65%	52.7% Statistical Neighbour	62%	↔	G
40	CS	Local	The number of children without school places	Quarterly	0	0	0	12 (snapshot 28 <sup>th</sup> Sept)	0	N/A	N/A	↓	R

<sup>4</sup>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

Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 2 2011/12	Current Performance Qtr 2 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
41a	Elevate	London Councils	The number of days to process Housing Benefit / Council Tax Benefit: New claims and change of circumstances <sup>5</sup>	Monthly cumulative	17 days	14.56 days	19.88 days	22.03 days (provisional)	See individual targets	Combined results unavailable		N/A	
41b	Elevate	Local	The number of days to process Housing Benefit / Council Tax Benefit: New claims <sup>5</sup>	Monthly cumulative	27 days	20 days	24.65 days	18.94 days (provisional)	21 days	24 days	↑	G	
41c	Elevate	Local	The number of days to process Housing Benefit / Council Tax Benefit: Change of circumstance <sup>5</sup>	Monthly cumulative	16 days	14 days	19 days	22.41 days (provisional)	15 days (19.18)	11 days	↓	R	
42	Elevate	London Councils	The percentage of non-domestic rates collected	Monthly cumulative	94.8%	96.4%	55.9%	55.5%	97.1%	98.2%	↓	A	
43a	F&R	Local	The number of new stage 3 complaints received to date in the year	Monthly cumulative	85	101	55	41	N/A	Not applicable – Local measure		N/A	
43b	F&R	Local	The number of stage 3 complaints processed within deadlines	Monthly cumulative	66 (77.65%)	72 (71.3%)	41 (74.55%)	34 (82.93%)	80%	Not applicable – Local measure	↑	G	
44a	F&R	Local	The number of LGO referrals received to date in the year	Monthly cumulative	68	55	35	20	N/A	Not applicable – Local measure		N/A	
44b	F&R	Local	The number of LGO referrals processed within deadlines	Monthly cumulative	65 (95.59%)	51 (92.73%)	33 (94.29%)	19 (95%)	80%	Not applicable – Local measure	↑	G	
45	CE's	Local	The number of grievances reaching stage 3 (new and still open)	Monthly	1	2	1	0	N/A	Not applicable – Local measure	↑	N/A	
46	CE's	Local	The number of new disciplinarys	Monthly	53	68	12	19	N/A	Not applicable – Local measure	↓	N/A	
47	CE's	Local	'I would recommend the Council as a good employer' – The percentage of employees who agree	Quarterly	53%	44.5%	52.3%	56%	50%	Not applicable – Local measure	↑	G	
48	CE's	Local	'The Council demonstrates a genuine concern for my well-being' – The percentage of employees who agree	Quarterly	New for year end 2011/12	28.2%	N/A	33.5%	33%	Not applicable – Local measure	↑	G	

<sup>5</sup>Housing Benefit / Council Tax benefit processing times – The historical data shown are the official figures published by DWP. This information is published with a time-lag (a quarter behind each quarterly reporting period). Quarter 2 2012/13 figures will be available at Quarter 3 2012/13. In the meantime, the provisional figures shown are those produced by Elevate.

# Performance House Indicators – Annual Indicators

Theme: Better Together												
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
49	ACS	Convergence	Overall satisfaction with the local area <sup>6</sup>	Bi-annual	54%	N/A	64%	N/A	Not applicable – Local measure	Not applicable – Local measure	↑	G
50	ACS	Convergence	The percentage of people who perceive anti-social behaviour to be a problem <sup>6,7</sup>	Bi-annual	39.9%	N/A	30%	N/A	Not applicable – Local measure	Not applicable – Local measure	↑	G
51	ACS	Local	The percentage of people who agree that the local area is a place where people from different backgrounds get on well together <sup>6</sup>	Bi-annual	55%	N/A	52%	N/A	Not applicable – Local measure	Not applicable – Local measure	↓	A
52	ACS	Local	The percentage of people who agree that they feel able to influence decisions affecting their local area <sup>6</sup>	Bi-annual	36%	N/A	38%	N/A	Not applicable – Local measure	Not applicable – Local measure	↑	G
53	ACS	Local	The percentage of people who feel safe when outside in the local area after dark <sup>6</sup>	Bi-annual	36%	N/A	36%	N/A	Not applicable – Local measure	Not applicable – Local measure	↔	G
54	ACS	Local	The percentage of people who feel safe when outside in the local area during the day <sup>6</sup>	Bi-annual	72%	N/A	70%	N/A	Not applicable – Local measure	Not applicable – Local measure	↓	A
55	ACS	Local	The proportion of the adult population who participate in regular formal volunteering <sup>6</sup>	Bi-annual	15%	N/A	13%	Year on year increase	Not applicable – Local measure	Not applicable – Local measure	↓	R

<sup>6</sup>From the residents survey (previously the place survey)

<sup>7</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												
Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
56	ACS	Local	The percentage of people satisfied with libraries <sup>8</sup>	Bi-Annual	71%	N/A	73%	N/A	Not applicable – Local measure		↑	G
57	ACS	Local	The percentage of people satisfied with parks and open spaces <sup>8</sup>	Bi-Annual	66%	N/A	70%	N/A	Not applicable – Local measure		↑	G

<sup>8</sup>From the residents survey (previously the place survey)

Theme: Health and Wellbeing												
Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
58	ACS	Convergence	Mortality rate from all circulatory diseases at ages under 75 (per 100,000) <sup>9</sup>	Annual – Calendar year	97.03 (2009)	84.33 (2010)	2011 data available Dec 2012	<25 point gap with London average	68.16	64.67	↑	G
59	ACS	Convergence	Mortality from all cancers at ages under 75 (per 100,000) <sup>9</sup>	Annual – Calendar year	143.57 (2009)	124.03 (2010)	2011 data available Dec 2012	<10 point gap with London average	102.85	108.05	↑	A
60a	ACS	Convergence	Life expectancy (in years) – Males <sup>9</sup>	Annual – Calendar 3 year average	76.5 (2007-2009)	77 (2008-2010)	2009-2011 data available Dec 2012	<2 years gap with London average	79.0	78.58	↑	G
60b	ACS	Convergence	Life expectancy (in years) – Females <sup>9</sup>	Annual – Calendar 3 year average	81.0 (2007-2009)	81.1 (2008-2010)	2009-2011 data available Dec 2012	<1.5 years gap with London average	83.3	82.57	↑	A
61	CS	Convergence / Local	The percentage of children in Year 6 who are obese <sup>10</sup>	Annual – Academic Year	23.6%	24.2%	2011/12 academic year available Dec 2012	<1% gap with London average	21.9%	19.0%	↓	R

Theme: Health and Wellbeing												
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
62	ACS	Convergence	No sport or physical activity (Percentage 0 times 30 minutes per week) <sup>11</sup>	Annual every October – 3 year average	58.4% (2008-2010)	61.4% (2009-2011)	Data due Dec 2012	<1% gap with London	47.6%	47.8%	↓	A
63	CS	Convergence	Percentage of pupils who participate in high quality PE and School Sport	Annual	88%	The survey from which this indicator was captured, has not been conducted by DfE since 2009/10. Local reporting yet to be decided.						
64	CS	Local	The percentage of children in reception who are obese <sup>10</sup>	Annual – Academic Year	14.1%	13.8%	2011/12 academic year available Dec 2012	TBC	11.1%	9.4%	↑	R

<sup>9</sup>Annual calendar year E.g. 2009 calendar year reported as the 2009/10 end of year result

<sup>10</sup>Academic year E.g. 2009/10 end of year result relates to the 2009/10 Academic Year – September 2009 – August 2010

<sup>11</sup>Taken from the Active People Survey.

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Theme: Better Future												
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
65	CS	London Councils	Percentage of Looked After Children achieving 5 A*-C GCSEs (including English and Maths)	Annual – Academic Year	12.5%	20%	3.45% (provisional)	20.8%	14.4%	12.8%	↓	R
66	CS	Convergence / London Councils	Percentage of pupils achieving Level 4 or above in both English and Maths at Key Stage 2 <sup>12</sup>	Annual – Academic Year	70%	71%	77% (provisional)	Achieve convergence	81%	80%	↑	R
67	CS	Convergence	Young people from low income backgrounds progressing to higher education <sup>12, 13</sup>	Annual – Academic Year	2% (2007/08)	Awaiting publication	Awaiting publication	TBC	15% (2007/08)	18% (2007/08)	N/A	N/A

Theme: Better Future

Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
68	F&R	Convergence	Percentage of working age population with no qualifications <sup>4</sup>	Annual – Calendar Year	18.9% (2009)	17.0% (2010)	13.8% (2011)	Achieve convergence with London by 2015	9.3%	10.6%	↑	G
69	CS	Convergence	Achievement of a Level 3 qualification by the age of 19	Annual	40.3%	42.9%	Data due May 2013	55% by 2013	58.9%	54.5%	↑	R
70	CS	Convergence	Proportion of children living in families on key benefits to London average	Annual	36.6% (2009)	34.9% (2010)	Data due January 2013	<5.6% gap with London	27.5%	20.6%	↑	R
71	F&R	Local	Percentage of CO <sup>2</sup> reduction from Local Authority operations	Annual	24.7%	-5.17%	1.59%	3% increase	Not applicable – Local measure		↑	G

<sup>4</sup> Academic year E.g. 2009/10 end of year result relates to the 2009/10 Academic Year – September 2009 – August 2010

<sup>13</sup> There is a significant time lag in the publication of data by DfE.

<sup>19</sup> This indicator is not collected across 5 of the 6 Host Boroughs. It may be deleted.

# Appendix D:

## Complaints and Member enquiries report Quarter 2 2012/13 and 2011/12

BOROUGHWIDE	2011/12							2012/13			OPEN CASES
	Q1	Q2	Q3	Q4	Total	OPEN CASES	Q1	Q2	OPEN CASES		
S1	No. Received	534	491	519	624	2168		583	622		4
	No. Responded Within	289	309	295	401	1294		429	470		
	% Within	<b>54% (R)</b>	<b>63% (R)</b>	<b>57% (R)</b>	<b>64% (R)</b>	<b>60% (R)</b>	16	<b>74% (R)</b>	<b>76% (A)</b>		
	% Agreed	61%	52%	47%	33%	48%		30%	26%		
	% Partly Agreed	13%	14%	17%	31%	19%		37%	41%		
% Not Agreed	25%	34%	36%	34%	32%		33%	32%			
S2	No. Received	127	149	106	149	531		159	124		21
	No. Responded Within	82	94	66	55	297		109	74		
	% Within	<b>65% (R)</b>	<b>63% (R)</b>	<b>62% (R)</b>	<b>37% (R)</b>	<b>56% (R)</b>	26	<b>69% (R)</b>	<b>60% (R)</b>		
	% Agreed	43%	42%	45%	43%	43%		29%	34%		
	% Partly Agreed	24%	16%	14%	16%	18%		23%	25%		
% Not Agreed	33%	41%	39%	26%	34%		44%	30%			
S3	No. Received	28	27	26	20	101		10	31		3
	No. Responded Within	20	20	16	15	72		8	26		
	% Within	<b>71% (R)</b>	<b>74% (R)</b>	<b>62% (R)</b>	<b>75% (A)</b>	<b>71% (R)</b>	2	<b>80% (G)</b>	<b>84% (G)</b>		
	% Agreed	46%	41%	35%	35%	40%		30%	39%		
	% Partly Agreed	25%	41%	42%	45%	38%		20%	13%		
% Not Agreed	25%	19%	23%	15%	21%		40%	42%			
LGO	No. Received	20	15	12	8	55		12	8		0
	No. Responded Within	19	14	11	7	51	1	12	8		
	% Within	<b>95% (G)</b>	<b>93% (G)</b>	<b>92% (G)</b>	<b>88% (G)</b>	<b>93% (G)</b>		<b>100% (G)</b>	<b>100% (G)</b>		
ME	No. Received	608	606	673	763	2650		885	769		7
	No. Responded Within	498	480	539	638	2155	0	704	637		
	% Within	<b>82% (G)</b>	<b>79% (A)</b>	<b>80% (G)</b>	<b>84% (G)</b>	<b>81% (G)</b>		<b>80% (G)</b>	<b>83% (G)</b>		
MP	No. Received	370	388	302	474	1534		410	489		13
	No. Responded Within	280	291	221	347	1139	3	295	334		
	% Within	<b>76% (A)</b>	<b>75% (A)</b>	<b>73% (R)</b>	<b>73% (R)</b>	<b>74% (R)</b>		<b>72% (R)</b>	<b>68% (R)</b>		
FOI	No. Received	256	293	283	325	1157		314	300		19
	No. Responded Within	172	192	216	253	833	27	235	225		
	% Within	<b>71% (R)</b>	<b>66% (R)</b>	<b>76% (A)</b>	<b>78% (A)</b>	<b>72% (R)</b>		<b>75% (A)</b>	<b>75% (A)</b>		
DP	No. Received	27	33	11	21	92		34	32		7
	No. Responded Within	26	25	9	17	77	1	30	23		
	% Within	<b>96% (G)</b>	<b>76% (A)</b>	<b>82% (G)</b>	<b>81% (G)</b>	<b>84% (G)</b>		<b>88% (G)</b>	<b>72% (R)</b>		

## 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

19 December 2012

<b>Title:</b> Betting Shops - Withdrawal of Permitted Development Rights and Supplementary Planning Document	
<b>Report of the Cabinet Member for Regeneration</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Naomi Pomfret, Planning Policy Manager	<b>Contact Details:</b> Tel: 020 8724 8097 E-mail: <a href="mailto:naomi.pomfret@lbbd.gov.uk">naomi.pomfret@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director Regeneration	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>The proliferation of betting shops has been a concern of the Council for several years. Under the current Use Classes Order, which sets out the changes of use that are permitted without planning permission, many high street premises can be converted into betting shops (which fall under Use Class A2) without a grant of permission, including restaurants and cafes (Use Class A3), drinking establishments (Use Class A4) and hot food takeaways (Use Class A5).</p> <p>The Council can withdraw permitted development rights through an Article 4 Direction where they undermine local objectives to create or maintain mixed communities. This report recommends that an Article 4 Direction is introduced to withdraw permitted development rights for conversion of A3, A4 and A5 uses to betting shops, in conjunction with the introduction of a Supplementary Planning Document (SPD) to assist officers in the processing of forthcoming applications for betting shops (attached as <b>Appendix 1</b>).</p> <p>The draft SPD includes:</p> <ul style="list-style-type: none"> <li>• A 400m exclusion zone around existing betting shops to prevent the clustering and concentration of such premises</li> <li>• Outside of this zone it only allows proposals for betting shops where a number of other criteria are met including that: <ul style="list-style-type: none"> <li>- It is within Barking Town Centre, or Dagenham Heathway, Chadwell Heath and Green Lane District Centres or one of the Neighbourhood Centres.</li> <li>- It will lead to no more than 5% of the units within the centre or frontage being betting shops</li> </ul> </li> </ul> <p>As the Supplementary Planning Document is a Local Development Framework document its adoption on finalisation after consultation is a non-executive function and will need to be approved by full Council (the Assembly).</p>	

To avoid the need to pay compensation a non-immediate Article 4 Direction is recommended which would require 12 months notice to be given. The Direction would come into effect 12 months after the notice had been placed.

### **Recommendation(s)**

The Cabinet is asked to:

- (i) Agree that notice be given of the Council's intention to make a non-immediate Article 4 Direction, covering the whole Borough, withdrawing permitted development rights for permitted changes of use to betting shops;
- (ii) Approve the draft Supplementary Planning Document 'Evening the Odds: curbing the proliferation of betting shops' at Appendix 1, for public consultation; and
- (iii) Note that, following the outcome of consultation, a report will be presented to the Assembly seeking approval of the final Supplementary Planning Document (SPD) 'Evening the Odds: curbing the proliferation of betting shops'.

### **Reason(s)**

To assist the Council to achieve its Policy House objectives "Better Together", "Better Health and Wellbeing" and "Better Future".

## **1. Introduction and Background**

### **What is an Article 4 Direction**

- 1.1 This Report proposes that the Council utilise its power as a Local Planning Authority to change the operation of permitted development for a change of use of existing premises. The general principle is that change of use of a property is likely to be considered development for which permission must be granted by means of application to the local planning authority. However a number of changes of use are permitted by a statutory instrument, the Town and Country Planning (General Permitted Development) Order 1995. This Order identifies certain changes of use entitled to be treated as permitted development. The purpose is to allow changes in use that are broadly acceptable and so as to avoid every single development being referred to planning authorities. However local circumstances may be that the change in use is not in keeping with the local conditions and so Article 4 of the Order enables planning authorities to remove the permitted development by resolution and ensure that the change in use requires consent.
- 1.2 The 2012 Government Guidance (National Planning Policy Framework) advises that the use of Article 4 Directions to remove national permitted development rights should be limited to situations where it is necessary to protect local amenity or the wellbeing of the area. Similarly, planning conditions should not be used to restrict national permitted development rights unless there is clear justification to do so.

## **Why the need for an Article 4 Direction and Supplementary Planning Document**

- 1.3 The London Borough of Barking and Dagenham is the seventh most deprived Council in London and has the sixth highest concentration of betting shops in London per capita. There are currently 50 licensed premises across the borough and notable concentrations within Barking Town Centre, Dagenham Heathway, Chadwell Heath and the shopping parades of the Becontree Estate. The proliferation of betting shops has been a concern of the Council for several years. The Council considers that in the interests of the social and economic welfare, and health, of the borough's residents and the vitality and viability of its town centres that, this proliferation needs to be carefully controlled. It is for these reasons that the Council has decided to provide further guidance and control on the location and concentration of betting shops.
- 1.4 Research indicates that betting shops are part of a wider degradation of high street diversity and vitality since the onset of the recession. Successive high street surveys of the borough have found an over concentration of particular services, with betting shops consistently over represented. The number of betting shops not only restricts the retail choices available to local communities, but can also have a damaging effect on people's health and finances.
- 1.5 Gambling addiction has been linked to a range of health and social problems including alcoholism, substance abuse, severe debt problems, crime, depression and suicide. Gambling addiction, known in the industry as 'problem gambling' is recognised as a health disorder and is linked to domestic violence – a finding which is significant given that Barking and Dagenham has the highest reported domestic violence incidence rate in London.
- 1.6 In the UK there are an estimated 250,000 problem gamblers. Groups at particular risk of becoming problem gamblers include those with existing mental health or substance misuse problems, adolescents and those from:
- Minority ethnic groups
  - Lower socio economic groups
- 1.7 The Government, in its response to the Portas Review (2011) recommendation to put betting shops into a separate use class, has emphasised the availability of Article 4 Directions as the appropriate planning tool for controlling uses such as betting shops, by removing permitted development rights, and requiring a planning application to be made.
- 1.8 An Article 4 Direction would mean that proposals to convert a restaurant or cafe (use class A3), a drinking establishment (use class A4) or a hot food takeaway (use class A5) into a betting shop would require planning permission. Any such planning application would then be determined against the Betting Shops SPD and other relevant policies contained in the Council's Local Plan. Although the SPD would not have the same status as the Council's development plan documents, it would be an important material consideration in the determination of planning applications. The Article 4 Direction would not be able to control changes of use from other A2 uses to a Betting Shop. However, the Council is able to condition permissions for new A2 use to prevent this where it can be justified.

## 2. Proposal and Issues

2.1 The proposed SPD seeks to curb the numbers and concentrations of betting shops in the borough. It aims to achieve this through the following:

- **SPD Implementation Point 1 – Preserving High Street Diversity**  
This policy seeks to preserve the diversity of the high street by implementing a 400m exclusion zone within the boundary of an existing permitted betting shop.
- **SPD Implementation Point 2 – Concentration and Clustering**  
Outside of the exclusion zone this policy seeks to reduce opportunities for betting shops in existing retail parades – this is the percentage of retail units which are operating as betting shops on a retail parade. In addition it seeks to prevent the clustering of new betting shops – this is the number of new betting shops located adjacent to one another.

2.2 Consultation with the statutory consultees, identified in accordance with the National Planning Policy Framework (2012), will be undertaken for a period of 6 weeks and the remainder of the local consultation will be undertaken in line with the Council's Statement of Community Involvement. Officers will address the comments received and bring a final copy of the SPD to the Cabinet and Assembly for approval.

### **Process for making an Article 4 Direction**

2.2 In 2010 the Government published the Town and Country Planning (Compensation) (No. 3) (England) Regulations 2010 (2010 No. 2135). This reduces local authorities' liability to pay compensation where they make Article 4 Directions as follows:

- Where 12 months' notice is given in advance of a direction taking effect there will be no liability to pay compensation; and
- Where directions are made with immediate effect or less than 12 months' notice, compensation will only be payable in relation to planning applications which are submitted within 12 months of the effective date of the direction and which are subsequently refused or where permission is granted subject to conditions.

2.3 Therefore to avoid potential compensation claims the Council needs to provide 12 months notice in advance of an Article 4 Direction taking effect. This is called a non immediate direction.

2.4 The procedure for making a "non-immediate" Article 4 Direction is as follows:

- Give 12 months notice of direction
- Seek representations
- Cabinet approval
- Advertise direction and notify Secretary of State

2.5 The Direction would come into effect 12 months after the notice had been placed.

### **3. Options Appraisal**

- 3.1 Failure to make the Article 4 Direction and adopt the SPD would substantially reduce the ability of the Council to control the proliferation and concentration of betting shops.
- 3.2 For the reasons set out in the report officers consider that doing nothing is not an option. Making a non-immediate Article 4 Direction does mean that there is an intervening 12 month period when people can take advantage of current permitted development rights. However, it is not anticipated that there will be a rush to convert high street premises (A3, A4 and A5 uses) into betting shops as there has already been a notable growth in betting shops in the borough in recent years. The Article 4 Direction is part of a longer term strategy to improve the diversity and vitality of the borough's high streets, and tackle the over and under representation of particular uses. As covered in the report an immediate direction would leave the Council open to compensation claims payable in relation to planning applications which are submitted within 12 months of the effective date of the direction and which are subsequently refused or where permission is granted subject to conditions.
- 3.3 Compensation may be claimed for abortive expenditure or for other loss or damage directly attributable to the withdrawal of the permitted development rights. For example the Council could be liable for the loss of income a property owner suffers by not being able to convert their property into a betting shop where this is due to the Article 4 Direction. However an immediate direction may incentivise property owners to claim for compensation for changes of use to betting shops they would not otherwise have carried out. This could leave the Council with a very significant liability. For this reason officers recommend that the non-immediate direction is the most appropriate course of action.

### **4. Consultation**

- 4.1 No consultation on the SPD or Article 4 Directive has taken place to date. The procedure for the Article 4 Direction is set out above. To bring forward the SPD, consultation with the statutory consultees, identified in accordance with the Government's National Planning Policy Framework, will be undertaken for a period of 6 weeks and the remainder of the local consultation will be undertaken in line with the Council's Statement of Community Involvement. Officers will address the comments received and bring a final copy of the SPD to the Assembly for approval.

### **5. Financial Implications**

Implications completed by: Philip Horner, Principal Accountant

- 5.1 There are no costs involved in obtaining an Article 4 Direction.
- 5.2 If the Council issues a "12 months notice of direction" the risk of compensation claims will be largely avoided. The only financial implication will be in respect of compensation that may be claimed for abortive expenditure or for other loss or damage directly attributable to the withdrawal of the permitted development rights. Although the Council is not likely to receive any claims of this nature, the value of the financial implication cannot be accurately estimated.

## **6. Legal Implications**

Implications completed by: Paul Feild, Corporate Governance Lawyer

- 6.1 This report proposes the making of an Article 4 Direction, covering the whole borough, withdrawing permitted development rights for conversion of A3, A4 and A5 uses to betting shops.
- 6.2 As a general principle developments require planning permission from the Council as the Local Planning Authority. To avoid every single development being referred to planning authorities; the Town and Country Planning (General Permitted Development) Order 1995 (the "Order") gives the Secretary of State the power to issue directions that specified developments may be "permitted development" that is to say that they do not require planning consent. Article 4 of the Order provides that a local planning authority may resolve to withdraw a specific "permitted development" and instead require that development will still need to seek planning permission from the authority.
- 6.3 Article 4 Directions are one of the tools available to local planning authorities in responding to the particular needs of their areas. An Article 4 Direction does not prevent the development to which it applies, but instead requires that planning permission is first obtained from the local planning authority for that development.
- 6.4 DCLG Guidance in the National Planning Policy Framework 2012 states that the use of Article 4 Directions to remove national permitted development rights should be limited to situations where this is necessary to protect local amenity or the wellbeing of the area. For all Article 4 Directions the legal requirement is that the local planning authority is satisfied that it is expedient that development that would normally benefit from permitted development rights should not be carried out unless permission is granted for it on an application.
- 6.5 Article 4 Directions covering any geographic area from a specific site to a local authority wide can be made. However, the Guidance also provides that there should be a particularly strong justification for the withdrawal of permitted development rights relating to a wide area e.g. those covering the entire area of a local planning authority. An example where it would be reasonable would be where the operation of the permitted development would undermine local objectives. This means that the Council needs to be satisfied there is good evidential reason(s) to make the Article 4 Direction and that if so it should be borough wide.
- 6.6 As the proposal is to make the directive borough wide it is important that consultation is carried out and due regard given to any responses.
- 6.7 To avoid the need to pay compensation a non-immediate direction is recommended which would require 12 months notice to be given. The Direction would come into effect 12 months after the notice had been placed.

## **7. Other Implications**

- 7.1 **Risk Management** - Officers consider that there is a legally sound basis for making this Article 4 Direction and Supplementary Planning Document. Whilst the Council

has to notify the Secretary of State when the Article 4 Direction is published it is unlikely he/she would intervene. Please see the options appraisal section for the risks associated with making immediate and non-immediate directions.

- 7.2 **Customer Impact** - Betting shops provide a form of entertainment and enjoyment for responsible gamblers. There are already 50 betting shops across the borough, which are in some cases less than 15 metres apart. However, all groups within the Borough will benefit from the impact of this policy which is focused on tackling the high levels of betting shops in the borough's high streets. Whilst black, Asian and other minority ethnic (BAME) communities and those from the most economically deprived backgrounds are probably disproportionately represented in the customer base of betting shops they are on balance likely to be advantaged by the Article 4 Direction. Research by the Gambling Commission and the NHS has found that BAME communities and those from the most economically deprived communities are more likely to become problem gamblers. The Article 4 Direction is seeking to protect those groups most vulnerable to problem gambling, in line with the licensing conditions betting shops must adhere to. As cited earlier, problem gambling can result in a plethora of related social, economic and health problems, so the Article 4 Direction and SPD will be to the benefit of all residents.
- 7.3 **Safeguarding Children** - Withdrawing permitted development rights will help to contain the potential for future betting shops growth in the Borough. Two of the many social problems that may result from problem gambling are family breakdown and domestic abuse. Therefore, by seeking to reduce the issue of problem gambling, the Article 4 Direction will help to safeguard children.
- 7.4 **Health Issues** - Problem gambling is seen as a health disorder and has been identified as 'gambling that comprises, disrupts or damages family, employment, personal or recreational pursuits. Groups at risk of becoming problem gamblers include minority ethnic groups, those with existing mental or substance misuse problems and adolescents. Therefore, the Article 4 Direction and SPD will be of benefit to the health and wellbeing of the borough's residents.
- 7.5 **Crime and Disorder Issues** - Research by the NHS and other organisations has identified links between problem gambling and a wide range of crime, from theft and fraud to domestic abuse. Therefore, withdrawing permitted development rights will help to address these issues.
- 7.6 **Property / Asset Issues** - It should be noted that restrictions on any type of development may affect the volume of private sector interest in development, the level of investment and/or the viability of business. The financial impact on the Council of this cannot be estimated.

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

- 1995 (General Permitted Development) Order (as amended)
- Core Strategy, LBB, 2010
- Borough Wide Development Plan Policies, LBB, 2011

- DCLG, National Planning Policy Framework, 2012
- High streets at the heart of our communities: The Government's response to the Mary Portas Review, 30 March 2012, DCLG
- Replacement Appendix D to Department of the Environment Circular 9/95: General Development Consolidation Order 1995
- The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (2000 No. 2853)
- Town and Country Planning (General Permitted Development) (Amendment) (No.2) (England) Order 2010
- Town and Country Planning (Compensation) (No. 3) (England) Regulations 2010 (2010 No. 2135)
- London Borough of Barking and Dagenham Neighbourhood Health Check, 2006, Atkins, p.4-3
- Barking Town Centre Retail Study: Update 2009, King Sturge, May 2009, p.27
- Barking Town Centre, Retail Study Update: 2012, Jones Lang LaSalle, February 2012, p.28

**List of appendices:**

**Appendix 1** - Draft Supplementary Planning Document: Evening the Odds – Curbing the proliferation of betting shops

**Appendix 2** - Betting Shop Exclusion Zone



## **APPENDIX 1**

**Evening the odds: curbing the proliferation of betting shops**

**Supplementary Planning Document**

**December 2012**

## **Contents**

### **1. Introduction**

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SPD Implementation Point 2 – Concentration and Clustering

### **7. Strategic working**

### **8. Monitoring, Implementation and Review**

### **9. References**

### **10. Appendix 1: Figure 1 – Betting Shop Exclusion Zone**

## 1. Introduction

- 1.1 This Supplementary Planning Document (SPD) explains the Council's overall guidance on addressing the social, economic and health impacts of betting shops (Use Class A2) ensuring local communities have access to thriving high streets with a diverse range of services to meet their needs. It advises on the appropriate location and concentration of such premises.
- 1.2 In its response to the Mary Portas Review<sup>1</sup> the Government highlighted Article 4 Directions as a tool to help local authorities and communities control certain uses such as betting shops, by removing permitted development rights, and requiring a planning application to be made. The National Planning Policy Framework (2012) advises that the use of Article 4 Directions to remove national permitted development rights should be limited to situations where this is necessary to protect local amenity or the wellbeing of the area. This SPD is intended to be used alongside an Article 4 Direction that will remove permitted development rights for changes of use to betting shops.
- 1.3 Under the current Use Classes Order (1987), which sets out changes of use that are permitted without planning permission, many high street uses can be converted into betting shops without a grant of permission, including restaurants and cafes (Class A3), drinking establishments (Class A4) and hot food takeaways (Class A5). The proposed Article 4 Direction would remove these permitted development rights and would require planning permission to be sought.
- 1.4 In September 2012 a consultation, from the Department of Communities and Local Government (DCLG), on changes to the Use Classes Order closed. The changes proposed in the consultation paper did not consider betting shops. In response to the consultation Barking and Dagenham Council highlighted its support for the Local Government Association's proposal for a local use class. This would allow local planning authorities (LPAs) to identify specific 'problem uses' and require planning permission for such development. However until the Government acts on this issue an Article 4 Direction is necessary.
- 1.5 This SPD specifically supplements the following policies and objectives of the Local Plan:

*Core Strategy (2010)*

- **SO.2: Reducing Inequalities and Promoting Community Cohesion**
- **SO.7: Promoting Vibrant Town Centres**

- **SO.13: Improving Health and Wellbeing**
- **CM1: General Principles for Development**
- **CM5: Town Centre Hierarchy**
- **CE1: Vibrant and Prosperous Town Centres**
- **CP1: Vibrant Culture and Tourism**

*Borough Wide Development Policies (2011)*

- **BE1: Protection of Retail Uses**
- **BE2: Development in Town Centres**
- **BE3: Retail Outside of Town Centres**
- **BP8: Protecting Residential Amenity**
- **BP11: Urban Design**

**1.6** The SPD does not have the same status as the development plan but is an important material consideration in the determination of planning applications.

**1.7** The provisions of this SPD will be implemented primarily through the development management process and the determination of applications for betting shop development. This document is intended to complement rather than duplicate other planning documents. It should be read in conjunction with the Barking and Dagenham Local Strategic Partnership's Community Strategy and the adopted Local Plan.

**Betting shops – a definition**

**1.8** Betting shops are designated in planning terms as use class A2 Financial and Professional Services under the Town & Country Planning Use Classes Order (1987). Betting shops also require a premises license under the Gambling Act (2005), which is administered by the Council.

**1.9** Under their license terms, the definition of a betting shop is that the primary activity on the premises must be betting services. Each premises is permitted to have up to four gaming machines, known as fixed odds betting terminals. Additional licenses may be required for the use of other betting mediums to lay bets such as betting websites. The license is valid for an indefinite period once granted, and can only be repealed if the proprietor breaks the terms and conditions of their license, or fails to pay their annual fee.

## **2. Status**

- 2.1** This guidance has been put together in accordance with the National Planning Policy Framework (NPPF, 2012). The statutory Development Plan is the starting point when determining a planning application for the development or use of land. The Development Plan consists of the London Plan (2011) and the development plan documents within the London Borough of Barking and Dagenham's Local Plan.
- 2.2** This SPD provides further detail on the implementation of Local Plan policy that applicants must follow to ensure they meet the policy requirements.

## **3. Planning policy framework**

- 3.1** This Supplementary Planning Document (SPD) has been prepared by the London Borough of Barking and Dagenham to address the social, economic and health impacts of betting shops on places and people. The guidance seeks to encourage a diversity of high street uses and facilitate safe and thriving town centres. It draws upon national and regional planning policy guidance and expands on local policies in the Local Plan.
- 3.2** There are 50 betting shops in Barking and Dagenham, which represents the sixth highest concentration of betting shops in London per capita. The Council considers that in the interests of the social and economic welfare, and health, of the borough's residents and the vitality and viability of its town centres that, this proliferation needs to be carefully controlled. It is for this reason that the Council has decided to provide further guidance on the location and concentration of betting shops.
- 3.3** The National Planning Policy Framework (NPPF) recognises the role planning takes in addressing social deprivation, supporting the vitality of town centres and promoting healthy communities. Paragraph 23 states that LPAs should recognise town centres as the heart of their communities and pursue policies to support their viability and vitality. LPAs should set out policies that make clear which uses will be permitted in such locations, and promote competitive town centres that provide a diverse retail offer which reflects the individuality of a town centre<sup>2</sup>.
- 3.4** Supporting social and economic welfare is at the heart of the town planning system. Facilitating the creation of sustainable, thriving communities is fundamental to the spatial planning approach. The NPPF, published in April 2012, recognises for the first time the role of planning policies and decisions in promoting healthy and inclusive communities<sup>3</sup>, as set out under Core Principle 8: *Promoting healthy communities*. The use of Article 4 directions, to remove permitted development rights is given, in paragraph 200 of the NPPF, as a tool

which Local Planning Authorities should consider using in situations where it is necessary to protect local amenity or the wellbeing of the area.

- 3.5** This follows a wider Government recognition of the importance of lifestyle-driven health problems. The White Paper *Healthy Lives, Healthy People* (2010)<sup>4</sup> recognises that people's lifestyles play an important role in health and health improvement. Many premature deaths and illnesses could be avoided by improving lifestyles<sup>5</sup>. The White Paper also recognises that improvements to the environment in which people live can make healthy lifestyles easier. It further states that lower socioeconomic groups and those living in the more deprived areas experience the greatest environmental burdens<sup>6</sup>.
- 3.6** The NPPF seeks to empower local planning authorities to create thriving and safe high streets which provide local communities with a diverse offer of retail and services. Core Principle 2: *Ensuring the vitality of town centres*, of the NPPF states that planning should not simply be about scrutiny, but instead be a creative exercise in finding ways to enhance and improve the places in which people live their lives<sup>7</sup>. Paragraph 69 of the NPPF requires planning policies and decisions to create safe and accessible environments where crime and disorder, and the fear of crime, do not undermine quality of life or community cohesion<sup>8</sup>. The proliferation and clustering of betting shops has the potential to undermine not only the quality of life for local residents but to degrade the vitality and diversity of the borough's high streets. Paragraph 161 of the NPPF states that LPAs should use up-to-date and relevant evidence to assess locations of deprivation which may benefit from remedial action<sup>9</sup>. Furthermore, paragraph 157 requires local plans to identify areas where it may be necessary to limit freedom to change the uses of buildings, and support such restrictions with clear explanation<sup>10</sup>. National guidance also requires planning policies and decisions to guard against the unnecessary loss of valued facilities and services, particularly where this would reduce the community's ability to meet its day-to-day needs, as set out in Paragraph 70 of the NPPF<sup>11</sup>.
- 3.7** Regional guidance under the Greater London Authorities (GLA) Best Practice Guidance – *Health Issues in Planning* (2007) emphasises the link between planning and health outcomes<sup>12</sup>. The guidance highlights the importance of putting physical, mental and community health objectives at the centre of plan making and planning decisions.
- 3.8** A key economic policy objective of the London Plan (2011) is to address areas of deprivation across the city<sup>13</sup>. Policy 3.1: *Ensuring Equal Life Chances for All* states the need to address the barriers to meeting the needs of particular groups and communities. Policy 3.1 requires development proposals to protect and enhance facilities and services that meet the needs of particular groups and communities. Further to this, Policy 3.2: *Improving Health and Addressing Health*

*Inequalities* sets out the Mayor's determination to create healthy places for all – from homes to neighbourhoods. This should be achieved through a range of measures including 'promoting a strong and diverse economy providing opportunities for all.'

**3.9** The London Plan also seeks to ensure that local planning policies and decisions maintain and enhance the vitality of high streets and diversity of services for local communities. Policy 4.7: *Retail and Town Centre Development*, states that LPAs should take a strong, partnership approach to assessing town centre needs, and that Local Plans should include mechanisms to undertake regular town centre health checks to inform strategic and local policy and implementation.

**3.10** Policy 7.1: *Building London's Neighbourhoods and Communities*, of the London Plan, seeks to ensure that communities have access to a good quality environment. The policy states that development should:

- Enable people to live healthy, active lives
- Maximise the opportunity for community diversity, inclusion and cohesion
- Contribute to people's sense of place, safety and security
- Meet the needs of the community at all stages of people's lives

**3.11** A study by the GLA into London's high streets in July 2012<sup>14</sup> found that in recent years there has been an increase in particular services on London's high streets, including betting shops, payday loan stores, pawnbrokers and fast food takeaways. This has led to concerns about a lack of diversity on the high street. London Plan Policy 4.8: *Supporting a Successful and Diverse Retail Sector* states that boroughs should support a successful, competitive and diverse retail sector which promotes sustainable access to the goods and services that Londoners need. Local Plans should support convenience retail and develop policies to prevent the loss of retail and related facilities that provide essential convenience and specialist shopping.

**3.12** This SPD seeks to complement existing policies contained within the adopted Local Plan. Policy BE1: Protection of Retail Uses, of the Borough Wide Development Policies DPD seeks to protect retail uses. Under current permitted development rights contained within the Town and Country Planning Use Classes Order (1987), a wide range of high street uses can be converted into betting shops without the need for planning permission.

Uses which do not require planning permission to become betting shops include:

- A2 uses (Financial and Professional Services)
- A3 uses (Food and Drink)
- A4 uses (Drinking Establishments)
- A5 uses (Hot Food Takeaways)

Due to this wide scope for betting shop development, the Council considers that separate policy guidance is required to control their proliferation and clustering.

- 3.13** Policy BE2: Development in Town Centres, of the Borough Wide Development Policies DPD promotes development in town centres that will bring vitality, viability and regeneration benefits. All development in town centres is required to meet a series of design criteria including 'not to be detrimental to the visual and/or environmental character and amenity of the area' this includes reference to general disturbance.
- 3.14** The Local Plan also considers the health impacts of development. Policy BC10 sets out the Council's commitment to working with NHS Barking and Dagenham to improve the health of the local population and reduce health inequalities. This builds on Strategic Objective 13 which seeks to improve the health and well being of residents and reducing health inequalities.
- 3.15** The Localism Act (2011)<sup>15</sup> enshrined the Government's commitment to devolve planning powers to the lowest possible level. The borough of Barking and Dagenham has the sixth highest number of betting shops in London per capita, with 50 premises currently licensed. In seeking to address a local planning issue, this SPD therefore seeks to help to deliver the Government's localism agenda.
- 3.16** This SPD is part of a broader strategy to tackle social, economic and health issues in Barking and Dagenham. Improving the economic prosperity, social wellbeing and health of the borough's residents is a cross cutting policy incorporated within a number of objectives in the adopted Local Plan. This SPD seeks to reduce the proliferation of betting shops across the borough, and will be used to inform local master-planning and regeneration strategies. This SPD aims to improve the economic prosperity, social wellbeing and health of the borough's population and safeguard and enhance the vitality of the borough's town centres by reducing the prevalence and clustering of betting shops.



## 4. Consultation

- 4.1 The consultation on this Draft SPD is in line with Barking and Dagenham's Statement of Community Involvement and runs from **XX January 2012** to **XX February 2013**.

Copies are available on the Barking and Dagenham website at <http://barking-dagenham.limehouse.co.uk/portal/>

Alternatively, you can request a copy by emailing [planningpolicy@lbbd.gov.uk](mailto:planningpolicy@lbbd.gov.uk) or writing to:

Dal Farah  
Regeneration and Economic Development  
London Borough of Barking and Dagenham  
Room 104  
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1 Town Square  
Barking  
IG11 7LU

Responses can be made online at <http://barking-dagenham.limehouse.co.uk/portal/>, sent by email to [planningpolicy@lbbd.gov.uk](mailto:planningpolicy@lbbd.gov.uk) or by post to the above address

## **5. Purpose and scope**

### **Evening the Odds: Examining the impact of betting shops in Barking and Dagenham**

- 5.1** The proliferation of betting shops in town centres has become increasingly recognised as a challenge for local councils across the UK. There are 8,400 betting shops in the UK<sup>16</sup> and the Government estimates that there are approximately 250,000 problem gamblers<sup>17</sup>. Problem gambling is seen as a health disorder and has been identified as ‘gambling that compromises, disrupts or damages family, employment, personal or recreational pursuits’<sup>18</sup>. Groups at risk of becoming problem gamblers include minority ethnic groups, those from lower socio-economic groups, those with existing mental health or substance misuse problems and adolescents<sup>19</sup>.
- 5.2** Research by the Gambling Commission concurs with this local NHS evidence<sup>20</sup>. A 2010 report found higher than average rates of problem gambling amongst young adults, minority ethnic groups, the unemployed, those with severe financial difficulties and those who drank the highest amount of alcohol<sup>21</sup>. This evidence is particularly pertinent given Barking and Dagenham’s socio-economic and demographic profile. Can it be considered a coincidence that Barking and Dagenham, which has a disproportionately high proportion of these groups, also has a disproportionately high number of betting shops?
- 5.3** Gambling addiction has been linked to a range of health and social problems including alcoholism, substance abuse and crime. Rates of depression and attempted suicide among problem gamblers are around twice the national average<sup>22</sup>, and problem gambling has been linked to mental health issues such as anti-social personality disorders and phobias<sup>23</sup>. There is also a link between domestic violence and gambling – a finding which is significant given that Barking and Dagenham has the highest reported domestic violence incidence rate in London<sup>24</sup>.
- 5.4** There is evidence to suggest that the growth of betting shops is particularly prominent in areas with high levels of social and economic deprivation<sup>25</sup>. This is significant, as the level of problem gambling within a community is known to be linked to the available opportunities to gamble<sup>26</sup>. Barking and Dagenham has one of London’s highest concentrations of betting shops per capita. Other east London boroughs with notable concentrations of betting shops include Newham, Haringey and Hackney. A commonality with Barking and Dagenham is that these local authorities rank amongst London’s most deprived boroughs<sup>1</sup>. Barking and Dagenham has the lowest gross

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<sup>1</sup> Barking and Dagenham is the seventh most deprived of London’s 33 boroughs and 22<sup>nd</sup> most deprived of England’s 354 local authorities. More than one in ten of the Borough’s residents live in wards which fall within the 10% most deprived in England. Unemployment in Barking and Dagenham is 12.4%; this is 25% higher than the London average and 35%

weekly earnings across all London boroughs. Betting shops rely on customers losing money. It may therefore seem irrational for Barking and Dagenham to have one of the highest concentrations of betting shops in London. Perhaps then it could be expected that betting shops would be more prevalent in those boroughs with the highest disposable incomes. Evidence however indicates that this is not the case<sup>27</sup>. Analysis by Geofutures reveals that betting shops cluster in those town centres across Great Britain where residents are on the lowest incomes and in areas where those who can least afford to spend money on an activity which is loss making<sup>28</sup>.

- 5.5** What explanation can there be for this? It should be recognised that betting is a popular pastime of the working class. A traditional pastime which, for those who know the risks involved, gambling is regarded as an affordable and entertaining leisure activity. The clustering of bookmakers in areas of greatest deprivation could therefore be seen as the market responding to this recognised customer base. Yet, such areas are also those locations where the most susceptible to harm from gambling reside<sup>29</sup>. People on the lowest incomes are more vulnerable to gambling, whether this is due to their financial predicament, their health or their knowledge of the risks and dangers involved<sup>30</sup>.
- 5.6** The Gambling Act 2005 limits the number of Fixed Odds Betting Terminals (B2 gaming machines or FOBT) per shop. This is currently set at four per premises. Bookmakers derive over 40% of their profits from these machines and less from traditional gambling, like horseracing<sup>31</sup>. A means around the FOBT limit is to open another Betting Shop. This has led to the clustering of betting shops, this may explain why in Barking Town Centre there are premises of the same chain in close proximity. Again, it could be argued that bookmakers are simply satisfying customer demand. Whilst this is true, when that demand may be due to an addiction it is a pattern that cannot be ignored. Clustering also increases the likelihood of anti-social behaviour and impacts on the diversity of the high street which in turn is to the detriment of vitality and viability<sup>32</sup>. Nowhere is this better illustrated in Barking and Dagenham than on Station Parade, an important gateway into the borough and for those arriving from Barking Station the first impression of Barking Town Centre. The close proximity of three betting shops on Station Parade creates an intimidating environment which detracts from the ambiance of the high street and is not providing a fitting arrival for what is a Major Centre.
- 5.7** While Barking and Dagenham is not deprived *because* it has a high prevalence of betting shops, they are a visible symptom of deprivation. Betting shops do not contribute to the Council's number one priority which is raising household incomes, clearly they do the

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higher than the UK average. The proportion of those reliant on welfare support is also high, with 6% of borough residents on out-of-work benefits; 32% higher than the London average and 37% higher than the UK average.

opposite<sup>2</sup>. On this basis doing nothing is not an option. The Council has a duty to use its planning powers to control the proliferation of betting shops.

- 5.8** The concentration and clustering of betting shops in the borough's parades also has a detrimental effect on the diversity and therefore the health of the high street. This proliferation is evidenced in consecutive retail studies that have been conducted in the borough in 2006, 2009 and 2012. Each study has found an over representation of betting shops. This disproportionate representation of betting shops, if left unchecked, will impact on the mix of retailers on our high streets. For such centres and parades to be successful it is imperative that there are a range of retailers proving a breadth of products to encourage a diverse customer base, increased footfall and to sustain the life of the borough's high street.

#### **How planning can control the proliferation of betting shops in Barking and Dagenham.**

- 5.9** In July 2012 the London Assembly's Economy Committee launched an investigation into empty shops on London's high streets<sup>33</sup>. The briefing highlighted the issue of the clustering of betting shops and the Mayor's pledge to lobby the Government to give local Council's greater control over their proliferation. In 2009 the London Borough of Lewisham sought powers to set a cap on the number of betting shops in the borough and to require planning permission for new premises. Lewisham Council were attempting to use powers under the Sustainable Communities Act (2007) but the proposal was not taken forward by the DCLG. Several other London boroughs, including Hackney and Haringey, have raised the issue of the proliferation of betting shops and Council Members have sought greater local planning powers to control and reduce their concentration.
- 5.10** Members of Parliament have also put forward a private members Bill. The Betting Shops Bill (2010-2012) proposed an amendment to the Town and Country Planning (Use Classes) Order to create a separate use class for betting shops. It also sought the ability to allow LPAs to assess demand for betting shops and place a cap on the number of these premises for which planning permission may be granted in any area<sup>34</sup>. However, the Bill failed to complete its passage through Parliament.
- 5.11** The Portas Review (2011) into the future of the UK's high streets included a recommendation to put betting shops into a separate use

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<sup>2</sup> Data from national charity the Consumer Credit Counselling Service (CCCS) indicates that residents in Barking and Dagenham have the third highest monthly debt problems of all London boroughs. Debtors from the borough have an average monthly household deficit of £80 and an average unsecured debt of over £16,000. Barking and Dagenham also has the highest proportion of debtors in mortgage arrears and the highest rate of repossession in England.

class category<sup>35</sup>. Following the Portas Review, the Government published *High Streets at the Heart of our Communities: the Government's Response to the Mary Portas Review*<sup>36</sup>. In this document the use of an Article 4 Direction was highlighted as the appropriate tool for controlling certain uses such as betting shops, by removing their permitted development rights, and requiring a planning application to be made.

- 5.12** The London Borough of Barking and Dagenham has produced this SPD and its corresponding Article 4 Direction in response to the Government's assertion that this is the correct means of controlling betting shops.

## 6. The guidance

### SPD Implementation Point 1 – Preserving High Street Diversity

**Planning permission for new betting shops will not be granted in the betting shop exclusion zone. This is where proposals:**

- **Fall within 400m of the boundary of an existing permitted betting shop**

**The betting shop exclusion zone is detailed in Figure 1.**

### REASONED JUSTIFICATION

- 6.1** The London Borough of Barking and Dagenham has the sixth highest concentration of betting shops in London per capita. There are currently 50 licensed premises across the borough and notable concentrations within Barking Town Centre, Dagenham Heathway, Chadwell Heath and the shopping parades of the Becontree Estate.
- 6.2** Research indicates that betting shops are part of a wider degradation of high street diversity and vitality since the onset of the recession<sup>37</sup>. Successive high street surveys of the borough have found an over representation of particular services, with betting shops consistently over represented. Local retail health checks, which look at the composition of high street services, have consistently identified the issue of the over and under representation of particular premises across Barking and Dagenham in the past few years<sup>38</sup>. The overrepresentation of particular services such as betting shops is not desirable in terms of trying to sustain the viability and vitality of the borough's centres. The borough retail study also confirmed that the over representation of betting shops, and other services such as hot food take aways, is especially strong amongst centres in the most deprived parts of the borough<sup>39</sup>.
- 6.3** The Council considers that limiting the proliferation of betting shops within the borough is an important component of Barking and Dagenham's strategic health and regeneration initiatives. A betting shop exclusion zone is particularly important considering the borough's high proportion of groups deemed to be vulnerable to problem gambling – minority ethnic groups and those from lower socio economic groups. The exclusion zone is set at 400m, this is considered to be a sufficient distance to prevent clustering and proliferation within the borough's town centres. The Urban Design Compendium (2000)<sup>40</sup>, a recognised and well referenced guide, advises that '*a widely used benchmark is for mixed development neighbourhoods to cover a 400m radius, equating to about five minutes walk*'.

## SPD Implementation Point 2 – Concentration and Clustering

**Planning permission will only be granted for a betting shop outside of the betting shop exclusion zone provided that:**

- **It is within Barking Town Centre, or Dagenham Heathway, Chadwell Heath and Green Lane District Centres or one of the Neighbourhood Centres.**
- **It will lead to no more than 5% of the units within the centre or frontage being betting shops.**

### **Basis for Calculation**

**The percentage is based on the measured frontage in relation to both:**

- **The proportion of non-A1 uses in each identified primary or secondary frontage.**
- **The proportion of non-A1 uses across the entire primary frontages, secondary frontages or neighbourhood frontages in question.**

**For Neighbourhood Centres, the percentage calculation is solely based on the proportion of non-A1 uses in the entire shopping area.**

**The location and boundaries of the District and Neighbourhood Centres are detailed in Figure 1.**

### **REASONED JUSTIFICATION**

- 6.4** In accordance with Borough Wide Development Planning Policy BE3, new retail development is expected to be located in the town centres set out in Core Strategy Policy CM5.
- 6.5** Borough Wide Development Policy BE3 makes it clear that planning permission for retail development outside or on the edge of a town centre will only be granted where it can be demonstrated that it benefits the existing community and fits in with planning objectives. Therefore, betting shops will not be permitted outside the borough's town centres. Within the borough's town centres betting shops will be allowed outside the exclusion zone provided they satisfy the criteria set out in this SPD.

- 6.6** The prevalence of betting shops displaces other high street uses and impacts on the vitality of designated town and neighbourhood centres. The clustering of betting shops, such as in Barking Town Centre, creates an intimidating environment and detracts from the high street ambiance the Council is trying to achieve.
- 6.7** As discussed in Section 5 of this SPD, the level of problem gambling within a community is known to be linked to available opportunities to gamble<sup>41</sup>. The over representation of betting shops in deprived wards not only restricts the retail choices available to local communities, but can also have a damaging effect on their health and finances. With a high number of the borough's residents in financial difficulty, high levels of unemployment and personal debt, the ability to quickly spend large sums of money in betting shops could be considered to be a contributory factor in maintaining a detrimental behavioural spiral towards ill health and other social problems.
- 6.8** Consequently, to ensure that shopping areas are diverse and balanced, especially in designated centres, applications for betting shops will be assessed for their cumulative impact.

## **7. Strategic working**

- 7.1** In tandem with this guidance the Council and its partners are implementing a number of initiatives to help improve the economic and social prosperity, and health, of the borough's residents.

### **Council Property and Regeneration**

- 7.2** The Council is a major property owner and this includes a significant number of shop units. Notwithstanding that many of these units are let on long leases, where opportunities arise, the Council will work with landlords to reduce the number of betting shops in its properties. Where the Council is a partner in new developments it will look to limit the opportunities for new betting shops, for example through the use of conditions or covenants as appropriate.

### **Council's Licensing Authority**

- 7.3** Whilst this guidance will help restrict opportunities for new betting shops to establish themselves in the borough the reality is that many of Barking and Dagenham's centres already have notable concentrations of betting shops. Therefore, the Council and the Trading Standards and Licensing team will look closely at existing licensed premises, and work closely with the Gambling Commission to ensure any breach of license conditions is fully investigated and appropriate remedial action is taken.



- 7.4** In cases where there is evidence to suggest that gambling at one of the premises is a source of crime and disorder, or that the premises is associated or used to support crime and disorder, the Council will seek to use its powers as the licensing authority under the Gambling Act (2005) to revoke the license. Equally if there is evidence to suggest that the betting shop is failing to meet any other of its licensing objectives the Council will seek to revoke the license. Other breaches (in addition to failing to pay the license fee) which can justify the revocation of a premises' license under the Gambling Act (2005) include:
- Children and other vulnerable people are being harmed or exploited by gambling
  - Gambling is not being conducted in a fair and open way
- 7.5** The Council's Licensing Authority will ensure that current licensed betting shops provide better access to information about the issues on gambling, debt and the services available to assist and support those with gambling addiction.

### **NHS and Adult and Community Services**

- 7.6** The Council will work with NHS Barking and Dagenham and Adult and Community Services to improve access to counselling, group support and other related services for problem gamblers in the borough. Due to the links between problem gambling and a wide range of other addictions and mental and physical health problems, the Council will ensure that partnership working extends across all relevant services, including the voluntary sector. This includes, but is not limited to; gambling addiction counselling, debt counselling and advice, alcohol and drug services, and adult mental health services.

## **8. Monitoring, Implementation and Review**

### **Monitoring**

- 8.1** Preparation of Local Plan documents is not a once and for all activity. It is essential to check that the SPD is being implemented correctly, that the desired outcomes are being achieved and if not, what corrective action needs to be under taken.
- 8.2** This will be done through a regular process of monitoring in partnership with the Licensing and Trading Standards, Development Management and NHS teams, the success of the SPD and its policies against a set of indicators and targets in the Annual Monitoring Report.

**8.3** Such indicators may include:

- The total number and concentration of betting shops in the borough
- The attractiveness and diversity of the borough's high street offer in Town Centre Health Checks and Retail Study updates
- Levels of problem gambling and personal debt in the borough
- Success at appeal

### **Implementation**

**8.4** The SPD will be primarily implemented through the development management process and the determination of planning applications. The SPD does not have the status of the development plan, but it will be an important material consideration in determining planning applications.

### **Review**

**8.5** The Council's Annual Monitoring Report will highlight any issues that may need a review.

**8.6** Changes in National or Regional Planning Policy or progress on Development Plan Documents, which form a part of the Local Development Framework, may also prompt the need for further reviews.

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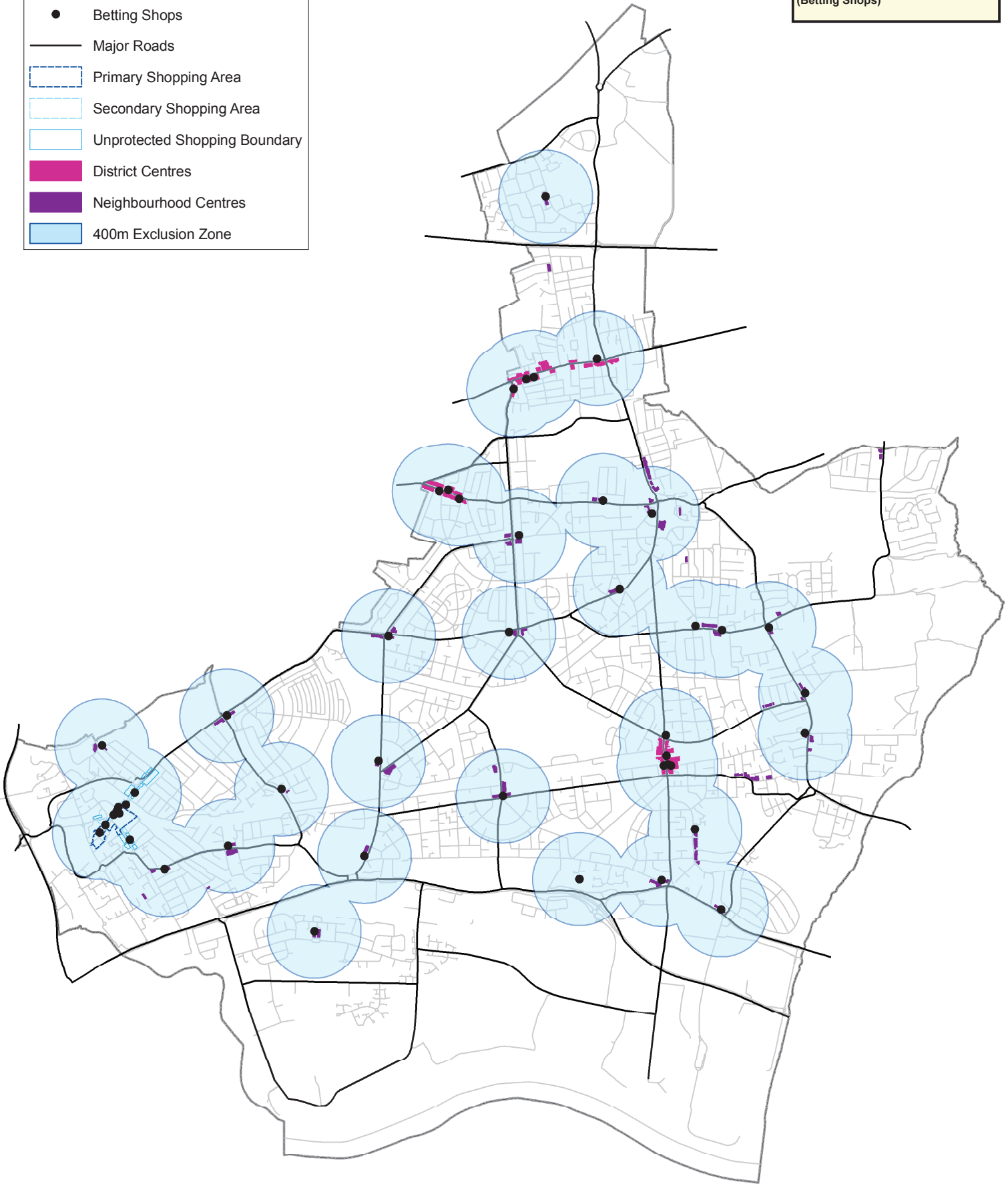
<sup>41</sup> Griffiths M, "Problem gambling", The Psychologist: Bulletin of the British Psychological Society 16: 582-84 (2003)

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**Key**

- Betting Shops
- Major Roads
- ▭ Primary Shopping Area
- ▭ Secondary Shopping Area
- ▭ Unprotected Shopping Boundary
- District Centres
- Neighbourhood Centres
- 400m Exclusion Zone

**APPENDIX 2  
(Betting Shops)**



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## CABINET

19 December 2012

<b>Title:</b> Joint Health and Wellbeing Strategy	
<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> <b>Tel:</b> 020 8227 3657 <b>E-mail:</b> matthew.cole@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Matthew Cole, Director of Public Health	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult and Community Services	
<b>Summary:</b>	
<p>This report provides Cabinet with the opportunity to approve or amend the Health and Wellbeing Strategy 2012-2015, with its underpinning delivery plan as well as associated Equalities Impact Assessment (EIA).</p> <p>The draft Strategy sets out a vision for improving the health and wellbeing of residents and reducing inequalities at every stage of people's lives by 2015. It aims to help residents improve their health by identifying the key priorities for action based on the evidence in our Joint Strategic Needs Assessment (JSNA), as well as what can be done to address them and what outcomes are intended to be achieved. These priorities will then underpin commissioning plans and other agreements to undertake the actions together, in order to make the greatest impact across the health and social care system and wider Council responsibilities. It also sets out how we will work together to deliver the agreed priorities.</p> <p>The Strategy has been subject to wide consultation, over a three month period, and has been redrafted to take account of the feedback. It has been signed off for presentation to Cabinet by the Shadow Health and Wellbeing Board at its meeting on 27 November 2012</p>	
<b>Recommendation</b>	
<p>The Cabinet is recommended to approve the Health and Wellbeing Strategy 2012-15, along with any comments or observations that Cabinet wishes officers to accommodate as they begin implementation.</p>	
<b>Reason(s)</b>	
<p>The Health and Social Care Act 2012 sets out a requirement that the Council and Clinical Commissioning Group agree a Health and Wellbeing Strategy, which will guide both organisations' commissioning plans for health, social care and related services. The attached Strategy is the result of a widely consulted-upon, partnership approach to establishing the key priorities for the improvement of health and wellbeing for the local population. It is commended to Cabinet by the Shadow Health and Wellbeing Board.</p>	

## **1. Background to the Strategy**

- 1.1. London Borough of Barking and Dagenham, through the Barking and Dagenham Partnership, agreed a Health and Wellbeing Strategy for the period 2010 to 2012/13, which set ten key priorities for improving the health of the local population.
- 1.2. The expiry of that Strategy coincides with the introduction of new duties placed on the Council, through the Health and Social Care Act 2012, to jointly prepare a Health and Wellbeing Strategy with its partners in the NHS.
- 1.3. Duties are also then placed on the both the Council and the local NHS commissioners to 'have regard' to this Strategy when formulating policy or commissioning services. It is intended, therefore, that the Council's plans for commissioning health and social care services, as well as delivering a wide range of public health related services and programmes, should link to the priorities of the Strategy that Cabinet is now being asked to approve.
- 1.4. From 1 April 2013, the Council will be responsible for leadership of the local public health system, commissioning patient and public engagement mechanisms for health and social care, and for ensuring a joint approach to health and social care service design through the new Health and Wellbeing Board. These are major developments of the Council's role in championing the improvement in health of the local population. This Strategy is the first publication that sets out the approach that the Council will take to these new important duties.
- 1.5. Whilst these duties are important, they merely provide a statutory basis for activity that the Council is already committed to taking. The residents of the Borough have some of the poorest health outcomes in the country, and the Council has a long-standing commitment to work with partners to address these issues. As the Strategy describes, Barking and Dagenham has more deaths than the London average for most conditions, including heart disease, cancer and lung disease. The local assessment of health and wellbeing issues, the 'Joint Strategic Needs Assessment', once again highlights the lifestyles that will cause problems both now and in the future. These include smoking, obesity, physical activity and alcohol misuse.
- 1.6. Whilst the Council's budget situation remains challenging, it remains committed to services and interventions to support people to remain healthy or to improve their health. These have included well taken-up subsidised leisure provision for young people and older people, as well as an innovative joint approach to primary health and social care services for those with long-term conditions, helping to keep them out of hospital and ensure that they get the right care at home to live as independently as possible. The Strategy forms part of a commitment to continue, despite a very challenging financial climate, to do what is possible for the improvement of residents' health and wellbeing.

## **2. Process of development of the new Strategy**

- 2.1. An expectation was set by the Department of Health that areas would have a new health and wellbeing strategy in place by the end of the 2012 calendar year, and the Shadow Health and Wellbeing Board agreed to work to this timescale. The

Strategy has undergone an extensive development period, co-ordinated in partnership through the Board and its subgroups.

- 2.2. In addition, a consultation has been undertaken on a first draft of the Strategy, which closed on 8 October 2012, and the Strategy takes account of the views that have been put forward.
- 2.3. As part of the consultation process, the Strategy was considered by the Health and Adult Services Select Committee.
- 2.4. The Strategy was authorised to go forward to approval by the Cabinet and the Clinical Commissioning Group at a meeting of the Shadow Health and Wellbeing Board on 27 November 2012. Members of the Board agreed that the Strategy had developed well from the earlier drafts, had adapted to meet the initial comments made at earlier meetings, as well as observing that it provided a good basis for linking commissioning plans into its overall strategic vision.
- 2.5. Fundamentally, the Strategy is rooted in the findings of the Joint Strategic Needs Assessment (JSNA), which highlights priorities for improving the health and wellbeing of the population based on an analysis of available data for health and care conditions as well as current issues around access to services. The JSNA contains a wealth of information, and can be accessed at [www.barkinganddagenhamsna.org.uk](http://www.barkinganddagenhamsna.org.uk).
- 2.6. To guide the development of the Strategy, the Shadow Health and Wellbeing Board established some key principles to adopt:
  - To set out shared priorities based on evidence of greatest need that puts the emphasis on prevention and early intervention.
  - To make health and wellbeing a personal agenda supported by borough based programmes and interventions.
  - To set out a clear rationale for the locally agreed priorities and also what that means for the other needs identified in the JSNA and how they will be handled.
  - Not try to solve everything, but take a strategic overview on how to address the key issues identified in the JSNA, including tackling the worst inequalities.
  - To concentrate on an achievable amount with an outcomes focus – prioritisation is difficult but important to maximise resources and focus on issues where the greatest gains in health and wellbeing can be achieved.
  - To address issues through joint working across the local health and social care system, and also to describe what individual services will do to tackle priorities and give effective solutions to individual problems.
  - To enable improved patient and service user engagement in the development of our Strategy and plans.

- To enable increased choice and control by residents who use services, with independence, prevention and integration at the heart of how choices can be made.

2.7. The Health and Wellbeing Strategy has strong links to national policies and strategies. In the local context the Health and Wellbeing Board will not seek to replicate other areas of work, or create complex cross-accountabilities between different programmes (such as, for example, the Housing Strategy or Sport and Physical Activity Strategy). However, we will work with the relevant boards and accountable officers, to ensure that the achievement of outcomes described in the Health and Wellbeing Strategy is supported across the whole partnership.

### **3. About the Strategy**

3.1. In preparing the Strategy, officers have sought to ensure that it will drive an improvement in health and wellbeing through all stages of life, to reduce health inequalities and to promote choice, control and independence.

3.2. The emphasis on impacting on all stages of life has meant that the Strategy is structured around the life course. Activities across different stages of life are then grouped in broad priority themes:

- care and support;
- protection and safeguarding;
- improvement and integration of services; and
- prevention.

3.3. The key outcomes from the delivery of the Strategy by 2015 are to:

- Increase the life expectancy of people living in the borough;
- Close the gap between the life expectancy in Barking and Dagenham with the London average; and
- Improve health and social care outcomes through integrated services.

3.4. In line with the feedback we have refocused the way we describe the priorities across the life course. The life course is now described as:

- Pre birth to early years;
- Primary School Children;
- Adolescence;
- Maternity;
- Early Adulthood;

- Established Adults;
- Older Adults;
- Vulnerable and Minority Groups (added as a result of the Equality Impact Assessment).

The Strategy is structured so that:

- The first pages (1 - 14) contain preambles; endorsements; the structure of the document; an overview of the health needs of the borough; and links to national and regional context and other local strategies and plans;
- The core of the document (pages 15 - 28) set out the outcomes, priority themes and describe the intent behind improving health at the stages of the life course;
- Finally, pages 29 - 32 set out how the Strategy will be delivered and monitored, and a summary of equalities considerations.

#### **4. The Delivery Plan, Equalities Impact Assessment and Consultation Response**

- 4.1. The Shadow Health and Wellbeing Board agreed that the publication of an outline Delivery Plan at the same time as the Strategy was appropriate to ensure that there were activities agreed and underway from the start of the Strategy period. The Delivery Plan sets out how the priorities will be delivered, and the agencies responsible for implementation.
- 4.2. An Equalities Impact Assessment has also been completed, and is available for Members to consider alongside the Strategy on the Council's website at <http://www.barkingdagenhampartnership.org.uk/hwb/pages/healthwellbeingstrategy2012.aspx> . This webpage also publishes the comments that were received on the first draft Strategy, showing how it has changed in response to partners' feedback.
- 4.3. Some formatting work will take place on the document once approved, though it will not be sent for professional printing. It is intended to disseminate the document electronically and print hard copies internally and only as required.

#### **5. Approval for future iterations of the Health and Wellbeing Strategy**

- 5.1. From April 2013, the Health and Wellbeing Board will take up its position as a formal committee of the Council, with a statutory basis. From this point, it is expected that the Health and Wellbeing Board will take the formal decision to approve the Strategy on the Council's behalf.

#### **6. Options Appraisal**

- 6.1. The options presented to Cabinet through this report are to:
  - a) Reject the Strategy and Delivery Plan;

- b) Approve the Strategy and Delivery Plan, either in its entirety or with any comments that they wish to see reflected as delivery commences.

- 6.2. The report recommends that the Cabinet adopt option (b) to approve the Strategy. As has been outlined in the report, considerable consultation and engagement has been undertaken across the Partnership, and the Strategy has been drafted based on the evidenced findings of the Joint Strategic Needs Assessment. The Shadow Health and Wellbeing Board has reviewed the document and is recommending approval to the Cabinet and to the Board of the Clinical Commissioning Group. To take up option (a) is therefore not recommended, and carries risk of destabilising partner relations and delaying implementation of important programmes that rely on the Strategy's direction.
- 6.3. Any Strategy and Delivery Plan must contain a capacity to adapt as delivery commences, so that it is able to meet any changing circumstances that may be encountered. Therefore, should Cabinet have observations to make on elements of the Strategy, or feedback that they would wish to see reflected as delivery commences, they have the option to approve the Strategy, with comments provided for officers to take forward as they shape the implementation of the Strategy.

## **7. Consultation**

- 7.1. The consultative process which has been undertaken to shape the Strategy is outlined in this report. In particular, for the Council, the Strategy has been reviewed, commented upon and amended in light of feedback from the Health and Adult Services Select Committee and the Shadow Health and Wellbeing Board.

## **8. Financial Implications**

Completed by: Dawn Calvert, Group Manager – Finance

- 8.1. The financial implications of the Strategy must be contained within current resources, including the Public Health grant that is due to transfer to the Local Authority from 1 April 2013. The baseline of estimated spend for Barking and Dagenham, as announced on 7 February 2012, is £11.019m for 2012/13. Final grant allocations for 2013/14 are expected to be announced in December 2012.

## **9. Legal Implications**

Completed by: Chris Pickering, Principal Solicitor

- 9.1. As the report identifies, the Council alongside the area NHS Clinical Commissioning Group have a shared duty as of April 2013 to develop a Health and Well-Being Strategy. The Strategy appears to have been adopted in a procedurally fair manner, including necessary consultation and impact assessments. Therefore the legal risks to its adoption will be limited as the Strategy represents the Council's fulfilment of that obligation and its commitment to improve the service.

## **10. Other Implications**

- 10.1. **Risk Management** - Risks involved in the Council are reviewed by an internal Health Group, chaired by the Corporate Director of Adult and Community Services.

An entry has been made on the Corporate (and Directorate) Risk Registers, principally relating to the transfer of Public Health responsibilities to the Council, but also encompassing issues relating to the delivery of the programmes that support the Health and Wellbeing Strategy. These are reviewed by Directorate Management Team (DMT) and Corporate Management Team as appropriate.

- 10.2. **Contractual Issues** - The Health and Wellbeing Strategy raises no specific contractual issues in itself, although it is expected that commissioning plans, and the contracts that arise from them, will in future reflect the priorities established by the Strategy.
- 10.3. **Staffing Issues** - The Strategy has no direct staffing implications.
- 10.4. **Customer Impact** - A detailed equality impact assessment has informed the development of the Strategy and it available for review on the Council's website at <http://www.barkingdagenhampartnership.org.uk/hwb/pages/healthwellbeingstrategy2012.aspx> . The Strategy has been drafted to take account of its findings, including an amendment to the life course approach to consider separately the specific needs of certain groups with protected characteristics. The Strategy is driven by a fundamental objective to improve residents' access to key health and social care services, for example, reflecting the work that the Council has done with local GPs to develop integrated care based around clusters of GP practices and social care teams, which is seeing significant benefits in terms of improved co-ordination, reduced delays to provision of service, and improved customer satisfaction.
- 10.5. **Safeguarding Children and Vulnerable Adults** - The Strategy acknowledges the role of the respective safeguarding boards for vulnerable adults and children and includes a specific theme about improving safeguarding and protection across the services that it seeks to improve. The Shadow Health and Wellbeing Board, through these commitments, will continue to build its work with the safeguarding boards with a view to strengthening the safeguarding roles and practice of health and social care services.
- 10.6. **Health Issues** -There is an unprecedented opportunity, through the leadership role conferred on the Council by the reforms introduced in the Health and Social Care Act 2012, to consider how the Council's community role, and all of the existing powers and levers available to it, can be used to improve the health and wellbeing of our population. The Strategy provides a framework through which Members can, in future, consider the extent to which Council priorities, decisions and services are providing the maximum positive impact on the health and wellbeing of the local population. It contains a programme of action for improving the health and wellbeing of the population, working closely with the NHS and voluntary sector, and for improving the quality of services local people receive and their extent to which they are planned and delivered in an integrated manner.
- 10.7. **Crime and Disorder Issues** - The Strategy acknowledges that crime and the fear of crime have an impact on health and wellbeing, causing people anxiety and posing a barrier to their active enjoyment of the borough's parks and leisure facilities and to their engagement in the community. It commits health partners to work on these issues, alongside the Council's existing long-standing commitment, and sets the priorities of the Shadow Health and Wellbeing Board in a wider context

of Council activity to improve community and individual wellbeing - which includes making neighbourhoods safer.

- 10.8. **Property / Asset Issues** - The Strategy raises no specific property or assets issues, and where they arise from commissioning and contracting processes that are intended to deliver the Strategy's priorities, they will be addressed in the appropriate reports put before Cabinet.

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

- Joint strategic needs assessment and joint health and wellbeing strategies – draft statutory guidance. <http://healthandcare.dh.gov.uk/draft-guidance/>
- Joint strategic needs assessment 2011 [www.barkinganddagenhamjsna.org.uk](http://www.barkinganddagenhamjsna.org.uk)
- Public health outcomes framework.  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_132358](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_132358)
- The Adult Social Care outcomes framework  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_131059](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131059)
- The Operating Framework for the NHS in England 2012/13  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_131360](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_131360)
- Operating principles for health and wellbeing boards  
[http://www.adph.org.uk/files/latest\\_news/Operating%20principles%20for%20health%20and%20wellbeing%20boards.pdf](http://www.adph.org.uk/files/latest_news/Operating%20principles%20for%20health%20and%20wellbeing%20boards.pdf)
- Clinical Commissioning Group Responsibilities  
<http://www.commissioningboard.nhs.uk/files/2012/09/fs-ccg-respon.pdf>
- <http://www.barkingdagenhampartnership.org.uk/hwb/pages/healthwellbeingstrategy2012.aspx> .

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

**Appendix 1** - Joint Health and Wellbeing Strategy 2012-15

**Appendix 2** - Joint Health and Wellbeing Strategy Delivery Plan 2012-15



**DRAFT Joint  
Health and Wellbeing  
Strategy 2012-15**

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LEADER

# Foreword

The challenges are large. However, The Health and Social Care Act 2012 gives us an opportunity and places a real responsibility, on both the Council, and our local GPs, to make sure that residents are empowered to choose the high quality, leading-edge care they deserve.

Together with the other five Olympic Host Boroughs, we have agreed a legacy programme which is designed to finally secure a „level playing field’ or what’s known as economic convergence with the rest of London. This means that within 20 years the communities within our boroughs will have the same social and economic chances as their neighbours living elsewhere in the capital.

To meet this demand, our Health and Wellbeing Board has agreed this high level strategy that describes a genuinely exciting future for public health, health and social care in Barking and Dagenham.

We have developed our intentions in true partnership between the Council, Barking and Dagenham Clinical Commissioning Group, the local Council for Voluntary Services and Barking and Dagenham LINKs. We are sure we speak on behalf of my colleagues in each organisation involved, that the strategy provides a compelling and clear route-map for the period ahead.

This strategy is relevant to people of all ages and all walks of life. We shall focus on the gains to be had from service providers working closer together and the crucial developing contribution of local voluntary and community groups. Above all we aim to prevent problems from occurring.

With this in mind we have a particular focus on addressing health inequalities between patients and service users in access to and outcomes from health and social care services.

We also outline a dramatic shift in the balance of care, with a greater emphasis on making convenient local care a reality.

A public consultation was held between August and October 2012 to listen closely to what residents had to say about what’s inside this plan. This wasn’t a „tick box’ consultation – we engaged and debated, discussed and deliberated, on whether we got the right priorities for change and the support packages people needed. Where we can improve, we promise we will. Where we can deliver change, we’ll make it our priority to do so.

We commend this strategy to you.



**Councillor Maureen Worby**  
Chair, Health and Wellbeing Board

### **Richard Vann, Manager of Barking & Dagenham LINK**

The quality standards and accessibility of health and social care services in Barking and Dagenham are important issues that affect the lives of individuals that need to use them in the borough. As the LINK representative on the Health and Wellbeing Board, I have had the opportunity to represent the views of LINK members and the community, with input into the development of this strategy.

This comprehensive document sets out a process to rise to the challenge of achieving the vision for making a real difference to the quality and standard of local services.



An integral part of this process is to ensure that local people and the wider community are consulted so that their views are clearly heard on how services can best meet their needs and improve their health and wellbeing.

Through consultation and engagement with local people, the strategy provided opportunities for the community to have an influence on the way services can be delivered in the future.

The LINK supports the vision the strategy aims to achieve in addressing the health and social care inequalities that occur in Barking and Dagenham



### **Dr Mohi, Chair of Barking and Dagenham Pathfinder Clinical Commissioning Group**

The Barking and Dagenham Pathfinder Clinical Commissioning Group is committed to improving the quality of care for patients and residents in Barking and Dagenham. As members of the Health and Wellbeing Board, we are working with partners to deliver improved pathways of care by redesigning services and ensuring equity of access based on local need. The Health and Wellbeing Strategy is an important vehicle that will guide the development of integrated services across health and social care, making the best use of resources for the benefit of local people.

The Strategy identifies some key priorities where health and social care, working together, could make a significant improvement in health and wellbeing outcomes for local people.

Our vision is to organise health and social care services around GP practices, dentists, pharmacists and optometrists to deliver effective community based services for practice populations. This will be done by taking a “bottom up” approach to planning that takes into account the views and experience of patients. We are pleased to support this document.

### **Carl Blackburn, Chief Executive, Barking and Dagenham Council for Voluntary Services**

There are over 500 voluntary and community organisations in Barking and Dagenham, which have been at the forefront of delivery services to improve the health and wellbeing of local communities for many years.

Everyone is aware of the headline issues in the borough, including a lower than average life expectancy and high rates of heart disease

Local groups work with people behind these headlines and see the effects on a daily basis. Voluntary groups undertake a huge amount of preventative work, helping people to live longer and healthier lives, and a large number of organisations support people living with long term conditions, such as sickle cell, diabetes and the effects of stroke.

I am pleased that the role and contribution of the voluntary and community sector has been recognised in this strategy. By working in partnership across all sectors we will be able to improve the health and wellbeing of all Barking and Dagenham residents



# Introduction

In Barking and Dagenham our residents are not as healthy as they should be. Compared to other parts of the country they don't live as long, with many dying earlier from cancer or heart disease. Our Strategy sets out a vision for improving the health and wellbeing of residents and reducing inequalities at every stage of people's lives by 2015. It aims to help residents improve their health by identifying the key priorities based on the evidence in our Joint Strategic Needs Assessment (JSNA), what can be done to address them and what outcomes are intended to be achieved. These priorities will then underpin commissioning plans and other agreements to undertake the actions together, in order to make the greatest impact across the health and social care system and wider Council responsibilities. It also sets out how we will work together to deliver the agreed priorities.

The new joint Health and Wellbeing Strategy is the mechanism by which our Health and Wellbeing Board will address the needs identified in our Joint Strategic Needs Assessment (JSNA), setting out agreed priorities for collective action. Through better integration of service planning and improvements in the quality and accessibility service provision, the Council and Clinical Commissioning Group will be able to avoid duplication and increase the efficiency and quality of services for the residents, whilst maximising the use of resources in the current demographic and financial climate.

The Board will also capitalise on the opportunity to consider services across the partners, beyond health and social care, to health-related services such as leisure, housing and children's centres. It will also consider how the commissioning of these can be joined up with commissioning of health and social care services to improve the health and wellbeing of residents. The Strategy and JSNA inform the London Health Improvement Board and the NHS Commissioning Board (London).

We will also be laying out the future landscape for patient and service user engagement through HealthWatch which will be commissioned by the Council. It is important that we maintain the key policy driver that "no decision about me, without me".

Our Strategy is supported by a detailed delivery plan which provides more specific goals, actions and expected achievements to meet the outcomes. The delivery plan is a separate document and accompanies this Strategy.



# Our population and its health challenges

The JSNA 2011 draws out the important challenges to our residents' health and can be characterised under the following key headings:

- Population growth and changes in our local population.
- Income poverty resulting in reduced wellbeing by numerous mechanisms, including mental health challenges, fuel poverty, decreased access to services and many more.
- High levels of lifestyle risk including smoking, obesity and physical inactivity.
- Continued high death rates from various diseases, especially heart disease, cancer and chronic lung disease, expressed as life expectancy and mortality rates.
- Some single issues that remain problems, for example dementia.

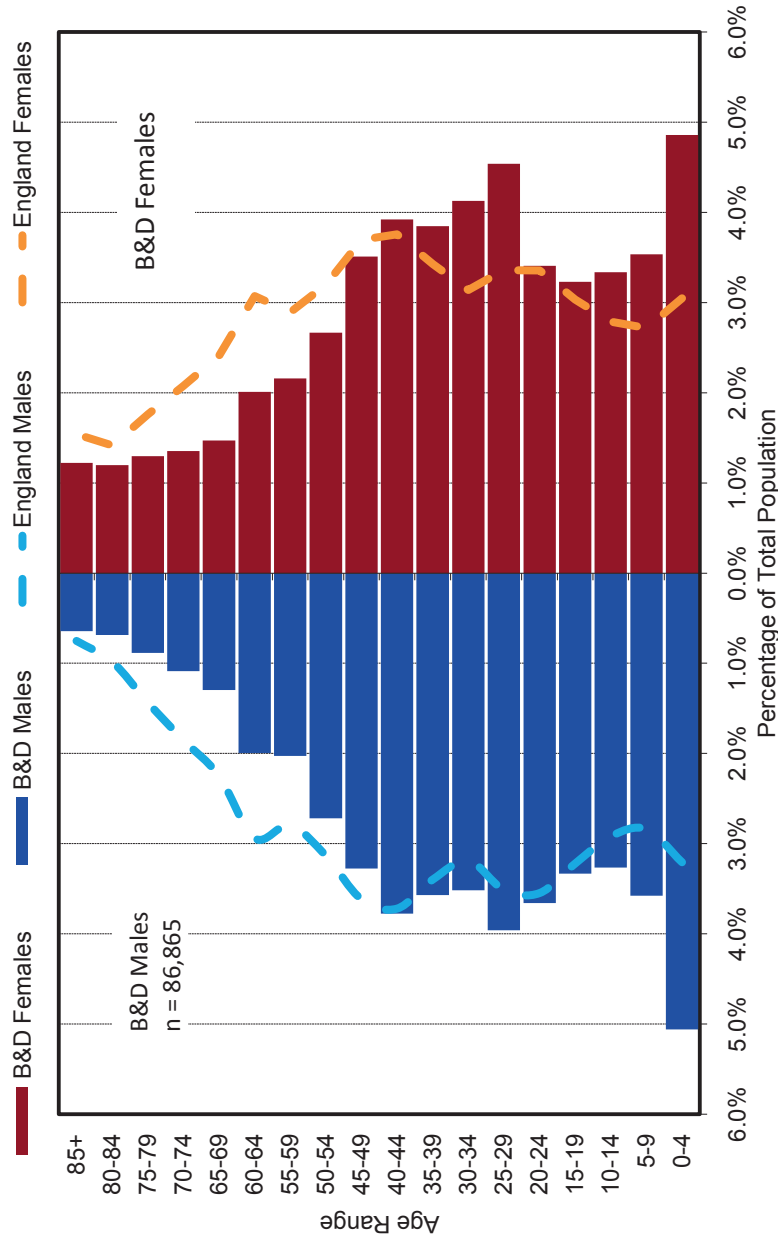
## Population growth and changes in our local population

There have been significant changes to the demographics of the population in the last decade, most noticeably a very high birth rate and new housing development. We had the biggest population increase (2.4 per cent) of all London boroughs between 2009 and 2010. This equates to a 12 per cent growth in children. This is mainly due to increasing births and children aged under four, as well as more people aged between 20 and 50 living in the borough. The population make up has changed significantly with increases in the proportion of the population who are from black and minority ethnic backgrounds such as Nigeria and Pakistan and also from eastern European countries such as Lithuania.

Figure 1 shows the population pyramid for Barking and Dagenham based on the mid-year estimate (MYE) from the Office for National Statistics. It should be noted that Barking and Dagenham has a wide base to its population pyramid, which is more typical of a developing country characterised by a high fertility rate. Population change in London has mostly been driven by natural change, which is an excess of births over deaths.

In Barking and Dagenham the older population is expected to decline until at least 2025 when it is projected to start increasing again. This is in stark contrast with the rest of the nation which is experiencing a steady increase in the number of people aged 65 and over. Possible explanations include poor life expectancy and people moving out of the borough as they become older.

Figure 1 Population pyramid, Barking and Dagenham, 2010



Source: Office for National Statistics (ONS) 2010 Mid -Year Population Estimates

### Income, poverty and employment

We understand that issues such as household income, employment and poverty all impact on an individual's ability to achieve their potential and live a healthy life, and although they reflected in Council and Partner Agency priorities, the JSNA moves the focus on to some aspects that could be improved in more specific ways. People with learning disability, mental health problems, chronic disease and the household are particularly likely to be unable to work, be unemployed and be on low incomes. For example, there are around 20 avoidable deaths annually from the cold in this borough – usually related to under-heated homes. There are increased lung conditions especially in children from cold homes. Mechanisms for improving access to work and finances for these vulnerable people need to stay a focus of partner organisations. In December 2011, the Government launched its programme to turn around the country's 120,000 most troubled families. The Government has estimated that there are 645 troubled families in Barking and Dagenham at an estimated cost to the taxpayer of £48,375 million.



## **Lifestyle risks and prevention**

The JSNA once again highlights the lifestyles that will cause problems both now and in the future. These include:

- Smoking – smoking rates have dropped a little but smoking related disease, hospital admissions and even childhood illness (passive smoking) remain stubbornly high. This has to remain a priority for the Council.
- Obesity – this borough has the highest rate of adult obesity in London and the harmful effects of obesity will be seen both now and into the future. Hence, existing efforts to improve the situation need to be a priority.
- Physical activity – this has beneficial effects on many aspects of life including keeping a healthy weight, mental health and wellbeing. There is room for improvement in these areas for both children and adults.
- Alcohol misuse is a sizeable problem in the borough and is contributing to hospital emergency admissions, domestic violence as well as overall poor mental and physical health.

There are some highly effective simple prevention measures which could be promoted more in Barking and Dagenham – these include vaccination against childhood and adult diseases and breast feeding.

Air pollution is estimated to kill around 120 people per year in the borough. These people are not identifiable as individuals but particularly affects people in poor health and results in many hospitalisations.

## **High rates of death from common diseases**

Barking and Dagenham has more deaths than the London average for most conditions including heart disease, cancer and long standing lung disease. There are also very high rates of hospitalisation from these conditions. Tackling these conditions involves multiple interventions but mortality is mainly decreased by prevention and early GP interventions of self, carers and health and social care professionals not by hospital specialist care. The majority (around 7 out of 10) of predictable deaths occur in hospital but this is not what local residents want – with around two-thirds wishing to die in their own homes. Much more priority needs to be put into assisting people with severe illnesses to die with dignity and support in their place of choice.

## **Single issues and disease**

The JSNA highlights a number of conditions whose prevention, detection or management could be improved. These include dementia, low vision and diabetic eye disease. Other non disease issues include domestic violence and safeguarding.

The Joint Strategic Needs Assessment (JSNA) is a process used to identify the health and wellbeing needs of a local area, providing a basis of sound evidence for the planning and funding of local services and action to be taken by local partners working together. The 2011 JSNA can be found at <http://www.barkinganddagenhamjsna.org.uk/> and provides details in many areas of health, social care and wider influences that have marked effects on wellbeing e.g. housing and employment issues.

# Principles of our Strategy

Our joint Health and Wellbeing Strategy has strong links to national policies and strategies. In the local context the Health and Wellbeing Board will not seek to replicate the work of existing boards and strategies such as the Housing Strategy and Sport and Physical Activity Strategy. However, we will work across all partner agencies and through staff at all levels of the organisations, to ensure the achievement of our outcomes is supported across the whole partnership.

This is a key principle as outlined in the 2011 Annual Report of the Director of Public Health that suggests attainment and maintenance of good health is a team effort. While individuals could take on more responsibility for improving and maintaining their own health, it is easier to do this in a society, where all the elements of that society combine in a supportive manner to promote health.

To further support this, we have also incorporated the work of Sir Michael Marmot and his published review into health inequalities in England. Two annual reviews have been published since which focus on some top level indicators of inequality for each of the local authorities in England. These are life expectancy at birth; children reaching a good level of development at age five; young people not in employment, education or training; and percentage of people in households receiving means tested benefits. In addition there is an index showing the level of social inequalities within each local authority area for some of the indicators, including life expectancy at birth. Annual updates are expected in years to come.

People from higher socio-economic backgrounds have more opportunities to lead a fuller life with better health than those from less affluent backgrounds. Inequalities in health can be seen from birth, with children from poorer socio-economic backgrounds showing poorer cognitive development from a very early age, when compared with children from more affluent areas. In line with the Marmot's recommendations we cover the resident population across the life course from pre birth to end of life; and take account of the needs of residents in the most vulnerable circumstances and excluded groups. We have decided that the life course, in the local context, can be divided into the following categories in Figure 2. These are not typical age ranges but work in our context as for example, we find a significant number of our middle aged adults, because of chronic disease, as frail as our over 70's.

It is anticipated that there would be considerable overlap between each group but it is proposed that these six groups are used as a reminder to ensure that each decision considers each group in turn. In response to the consultation on the draft Strategy a further two specific groups for Maternity and Vulnerable and Minority populations have been added making a total of eight altogether.

Figure 2 – Life Course



### Working with our stakeholders

The Board recognises that no individual agency can overcome the challenges facing the borough and its residents, but by working together and building on the resources from individuals' doorsteps to the Town Hall, we can work collectively to make the changes needed to give our residents the best opportunity for a healthy, happy and longer life.

The assets we have to draw on in Barking and Dagenham include:

- Children Centres
- 45 Primary Schools
- 9 Secondary Schools (almost 50 per cent rated as outstanding) plus 1 outstanding special school. 2 Further Education Colleges
- 42 General Practices with 146 General practitioners on the performers list, 72 Practices Nurses
- 25 dental practices (including community dental service),
- 36 pharmacies employing 70 pharmacists, 50 pharmacy technicians and 120 healthcare assistants
- 13 optometrists
- Housing associations
- Barking Learning Centre, Active Age Centres and 25 parks and open spaces
- Over 500 voluntary and community groups and 65 sports clubs



## **We will in this Strategy improve health and wellbeing through all stages of life to:**

- Reduce health inequalities
- Promote choice, control and independence
- Improve the quality and delivery of services provided by all partner agencies

Within this broad vision, the Health and Wellbeing Board has identified some key principals. These are:

- To set out shared priorities based on evidence of greatest need that puts the emphasis on prevention and early intervention.
- To make health and wellbeing a personal agenda supported by borough based programmes and interventions.
- To set out a clear rationale for the locally agreed priorities and also what that means for the other needs identified in the JSNA and how they will be handled.
- Not try to solve everything, but take a strategic overview on how to address the key issues identified in the JSNA, including tackling the worst inequalities.
- To concentrate on an achievable amount with an outcomes focus – prioritisation is difficult but important to maximise resources and focus on issues where the greatest gains in health and wellbeing can be achieved.
- To address issues through joint working across the local systems and also describe what individual services will do to tackle priorities and give effective solutions to individual problems.
- To enable improved patient and service user engagement in the development of our Strategy and plans.
- To enable increased choice and control by residents who use services with independence, prevention and integration at the heart of how choices can be made.

# National and regional context

## The Health and Social Care Act 2012

The Health and Wellbeing Board is a statutory committee of the Council, established under the Health and Social Care Act 2012, to ensure democratic accountability of local public health, health and social care service planning.

The overall responsibility of the Health and Wellbeing Board is to improve the health and wellbeing of the population and reduce inequalities between the local population and the London and national average and between different communities within the borough.

## London Health Improvement Board

An ambitious programme to save more than 1,000 lives in the capital each year by improving the early diagnosis and prevention of cancer, has been agreed by the new London Health Improvement Board (LHIB). The Mayor of London is leading the newly created LHIB which includes representatives from the NHS and the capital's 33 local authorities. It aims to tackle the biggest health problems in the capital - including cancer, childhood obesity and alcohol abuse – by taking a pan-London, strategic view. It is proposed that the funding for this programme will be levied from the 33 local authorities taking 0.5 per cent from the proposed Public Health Grant from the 1st April 2013.

## The challenges ahead

The borough faces a series of challenges from national and regional policy decisions outside the control of the local partnership, these include:

- Changes to the welfare and benefits system will negatively impact on the majority of households in the borough.
- Evidencing quality improvement and rebuilding public confidence in Barking, Havering and Redbridge University Hospital NHS Trust following the Care Quality Commission interventions.
- Economic recession and the impact of the Government's economic policy on the public sector finances.
- Balancing the needs of the population and restrictions on public finances.
- Implementing national review recommendations on safeguarding of children (Munro) and funding for the care of adults at risk (Dilnot).
- Implementation of the Health for North East London programme. This is a major restructure, not just of healthcare services but also how social care is integrated within the system.
- The Government has started a radical reform agenda in education.
- The Government has estimated 645 troubled families in Barking and Dagenham who require tailored interventions.

# Local strategies/plans

Policies and Strategies	Summary
Council Statement of Priorities 2012/13	Summarises the Council's aims over the coming year, set in the context of the Medium Term Financial Strategy.
Barking and Dagenham Commissioning Strategic Plan 2012/13	Describes how the CCG will continue to improve the health outcomes of our local population, improve the quality of health services over the next 3 years, and do so while delivering a balanced budget.
Housing Strategy 2012-17	Sets out our vision for housing in the area from 2012 to 2017 and identifies how we will work with our partners to improve all housing in the borough.
Children and Young People's Plan	Sets out how the Children's Trust will improve outcomes for all children and young people.
Barking & Dagenham's Core Strategy (2010) and Borough Wide Development Policies Development Plan (2011)	Sets out the need to improve the health and wellbeing of local residents. It aims to reduce health inequalities by ensuring good access to high quality sports and recreation opportunities and health care provision. Requires new schemes to address the health impacts of development.
Regeneration Strategy	Includes building in of health and active transport into regeneration planning.
Sports and Physical Activity Strategy	Sets out the borough's approach to increasing sport and physical activity.
Older People's Strategy	Sets out how the Council will work to help older people to lead fulfilling, independent lives in the community.
Domestic and Sexual Violence Strategy 2012-15	This is the Community Safety Partnership's Domestic and Sexual Violence Strategy and Delivery Plan 2012-15
Barking and Dagenham Community Safety Partnership Strategic Assessment of Crime and Community Safety Partnership Plan 2012-2015	Following an annual strategic assessment of crime from which three year priorities are drawn. Setting out actions to reduce crime and disorder, antisocial behaviour and other behaviour affecting the local environment, as well as reducing the misuse of drugs, alcohol and other substances, reduce the fear of crime and increase public confidence.
Alcohol Strategy 2013 – 2016 (currently draft)	This strategy aims to support a vibrant night-time and licensing economy whilst recognising and addressing the negative impact that alcohol misuse can have on communities.
Personalisation and Social Care Market Development 2010-2015	Sets out the framework for adult social care in Barking and Dagenham.
Safeguarding Adults Board Strategy	Sets out the strategic framework for the borough to ensure that adults at risk in our community live lives free from abuse and neglect.
Carers Strategy	Sets out the actions to support its priorities to ensure the best possible outcomes for carers and those they support.
Troubled Families Programme	Sets out our approach to working with troubled families and the outcomes we are looking to achieve.
Host Boroughs Strategic Regeneration Framework and Convergence Strategy	Reducing the gap outcomes for the host boroughs population compared to the London average
Anti-Social Behaviour Policy and Procedure	Sets out our approach for dealing with and managing anti-social behaviour

# Outcomes

The outcomes we want to achieve for our joint Health and Wellbeing Strategy are:

- To increase the life expectancy of people living in Barking and Dagenham.
- To close the gap between the life expectancy in Barking and Dagenham with the London average.
- To improve health and social care outcomes through integrated services.

Our vision and outcomes can only be achieved through a change in the way we do things in Barking and Dagenham. This will involve change for residents by taking on more responsibility for their own health and wellbeing supported by those planning and delivering local services. So what will this mean for local residents if we achieve these outcomes?

Residents are supported to make informed choices about their health and wellbeing to take up opportunities for self help in changing lifestyles such as giving up smoking and maintaining a healthy weight. This also involves fostering a sense of independence rather than dependence.	Service providers have and use person centred skills across their services that makes every contact with a health professional count to improve health.
Every resident experiences a seamless service.	Services support individuals to make choices about their health and care to help them reach their potential.
Long term action with our more disadvantaged groups and communities will overcome generational poverty.	Bringing health and social care planning and service provision together will enable less costly interventions with better outcomes in the long term.
Children having the best possible start in life from conception, so breaking the link between early disadvantage and poor outcomes throughout life.	More older people feel healthy, active and included.
Being able to take part in the design and delivery of services that are suitable for their needs.	Threats to public health are minimised and dealt with speedily.
Having a decent home that is warm and meets their needs.	Early diagnosis and increased awareness of signs and symptoms of disease will enable residents to live their lives confidently, in better health for longer.

# Priority themes

The Health and Wellbeing Board mapped the outcome frameworks for the NHS, Public Health, and Adult Social Care with our Children and Young People's Plan. We agreed, based on this, to establish four priority themes that covered the breadth of the frameworks. We then mapped our actions, outcomes and outcome measures across the life course against the four priority themes:

CARE & SUPPORT	PROTECTION AND SAFEGUARDING
<p>Ensuring that patients, service users and carers have control and choice over the shape of the care and support that they receive in all care settings.</p>	<p>Protecting local people from threats to their health and wellbeing. These include:</p> <ul style="list-style-type: none"> <li>• Infectious disease</li> <li>• Deaths relating to extreme weather</li> </ul> <p>Enablers to protect health include:</p> <ul style="list-style-type: none"> <li>• Built environment and housing stock</li> </ul> <p>Safeguarding individuals of all ages and identities from abuse, crime and ill treatment</p>
IMPROVEMENT AND INTEGRATION OF SERVICES	PREVENTION
<p>Improving treatment and care by benchmarking against best practice and where we identify that care has failed. Exploring new and different ways of providing health and social care that is more accessible and person centered with particular emphasis on improving this for older people and disabled children.</p>	<p>Supporting local people to make lifestyle choices at an individual level which will positively improve the quality and length of their life and overall increase the health of the population.</p>



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# How we decided our priorities

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## **Our criteria:**

The Board considered all the relevant recommendations from the JSNA 2011 using the criteria below:

- Evidence of need
- Influencing all partner priorities
- Focus on the most important priorities
- Will be achievable
- Value for money
- Have clear outcomes

## **We were then able to:**

- Identify the key actions for public health and safeguarding across each stage of the life course.
- Identify the key actions for health and social care across each stage of the life course.
- Identify the basket of key actions to be addressed through the 2013/14 commissioning and business planning round.
- Identify those priorities that should be addressed in later years for each stage of the life course.

# Theme 1: Pre birth and early years

Children, aged 0-4years, made up just over 10 per cent of the population of Barking and Dagenham in the 2011 Census, compared to just over 7 per cent across London. Between 2007 and 2012 the 0-4years population in Barking and Dagenham increased by over 26 per cent compared to just over 14 per cent increase in London.

These early years lay a foundation, and the Health and Wellbeing Board are working in partnership to provide children with the best start in life. The impacts of early years behaviour like breastfeeding and healthy weaning, exposure to cigarette smoke or domestic violence can impact children throughout their lives. The Healthy Child Programme (0-5yrs) sets out an expectation that every child is offered a health review with a trained professional and additional multi-agency support for children and families with higher need through the common assessment framework.

## Priority Area: Care and Support

- All children are offered health reviews in line with national guidance
- More children identified with special needs have their needs met and demonstrate improved health and developmental outcomes
- More children have regular dental checks and as a result have less dental decay aged 4/5 years.

## Priority Area: Protection and Safeguarding

- Most children are protected through vaccination against measles, mumps, rubella and whooping cough.
- Fewer children come into local authority care due to emotional abuse or neglect, including domestic violence
- Fewer children grow up in poverty.

## Priority Area: Improvement and Integration of Services

- Most children achieve a healthy standard of school readiness by age 5 through coherent and integrated support.
- More children and families have access to urgent care community services which meet their needs
- More children with chronic and/or complex health and social care needs are supported in an integrated way at home.

## Priority Area: Prevention

- More infants are breastfed in the first months of life.
- More children are taking part in regular physical activity.
- Fewer parents are exposing their children to cigarette smoke.

# Theme 2: Primary school children

Children, aged 5-11 years, made up just over 10 per cent of the population of Barking and Dagenham in the 2011 Census, compared to just over 8 per cent across London. Between 2007 and 2012 the primary school population in Barking and Dagenham increased by over 21 per cent compared to just under 8 per cent increase in London and 3 per cent nationally.

Primary School is a period of growth, physically, emotionally and educationally and a period where lifestyle behaviours like healthy eating and physical activity can be the key to future health and wellbeing. Research has demonstrated the serious negative impacts of excess weight in childhood directly on the cardio-vascular system. The Healthy Child Programme (5-19yrs) sets out an expectation that every child is offered a health review with a trained professional at entry to Reception year and at Year 6, this includes measures of physical health like height and weight and mental and emotional wellbeing

## Priority Area: Care and Support

- All children are offered a health review at least twice in their primary school experience
- More children with special education needs have their needs met and demonstrate improved educational and health outcomes
- Most children demonstrate improvements between their Reception and Year 6 health review

## Priority Area: Protection and Safeguarding

- Most children have their eyesight and hearing tested at Reception entry to identify issues early and provide access to support
- Fewer children experience bullying or hate crime at home or in school
- Fewer children are exposed to domestic violence at home.

## Priority Area: Improvement and Integration of Services

- More services are accredited as young people friendly with direct access to young people engagement groups
- More children and families have access to urgent care community services which meet their needs
- More children with chronic and/or complex health and social care needs are supported to continue their education.

## Priority Area: Prevention

- Fewer children attend school without the protection of immunisation
- More children are taking regular physical activity through school and leisure service provision
- More children are eating healthy school meals and improve the food environment around schools
- More children are developing coping and rebound skills to manage life stresses.



# Theme 3: Adolescence

Adolescents, aged 12-18 years, made up just under 10 per cent of the population of Barking and Dagenham in the 2011 Census, compared to just under 8 per cent across London. Between 2007 and 2012 the secondary school population in Barking and Dagenham increased by almost 6 per cent compared to a drop by 1 per cent nationally.

Adolescence is a period of substantial change, individuals are developing health behaviours, beliefs and concepts that forms the basis of their health and wellbeing for the rest of their lives. The impacts of developing physical or mental ill health in adolescence can affect educational attainment and core life skills around relationships and identity. Although the maternity section is separate, it is important to note that becoming a parent in adolescence can have significant and sustained impacts on both the parent and the baby much later in life and unfortunately rates of teenage conceptions in Barking and Dagenham remain significantly higher than London and England.

## Priority Area: Care and Support

- Fewer young people with complex needs have to leave the borough for care and support
- More young mothers and fathers access the support provided through the Family Nurse Partnership project and Children Centres targeted support
- More adolescents take up the opportunity for a mid-teen health review with qualified health professionals

## Priority Area: Protection and Safeguarding

- More adolescents over 16 years take up the opportunity to protect themselves through Chlamydia screening
- More adolescent girls are protected through vaccination against cervical cancer
- Fewer adolescents experience bullying or hate crime at school.

## Priority Area: Improvement and Integration of Services

- More services are accredited as young people friendly with direct access to young people engagement groups
- More adolescents are protecting their own health through contraceptive and sexual health services.

## Priority Area: Prevention

- Fewer adolescents smoke and/or problematically use alcohol
- More adolescents are taking regular physical activity and improve the opportunities to use green space
- More adolescents have developed coping and rebound skills to manage life stresses.

# Theme 4: Maternity

There were 3,688 live births to mothers resident in Barking and Dagenham in 2011, which has increased by 34 per cent since 2004. There have also been substantial changes in the profile of mothers in the borough, between 2004 and 2011 the proportion of mothers born within the UK fell from 58.8 per cent to 39.6 per cent. The largest group of non-UK born mothers come from Africa and Asia, where conditions like sickle cell disease and diabetes are more common.

High quality maternity services and structured and multi-disciplinary support for parents during pregnancy is key to ensuring that babies are born healthy and safe in Barking and Dagenham

## Priority Area: Care and Support

- All women in pregnancy receive high quality health care support during pregnancy and labour and as a result fewer women and babies experience preventable complications
- Fewer children die in their first year of life
- More women who are identified in pregnancy with additional needs have their needs met and demonstrate improved outcomes
- All women in pregnancy have access to antenatal education and postnatal breastfeeding support
- All partners (e.g. fathers and life partners) have access to postnatal parenting support.

## Priority Area: Protection and Safeguarding

- Most women in pregnancy and infants are protected through vaccination against measles, mumps, rubella and seasonal flu
- Fewer mothers live in fear of violence at home
- The majority of women in pregnancy take up the opportunity of antenatal screening including testing for HIV.

**Priority Area: Improvement and Integration of Services**

- All mothers have an integrated maternity care plan which they develop in partnership with the relevant healthcare professionals
- Maternity pathways including those delivered outside of the borough, have clear and integrated pathways of care with local service providers and safeguarding mechanisms
- More women in pregnancy from vulnerable groups have specific and dedicated support and care in pregnancy and improved outcomes.

**Priority Area: Prevention**

- All women in pregnancy are screened for perinatal mental health risk
- Fewer women in pregnancy carry excess weight
- Fewer women in pregnancy smoke and/or use alcohol and/or illegal drugs
- More women have an antenatal booking assessment by the 13<sup>th</sup> week of their pregnancy.



# Theme 5: Early adulthood

Early adults are the group making their first independent steps in the world, moving out of home, leaving school or university, forming relationships and starting their own families. Early adults are aged 19-29 years and made up 16 per cent of the population of Barking and Dagenham in the 2011 Census, compared to 19 per cent across London.

The health and wellbeing of this group is crucial to the foundation of their own and their families' lives in the future. Both physical and mental illness can be a barrier to employment and opportunity at this age and in the future. 55 per cent of 19 year olds in Barking and Dagenham have not achieved any GCSE or equivalent qualifications (10/11 data), which is substantially higher than neighbouring boroughs and second highest in London. Although maternity is considered in a separate section it is important to note that 55 per cent of births in the borough were to women in this age group, compared to 42 per cent across London (2010).



## **Priority Area: Care and Support**

- More people living with severe mental illness will be physically healthy.

## **Priority Area: Protection and Safeguarding**

- Fewer young adults will become infected with a sexually transmitted disease or HIV
- Fewer women will have unplanned and unwanted pregnancies
- Fewer young adults will be living in fear of intimate partner violence or hate crime
- More women will protect themselves through taking up the offer of screening for cervical cancer.

## **Priority Area: Improvement and Integration of Services**

- We will focus on improving services for people living with sickle cell disease in the first year of the partnership and then build on this partnership work to improve the quality of care and support for people living with diabetes in the second year.
- More young adults with long term conditions are satisfied with the transition to adult care and support services
- More young adults with depression are supported, through improved access, and uptake of, talking therapies.

## **Priority Area: Prevention**

- Fewer young adults smoke and/or problematically use alcohol or illegal drugs
- More young adults have a healthy weight and have access to healthy food produce
- More young adults take regular physical activity and use active forms of transport.

# Theme 6: Established adults

Established adults are aged 30-64 years and made up 43 per cent of the population of Barking and Dagenham in the 2011 Census, compared to 51 per cent across London.

The health and wellbeing of this group is often best addressed through the workplace health initiatives, and for the period between June 2011 and June 2012, 73.8 per cent of the population (16-64 years) were economically active. However 12 per cent of the adult population remain unemployed and over 7,000 of these are adults with long term health issues, demonstrating the importance of initiatives to mitigate the impact of chronic disease on an individual's ability to achieve their personal potential.

Another substantial group who are economically active are the 11,800 adults with caring responsibilities, maternity issues are discussed in a separate section, but this group require specific attention regarding the health and wellbeing impacts of caring responsibilities and how organisations can work together to help support them to achieve their potential.

## Priority Area: Care and Support

- More adults with early signs of dementia are recognised in primary care and referred for treatment
- More adults who are eligible use direct payments to control their own care and services
- More adults infected with TB complete treatment
- More adults over 40 take up the offer to review their own health through the NHS Health Check
- Fewer adults with depression require hospital admission because of better community care and support.

## Priority Area: Protection and Safeguarding

- More adults take up the opportunity to protect themselves through cancer screening (cervical, bowel and breast)
- Fewer adults will be living in fear of violence
- Fewer adults are injured through accidents in the workplace or in our public spaces.



### **Priority Area: Improvement and Integration of Services**

- Improve services for people living with sickle cell disease (13/14) and diabetes (14/15)
- More adults with the early signs of chronic disease are identified in primary care and start treatment and care
- More adults have access to community based urgent care services in ways that suit their work/life balance.

### **Priority Area: Prevention**

- Fewer adults smoke and/or problematically use alcohol or illegal drugs
- More adults have a healthy weight and more have access to healthy affordable food produce
- More adults are taking regular physical activity including cycling and walking.



# Theme 7: Older adults

Many older adults are active and engaged in their local communities, supported by networks of friends and family, using their retirement to contribute to the community and society, and we aim to support more local people to live in later life with dignity and independence, achieving their potential in old age as much as at any other life stage.

Older adults are aged over 64 years and made up just over 10 per cent of the population of Barking and Dagenham in the 2011 Census, compared to just over 11 per cent across London, although the proportion of the population over 90 years has remained constant at 0.5 per cent.

The health and wellbeing of this group is often characterised by an increasing dependency on support as individuals' age and become frailer. Over a quarter of adults aged over 60 years have such a poor quality of vision that it restricts their daily routine, and over 20 per cent of those over 75 years have significant sight impairment. There are estimated to be around 74,000 falls made by people in the borough aged over 65 years each year, many of these are preventable. The impact of social isolation, poverty and the lifetime effects of health risk behaviours such as smoking, all contribute to an older person's health and wellbeing. There is no avoiding that old age is followed by death, and providing individuals support and dignity in dying is an important part of the health and social care agenda.

## Priority Area: Care and Support

- More frail elderly adults to be supported to live independently
- More older adults with signs of dementia and/or depression are recognised in primary care and referred for treatment
- More older adults who are eligible use direct payments to control their own care and services
- More older adults under 75 years take up the offer to review their own health through the NHS Health Check.

## Priority Area: Protection and Safeguarding

- More older adults take up the opportunity to protect themselves through cancer screening (bowel and breast)
- More older adults are protected through vaccination against seasonal flu
- Fewer older adults live in fear of older abuse
- Fewer older adults are injured through accidents in the home
- More older adults live in high quality and more energy efficient homes, protected from weather extremes.

### **Priority Area: Improvement and Integration of Services**

- More older adults live active and independent lives with support from integrated services
- More older adults who are terminally ill die with dignity in a planned and supported way
- More older adults have access to community based urgent care services
- More older adults regularly access high quality dental services.

### **Priority Area: Prevention**

- Fewer older adults smoke and/or problematically use alcohol
- More older adults are taking regular physical activity and use the green spaces in the borough.
- More older people are actively engaged in their community.

# Theme 8: Vulnerable and minority groups

Consultation and the equalities impact assessment of the draft strategy highlighted the need to coherently consider the needs of some specific minority communities in Barking and Dagenham.

Barking and Dagenham is a diverse and vibrant community with many different ethnic groups. Individuals who identify as lesbian, gay, bisexual and transgender, people living with disability all their life and people who become disabled through disease or injury, and communities of faith. Some of these communities have specific needs which the Health and Wellbeing Board have highlighted as areas for specific and targeted consideration. As the Strategy is implemented, in some cases this means targeted work and in others it means monitoring service utilisations to ensure that groups are not disadvantaged or marginalised by the way things are being done.

## **Priority Area: Care and Support**

- All individuals with learning difficulties and/or disabilities have a key worker and a structured health and wellbeing plan which takes into account key life stages and transitions e.g. the move from education into employment
- All young people who are Looked After or are in the Youth Justice System should have an annual health check and a health plan in place.
- Improve support for carers

## **Priority Area: Protection and Safeguarding**

- More people from minority groups feel confident to report abuse and harassment
- The gap is reduced in uptake of health screening programmes for ethnic minority groups living in Barking and Dagenham
- Protect vulnerable adults and children from abuse and harm

## **Priority Area: Improvement and Integration of Services**

- More integrated support is provided to troubled families to reduce the impact on children and young people
- All service commissioners and providers ensure that staff have explicit equality and diversity training which includes the justification and methodology for monitoring all legally protected strands in line with national guidance
- Mental health services and pathways explicitly consider access for individuals from minorities, including sexual orientation where there is evidence of enhanced need.

## **Priority Area: Prevention**

- The gap is reduced between individuals from minorities and the general population for those who carry excess weight
- The gap is reduced between individuals from minorities and the general population for those who smoke and/or use alcohol and/or drugs.

# How we will deliver our priorities

On the basis of policy and experience, we have agreed to produce a delivery plan that outlines the actions and resource to deliver our 18 priorities to achieve the outcomes. We will tackle the priorities through the following settings:-

- **Health and Social Care:** The Clinical Commissioning Group and Council has agreed locality structures which align local public sector services including health, social care, and education teams to support integrated working across agencies and teams.
- **The Work Place:** Working with employers in the borough to improve wellness in the workplace.
- **Schools:** Working with Children's Services to ensure all settings and schools promote healthy lifestyles, which support attainment and positive outcomes for children and young people.
- **The Community:** We will work with our partners, residents and voluntary sector groups in delivering community based programmes.

The detailed action plan that supports this strategy will focus on the following seven impacts:-

Delivery Impact	Summary
Putting the emphasis on prevention	Energy needs to go towards helping individuals, families, communities and organisations understand what they can do to promote positive health and wellbeing. Working closely with the other partnership boards will strengthen the impact of early prevention across the borough and avoid more intense difficulties later, building on the „Think Family’ programme.
Making health and wellbeing a personal agenda	Our starting belief is that change is most effective when initiated and controlled by individual residents and their family. This means that members of the community need to be actively enabled by information on health and wellbeing and services. Messages and solutions need to be more personal and this can be achieved through more effective use of occasions where members of the public engage with local professionals to assess and plan for improvement; for example personal health assessments, health MOTs, child development visits. The main emphasis needs to be on enabling individuals and families to take action through timely information, advice, education and then reference to supportive services and groups.



Delivery Impact	Summary
<p>Making health and wellbeing a local agenda</p>	<p>Local neighbourhoods working with local professionals can also take control of the agenda and design and implement local solutions, but they need to be empowered with good local public health and wellbeing information on issues, as well as feedback on progress.</p>
<p>Borough based programmes and interventions are an important strategy for achieving general impact on issues</p>	<p>Our Older People's Offer is a good example of the impact that can be made through such large scale programmes. We can see the benefit of coordinated and timely health and wellbeing initiatives drawing resources together to educate, inform on issues and to promote and ensure access to specific services. We need to ensure carefully crafted communication based on real understanding of the needs of different segments of the community.</p>
<p>Joining up services to ensure timely and effective solutions to individual problems</p>	<p>Joining up might mean the effective transfer of information from one service provider to another but it could mean joint location and joint presentation of service. The establishment of the Clinical Commissioning Group offers an opportunity for much improved integration of services to ensure smooth and effective linkage of health and social care solutions, reaching broader solutions of education, housing, leisure and employment. Wherever practical services should be accessible locally within the community or at home.</p>
<p>Developing greater local community capacity to achieve change</p>	<p>There is already a track record of working with local voluntary and community groups, but it is clear that there is much more that can be done to develop local resources. This has the twin benefits of developing very local and more accessible support on a number of key issues as well as providing the opportunity for local skill development.</p>
<p>Strengthening partnerships for change and improvement</p>	<p>We need to build on the existing partnership processes to ensure tighter joint performance expectations from investments and championing of change by leaders across the organisations. Joint commissioning of services will play a key role in ensuring the most effective investments of public money. Through pooling our resources, people and funding, we can work together to develop new and creative solutions that more quickly tackle difficult issues within the borough.</p>

# Monitoring, evaluation and review

The Health and Wellbeing Strategy is supported by an outcomes framework and delivery plan which sets out how progress will be measured by the Board and what the key priority actions are in the first year of the partnership.

Like all strategies, success 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 any other problems that may arise. Many of these outcomes link to existing partnership and organisational strategies, such as the Housing Plan and the Education Strategy.

The outcome measures for the priorities can be separated into activity and uptake indicators that ensure that we are supporting residents to take up the opportunities offered to improve their health, and outcome indicators which reflect the impact of the changes we are making on the health of local people. We use both types of indicators because some activity and uptake indicators can provide more timely information than the outcome impact which takes time to be reflected at a population level.

For example we monitor the uptake of vaccination to protect against cervical cancer in teenager which we can measure every year, rather than the outcome of women affected by cervical cancer which would take several years to show the impact of changes we make to improve uptake of vaccination now.

Another example is how we will monitor the support for carers. It would be difficult to measure effectively across the broad range of carers in the Borough what their support, but we can monitor how many of them have been identified by general practice, how many have their annual health check and how many have an carer support plan in place; all of which provide proxy measures for making sure we are doing what we can to support carers and meeting their needs as well as those they care for.

We recognise that we will need to reintroduce the TellUs Survey of school aged children, using Access and Connect technology, in order to monitor health outcomes more effectively, and that we will need to significantly improve the quality of data from service providers to enable us to drill down and recognise the outcomes for vulnerable groups.

A full set of the outcome measures forms part of the delivery framework for the Strategy, this table provides some examples of the measures being used by the Board's Performance Group to monitor progress.

# Equality and diversity

An equalities impact assessment (EIA) was completed to give due regard to the impact of the priorities set in the Joint Health and Wellbeing Strategy 2012-2015 on residents in Barking and Dagenham across the protected characteristics.

The EIA found that overall the strategy has in place actions that will contribute to the reduction of existing barriers to equality and address potential inequalities, as its overarching purpose is to address the greatest need by reducing health inequalities through universal and targeted action.

A series of consultations were undertaken to engage residents, voluntary and community groups from the 9 protected characteristics to inform the development of the Strategy.

As a key part of the EIA recommendations outlined by these groups to:

- address health inequalities experienced by, specific equalities groups, as identified through consultation and by the data
- provide inclusive and accessible information and support to ensure equity in access to services and health outcomes
- address gaps in the data
- develop a strategy to engage with all sections of the borough, in particular seldom heard groups will feed into the development of the Strategy and delivery plan.

The full EIA and summary document can be found on the website at: <http://www.barkingdagenhampartnership.org.uk/hwb/pages/healthwellbeingstrategy2012.aspx>



**Produced in partnership by the Health and Wellbeing Board  
and signed off by the Board on 27 November 2012**

**Approved by the Council's Cabinet, xx xxxxxx xxxx**

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# Health and Wellbeing Strategy Delivery Plan 2013-14

## About this document

The Health and Wellbeing Strategy is the overarching strategy working to improve health outcomes for local people. The breadth of the Strategy is supported through an outcomes framework and this Delivery Plan to enable the Health and Wellbeing Board to monitor its progress and success in the short, medium and long term.

The Delivery Plan focuses on the key milestones and actions that the partnership of the Health and Wellbeing Board want to see implemented to support delivery of the improvements set out in the Strategy.

Many milestones are already included in the strategies and action plans which support the Strategy's delivery, and so the Strategy Delivery Plan has limited the milestones to key actions during the first statutory year.

The Delivery Plan was written at a time of major evolution of new organisations and responsibilities in health and social care, therefore it is expected that the plan will be revised in 12-18 months time once the new organisations have started to develop commissioning intention documents and strategies of their own. In the interim the Delivery Plan sets out some key actions that the Partnership hopes these new organisations will prioritise in 2013-14.

The Strategy Delivery Plan is a partnership document and there are no 'new' financial resources to support its implementation, many of the existing strategies, which are key to the overarching delivery, have specific resource plans. The new roles and responsibilities and reorganisation of NHS commissioning provides a significant opportunity for new ways of working and refocusing of effort around the priorities set out in the Strategy without creating new cost pressures.

The delivery of the Health and Wellbeing Strategy and the functions of the Health and Wellbeing Board rely on partner organisations aligning and collaborating on us of financial and staff capacity to maximise the gain. The Delivery Plan is a collegiate document which works through the strengths of the partnership and collegiate approach of the Health and Wellbeing Board to improve the health and wellbeing of local people.

## CARE AND SUPPORT

Priority	Life stage	Pre-Birth & Early Years	Primary School	Adolescence	Maternity	Early Adulthood	Established Adulthood	Older People	Vulnerable and Minority Groups
<b>Measurable outcome</b>	% of children seen by health visitor by day 14	% of children with health review, including BMI, at reception and year 6	% of teen mothers supported by Family Nurse Partnership	Number of unborn CAF initiated	% of adults with severe mental illness with physical health check	Health check uptake	Number of adults using direct payments	% of LAC/ CYP LDD and Adult LD with annual health check and plan	
<b>Milestone Action</b>	Healthy Child Programme for 0-5yrs commissioned	Healthy Child Programme for 5-19yrs commissioned	FNP engagement plan and pathways re-freshed	Clear safeguarding pathways and training in place across all maternity providers	Care pathways and data collection process set up for physical health assessment in mental health in patient settings.	Health checks process and pathway secured during transition.	Increased choices for older people – more personal assistance, range of services available etc.	Clear communication with staff about role of health checks and health plans, supported by training and provider performance indicators.	
<b>Timescale</b>	April –May 2013	April 2013	June 2013	May 2013	September 2013	June 2013	November 2013	October 2013	
<b>Lead organisation</b>	National Commissioning Board London	Council	North East London Community Services	Clinical Commissioning Group	North East London Foundation Trust	Council	Council	Council	
<b>Named lead</b>	TBC	Meena Kishinani – Divisional Director Children's Commissioning	Gillian Mills – Director of Children's Services North East London Foundation Trust	Sharon Morrow Chief Operating Officer, Clinical Commissioning Group	John Brouder – Chief Executive North East London Foundation Trust	Dr Sue Levi – Consultant in Public Health Medicine	Bruce Morris – Divisional Director Adult Care Services	Karen Ahmed Divisional Director for Adult Commissioning Meena Kishinani Divisional Director Children's Commissioning	

## PROTECTION AND SAFEGUARDING

Priority	Life stage	Pre-Birth & Early Years	Primary School	Adolescence	Maternity	Early Adulthood	Established Adulthood	Older People	Vulnerable and Minority Groups
Measurable outcome	Immunisation uptake	Children reporting bullying at school	Uptake of complete HPV vaccination	% of women tested for HIV in pregnancy	Repeat MARAC caseload	Cervical cancer screening coverage <65yrs	% of over 65yr olds protected through seasonal flu immunisation	% cancer screening uptake by ethnic and gender group	
Milestone Action	Coherent child health record system linked to immunisation primary care payment	All schools have updated bullying action plans and policies in place.	Commissioning of HPV in place, with training and governance to support staff.	Training for midwives supported by public awareness campaign.	Ensure 20% of front line staff have attended multi-agency domestic violence and violence against women and girls training	Local marketing/ education campaign targeting low uptake groups of women.	Local pathway work to improve uptake through partnership	Establish performance reporting data for ethnic and gender groups on cancer screening programmes	
Timescale	July 2013	August 2013	August 2013	December 2013	March 2014	February 2014	September 2013	December 2013	
Lead organisation	National Commissioning Board London	Schools	National Commissioning Board London	National Commissioning Board London	Council Clinical Commissioning Group National Commissioning Board London	National Commissioning Board London	National Commissioning Board London	National Commissioning Board London	National Commissioning Board London
Named lead	TBC	Primary Head Representative	TBC	TBC	Helen Davenport – Chair of VAWG Strategy Group	TBC	TBC	TBC	TBC

## IMPROVEMENT AND INTEGRATION OF SERVICES

Priority	Life stage	Pre-Birth & Early Years	Primary School	Adolescence	Maternity	Early Adulthood	Established Adulthood	Older People	Vulnerable and Minority Groups
<b>Measurable outcome</b>	A&E attendance by under 5yrs olds	Evidence of CYP engagement in commissioning/planning	<18yr termination rate	Number of births at Barking Hospital	Uptake of IAPT services	A&E attendance for sickle cell disease	Re-admission to hospital within 31 days of discharge	Number of troubled families identified and supported	
<b>Milestone Action</b>	Urgent care work programme in place for early years	CCG and NCB have established CYP engagement forums	Coherent sexual health and contraceptive services in place for young people	Training for midwives and children's centres staff to support pathways of care	Pathways and services for adults with depression into talking therapies in place	Establish community service for people living with sickle cell disease	Implement integrated discharge planning process	Implementation of troubled families action plan for identification, referral and multi-agency response.	
<b>Timescale</b>	September 2013	July 2013	September 2013	October 2013	November 2013	May 2013	September 2013	June 2013	
<b>Lead organisation</b>	Clinical Commissioning Group	Clinical Commissioning Group/ National Commissioning Board London	Council	Clinical Commissioning Group	Clinical Commissioning Group	Clinical Commissioning Group	Integrated Planning Group	Council	
<b>Named lead</b>	Dr R. Burrack – CCG Urgent Care Lead	Dr J. John – CCG Patient Involvement Lead	Meena Kishinani Divisional Director Children's Commissioning	Sharon Morrow –Chief Operating Officer Clinical Commissioning Group	TBC	Sharon Morrow – Chief Operating Officer, Clinical Commissioning Group	Dr A. Sharma – Integrated Care Lead , Clinical Commissioning Group	Christine Pryor – Troubled Families Coordinator	

<b>PREVENTION</b>									
<b>Priority</b>	<b>Life stage</b>	<b>Pre-Birth &amp; Early Years</b>	<b>Primary School</b>	<b>Adolescence</b>	<b>Maternity</b>	<b>Early Adulthood</b>	<b>Established Adulthood</b>	<b>Older People</b>	<b>Vulnerable and Minority Groups</b>
<b>Measurable outcome</b>		Breastfeeding prevalence at 6-8wk check	% of children taking regular exercise as measured at health review	Smoking rates at 15yrs	% of mothers booked with maternity services by 13 <sup>th</sup> week of pregnancy	Number of smoking quitters aged under 30	% of adults cycling or walking to work	Number of older people volunteering	% of children from ethnic and gender groups with a healthy weight
<b>Milestone Action</b>		200 local spaces signed up as Love Mum spaces	Change 4 Life campaign embedded across primary schools	Young people's smoking prevention action plan in place and implemented	Primary care and children's centre education programme to support signposting	Targeted promotion work with high risk smoking populations to recruit quitters	Active transport survey conducted and cycling strategy developed across the partnership.	Volunteering strategy for older people developed by the partnership	Establish data collection framework to allow local analysis of national child measurement data by gender and ethnic group. Undertake analysis
<b>Timescale</b>		December 2013	March 2014	August 2013	September 2013	May 2013	December 2013	December 2013	December 2013
<b>Lead organisation</b>		Council	Council	Council	Clinical Commissioning Group	Council	Council	Council	Council
<b>Named lead</b>		Robin Payne – Environmental Health Services	Dr Justin Varney Consultant in Public Health Medicine	Linda Bailey – Consultant in Public Health	Sharon Morrow Chief Operating Officer Clinical Commissioning Group	Linda Bailey Consultant in Public Health	Gloria Millis Active Transport Lead	Karen Ahmed Divisional Director Adult Commissioning	Dr Justin Varney – Consultant in Public Health Medicine

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## CABINET

19 December 2012

<b>Title:</b> Choice and Control: Delivering the Vision for Adult Social Care in the Home	
<b>Report of the Cabinet Member for Adult Services and Human Resources</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Bruce Morris, Divisional Director Adult Social Care	<b>Contact Details:</b> Tel: 020 8227 2749 E-mail: bruce.morris@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Bruce Morris, Divisional Director Adult Social Care	
<b>Accountable Director:</b> Anne Bristow	
<p><b>Summary:</b></p> <p>The Council has a long track record in giving Direct Payments to adults and older people so that, with help, they can buy their own care and support. This arrangement is popular with people in Barking and Dagenham. For those who have care provided by a personal assistant (a dedicated carer who works just for them) satisfaction rates are high.</p> <p>However, for many people choice is still limited to personal care provided by private home care agencies. Traditional homecare will continue be popular for some people, but the numbers choosing this option is reducing and we need to offer an alternative.</p> <p>This report seeks agreement to the necessary organisational and staffing changes, and revised contractual arrangements, to deliver a vision where most people have the opportunity of care being provided by a personal assistant.</p>	
<b>Recommendation(s)</b>	
The Cabinet is recommended to agree:	
<ul style="list-style-type: none"> <li>(i) The vision of most people receiving their care and support by an arrangement with a personal assistant</li> <li>(ii) The organisational and staffing changes needed to deliver this vision, the remodelling of the in-house homecare team and the development of a smaller in-house team of personal assistants for those people most at risk.</li> <li>(iii) To note that the savings target of £220,000 that has been agreed as part of the 2011-12 Medium Term Financial Strategy for homecare that will be delivered through this approach.</li> <li>(iv) That the existing block contracts with home care companies will not be renewed when they expire in August 2013.</li> </ul>	

## Reason(s)

This is a key response to the 2012 White Paper: *Caring for Our Future*.

From the Barking and Dagenham Policy House the outcomes it supports are:

- A borough with high quality social care services for those that need them.
- A borough where people with care needs are helped to live the life they want, with real choices about their lives and care.
- A borough where local people come together to make it a better place.
- A borough of rising incomes.

## 1. Introduction

- 1.1 Over time Barking and Dagenham have moved to more and more people choosing the option of a Direct Payment and their care provided by a personal assistant. However the Council has now reached a point where the way people get looked after at home, the way that personal care is delivered, is limited by the service options available. Service provision has reached a plateau where, for too many people, “choice” is limited to a choice of different traditional homecare agencies.
- 1.2 The proposed approach for local residents who need personal care at home will give people more choice, offer better quality and at the same time deliver savings. Delivering the vision will be challenging, and there are significant implications for staff and external contractors. However, at a time when older peoples’ care, in particular, is facing fundamental financial challenges, the Council needs to consider radical changes to the way that care is delivered.
- 1.3 The current arrangements for providing care and support in the home in Barking and Dagenham are a mix of a reablement service delivered by an in-house home care team, supplemented by additional spot purchased home care services; whilst longer term personal care is provided by a mix of personal assistants, traditional homecare, and a small residual in-house dementia homecare team.

## 2. The Proposed Vision

- *All residents who need Care and Support will be offered a Personal Budget which they will receive in the form of a Direct Payment*
  - *Care and Support in the home will then, for most people, be provided by a dedicated Personal Assistant*
- 2.1 The proposed vision for adult social care in Barking and Dagenham is for a major shift away from people receiving services from a traditional homecare service, whether provided by external agencies or an in-house service. Most people will receive a service from a dedicated personal assistant. People who currently receive services in this way prefer it, personal assistants have more job satisfaction, and it is cost effective.

- 2.2 Safeguards need to be built in to ensure that vulnerable people are safe, to make sure there is the right level of support for people who need it to manage a personal budget, and with managing their care and support arrangements.

### **3. Proposal and Issues**

- 3.1 The proposal is to encourage the use of personal assistants and further develop the infrastructure and in-house arrangements to support this.

#### ***Reablement***

- 3.2 The Council currently has an in-house reablement team, created after a major review of homecare in 2007.
- 3.3 The experience of reablement has been mixed. The Council has invested heavily in a service to provide the first six weeks of care. The service has not been able to meet all the demand for urgent domiciliary care, nor is there specific evidence that it has reduced the long term need for care. (See **Appendix A**).
- 3.4 It is proposed that the reablement service is disbanded, and the capacity in the home care agency market is used to meet any urgent needs for care and support. This will create time to set up a personal budget, which will be used to employ a personal assistant. Social workers will continue to keep the level of service required under review for the first few weeks, because experience shows that most people regain some independence after a spell in hospital and will need less care and support in the longer term.

#### ***The dementia homecare team***

- 3.5 The number of people with dementia who need some form of personal care is growing. About a third of people over 75 are considered to experience some form of dementia. Services for people with dementia need to be provided as a mainstream service, rather than as specialist provision for smaller numbers of people.
- 3.6 The twenty-one people who currently receive a service from the in-house dementia home care team could have their needs met by a personal assistant. This service would be provided from either the in-house personal assistant (PA) service, described in paragraph 3.18 below, or by assisting them to employ their own personal assistant.

#### ***Personal Assistants***

- 3.7 In May 2012, 314 people were having their care provided by one or more personal assistants, staff employed directly to meet their care and support needs.
- 3.8 A review of the way personal care is provided in the home has considered whether this really does provide a better service than traditional homecare, by talking to service users, personal assistants and staff involved in supporting these arrangements. The review considered the barriers to more people using a personal assistant, looking at recruitment and support arrangements. Whilst the Council does not technically recruit personal assistants directly, Adult Social Care plays a

crucial role in putting prospective personal assistants in touch with people who are looking for someone to provide their care and support.

3.9 During the review personal assistants said:

- Most people had heard through “word of mouth” and personal contacts – many of the personal assistants already knew each other through having worked together previously, being parents with children in the same class at school, or as friends and neighbours
- Some personal assistants already knew the individual needing support – “the old chap down the road or round the corner”.
- Most of them were used to juggling a number of caring responsibilities – most had children or grandchildren
- They were unlikely to respond to a borough wide recruitment campaign
- They all make active use of social media – to keep in touch and to find out what is going on
- Many personal assistants had previously been home carers employed by agencies – they enjoyed caring for people, but didn’t like the scheduling and short visits – they wanted to look after one or two people, and form a relationship with them, rather than be part of a service
- They would go out of their way to make sure the people they cared for had what they wanted to eat, had decent clothes, and took the right tablets.
- They expected to visit the people they looked after if they had to go into hospital, make sure they were looked after properly and take things in for them
- If they were going on holiday or had a crisis where they couldn’t visit, they would make sure someone else (another personal assistant they knew and could trust) could cover
- They get paid a bit more per hour, because the agency isn’t taking a cut of the hourly rate, but this was seen as a small perk rather than a major incentive.
- Overall they felt they provided more hours of care and support than they would have done as a home carer

3.10 At the time of the review it was estimated that a further two hundred personal assistants might be needed to satisfy demand. As a result the focus has been on local recruitment – for example by putting adverts in local shop windows.

## ***Infrastructure***

- 3.11 Some people will need a lot of help from the Council to manage a Personal Budget; and recruit and manage a personal assistant. Other people will be able to manage this themselves, or have help from family and friends to do so.
- 3.12 The Council needs to make sure the following areas of support are available:
- Recruitment facilitators
  - Employment advice (initial and ongoing)
  - Terms and conditions for staff (employment contracts, expenditure recording etc)
  - Payroll providers
  - Brokers (offering support with designing care packages, managing agency invoices or managing client income and expenditure)
  - Banking services

There needs to be good quality information for people about the options available and how they might access the support they need.

## ***Ensuring Services are of good quality***

- 3.13 Nationally traditional homecare provided by private agencies is frequently criticised. There have been a number of high profile scandals reported in the media, and a number of national reports identifying serious concerns. The CQC (the Care Quality Commission) is moving to “light touch” regulation of home care agencies, with a visit every three years, and restricting its judgement to whether the service is compliant with minimum standards. Although it is an externally regulated service, in practice the model of traditional homecare does not provide assurance that people receive a good quality service.
- 3.14 The quality of traditional homecare relies on the Council taking a proactive approach to contract management, following up complaints and concerns, and safeguarding alerts. Members can be assured that residents in Barking and Dagenham are generally satisfied with the service they receive from local agencies, and that concerns and complaints are followed up quickly and responded to effectively by the Council.
- 3.15 Personal assistants are not regulated by CQC and an important element of the proposals is to develop a Council accreditation scheme for personal assistants providing services to vulnerable residents. This would ensure:
- They have attended essential training
  - They have a current CRB certificate
  - The Council is not aware that the person has acted inappropriately in the past.
- 3.16 In addition The Council will bring in a local system to support people employing personal assistants to ensure consistency of provision, support for people acting as employers for the first time and co-ordination and support for the personal assistants themselves. This will include:

- Arrangements being in place so that personal assistants can get CRB checks undertaken.
- A programme of training for personal assistants that keeps them up to date with practice developments, as well as training in dealing with conditions like dementia.
- Coordination for personal assistants, so they can be supported in what can be a stressful role. This would include regular forums, social networking, and named officers who would be responsible for providing individual support.
- Provision of specialist OT assessments and training with some items of equipment (hoists etc.) where these are required for safe moving and handling. These are specific to the individual circumstances of the service user.

3.17 The Council would remain responsible for undertaking reviews of all people in receipt of funded care. This is a core duty that enables social workers to assess the ongoing needs of the individual and also the quality of the care being provided. There will be a need to take a more flexible approach to setting timescales for face to face reviews, ensuring the most vulnerable people, particularly those without regular visits from families and friends, receive more regular checks.

### ***Safeguarding the most vulnerable – in-house Personal Assistants***

3.18 For the most vulnerable people the Council will need to be assured that people who challenge services are receiving the care and support they need. The proposal includes the development of an “in-house” team of between ten and twenty Personal Assistants who would provide this service directly. The level of support will be based on individual needs and managed as a case-load rather than the current approach of giving people rigid hours, schedules and levels of support. It may be possible over time to move some of these to an individual personal assistant when situations improve or stabilise.

3.19 These staff would have direct access to professional support, and will be able to call on direct help and intervention when this was required. The Council has a team of Community Support Workers who perform a similar function for people with lower level support needs, and by reviewing these roles we can increase capacity to provide a larger more flexible pool of Personal Assistants.

### ***Implementation***

3.20 The number of Personal Assistants has increased since 2006 and the infrastructure in place is at capacity. The developments required will be in place as changes are implemented. There will be no requirement for additional funding for this

3.21 The current block contracts for traditional homecare services will not be re-tendered when they expire in August 2013. There is sufficient capacity in the market for spot purchasing to succeed, and people already receiving a service from the providers will continue to do so at the current rates unless they wish to the new style of service.

3.22 Given the natural discharge rate of services it is anticipated that within two years personal assistants will be supporting a substantial number of people who need personal care.

3.23 If the proposals are agreed the changes would be implemented from June 2013 subject to the outcome of formal consultation with staff and trade union representatives.

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

1.1 Option 1: Maintain the current services – This would retain the current mixed market approach based on providing people with specified care for specific activities. As the demand increases from demographic changes in the community the cost of care will continue to increase. There are concerns about the ability of the current approach to deliver quality care whilst resources continue to be restricted.

Option 1 would result in little change in the way that support is offered and will not release the planned savings of £220,000 without a service reduction.

1.2 Option 2: Increase the share of the independent home-care agencies. – This option includes ceasing to provide the in-house Reablement team and Dementia Homecare team with the hours being tendered to the independent agencies. This would see an 8.5% increase in the independent sector provision.

Option 2 would realise the planned savings of £220,000, although there is no indication that this will result in an improvement in the quality of services or the satisfaction of service users. Given the current level of monitoring required from the Council there is a concern as to how long this can be maintained if the volume of external contracts were to increase.

1.3 Option 3: The proposal in this report to increase the use of personal assistants – This would see the appointment of 200 personal assistants, ceasing the in-house teams and a reduction in the use of independent agencies.

Option 3 not only delivers the required savings, but also offers an increase in quality and satisfaction for the service user. There needs to be a new support infrastructure developed from existing community resources and a service available for those who are considered vulnerable and who have limited community support.

#### **5. Consultation**

5.1 The overall vision was subject to consultation with Members in October 2012.

5.2 The vision was developed following a consultation event in July 2012 with people who currently employ a personal assistant. The views of people receiving traditional home care have been researched nationally, see also the White Paper *Caring for our Future*, and verified through local networks.

5.3 Formal consultation with staff affected by the proposals will be undertaken following the Council's agreed procedures.

## **6. Financial Implications**

Implications completed by: Faysal Maruf – Group Accountant, Finance

- 6.1 The move to the use of personal assistants, and the reduction in in-house services, is intended to realise savings of £220,000 identified in the 2011-12 budget process to be delivered between 2012-13 to 2014-15 (ref ACS/SAV/03). This takes into account the required enhancements to support the infrastructure described and the necessary steps to ensure personal assistants are supported to provide a good service to adults with their individual care needs.
- 6.2 The Council allocates funding to individuals for their care according to the Eligibility Criteria set out by the Council and by applying the Resource Allocation System (which allocates resources according to the level of individual need). These arrangements are not being changed by the proposal.

## **6. Legal Implications**

Implications completed by: Shahnaz Patel, Senior Solicitor Safeguarding

- 6.1 The proposal set out to expand care and support to be provided through the use of a personal assistant promotes the government's vision as set out in the White paper "Caring for our future: reforming care and support" July 2012. It reinforces the key role of local authorities in a modern care and support system, where people will have choice and control over how their needs are met.

## **7. Other Implications**

### **7.1 Risk Management**

- 7.1.1 The substantial majority of people receiving a personal budget are considered to have legal capacity; they can make decisions for themselves without intervention. There are a small number of people who are vulnerable because of age or infirmity for whom it will be necessary to arrange services. Regardless of the level of care and support required, analysis in the borough shows that 65% of people have substantial support from family and friends. No changes to individual care and support arrangements will be made until better alternatives are in place. In the interim people will continue to receive support through Managed Personal Budgets, as they do at present.
- 7.1.2 There is a concern that as the ultimate funder the Council could be considered to retain a residual liability for care arrangements. Specifically this is related to employment arrangements using funds made available by the Council and ensuring that the support provided is adequate and appropriate. This is managed through:
  - facilitating an employment infrastructure
  - ensuring that appropriate training and accreditation for personal assistants is available in the borough, and
  - providing a flexible and robust reviewing framework..



## 7.2 **Contractual Issues**

- 7.2.1 The contractual liability is the transfer from block contracts, with some home care agencies, to a spot-purchase framework that is already in place.

### ***Implications for external contractors – the Homecare Agencies***

- 7.2.2 The domiciliary care agency market is volatile both nationally and locally. Some of the smaller providers have gone out of business, often at relatively short notice, and services have had to be reallocated to other providers. The remainder of the agencies have always managed to cover the additional work, and they have consistently met demands that the in-house reablement service has not been able to do.
- 7.2.3 Adult Commissioning will continue to quality assure the care and support in the home market. This quality assurance includes regular telephone spot checks. Spot checks have taken place with 280 service users, between January and November 2012. Visits to service users and home care agencies will continue to be carried out by Council staff.
- 7.2.4 Neighbouring councils are committed to having large contracts with homecare agencies in north east London. For example one neighbouring authority has recently awarded a large block contract to one agency. There is sufficient capacity to meet the urgent needs for care whilst personal budgets and assistants are organised.
- 7.2.5 Some people will prefer to have their care delivered directly by an agency paid for from their Direct Payment. There are currently about 243 people who do this, but this is expected to reduce over time as the use of personal assistants to provide care and support becomes mainstreamed and public awareness and confidence grows.
- 7.2.6 Whilst it is anticipated that most service users will use personal assistants, some will not choose this option so it will be ensured that options are available for service users who want traditional home care or do not have capacity to recruit personal assistants. There will be an approved provider list of home care agencies, which will offer service users reassurance that minimum standards have been met.
- 7.2.7 The current spot purchase arrangements are sufficient for the Council to be able to access care and support, when required, for the people who need it. The changes indicated in the report will happen slowly over time and the volume of care and support purchased from the independent sector will change slowly as new cases come forward.

## 7.3 **Staffing Issues**

- 7.3.1 These changes would affect approximately 45 staff, including 39 front line home carers who work varying hours and shifts. In addition the changes would involve a review of the role currently undertaken by Community Support Workers, this would affect nine members of staff.

7.3.2 Approximately fifteen new posts would be created, including the in-house PA service. It is envisaged that recruitment to the new posts will initially be from the pool of affected staff following the Council's procedures.

#### 7.4 **Customer Impact**

7.4.1 The proposal seeks to improve community cohesion by increasing the interaction between individuals at a neighbourhood level. Whilst individuals isolated in communities supported by an agency have little interaction with their community, the involvement of a personal assistant enables people to leave their homes and access community resources as well as having real links with a support network.

7.4.2 The choice of a personal assistant is primarily based on the networks available to the individual. In this way it better reflects their lifestyle and their social and cultural position in the community. The ability to choose a personal assistant gives the individual a choice they would never have with a home-care agency.

#### 7.5 **Health Issues**

7.5.1 Early indications are that people who have long-term conditions and attend hospital regularly on an unplanned basis do experience a reduction in such visits. This appears to be because the personal assistant offers greater continuity in support, which ensures that people attend medical appointments and comply with treatment.

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

- The White Paper: <http://www.dh.gov.uk/health/2012/07/careandsupportwhitepaper/>
- Linked information: <http://caringforourfuture.dh.gov.uk/>

### **List of appendices:**

**Appendix A:** How the Council has been delivering services

## Appendix A (Choice and Care)

### How services have been delivered in Barking and Dagenham

As noted above Direct Payments and Personal Budgets have proved popular in our community and officers have worked hard to deliver these.

Following assessment each person who needs community care services is allocated a Personal Budget, depending on their presenting needs, using a standardised formula - the Resource Allocation System. The allocation can be taken as a Direct Payment or a "virtual budget" – where it is managed by a home care agency. People use their Personal Budget to employ a Personal Assistant or they can purchase care from a private home care agency.

The experience of people who have a personal assistant(s) has been significantly more positive than those receiving support from a home-care agency. Many Personal Assistants have previously been employed as homecarers by agencies and they report that this gives them more job satisfaction, because they can be dedicated to their own clients for whom they feel a sense of responsibility, they have more control over their working hours, and the pay is slightly higher, as the agencies are not taking their own management fee and profit margin.

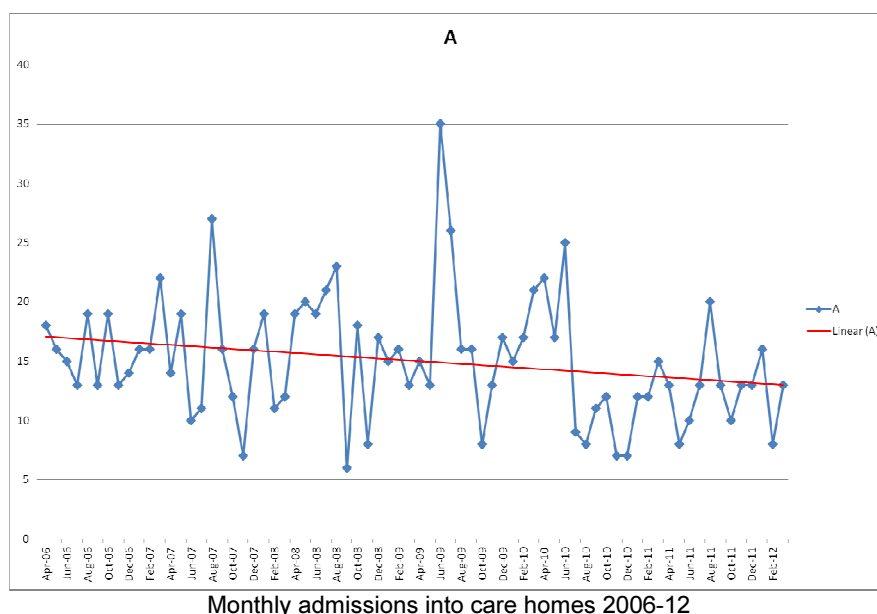
In March 2012 the numbers receiving support in Barking and Dagenham was:

<b>Funding route</b>	<b>No. recipients</b>	<b>Annual Expenditure</b>
Direct Payment	138	1,074,275
Direct Payment supported by brokers	419	3,727,250
Managed Personal Budget *	493	5,033,288
<b>TOTAL</b>	<b>1053</b>	<b>9,834,814</b>

*\*where the budget is held on the individuals behalf by, usually, a home care agency*

Around half of the funding and long term care provided in the community is through people having control over the money that is used to purchase their care.

The Council also supports 366 people (August 2012) in residential and nursing care homes at any one time, though the trend for admissions is downwards. In 2006 the Council was agreeing 16 new placements each month, in the year to July 2012 this reduced to an average of 12.4 (a 23.2% decrease). The typical placement is about 2 years in duration.



The downward trend in residential and nursing admissions has been matched by increasing numbers of people requiring community care services. Although the numbers of older people in the borough have not risen significantly, people are living longer – with significantly more people over 85. Between 2011-2017 the number of older adults in the borough is expected to increase by 6% compared to a national average of 11%. However the number of younger and working age people in the borough will continue exceed the older population at least until 2025 – a stark difference to the national position.

ONS Census 2011	Female	Male	Total
55-59	3884	3843	7727
60-64	3476	3323	6799
65-69	2626	2324	4950
70-74	2401	1925	4326
75-79	2178	1601	3779
80-84	1999	1204	3203
85-89	1418	684	2102
90-94	555	191	746
95-99	157	29	186
100+	26	3	29
<b>Total</b>	<b>11360</b>	<b>7961</b>	<b>19321</b>

## Reablement

In 2007, as part of a major restructure of the in-house homecare service, the Council established a new homecare team who could provide support for up to 6 weeks. This was to support people as they regained as much independence as they could before considering their longer term support needs. This approach is called Reablement and was adopted nationally in 2010 with the release of a specific grant and the

government deciding the first 6 weeks of care and support should be provided free of any charge.

People typically present to Adult Social Care following some form of trauma or in crisis, and often following an admission to hospital. They will usually not have considered the need to have care and support provided to enable them to live at home and longer term support will inevitably take some time to organise. It is also true that for many people, following a spell in hospital, after a few weeks of support they can get back on their feet and manage on their own. The provision of focussed support, with advice from an occupational therapist and social workers, was expected to reduce the need for ongoing support and give social workers and families time to organise what was going to be required.

Our experience of reablement has been mixed. Whilst many people appear to have benefitted it is difficult to attribute the gains made in independence to the efforts of the reablement service.<sup>1</sup> However one of the lessons we have learned is that it is important to keep the situation under review as people's needs change rapidly in their first few weeks of needing care and support and usually reduce.

There have also been operational challenges. The in-house team has 23.52 whole time equivalent carers providing a potential 600 hours per week; currently this means we have 28 carers in post. However the service is unable to meet the demands of all referrals. Whilst overall demand is relatively stable, there are peaks and troughs from week to week and even from day to day. Referrals from the hospital late on a Friday afternoon can be for people with complex care needs requiring 2 carers several times a day. As a result there has to be a balance between retaining capacity to respond to urgent requests, which is not cost effective, or having everyone committed and leaving no capacity for these referrals.

In part this is because a shift based homecare service is, by its very nature unsuitable for providing an immediate flexible response unless it has excess capacity. Staff and trade unions have worked with us to meet the service needs as flexibly as possible, however staff need relatively stable shift patterns and regular days off as they are often fitting in other family responsibilities.

In practice, because the in-house service is unable to meet the care and support needs within a reasonable time, almost half the referrals have to be passed on to one of the private homecare agencies where there are a large number of providers and sufficient capacity to meet care and support needs even at short notice.

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<sup>1</sup> Evaluation of Reablement schemes by CSED initially showed that care and support costs could be reduced by 60% in the following year, although the cost of running the scheme resulted in minimal net savings. One significant conclusion was that Reablement was not cost-effective for people with long-term conditions.

Reablement service	No. Service users 2011/12	Average no. being supported each week	Annual Expenditure	Hourly Rate	Proportion not requiring support after Reablement
In-house	496	44	854,922	40.30	38%
External	431	75	640,400	17.00	13%
<b>TOTAL</b>	<b>927</b>	<b>119</b>	<b>1,715,375</b>		

### The Dementia team

As part of the 2007 restructure referred to above the Council retained a small team to support people with dementia living in the community and their carers. At the time this type of service was not available from independent sector providers. The Dementia Carer Service comprises of a manager and 11 staff offering up to 186 hour/week.

Dementia Service	Number service users	Annual cost	Hourly rate
In-house	21	£351,685	£36.26
External	54	£526,668	£14.00

The service offers up to 20 hours a week to individuals with dementia in the community. There is no room to increase the service so the acceptance of new referrals is based on capacity freed up from other people no longer using the service.

### Homecare

Traditional long term home-care services are provided by the independent sector. In Barking & Dagenham we have framework contracts with 4 agencies which are due to finish in August 2013, and another 5 agencies we use regularly.

Independent sector	Agencies	Reablement hours	Total Hours	Rates
Block providers	4	683	4172	£11.45-12.20
Spot providers	5	0	2337	£11.00-12.50

These agencies provide services across north east London to more than one authority. Quality is monitored carefully through regular reviews and contact with service users receiving services and detailed monitoring of complaints and safeguarding alerts. Where there are concerns about service quality we can and do take action to stop new referrals for a period and where services do not improve transfer people to other agencies.

Our neighbouring authorities continue to offer large block contracts to local homecare agencies and for the foreseeable future there appears to be sufficient capacity in the market to meet the needs of local residents who need or want homecare, and we have sufficient safeguards in place to deal with concerns as they arise.

The typical home care agency pays its staff close to the national minimum wage with minimum leave and often no paid time for training. Travel expenses are often not

paid to staff, nor is travel time. This is a key issue as in visiting many different customers each day home care workers can find travelling a significant burden.

The concerns around the home-care provision is that visits are often too short and based on completing tasks, that carers are changed frequently, the terms and conditions for staff are poor and the service is functional at best. The Council devotes significant resources to manage and monitor the services provided, and the regular surveys we undertake indicate a reasonable level of satisfaction with the support received.

### Summary

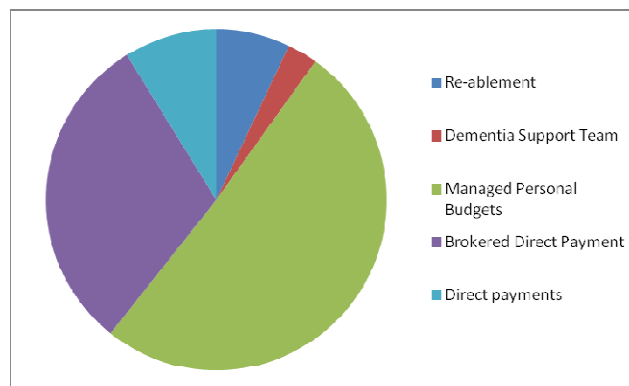


Figure 2 Home-care expenditure by service 2011-12

Service model	Spend 2011-12
Reablement	854,922
Dementia Support Team	351,685
Managed Personal Budgets	6,200,356
Brokered Direct Payment	3,727,250
Direct payments	1,074,275
<b>Total community packages</b>	<b>12,208,488</b>

In figure 2 above the chart shows the breakdown of expenditure in 2011/12 on community services for older adults and people with a physical disability.

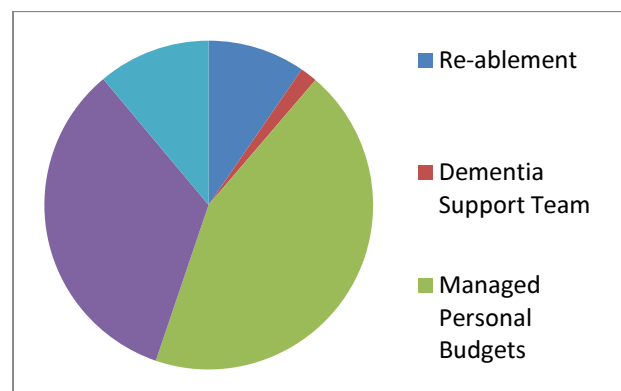


Figure 3 Home care packages by service 2011-12

<b>Service Model</b>	<b>Average activity 1011/12</b>
Reablement	119
Dementia Support Team	21
Managed Personal Budgets	547
Brokered Direct Payment	419
Direct payments	138
Total supported	1244

The second chart shows the number of people receiving support in each of the services in a typical week. It is a snapshot that illustrates the typical activity in the borough.



## CABINET

19 December 2012

<b>Title:</b> Disposal of Land at Collier Row Road, Romford	
<b>Report of the Cabinet Members for Regeneration and Finance</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Chadwell Heath	<b>Key Decision:</b> Yes
<b>Report Author:</b> Daniel Pope, Group Manager Development Planning	<b>Contact Details:</b> Tel: 020 8227 3929 E-mail: daniel.pope@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director of Regeneration	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary</b></p> <p>At its meeting on 30 April 2012, the Development Control Board approved an application from EcoGrove Ltd in respect of land to the east of the Northgate Industrial Park up to and including the Wellgate Community Farm on Collier Row Road, for 88 five-bedroom detached houses subject to a S106 agreement to secure a four bedroom house to the Council, enlargement and enhancement of the community farm including erection of new farm buildings and transfer of 0.59 hectares of land to the Council and an education contribution of £200,000. The applicant has valued the farm improvements, including the house, at £1.15m.</p> <p>The development requires two accesses, one of which is partly over Council land. This is a long, narrow strip of land at the southern boundary of Wellgate Community Farm of 0.0623 hectares (0.154 acres) shown edged red in the plan at <b>Appendix 1</b>). The Council has a duty to receive best consideration for this land under the Local Government Act unless the disposal will promote social, economic and environmental well-being of the area.</p> <p>The land has been valued by the Council's valuers at £247,000. Within EcoGrove Ltd's development appraisal no provision has been made for this. The key benefits of the development are as follows:</p> <ul style="list-style-type: none"> <li>• substantially improves a semi derelict unsightly site;</li> <li>• widens the choice of housing in the borough ;</li> <li>• new housing built to the highest environmental standards (Code 6 Sustainable Homes);</li> <li>• the Wellgate City Farm substantially improved and with a four-bedroom house, a doubling in the size of the land holding and erection of new farm buildings worth c£1.15m;</li> <li>• a £200,000 contribution towards education provision</li> </ul> <p>Due to the substantial benefits of this development to the Council both directly in the form of enhancement to its assets and additional land, and indirectly by allowing the farm to</p>	

maintain and widen its services to the community this report recommends that the Council dispose of the land to the developer for £47,000. This would allow the S106 agreement to be signed on the basis the Development Control Board agreed and enable the development to proceed which is clearly in the interests of the regeneration of Marks Gate and the communities who benefit from the Wellgate Community Farm's services.

Appendix 1 provides a map showing the development, the land to be transferred to the Council and the land which this report recommends should be sold to EcoGrove Ltd.

### **Recommendation(s)**

The Cabinet is recommended to:

- (i) Approve the sale of the area of land shown edged red in the plan at Appendix 1 to EcoGrove Ltd for £47,000; and
- (ii) Authorise the Chief Executive, in consultation with the Head of Legal and Democratic Services, to complete all necessary legal agreements to conclude the sale of the land.

### **Reason(s)**

To assist the Council to achieve its Policy House objectives "Better Together", "Better Home", "Better Health and Wellbeing" and "Better Future".

## **1. Introduction and Background**

- 1.1 At its meeting on 30 April 2012, the Development Control Board approved an application in respect of land to the east of the Northgate Industrial Park up to and including the Wellgate Community Farm on Collier Row Road for 88 five-bedroom detached houses, subject to a S106 agreement to secure a four-bedroom house to be transferred to the Council, enlargement and enhancement of the community farm including erection of new farm buildings and transfer of 0.59 hectares of land to the Council and an education contribution of £200,000. The applicant has valued the farm improvements including the house at £1.15m.
- 1.2 There is one outstanding land disposal issue which requires Cabinet approval before the S106 agreement can be signed and the development can proceed.
- 1.3 It is important that members understand the benefits of this development in reaching a decision on the land disposal. Therefore this report will briefly explain why the Development Control Board agreed this development and the benefits it will bring to Marks Gate and the rest of the borough.
- 1.4 With the exception of the agricultural parts of the development this development would normally be inappropriate in the Green Belt. However Development Control Board agreed there were a combination of benefits which constituted very special circumstances which would justify an exception to Green Belt policy. These included:

- improvements to the Wellgate Community Farm buildings and facilities worth £1.15 million including a house to be transferred to the Council. This investment would be made to buildings within the Council's ownership.
- transfer of additional land to the Council intended for the Farm. The Wellgate Community Farm currently leases 0.55 hectares of land from the Council. The applicant has agreed to transfer an additional 0.59 hectares of land at no cost to the Council. This is intended for the farm. The improvements to additional buildings and facilities and the extra land would increase the capacity of the Farm to serve the community and put the charity on a sustainable financial footing. The land the farm currently occupies is leased from the Council and the intention is to do the same with the additional land the Council is due to receive.
- clearing the site of existing unsightly development and uses incompatible with the Green Belt location
- providing 88 zero carbon homes – a standard which has rarely been achieved to date, and which may act as an exemplar development, and one which would be unique within the Borough and the wider south-east of England. Marks Gate area has a high concentration of social rented housing and is within the 20% most deprived areas in London. This development will help create a better mix of tenures in the area.

1.5 The development cannot proceed until a S106 agreement is signed incorporating an education contribution of £200,000, completion of the farm improvements and land transfer of the additional farm land to the Council.

1.6 The Wellgate Community Farm is a charitable company limited by guarantee. It has been in existence for 28 years and is well respected for its work serving the community. The farm is open to visiting members of the public, and it also provides educational visits for school children both at the site, and with its 'mobile farm' taking smaller animals into schools.

1.7 The trustees believe that the development would ensure the future of the farm and make it economically sustainable and have submitted a business plan to demonstrate this. In addition to securing the future of the farm the redevelopment would improve its services to the community.

## **2. Proposal and Issues**

2.1 This section of the report focuses on the outstanding land disposal issue.

2.2 There are two accesses to the housing development. One of these accesses is across Council land. 13 of the proposed private 88 houses can only be accessed by this road. This is a long narrow strip of land at the southern boundary of Wellgate Community Farm of 0.0623 hectares (0.154 acres). The Council has a duty to seek best consideration for its land. With reference to the Stokes vs Cambridge Corporation 1961 case, the Council is entitled to receive a third of the uplift in land value due to the access. On this basis the value of this land has been estimated to be £265,000 by the Council's valuers Lambert Smith Hampton. This is a third of the difference between the existing land value and the value of the land with the benefit of the planning permission. The applicant has argued that from this

must be deducted the value of the additional land the Council will receive. This land has been valued at £18,000. This means the Council is due £247,000.

- 2.3 The developer submitted a development appraisal with their planning application. They did not include this payment as a development cost as they expected to receive the land for a nominal fee. They maintain that the development cannot proceed in its current form if they are expected to pay market value for the land. If the development does not proceed, the benefits from the development are not achieved, the future of the Farm is jeopardised and the Council does not receive an enhanced sum for its land.
- 2.4 Without the improvements there will be significant one-off costs to improve and repair existing farm facilities of at least £60,000 and it is these costs which are threatening the viability of the Farm in its current form.
- 2.5 Due to the substantial benefits of this development to the Council both directly in the form of enhancement to its assets and additional land, and indirectly by allowing the farm to maintain and widen its community work this report recommends that the Council sells this land to EcoGrove Ltd for £47,000.
- 2.6 This would allow the S106 agreement to be signed on the basis the Development Control Board agreed and enable the development to proceed which is clearly in the interests of the regeneration of Marks Gate and the communities who benefit from the Wellgate Community Farms services.

### **3. Options Appraisal**

- 3.1 There are two options available to the Council:
  - Sell the land for less than best consideration due positive impact the development will have on promoting the social, economic and environmental well-being of the area. This is the recommended option for the reasons detailed in the report.
  - Sell the land to EcoGrove Ltd for £247,000, this is the best consideration. Therefore EcoGrove Ltd would make a contribution of £200,000 for school places via the S106 agreement and be offered the Council Land for £247,000. The applicant has made no provision for the purchase of the land in their development costs and therefore the development would not proceed on this basis with the result that the Council receives nothing for its land, the improvements to the Farm are not made and therefore its future is threatened, and 88 zero carbon homes are not built in one of the borough's most deprived areas. EcoGrove Ltd could value engineer their development to find £247,000. They could for example build the homes to a lower Code for Sustainable Homes level. However the high environmental performance of the proposed homes where one of the special circumstances for allowing this development in the Green Belt and planning permission would unlikely be given if this change was made. This would also introduce further delay to the scheme.

#### **4. Consultation**

- 4.1 The Planning Application has been approved by Development Control Board and has the support of the local ward Councillors.

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

Implications completed by: Philip Horner, Principal Accountant

- 5.1 The net sale value of the land in question has been estimated at £247,000 but it is proposed to dispose of the land to the developer for a reduced sum of £47,000. It is, however, not in the community's best interests for the Council to insist on maximising the capital receipt for the land as this would jeopardise the whole proposal. This is an opportunity to develop and enhance one of the borough's most deprived areas and help secure the future of the Community Farm.
- 5.2 The land to be sold is the only possible route of access to part of the proposed site. It has a limited possible alternative use and, until planning consent was granted for the development of the houses, its value would have been based on agricultural use only.
- 5.3 The amount of additional Council tax that would be generated from 88 units would obviously depend on the Council tax bands that the proposed properties would fall in. However, for information, if all 88 units fell into band F, then the annual additional council tax generated would be around £130,000.
- 5.4 There will be various revenue implications in terms of direct services to these properties, such as refuse collection and street lighting as well as impacts and demands on local infrastructure such as schools. The additional Council tax generated will go some way towards offsetting these additional revenue costs.
- 5.5 The Council will be awarded a New Home Bonus of £7,500 for each net (of new dwellings less disposals) addition to the housing stock. The New Homes Bonus is a Government scheme whereby additional funding or a 'bonus' for new homes is provided by match funding the additional council tax raised for new homes, with an additional amount for affordable homes, for the following six years. On the basis that the proposed development would be for 88 units the Council would receive a total new homes bonus of £660,000 if these units resulted in a net increase in housing stock. The £7,500 sum is based on an average Council tax rate over a period of six years.
- 5.6 A Section 106 agreement will be made with the developer so that an appropriate contribution to the development of the local infrastructure will be received. A sum of £200,000 will be forthcoming as an education contribution if this report is agreed and the development goes ahead
- 5.7 The business plan submitted by the Wellgate Community Farm assumes that the current Council grant of £25,000 will be maintained. However, as the Authority receives this funding from London Councils, this is not a guaranteed source of income.

- 5.8 As part of the negotiations, the Council will acquire a 4 bedroom house which is sited on the land to be transferred to the Authority. In due course it is intended to let this property at a commercial rate so that the revenue received will be sufficient to cover any costs incurred.

## 6. Legal Implications

Implications completed by: Jason Ofosu, Property Solicitor

- 6.1 Under Section 123 of the Local Government Act 1972 (“LGA” 1972), the Council has powers to dispose of land in any manner that they wish which includes the sale of a freehold interest. One constraint under the LGA 1972 is that a disposal must be for the best consideration reasonably obtainable. The “best consideration obtainable” is the market value of the property plus “special value”. This may also take into account the capital value of any voluntary conditions imposed by the vendor where appropriate. Therefore, the Council may take into account £200,000 for school places in the purchase price since it can be deemed to produce a direct or indirect benefit to the Council that can be quantified in monetary terms.
- 6.2 The Local Government Act 1972 General Disposal Consent (England) 2003 and section 2 Local Government Act 2000 (well-being powers) provides powers to a local authority to dispose of land for less than best consideration that can be reasonably obtained, where purpose for disposal will promote social, economic and environmental well-being of the area and the difference between the unrestricted value and consideration does not exceed £2 million. The value of the land in this case is less than £2 million and would be for the community’s benefit. It will therefore not be necessary to apply to Secretary of State for specific consent to dispose of the land.
- 6.3 Another constraint under the LGA 1972 relates to the sale of public open space which requires a procedure for advertisement and consideration of any objections. Under section 233 of the Town and Country Planning Act 1990 the Council can not dispose of any land comprising or forming part of an open space unless before disposing of the land, it has given notice of its intention to dispose of it, specifying the land in question. Section 233(4) of that Act states that the notice will need to be advertised for two consecutive weeks in a newspaper circulated in the local area and the Council would need to allow for a reasonable amount of time for any objections to the proposed disposal of land. If there are any objections they would need to be considered. Since the land in question is open space, the Council will need to advertise the proposed disposal before the Council can sell them the land.

## 7. Other Implications

- 7.1 **Risk Management** – The recommended option allows the development to proceed and helps sustain the Wellgate Community Farm’s future. The alternative option is likely to thwart the development, undermine the future of the Wellgate Community Farm and result in the Council receiving nothing for its land in the foreseeable future.
- 7.2 **Customer Impact** – A summary of the wide ranging activities the Wellgate Community Farm provide for the community are listed in paragraph 1.7. The recommended option will allow the Farm to receive £1.15 million of improvements

and to receive 0.55 hectares of land from the Council in addition to the 0.59 hectares it already leases.

- 7.3 **Safeguarding Children** – Most of the activities the Farm provides are for young people. The recommended option will allow the Farm to maintain and expand these activities.
- 7.4 **Health Issues** – The farms activities includes services for people with mental health issues. The recommended option will allow the Farm to maintain and expand these activities.
- 7.5 **Crime and Disorder Issues** - Most of the activities the Farm provides are for young people including for those children not in education, employment or training. It provides young people with life skills and a respect for the environment. The recommended option will allow the Farm to maintain and expand these activities.
- 7.6 **Property / Asset Issues** – The Wellgate Community Farm currently leases 0.55 hectares of land from the Council. The applicant has agreed to transfer an additional 0.59 hectares of land at no cost to the Council. This is intended for the farm. The land the farm currently occupies is leased from the Council and the intention is to do the same with the additional land the Council is due to receive.

The new access results in the demolition of an existing farm building however this will be more than compensated for by the £1.15 million investment in new buildings and facilities this development makes to the farm.

The issues regarding the tenancy of the house transferred to the Council and the terms on which the land transferred to the Council will be leased to the farm are not the subject of this report which is focused on the land disposal which is the one outstanding issue which needs to be resolved before the S106 can be signed. If necessary these issues will be reported separately at the appropriate juncture.

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

- Development Control Board 30 April 2012, report 11/01015/FUL (Minute 100 refers)

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

**Appendix 1 - Map**

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LAND AT WELLGATE FARM, COLLIER ROW ROAD, COLLIER ROW, ROMFORD RM15 2BH



APPENDIX 1  
(Land at Collier Row)

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## CABINET

19 December 2012

<b>Title:</b> School Funding Formula 2013/14	
<b>Report of the Cabinet Members for Children's Services and Finance</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Dawn Calvert, Group Manager (Finance)	<b>Contact Details:</b> Tel: 020 8724 2651 E-mail: dawn.calvert@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>The purpose of this report is to update Cabinet on the progress the Local Authority is making in implementing the Department for Education (DfE) changes to schools funding arrangements as proposed in their document "School Funding Reform: Next steps towards a fairer system". The report focuses on the new Schools Forum constitutional regulations and the proposed changes to the school funding formula for 2013/14.</p> <p>In accordance with the regulations, the Local Authority must consult with its Schools Forum on items relating to schools funding. The Barking and Dagenham Schools Forum was consulted and their views are detailed in this report.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Note the Barking and Dagenham Schools Forum Constitution (ref 2.2, as set out in Appendix 1)</li> <li>(ii) Note the result of the Schools Funding Formula consultation process (ref 2.8 to 2.11)</li> <li>(iii) Consider the comments received from the Schools Forum following the presentation of the consultation responses and the proposed funding model for 2013/14 (ref 2.14 to 2.15)</li> <li>(iv) Agree the two principles: <ul style="list-style-type: none"> <li>- That the funding formula for 2013/14 should not produce any school that 'loses' funding, with the exception of the two schools with specific issues that cannot be addressed through the formula (ref 2.14)</li> <li>- That rapid and fair progress continue to be made towards narrowing the gap</li> </ul> </li> </ul>	

between the primary and secondary sector (ref 2.14)

- (v) Agree the Local Authority proposal of Model D for the allocation of schools funding for 2013/14 (ref 2.12 to 2.13)

**Reason(s)**

To implement DfE required changes to the arrangements for the allocation of funding to schools and the arrangements for Schools Forums.

**1. Introduction and Background**

- 1.1 In March 2012 the Department for Education (DfE) issued its latest consultation on school funding 'School Funding Reform: Next steps towards a fairer system' together with operational guidance for local authorities on the revised funding system. The consultation closed in May 2012 and the DfE made their final announcements in the summer. The DfE is proposing to move towards a national funding formula for schools in the next spending review. Therefore, in order to get the building blocks in place to support movement towards a national funding formula, from 2013/14 the DfE want to put in place simpler and more consistent arrangements for distributing funding to schools and other providers.
- 1.2 The DfE see three parts to creating a simple, more consistent and transparent funding system:
- Part 1 – That as many services and as much funding as possible is delegated to schools
  - Part 2 – To reduce the number of factors that can be used in local formulae to distribute funding
  - Part 3 – To make some changes to Schools Forum arrangements
- 1.3 This report provides an update on the Local Authority progress in respect of parts 2 and 3 detailed above.

**2. Proposal and Issues**

**Schools Forums (England) Regulations 2012**

- 2.1 The Schools Forums (England) Regulations 2012 were laid before Parliament on 7 September 2012. The 2012 regulations replaced those issued in 2010 and came into force in 1 October. They required that Forum be reconstituted and that proceedings in future meet the new requirements on public access and transparency.
- 2.2 The Schools Forums (England) Regulations 2012 set out requirements relating to membership of schools forums, their proceedings and the financial issues on which they must be consulted. They make changes to what Authority officers can be a member. They allow that certain categories of person may speak at meetings, but not be a member. The Regulations were changed by Government to reflect the changes in numbers of maintained schools following the increase in 2010

Academies and other non maintained schools in some areas. The Regulations provide that it is the Authority that determines the constitution of the Forum, subject to what is required by them. Please refer to **Appendix 1** for the Barking and Dagenham Schools Forum Constitution which has been set up in accordance with the Schools Forums (England) Regulations 2012 and the Schools Forums: Operational and Good Practice Guide (September 2012).

- 2.3 The constitution, as detailed in Appendix 1, was presented to the Barking and Dagenham Schools Forum on 25 October 2012. It is made in accordance with the new Regulations.

### **School Funding Formula Consultation – Update**

- 2.4 Since the publication of ‘School Funding Reform: Next Steps towards a fairer system, there has been regular consultation with key stakeholders. Formal submissions to the DfE in May and June 2012, in response to their proposals for schools funding and school forums, were jointly submitted with Barking and Dagenham’s Schools Forum.
- 2.5 During the period June to August 2012 a variety of funding formulas were modelled for Barking and Dagenham schools based on a set of agreed principles as detailed below:
- To minimise turbulence by closely mapping the 33 existing funding factors into the available 10 new funding factors then mapping what is currently allocated into the modelling template issued by DfE
  - To move the primary / secondary funding ratio closer to the national average of 1:1.3 (for example for every £1 allocated to a primary schools, £1.30 is allocated to a secondary school). The primary and secondary ratio was referred to in the initial school funding reform document released in April 2012. The 3 relevant sections are detailed below:
    - **1.3.52.** Another significant factor in differences in funding levels across the country is the ratio between funding for primary and secondary pupils. Secondary pupils tend to attract more funding than primary pupils and the average ratio is around 1:1.27. Across the country this ratio spans from 1:1.1 to 1:1.5.
    - **1.3.53.** We stated in the July consultation document that it is important to begin to move towards national consistency and suggested that a fixed range for the primary to secondary funding ratio should be established locally. Shifting the primary to secondary ratio in this way could cause significant turbulence to the budgets of individual schools (although these shifts would of course be protected for a time).
    - **1.3.54.** The introduction of the new set of formula factors that we have described in the preceding section could affect the current ratios of primary to secondary funding across the country. For this reason, we will not place any restrictions on the ratio for 2013-14. From 2014-15, once new, simpler formulae have been embedded in local authorities, we will consider whether

there should be a defined range of primary to secondary ratios so that we can begin to secure greater consistency across the country.

- To ensure the new model is affordable and cost neutral within the comparative funding envelope for 2012/13 which will minimise the cost of the Minimum Funding Guarantee (MFG). The cost of the MFG must be top sliced from the Schools Block which reduces the funding available for distribution to Schools.

- 2.6 The modelling work was carried out in accordance with DfE guidance using their modelling tools and data sets. The result of this work was the development of 3 proposed funding models which the Authority took to consultation with key stakeholders. **Appendices 2 to 5** detail the 3 funding models and the indicative impact on schools. A summary of the key points from these models are shown in table 1 in section 2.13. It's important to note that the numbers in the appendices are indicative. The appendices are based on January 2012 PLASC data (pupil numbers and data sets). The funding for 2013/14 will be based on October 2012 PLASC data. The numbers exclude funding for pupil premium, early years and sixth form pupils which are allocated under a different methodology.
- 2.7 The consultation process on the Schools Funding formula ran from 24 September to 11 October. During the consultation period, briefing sessions were arranged and groups of heads / individual schools were visited upon request. Members were involved in the consultation process. From those individuals involved in the consultation process, their views and comments were sought on the three models (Model A, B and C) presented in the briefing.
- 2.8 The results of the consultation are summarised below:
- All responses received from the primary sector were in support of Model A the aim of which was to move towards the national primary: secondary funding ratio of 1:1.3. In addition, primary colleagues had raised concerns about the implication of split site schools funding.
  - The Secondary Head teachers' group submitted a collective response with Heads and Governing Bodies in individual secondary schools reserving the right to make further representations in the light of the particular circumstances of their schools. **The collective response from the Secondary Head teachers' group is detailed below in full:**
    - We accept the principle of the need to move from the current overall LBBD primary / secondary funding ratio (1:1.46) much nearer to the national ratio (approx. 1:1.3).
    - We strongly support the principle of secondary split sites requiring and receiving significant support additional funding – as a **minimum**, equal to current levels (£216k).
    - We accept Model B2, as presented to Secondary Heads at their meeting on 5 October as a reasonable compromise towards adjusting primary/ secondary funding ratios towards the national whilst also addressing our requirements to increase secondary split site funding from the originally proposed £66k to match the current £216k as a minimum. We are

pleased to see that the amendments to create B2 as a variant of B have been achieved without disadvantaging anyone, by taking £500k from the Schools Facing Financial Difficulty allocation.

- However even Model B2 would leave 3 secondary schools and four primary schools significantly worse off immediately, at a time when an additional £6.15m has come into the pot as a result of the Area Cost Adjustment and when schools are facing increasing financial pressures.
- **We therefore very strongly support the implementation of:**
  - A) A variation of Model C for one year only (2013/14) – adjusted to create a Model C2 on a similar basis to B2 by adding secondary split site funding to a minimum of £216k per school**

**Followed by**

**B) Model B2 in 2014/15**

- This solution would give all schools, primary and secondary, significant additional funding for 2013/14 (apart from Eastbrook – which has specific issues to do with surplus places which is impossible to deal with through the formula – and George Carey, which presumably has specific issues relating to being a growing new school.
- For secondary schools, the one year stepping stone towards Model B2 would give them the time and resource to plan any re-structuring needed to cope with the new funding regime, thus minimising unnecessary turbulence.
- For primary schools, a revised Model C (Model C2 for 2013/14, followed by Model B2 for 2014/15, gives them significant extra funding immediately, followed by a further significant increase in funding in 2014/15.

- 2.9 Two secondary schools made individual representations concerning the split site factor being reduced to £66k from £216k (2012/13 value) in Models A to C.
- 2.10 The collective response from the Secondary Head teachers' group refers to a Model B2. During the consultation process the Secondary Head teachers group requested the Local Authority to model a variation of Model B. The two changes were to reduce the Schools in Financial Difficulty contingency from £1.5m to £1m and to increase the secondary split sites factor from £66k back to its current value of £216k.
- 2.11 Political leaders have been briefed on the consultation and their wish is to minimise the negative impact on any school as far as possible.
- 2.12 The Local Authority has thought very carefully about the results of the consultation process and the representations made from collective groups, individual schools and Members. Taking all the information on board the Local Authority is presenting Model D as the proposed funding formula for the allocation of schools funding for

2013/14. Following further guidance from the EFA, there will need to be further consultation with schools on the formula for 2014/15. Model D is underpinned by the following principles:

- To ensure as few schools as possible are adversely affected by the new formula
- To move more in line with the national primary: secondary funding ratio to reduce the impact of any potential national changes in future years
- To recognise that running a split site brings extra costs (for both primary and secondary schools) and the new funding formula should not disadvantage those schools that will be amalgamating
- To ensure where schools are particularly affected they will be able to apply to the Schools Forum if they become a school facing financial difficulty
- To recognise that secondary schools are adversely affected by changes in sixth form funding at the same time, which has to be considered in deciding the level of shift.

2.13 They key factors of Model D are shown in table 1 below, in comparison to the same key factors in Models A, B and C. Please refer to **Appendix 6** for the school by school analysis for Model D:

**Table 1: Key Factors – Model A, B, C and D**

	<b>Model A</b>	<b>Model B</b>	<b>Model C</b>	<b>Model D</b>
AWPU KS 1 & 2	£3,705	£3,660	£3,697	£3,827
AWPU KS3	£4,677	£4,767	£5,047	£5,020
AWPU KS4	£5,800	£5,890	£6,185	£6,158
Cap	15%	15%	7%	6.9%
MFG / (CAP)	£410,196	£25,002	(£2,892,175)	(£3,193,119)
Lump sum	£200,000	£200,000	£200,000	£150,000
Primary split site	£46,615	£46,615	£46,615	£100,000
Secondary split site	£66,426	£66,426	£66,426	£216,000
Pre MFG primary: secondary ratio	1:1.31	1:1.35	1:1.38	1:1.36
Post MFG primary: secondary ratio	1:1.34	1:1.36	1:1.42	1:1.41
Net primary gain / (loss)	£6,752,746	£6,071,260	£4,318,159	£4,834,778
Net secondary gain / (loss)	(£772,457)	(£106,182)	£1,639,068	£1,431,173
Primary 'winners'	42	41	44	44
Primary 'losers'	3	4	1	1
Secondary 'winners'	0	5	8	8
Secondary 'losers'	9	4	1	1
Provision for schools facing financial difficulty	£1.5m	£1.5m	£1.5m	£1m



- 2.14 The Local Authority asked the Barking and Dagenham Schools Forum on 25 October 2012 to consider and endorse the Local Authority proposal of Model D for the allocation of schools funding for 2013/14. Their views are detailed below:

***Question – The Schools Forum is asked to consider and endorse the Local Authority proposal of Model D for the allocation of schools funding in 2013/14***

<b>School Group / Representatives</b>	<b>For</b>	<b>Against</b>	<b>Not present</b>
Primary		6	
Secondary	3		1
Special	1		
Academy		1	
PRU	1		
Early Years		1	
<b>TOTAL</b>	<b>5</b>	<b>8</b>	<b>1</b>

***Question – The Schools Forum endorses the principle that the funding formula for 2013/14 should not produce any school that ‘loses’ funding, with the exception of two schools with specific issues that cannot be addressed through the formula***

All 13 members of the Schools Forum endorsed this principle. 1 member of the Forum was not present.

***Question – The Schools Forum endorses the principle that rapid and fair progress continues to be made towards narrowing the gap between the primary and secondary sector***

All 13 members of the Schools Forum endorsed this principle. 1 member of the Forum was not present.

- 2.15 In discussion at The Schools Forum the following specific comments were made in relation to Model D:

**Primary, Academy and PVI Representatives**

- There has not been sufficient time to analyse model D
- We were asked to vote on a model not consulted upon
- Why has the split site factor increased from £44k / £66k (Models A to C) to £100k / £216k (Model D)?
- Only Models A, B and C were presented in the September consultation briefing and now Model D is brought into the equation
- We need to understand the process of how Model D was arrived at so all schools can own the model
- We agree on the principle that no schools should lose out but Model D does not achieve the national average or has done enough to move towards the national average
- On Model A, 8 schools are ‘losers’. Would it not be possible for these schools to apply for funding from the Schools Facing Financial Difficulty contingency if the schools do experience difficulties?
- All research looks at the need for early intervention
- There was no comparative data on neighbours

- I feel discomfort agreeing a model when all the facts are not known
- Model D is not transparent and I would prefer to defer any decisions for a short period of time
- Why do primary schools receive £100k for split site funding and secondary schools receive £216k? This lacks equality

### **Secondary, Special and PRU**

- We are trying to find a way forward based on two principles of no losers except two schools) and moving closer to the national average of 1:1.3
- Model D fulfils the two principles referred to above, all schools win (with the exception of two) and there is a substantial movement towards the national average
- We need to consider the impact / risk on staff that work in the service and the need for an agreement that protects employees
- More work is needed on special school funding for 2013/14
- There is no disagreement with the need for early intervention
- If there is an agreement to avoid turbulence, Model D achieves this. Primary schools gain
- Model D for 2013/14 gives the opportunity to look at the funding formula in detail for 2014/15
- What would be the impact on MFG if Model D was modelled over the next 3 years, assuming all factors remain constant?

2.16 In terms of timelines the Local Authority must submit its proposal for the funding formula (Model D) for 2013/14 to the EFA by the end of October. Any final changes must be submitted by mid January 2013 (current timescale).

### **3. Options Appraisal**

3.1 A range of funding formula were modelled in order to identify Models A to D.

### **4. Consultation**

4.1 School head teachers, School Governors, Members, Trade Union representatives and a representative from the early years private, voluntary and independent sector have been consulted on the development of school funding formula applicable for 2013/14

### **5. Financial Implications**

Implications provided by: Dawn Calvert, Group Manager (Finance)

5.1 The School Funding Formula is contained within the Dedicated Schools Grant.

### **6. Legal Implications**

Implications provided by: Lucinda Bell, Senior Lawyer

6.1 The Barking and Dagenham Schools Forum ("the Forum") was reconstituted in accordance with Section 47 of the School Standards and Framework Act 1998 (as amended) and The Schools Forums (England) Regulations 2012.

- 6.2 The Authority is obliged to consult the Forum in accordance with the School Finance (England) Regulations 2012 and the Schools Forums (England) Regulations 2012.
- 6.3 Per the Schools Forum (England) Regulations 2012, the Local Authority must submit to Schools Forum **for consultation** items relating the schools funding as detailed below:
- Budget formula – to comment on any proposed changes to the funding formula for maintained schools (before the funding period starts) (Regulations 8 & 9)

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

None

**List of appendices:**

**Appendix 1** – Barking and Dagenham Schools Forum Constitution

**Appendix 2** – Summary of Models A, B and C

**Appendix 3** – Model A – school by school analysis

**Appendix 4** – Model B – school by school analysis

**Appendix 5** – Model C – school by school analysis

**Appendix 6** – Model D – school by school analysis

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## BARKING AND DAGENHAM SCHOOLS FORUM

### CONSTITUTION

#### 1. Legal Status

- 1.1 The Barking and Dagenham Schools Forum (“the Forum”) is established in accordance with Section 47 of the School Standards and Framework Act 1998 (as amended) and The Schools Forums (England) Regulations 2012.

#### 2 Role

- 2.1 The Forum is a decision making and consultative body in relation to matters concerning schools’ budgets as defined in the School Finance (England) Regulations 2012 and the Schools Forums (England) Regulations 2012.

#### 3 Membership

- 3.1 The membership of the Forum shall be broadly proportionate to the total number of schools in each category, subject to the minimum membership requirements under the Regulations.
- 3.2 There shall be a minimum of 13 school / academy members comprising the following:

##### **Schools and Academy Members**

(As a minimum, there must be at least one representative of head teachers and one representative of governors among the Primary and Secondary groups)

<b>No. of Members</b>	<b>Representing</b>	<b>Appointed By</b>
1	Academies / Free School	Academy proprietors
1	Special School	Special School
6	Primary Schools	Primary Heads Group
4	Secondary Schools	Secondary Heads Group
1	Pupil Referral Unit	PRU Governing Body
<b>13</b>		

- 3.3 There shall be a minimum of 5 non-school members comprising the following:

### **Non-Schools Members**

(Must not be more than one third of the total membership)

<b>No. of Members</b>	<b>Representing</b>	<b>Appointed By</b>
1	14-19 Partnership	Director of Children Services
1	Early Years Representative (must be one that is in receipt of Early Years DSG)	Director of Children Services
1	Recognised Trade Union Representative	Director of Children Services
1	Roman Catholic Diocese	Director of Children Services
1	Church of England Diocese	Director of Children Services
<b>5</b>		

- 3.4 The level of representation will be reviewed on an annual basis to reflect any changes in pupil numbers in each phase/type of establishment.

#### **4. Substitute Members**

- 4.1 Representative groups may nominate a substitute member(s). The substitute member may attend and vote at a meeting when the member is absent (whether for the whole or part of a meeting).
- 4.2 Where possible the Secretary shall be notified at least 24 hours in advance of a meeting where a substitute member is to attend on behalf of a member.
- 4.3 Substitute members are entitled to attend other meetings (and any Forum training sessions) as an observer.
- 4.4 A list of substitute members appointed by the representative groups will be maintained by the Secretary.

#### **5. Term of Office**

- 5.1 The term of office for members of the Forum will be three years, subject to members still holding the appointment which makes them eligible for membership. Nominations must be forwarded to the Secretary by the relevant representative body before a new member attends their first meeting.
- 5.2 Any member who fails to attend three consecutive meetings of the Forum (even where a substitute has attended on his or her behalf) may have their membership terminated on a majority vote of the other members.
- 5.3 In the event of a vacancy, the Secretary will make the necessary arrangements for a replacement to be nominated.
- 5.4 There is no limit on the number of consecutive terms of office an individual may serve on the Forum if re-elected by their representative group.

## **6. Other Speakers / Observers**

6.1 The following may speak at meetings of the Forum, even though they are not members of the Forum:

- a) the Corporate Director of Children's Services or their representative;
- b) the Chief Financial Officer or their representative;
- c) the Cabinet Member for Children's Services
- d) the Cabinet Member for Finance;
- e) any person who is invited by the Forum to provide financial or technical advice;
- f) a representative of the Education Funding Agency; and
- g) any officer presenting a paper or other item which is on the Forum agenda.

## **7. Chair and Deputy Chair**

7.1 A Chair and Deputy Chair will be elected each year from amongst the Forum members.

## **8. Secretary**

8.1 The Corporate Director of Children's Services shall appoint a Secretary.

8.2 In addition to the duties referred to in this Constitution, the Secretary shall also be responsible for the timely circulation and publication of agendas and minutes of Forum meetings, and any other duties agreed by the Forum or directed by the Chair.

## **9. Meetings**

9.1 The Forum shall meet at least four times a year. Additional meetings may be arranged as appropriate.

9.2 Meetings will take place at a time and date agreed by the Forum or by the Chair.

9.3 All meetings of the Forum shall be open to the public.

## **10 Voting**

10.1 Every item which requires a decision to be made by the Forum will be determined by a majority of the eligible members. In the case of an equality of votes the Chair will have a second or casting vote.

10.2 School and non school members are eligible to vote on all matters except those relating to the funding formula which are restricted to schools members and the Early Year's representative. Furthermore, only secondary and primary school (not academy) members are eligible to vote on items to be removed from delegated budget shares where the expenditure is instead to be treated as central expenditure.

## 11 Quorum

11.1 The Forum shall be quorate only if at least two-fifths of the total membership (schools and non-schools members) is present at a meeting.

## 12. Sub Groups

12.1 The Forum may set up sub-groups, either standing or ad hoc, to carry out tasks as specified by the Forum. All sub-groups will report back to the Forum.

12.2 The rules relating to public accessibility and the publication of agendas and minutes shall not apply to sub-group meetings.

## 13. Functions

13.1 Local authority items to be submitted to the Schools Forum **for authorisation:**

Area	Forum Responsibility	Statutory Instrument
Budget Shares and the Minimum Funding Guarantee	To authorise any proposed changes to school budget shares (not including the 6th form grant) subject to calculation of a guaranteed funding level (the Minimum Funding Level)	School Finance (England) Regulations 2012 Regulation 25 and Schedule 4.
Central Expenditure  (see also below for 2013-14)	To authorise any percentage increase to non-devolved areas (central expenditure) which exceeds the percentage increase of the schools' budget.  To authorise any percentage decrease to non-devolved areas, which is not less than the percentage of the decrease in the schools' budget.  To authorise the funding of a deficit in the central expenditure from the previous funding period to the funding period, which reduces the amount of the schools' budget available.	School Finance (England) Regulations 2012 Regulations 7(2) and 12(2)  Regulation 7(4)
Other deductions from the School Budget	To authorise charges to the Schools Budget relating to: <ul style="list-style-type: none"> <li>• Schools specific contingency</li> <li>• Prudential borrowing</li> <li>• Termination of employment costs</li> </ul>	School Finance (England) Regulations 2012 Regulation 13 (1)(d)



	<ul style="list-style-type: none"> <li>• SEN travel costs</li> <li>• Contributions to combined services</li> </ul> <p>Note: no increase to 2011-2012 deductions</p>	and Schedule 2 Regulation 38
Funding for new schools	To decide on any variation to the normal start date of funding for a new school (usually 15 months before the opening date or the date when the temporary governing body is constituted).	School Finance (England) Regulations 2012 Regulation 11.
Items That May Be Removed from School Budget Shares	To authorise any redetermination of schools' budget shares by removing any expenditure listed in Part 5 of Schedule 2 of the School Finance Regulations 2013 where such expenditure is to be treated as central expenditure (note – restricted to separate primary and secondary school authorisation as applicable)	School Finance (England) Regulations 2012 Regulation 11(A) and (B)

*Note: If any item above is not decided by Schools Forum, the Local Authority may submit a case to DfE for approval.*

### 13.2 Local Authority items to be submitted to Schools Forum **for approval:**

Area	Forum Responsibility	Statutory Instrument
Schemes	To approve any proposed revisions to the local Scheme for Financing Schools.	School Finance (England) Regulations 2012 Regulation 27.

### 13.3 Local Authority items to be submitted to Schools Forum **for consultation:**

Area	Forum Responsibility	Statutory Instrument
Budget formula	<p>To comment on any proposed changes to the funding formula for maintained schools (before the funding period starts).</p> <p>To comment on any proposed changes to the funding formula for nursery schools (before the funding period starts).</p>	<p>School Finance (England) Regulations 2012 Regulations 8 &amp; 9.</p> <p>Regulation 9.</p>
Contracts	To comment on any proposed contract for supplies or services to be paid out of the schools budget where the estimated value is not less than the threshold pursuant to regulation 8 of the Public Contracts Regulations 2006(b) (currently £156,462), at least one month prior to the issue of invitations to tender.	Schools Forum Regulations (2012), Regulation 9.
Items for annual review	To comment on:	Schools Forum Regulations

	<ul style="list-style-type: none"> <li>• Arrangements for the education of pupils with special educational needs.</li> <li>• Arrangements for the use of Pupil Referral Units and the education of children otherwise than at school.</li> <li>• Arrangements for early year's provision.</li> <li>• Administrative arrangements for the allocation of central government grants paid to schools via the Council.</li> </ul>	(2012), Regulation 10.
Other	To comment on any other matters concerning the funding of schools at the discretion of the local authority.	Schools Forum Regulations (2012), Regulation 10.

13.4 LBBB is required to notify the governing bodies of all maintained schools of any consultation being carried out with the Forum for contracts or annual review items as shown under any part of 13.3.

13.5 The Forum may also be consulted on such other matters concerning the funding of schools at the discretion of LBBB.

#### **14. Provision of account to schools**

14.1 The Forum shall as soon as reasonably possible inform the governing bodies of schools maintained by LBBB of all consultations carried out under section 13 above.

#### **15. Members' Expenses**

15.1 Members are entitled to be reimbursed all reasonable expenses, such as travelling expenses, childcare or other care costs, in connection with their attendance at meetings of the Forum (including sub-group meetings) in line with the Members' Allowances and Expenses schedule approved each year by LBBB.

15.2 All claims should be submitted to the Secretary who will arrange reimbursement.

15.3 Expenses shall be charged to the retained portion of the schools budget, including costs for expenses to operate the Forum.

#### **16. Review of the Constitution**

16.1 The Forum will review this document as required to ensure that it continues to meet statutory requirements.

## Summary of Funding Reform Models

APPENDIX 2

Model	A	B	C
<b>Aim</b>	Move towards National Primary:Secondary funding ratio of 1.3	Move towards national funding ratio, but limit 'losers' where possible	Ensure all schools benefit from the Area Cost Adjustment - Limit losers.
AWPU - KS1 & 2	3,705.00	3,660.00	3,697.00
AWPU - K3	4,677.00	4,767.00	5,047.00
AWPU - KS4	5,800.00	5,890.00	6,185.00
Caps at;	15%	15%	7%
MFG/ (CAP)	<b>410,196</b>	<b>25,002</b>	<b>(2,892,175)</b>
Pre MFG Primary:Secondary ratio	1.31	1.35	1.38
Post MFG Primary:Secondary ratio	<b>1.34</b>	<b>1.36</b>	<b>1.42</b>
Net Primary Gain/(Loss)	6,752,746	6,071,260	4,318,159
Net Secondary Gain/(Loss)	(772,457)	(106,182)	1,639,068
Primary 'winners'	42	41	44
Primary 'losers'	3	4	1
Secondary 'winners'	0	5	8
Secondary 'losers'	9	4	1

Hyper-link	<a href="#">next steps modelling tool v3 Model A.xlsm</a>		<a href="#">next steps modelling tool v3 Model B.xlsm</a>		<a href="#">next steps modelling tool v3 Model C.xlsm</a>	
Factor Details	Unit Value	Total Allocated	Unit Value	Total Allocated	Unit Value	Total Allocated
AWPU - KS1	3,705	73,818,420	3,660	72,921,840	3,698	73,668,990
AWPU - KS2	4,677	30,087,141	4,767	30,666,111	5,048	32,470,568
AWPU - KS3	5,800	25,659,200	5,890	26,057,360	6,185	27,362,440
Deprivation - Primaryes - FSM ever 6	335	2,375,369	335	2,375,369	335	2,375,369
Deprivation - Secondaryes - FSM ever 6	475	2,218,029	475	2,218,029	475	2,218,029
Deprivation - Primaryes - IDACI band 5	50	142,015	50	142,015	50	142,015
Deprivation - Primaryes - IDACI band 6	100	107,447	100	107,447	100	107,447
Deprivation - Secondaryes - IDACI band 5	50	63,756	50	63,756	50	63,756
Deprivation - Secondaryes - IDACI band 6	100	48,278	100	48,278	100	48,278
Looked After Children - LAC	1,000	146,314	500	73,157	500	73,157
LCHI SEN - Primaryes - Low attainment 78	885	4,716,034	900	4,795,967	900	4,795,967
LCHI SEN - Secondaryes - Low attainment	1,575	2,510,243	1,725	2,749,313	1,400	2,231,327
EAL - Primaryes - EAL 3	578	2,699,704	578	2,699,704	585	2,732,399
EAL - Secondaryes - EAL 3	2,015	1,033,266	2,100	1,076,852	1,400	717,902
Mobility - Primaryes	500	1,226,531	500	1,225,531	504	1,235,336
Mobility - Secondaryes	850	639,898	850	639,898	700	526,975
Lump sum	200,000	10,800,000	200,000	10,800,000	200,000	10,800,000
Split Sites - Primaryes	46,615	186,460	46,615	186,460	46,615	186,460
Split Sites Secondaryes	66,426	132,853	66,426	132,853	66,426	132,853
Rates	as funded	3,171,879	as funded	3,171,879	as funded	3,171,879
PFI Funding	as agreed	2,466,215	as agreed	2,466,215	as agreed	2,466,215
MFG	as calculated	410,196	as calculated	25,002	as calculated	(2,892,175)
<b>TOTAL</b>		<b>164,659,248</b>		<b>164,643,036</b>		<b>164,635,187</b>

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TABLE 1 - MODEL A: £2.6 MILLION GROWTH FUND PLUS AREA COST ADJUSTMENT

SCHOOL NAME	A	B	C	D	E	F	G	H	I	J	K	L
	12-13 CURRENT FUNDING (EXCLUDING EARLY YEARS, HIGH NEEDS, SIXTH FORM)	TOTAL ALLOCATION UNDER NEW MODEL	NEWLY DELEGATED FUNDING INCLUDED IN NEW MODEL*	NEW FORMULA PRIOR TO NEW DELEGATION (COLUMN B LESS C)	DIFFERENCE BEFORE MFG AND CAP ON GAINS (COLUMN D LESS A)	MINIMUM FUNDING GUARANTEE (CAP ON GAINS) / MFG PROTECTION	POST MFG / CAP BUDGET (COLUMN B PLUS F)	ADDITIONAL DELEGATION TO BE DE-DELEGATED*	TOTAL FUNDING BEFORE EARLY YEARS, HIGH NEEDS, SIXTH FORM) (COLUMN G LESS H)	VARIANCE (COLUMN I MINUS COLUMN A)	ILLUSTRATIVE COST OF ADDITIONAL BUY BACKS (CATERING AND 14-16 SERVICES)*	INDICATIVE LIKE FOR LIKE CHANGE IN SCHOOL FUNDING (COLUMN J LESS K)
Dorothy Barley Junior School	1,796,261	1,983,671	39,277	1,944,394	148,133	0	1,983,671	25,801	1,957,869	161,609	13,454	148,155
Dorothy Barley Infants	1,401,938	1,645,803	30,880	1,614,922	212,984	(35,203)	1,610,599	20,286	1,590,314	188,376	10,578	168,836
Eastbury Primary	2,913,221	3,241,024	61,294	3,179,730	266,508	0	3,241,024	40,265	3,200,759	287,538	20,966	266,542
Manor Junior School	1,920,656	2,118,795	44,595	2,074,200	153,545	0	2,118,795	29,295	2,089,500	168,845	15,276	153,569
Manor Infant School	2,389,604	2,626,592	51,592	2,575,000	175,396	0	2,626,592	33,891	2,592,701	193,097	17,672	175,425
Northbury Junior School	2,096,731	2,300,183	43,568	2,256,615	159,884	0	2,300,183	28,620	2,271,562	174,832	14,924	159,908
Northbury Infant School	1,559,991	1,871,638	32,840	1,838,799	278,807	(78,125)	1,793,514	21,573	1,771,941	211,950	11,249	200,701
Ripple Primary School	3,577,785	3,817,389	73,329	3,744,059	166,275	0	3,817,389	48,171	3,769,218	191,433	25,118	166,315
Thames View Infants	1,611,546	1,785,900	32,466	1,753,434	141,888	0	1,785,900	21,327	1,764,573	163,027	11,121	141,906
Beam Primary	2,010,691	2,237,974	43,942	2,194,032	183,341	0	2,237,974	22,866	2,209,108	198,417	15,052	183,365
Furze Infant School	1,441,993	1,815,456	33,772	1,781,684	339,691	(160,240)	1,655,217	22,185	1,633,031	191,039	11,568	179,470
Marks Gate Infants	1,129,362	1,321,618	24,163	1,297,454	188,092	(31,075)	1,290,542	15,873	1,274,669	145,307	8,277	137,030
Marsh Green Primary	1,282,268	1,327,161	23,510	1,303,651	21,383	0	1,327,161	15,444	1,311,717	29,449	8,053	21,396
Rush Green Junior	1,377,853	1,623,394	30,227	1,593,167	215,313	(47,598)	1,575,796	19,857	1,555,940	178,086	10,354	167,732
Rush Green Infants	1,342,598	1,620,860	30,880	1,589,980	247,382	(79,770)	1,541,090	20,286	1,520,804	178,206	10,578	167,628
Leys Primary School	1,590,712	1,654,965	30,507	1,624,458	33,746	0	1,654,965	20,040	1,634,925	44,213	10,450	33,763
Warren Junior	1,857,203	2,072,362	174,110	1,904,824	206,903	0	2,001,871	25,250	1,976,622	188,194	14,061	174,132
Thomas Arnold Primary	1,769,194	2,001,871	38,437	1,963,434	194,240	0	2,001,871	25,250	1,976,622	207,427	13,166	194,261
Valence Primary	2,961,511	3,090,078	61,481	3,028,597	67,086	0	3,090,078	40,387	3,049,691	88,180	21,060	67,120
Village Infants	1,079,513	1,265,551	22,577	1,242,974	163,461	(33,904)	1,231,647	14,831	1,216,816	137,303	7,734	129,569
Marks Gate Junior School	1,251,525	1,380,270	25,469	1,354,801	103,276	0	1,380,270	16,731	1,363,539	112,014	8,724	129,290
Thames View Junior	1,598,612	1,798,530	35,172	1,763,358	164,747	0	1,798,530	23,105	1,775,426	176,814	12,048	164,766
Parsoes Primary	1,679,198	1,965,739	38,904	1,926,835	247,637	(29,399)	1,936,340	25,556	1,910,784	231,586	13,326	218,260
Five Elms Primary School	1,817,516	2,004,493	39,370	1,965,123	147,607	0	2,004,493	25,863	1,978,630	161,114	13,486	147,628
Henry Green Primary	1,697,921	1,942,982	38,157	1,904,824	206,903	0	1,942,982	25,066	1,917,916	219,994	13,070	206,924
Roding Primary	3,178,875	3,496,470	65,959	3,430,511	251,636	0	3,496,470	26,721	3,453,141	274,266	22,594	251,672
Becontree Primary School	1,847,828	2,083,440	40,676	2,042,764	194,935	0	2,083,440	20,833	2,056,719	208,891	13,933	194,958
John Perry Primary	1,976,483	2,244,816	43,662	2,201,154	224,671	0	2,244,816	25,372	2,216,134	143,821	14,956	130,591
Richard Alibon Primary	2,749,855	2,904,715	57,562	2,847,153	97,298	0	2,904,715	28,682	2,866,902	117,047	19,718	97,330
Monteagle Primary	1,862,381	2,018,768	40,490	1,978,278	115,897	0	2,018,768	26,598	1,992,170	129,788	13,869	115,919
Goodwin Primary	2,542,547	2,858,095	58,122	2,799,973	257,426	0	2,858,095	38,181	2,819,914	277,367	19,909	257,458
Hunters Hall Primary	1,693,550	1,989,064	38,064	1,951,000	257,450	(35,994)	1,951,070	25,005	1,928,065	234,516	13,039	221,477
Southwood Primary	4,218,943	4,448,712	86,670	4,362,041	143,098	0	4,448,712	56,934	4,391,777	172,834	29,688	143,146
Gascoigne Primary School	1,576,786	1,916,892	38,251	1,878,641	301,855	0	1,916,892	25,127	1,891,514	219,641	13,102	206,539
St. Margaret'S Church Of England Primary School	1,441,170	1,614,844	32,000	1,582,844	141,675	(50,974)	1,614,844	21,021	1,593,823	162,653	10,961	141,682
William Ford C Of E Junior	1,080,814	1,288,353	24,443	1,263,910	183,096	0	1,263,910	16,057	1,247,853	140,508	8,373	132,136
St Josephs Rc Primary (Barking)	1,307,722	1,486,348	29,108	1,457,240	149,519	0	1,486,348	19,121	1,467,227	159,505	9,971	149,535
St Josephs Catholic (Dagenham) School	1,500,274	1,666,287	33,586	1,632,701	132,427	0	1,666,287	22,063	1,644,224	143,950	6,136	132,445
St Peters Rc Primary School	775,396	959,899	17,912	941,986	166,590	(60,281)	879,618	11,767	867,851	92,455	6,136	86,319
The St Teresa Catholic Primary Sch	913,054	1,045,703	19,592	1,026,111	113,057	(6,099)	1,039,604	12,870	1,026,734	113,680	6,711	106,969
St Vincent'S Catholic Primary	1,059,103	871,090	15,020	856,070	(203,032)	0	1,061,414	9,867	1,051,547	(7,555)	5,145	(12,700)
George Carey Church Of England Primary School	3,177,390	3,246,818	66,519	3,180,299	2,909	0	3,246,818	43,697	3,203,121	25,731	22,785	2,946
The James Cambell Primary	3,309,532	3,444,329	68,851	3,375,477	65,946	0	3,444,329	45,229	3,399,100	89,588	23,584	65,984
William Bellamy Primary	3,356,986	3,650,151	76,221	3,573,930	216,944	0	3,650,151	50,070	3,600,081	243,095	28,109	216,986
Grafton Primary	6,430,107	6,570,140	172,995	6,397,145	(32,962)	0	6,570,140	66,591	6,503,549	73,442	106,506	(33,064)
Warren Comprehensive School	8,258,680	8,228,015	220,393	8,007,622	(251,058)	135,958	8,363,973	84,836	8,279,137	20,457	135,687	(115,230)
Barking Abbey School	6,504,896	6,296,485	151,610	6,144,875	(360,022)	268,896	6,565,381	58,359	6,507,022	2,125	93,340	(91,215)
Eastbrook Comprehensive School	9,443,758	9,516,425	231,884	9,284,541	(159,216)	25,400	9,541,825	89,259	9,452,566	8,808	142,761	(133,953)
Eastbury Comprehensive School	8,921,110	8,645,392	233,958	8,411,434	(509,677)	383,607	9,028,998	90,058	8,938,941	17,831	144,038	(126,208)
Robert Clack Comprehensive	8,409,041	8,548,231	230,128	8,318,103	(90,938)	0	8,548,231	80,583	8,467,648	50,607	141,680	(91,073)
The Sydney Russell School	9,078,597	8,964,842	185,762	8,779,080	(299,517)	170,012	9,134,854	71,506	9,063,349	(15,248)	114,366	(129,614)
The Jo Richardson Community School	5,009,833	5,123,203	143,631	4,979,572	(30,261)	0	5,123,203	55,288	5,068,915	58,082	88,427	(30,346)
All Saints Catholic School And Technology College	6,530,143	6,670,787	162,303	6,508,485	(21,658)	0	6,670,787	62,475	6,608,312	78,169	99,923	(21,754)
Dagenham Park Church Of England School												
	<b>155,086,502</b>	<b>164,248,052</b>	<b>3,591,457</b>	<b>160,656,595</b>	<b>5,570,093</b>	<b>410,196</b>	<b>164,658,248</b>	<b>1,888,013</b>	<b>162,770,235</b>	<b>7,683,733</b>	<b>1,703,444</b>	<b>5,980,289</b>

PRIMARY	93,825,739	95,684,531		93,825,739			95,684,531					6,752,746
SECONDARY	66,830,856	68,563,520		66,830,856			68,563,520					772,457
PRIMARY PUPILS	19,924	19,924		19,924			19,924					
SECONDARY PUPILS	10,857	10,857		10,857			10,857					
£ PER PRIMARY PUPIL	4,342	4,802		4,709			4,774					
£ PER SECONDARY PUPIL	6,317	6,315		6,156			6,406					
FUNDING RATIO	1.46	1.31		1.31			1.34					

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TABLE 1 - MODEL B: £2.6 MILLION GROWTH FUND PLUS AREA COST ADJUSTMENT

A	B	C	D	E	F	G	H	I	J	K	L
SCHOOL NAME	TOTAL ALLOCATION UNDER NEW MODEL	NEWLY DELEGATED FUNDING INCLUDED IN NEW MODEL*	NEW FORMULA PRIOR TO NEW DELEGATION (COLUMN B LESS COLUMN C)	DIFFERENCE BEFORE MFG AND CAP ON GAINS (COLUMN D LESS COLUMN A)	MINIMUM FUNDING GUARANTEE (CAP ON GAINS) / MFG PROTECTION	POST MFG / CAP BUDGET (COLUMN B PLUS COLUMN F)	ADDITIONAL DELEGATION TO BE DE-DELEGATED*	TOTAL FUNDING BEFORE EARLY YEARS, HIGH NEEDS, SIXTH FORM)	VARIANCE (COLUMN I MINUS COLUMN A)	ILLUSTRATIVE COST OF ADDITIONAL BUY BACKS (CATERING AND 14-16 SERVICES)*	INDICATIVE LIKE FOR LIKE CHANGE IN SCHOOL FUNDING (COLUMN J LESS COLUMN K)
Dorothy Barley Junior School	1,964,966	39,277	1,925,689	129,428	0	1,964,966	25,801	1,991,164	142,903	13,454	129,449
Dorothy Barley Infants	1,631,373	30,880	1,600,493	198,555	(20,774)	1,600,514	20,286	1,580,314	188,376	10,578	177,798
Eastbury Primary	3,213,426	61,294	3,152,131	238,910	0	3,213,426	40,265	3,173,161	259,940	20,996	238,944
Manor Junior School	1,920,656	44,595	2,053,277	132,621	0	2,097,871	29,295	2,068,577	147,921	15,276	132,646
Manor Infant School	2,399,604	51,592	2,551,810	152,206	0	2,603,401	33,891	2,569,510	169,907	17,672	152,234
Northbury Junior School	2,096,731	43,568	2,238,411	141,680	0	2,281,979	28,620	2,253,359	156,628	14,924	141,704
Northbury Infant School	1,857,513	32,840	1,824,673	264,682	(63,999)	1,793,514	21,573	1,771,941	211,950	11,249	200,701
Ripple Primary School	3,577,785	73,329	3,710,602	132,818	0	3,783,932	48,171	3,735,761	157,976	25,118	132,858
Thames View Infants	1,611,546	32,466	1,737,676	126,130	0	1,770,142	21,327	1,748,815	137,269	11,121	126,148
Beam Primary	2,010,691	43,942	2,174,879	164,188	0	2,218,821	28,866	2,189,955	179,264	15,052	164,212
Furze Infant School	1,441,993	33,772	1,765,718	323,725	(144,274)	1,655,217	22,185	1,633,031	191,039	11,568	179,470
Marks Gate Infants	1,129,362	24,163	1,286,443	157,081	(20,064)	1,290,542	15,873	1,274,669	145,307	8,277	137,030
Marsh Green Primary	1,282,268	23,510	1,293,059	10,792	0	1,316,569	15,444	1,301,125	18,868	8,053	10,804
Rush Green Junior	1,377,853	30,227	1,579,291	201,437	(33,722)	1,575,796	19,857	1,555,940	178,086	10,354	167,732
Rush Green Infants	1,342,598	30,880	1,576,175	201,437	(65,965)	1,541,090	20,040	1,520,804	178,206	10,578	167,628
Lays Primary School	1,590,712	30,507	1,610,290	19,578	0	1,640,797	20,040	1,620,757	30,045	10,450	19,595
Warren Junior	1,857,203	41,049	2,012,602	155,399	0	2,053,651	26,966	2,026,686	169,463	14,061	155,422
Thomas Arnold Primary	1,769,194	38,437	1,945,027	175,832	0	1,983,464	25,250	1,958,214	189,020	13,166	175,853
Valence Primary	2,961,511	61,481	2,999,752	38,241	0	3,061,233	40,387	3,020,845	59,334	21,060	38,275
Village Infants	1,079,513	22,577	1,255,637	153,546	(23,989)	1,231,647	14,831	1,216,816	137,303	7,734	129,569
Marks Gate Junior School	1,251,525	25,469	1,343,817	92,292	0	1,369,286	16,731	1,352,555	101,030	8,724	92,306
Thames View Junior	1,598,612	35,172	1,745,865	147,253	0	1,781,037	23,105	1,757,932	12,048	12,048	147,273
Parsons Primary	1,948,439	38,904	1,909,536	230,338	(12,099)	1,936,340	25,556	1,910,784	231,586	13,326	218,260
Five Elms Primary School	1,817,516	39,370	1,945,875	128,359	0	1,985,245	25,863	1,959,382	14,866	13,486	128,380
Henry Green Primary	1,697,921	38,157	1,886,411	188,490	0	1,924,569	25,066	1,899,503	201,581	13,070	188,511
Roading Primary	3,178,875	65,959	3,401,566	222,691	0	3,467,525	43,329	3,424,196	245,321	22,594	222,727
Becontree Primary School	2,063,929	40,676	2,023,252	175,424	0	2,063,929	26,721	2,037,208	189,380	13,933	175,447
John Perry Primary	1,766,244	38,624	1,879,136	112,892	0	1,917,760	25,372	1,892,388	126,144	13,230	112,914
Richard Ailbon Primary	1,976,483	43,662	2,180,883	204,399	0	2,224,545	28,682	2,195,863	219,379	14,956	204,423
Monteagle Primary	2,749,855	57,562	2,819,443	69,588	0	2,877,005	37,813	2,839,192	89,337	19,718	69,619
Godwin Primary	1,862,381	20,000	1,960,095	97,714	0	2,000,585	26,598	1,973,987	111,605	13,869	97,736
Hunters Hall Primary	2,542,547	58,122	2,774,206	231,659	0	2,832,328	38,181	2,794,147	251,600	19,909	231,691
Southwood Primary	1,693,550	38,064	1,970,748	239,134	(17,678)	1,953,070	25,005	1,928,065	234,516	13,039	221,477
Gascoigne Primary School	4,218,943	86,670	4,323,181	104,238	0	4,409,852	56,934	4,352,917	133,974	29,688	104,286
St. Margaret'S Church Of England Primary School	1,059,103	38,251	1,061,852	285,067	(78,549)	1,061,414	9,867	1,051,547	(7,555)	5,145	(12,700)
George Carey Church Of England Primary School	3,177,390	66,519	3,149,465	(27,925)	0	3,215,984	43,697	3,172,287	(5,103)	22,785	(27,888)
William Ford C Of E Junior	3,309,532	68,851	3,341,479	31,947	0	3,410,330	45,229	3,365,101	55,569	23,584	31,985
St Josephs Rc Primary (Barking)	3,356,986	76,221	3,535,714	178,728	0	3,611,935	50,070	3,561,865	204,879	26,109	178,770
St Josephs Catholic (Dagenham) School	6,430,107	172,995	6,516,029	85,922	0	6,689,024	66,591	6,622,433	192,326	106,506	85,820
St Peters Rc Primary School	8,258,680	220,393	8,151,486	(107,194)	0	8,371,879	84,836	8,287,043	28,363	135,687	(107,324)
The St Teresa Catholic Primary Sch	9,443,758	231,884	9,458,223	(240,471)	149,345	6,565,381	58,359	6,507,022	2,125	93,340	(91,215)
St Vincent'S Catholic Primary	8,921,110	233,958	8,564,108	(357,002)	230,932	9,028,998	90,058	8,938,941	17,831	144,038	(126,208)
George Carey Church Of England Primary School	8,409,041	230,128	8,474,879	65,838	0	8,705,007	88,583	8,616,423	207,383	141,680	65,702
St Josephs Rc Primary (Barking)	9,078,597	185,762	8,908,775	(169,822)	40,317	9,134,854	71,506	9,063,349	(15,248)	114,366	(129,614)
All Saints Catholic School And Technology College	5,009,853	143,631	5,075,964	66,131	0	5,219,594	55,288	5,164,307	154,473	88,427	66,046
Dagenham Park Church Of England School	6,530,143	162,303	6,646,520	116,377	0	6,808,823	62,475	6,746,348	216,204	98,923	116,281
	<b>155,086,502</b>	<b>3,591,457</b>	<b>161,026,578</b>	<b>5,940,076</b>	<b>25,002</b>	<b>164,643,037</b>	<b>1,888,013</b>	<b>162,755,024</b>	<b>7,568,522</b>	<b>1,703,444</b>	<b>5,965,078</b>

PRIMARY	86,500,337	94,824,962	92,966,170	94,429,370	6,071,260
SECONDARY	68,586,165	69,793,072	68,060,408	70,213,667	106,182
PRIMARY PUPILS	19,924	19,924	19,924	19,924	19,924
SECONDARY PUPILS	10,857	10,857	10,857	10,857	10,857
£ PER PRIMARY PUPIL	4,342	4,759	4,666	4,739	305
£ PER SECONDARY PUPIL	6,317	6,428	6,269	6,467	10
FUNDING RATIO	1.46	1.35	1.34	1.36	-0.03

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TABLE 1 - MODEL C: £2.6 MILLION GROWTH FUND PLUS AREA COST ADJUSTMENT

APPENDIX 5

SCHOOL NAME	A	B	C	D	E	F	G	H	I	J	K	L
	12-13 CURRENT FUNDING (EXCLUDING EARLY YEARS, HIGH NEEDS, SIXTH FORM)	TOTAL ALLOCATION UNDER NEW MODEL	NEWLY DELEGATED FUNDING INCLUDED IN NEW MODEL*	NEW FORMULA PRIOR TO NEW DELEGATION (COLUMN B LESS C)	DIFFERENCE BEFORE MFG AND CAP ON GAINS (COLUMN D LESS A)	MINIMUM FUNDING GUARANTEE (CAP ON GAINS)/ MFG PROTECTION	POST MFG / CAP BUDGET (COLUMN B PLUS F)	ADDITIONAL DELEGATION TO BE DE-DELEGATED*	TOTAL FUNDING BEFORE EARLY YEARS, HIGH NEEDS, SIXTH FORM)	VARIANCE (COLUMN I MINUS COLUMN A)	ILLUSTRATIVE COST OF ADDITIONAL BUY BACKS (CATERING AND 14-16 SERVICES)	INDICATIVE LIKE FOR LIKE CHANGE IN SCHOOL FUNDING (COLUMN J LESS K)
Dorothy Barley Junior School	1,766,261	1,981,037	39,277	1,941,761	145,500	(37,089)	1,943,948	25,801	1,918,147	121,866	13,454	108,432
Dorothy Barley Infants	1,401,938	1,644,628	30,860	1,613,748	211,810	(130,031)	1,514,597	20,286	1,494,312	92,374	10,578	81,796
Eastbury Primary	2,913,221	3,240,016	61,294	3,178,722	265,500	(85,610)	3,154,406	40,265	3,114,141	200,920	20,986	179,924
Manor Junior School	1,920,656	2,115,950	44,595	2,071,355	150,700	(34,250)	2,081,700	29,295	2,052,405	15,276	15,276	116,474
Manor Infant School	2,389,604	2,626,819	51,592	2,575,227	175,624	(25,407)	2,601,412	33,891	2,567,521	167,917	17,672	150,245
Norbury Junior School	2,066,731	2,300,011	43,568	2,256,443	159,712	(30,363)	2,269,648	28,620	2,241,028	144,297	14,924	129,373
Norbury Infant School	1,559,991	1,872,851	32,840	1,840,011	280,020	(187,706)	1,683,572	103,581	1,663,972	103,581	11,249	92,332
Ripple Primary School	3,577,785	3,816,155	73,329	3,742,826	165,041	(0)	3,816,155	48,171	3,767,984	190,189	25,118	165,081
Thames View Infants	1,611,546	1,784,838	32,466	1,752,372	140,826	(45,458)	1,739,380	21,327	1,718,053	106,507	11,121	95,386
Beam Primary	2,010,691	2,237,611	43,942	2,193,669	182,978	(59,652)	2,177,959	28,866	2,149,093	138,402	15,052	123,350
Furze Infant School	1,441,993	1,780,430	33,772	1,746,658	338,665	(256,118)	1,558,313	22,185	1,536,127	94,193	11,968	82,566
Marke Gate Infants	1,129,362	1,321,069	24,163	1,296,906	167,544	(104,516)	1,326,743	15,444	1,311,299	29,031	8,053	20,978
Marsh Green Primary	1,282,268	1,303,233	23,510	1,303,233	20,965	(0)	1,326,743	15,444	1,311,299	29,031	8,053	20,978
Rush Green Junior	1,377,853	1,621,914	30,227	1,591,687	213,833	(136,684)	1,485,230	19,857	1,465,373	87,520	10,354	77,166
Rush Green Infants	1,342,598	1,620,280	30,860	1,589,400	246,801	(169,700)	1,450,580	20,286	1,430,284	87,696	10,578	77,118
Leys Primary School	1,590,712	1,653,861	30,507	1,623,353	32,641	(0)	1,653,861	43,108	1,633,820	10,450	10,450	32,658
Warren Junior	1,857,203	2,070,502	38,437	2,029,453	172,250	(61,394)	2,009,109	26,966	1,982,143	124,940	14,061	110,879
Thomas Arnold Primary	1,769,194	1,959,874	38,437	1,961,437	192,243	(85,446)	1,914,429	25,250	1,889,179	119,984	13,166	106,818
Valence Primary	2,961,511	3,087,561	61,481	3,026,081	64,570	(0)	3,087,561	40,387	3,047,174	85,663	21,060	64,603
Village Infants	1,079,513	1,265,534	22,577	1,242,956	163,443	(103,847)	1,161,687	14,831	1,146,855	67,342	7,734	59,609
Marke Gate Junior School	1,251,525	1,379,703	25,469	1,354,234	102,709	(31,196)	1,348,507	16,731	1,331,776	80,251	8,724	71,526
Thames View Junior	1,598,612	1,795,527	35,172	1,760,355	161,743	(66,416)	1,729,111	23,105	1,706,006	12,048	12,048	95,346
Parosles Primary	1,679,198	1,964,610	38,904	1,925,706	246,508	(146,119)	1,818,491	25,556	1,792,935	113,737	13,326	100,411
Five Elms Primary School	1,817,516	2,001,934	39,370	1,962,564	145,048	(35,764)	1,966,170	25,863	1,940,307	122,791	13,486	109,305
Henry Green Primary	1,697,921	1,940,537	38,157	1,902,379	204,458	(102,760)	1,837,776	25,066	1,812,710	114,789	13,070	101,718
Roding Primary	3,178,875	3,429,862	65,959	3,429,862	250,987	(54,267)	3,441,554	43,329	3,398,225	219,590	22,584	196,756
Becontree Primary School	1,847,828	2,081,115	40,676	2,040,439	192,610	(80,467)	2,000,648	26,721	1,973,928	126,069	13,933	112,166
John Perry Primary	1,766,244	1,933,953	38,624	1,895,329	229,085	(23,323)	1,910,630	25,372	1,885,258	119,014	13,230	105,783
Richard Alton Primary	1,976,483	2,242,908	43,662	2,199,246	222,763	(101,923)	2,140,984	28,682	2,112,303	138,619	14,956	120,863
Monteagle Primary	2,749,855	2,901,851	57,562	2,844,288	94,433	(0)	2,901,851	56,934	2,844,917	171,749	18,377	142,061
Godwin Primary	1,862,381	2,017,421	40,490	1,976,931	114,549	(1,583)	2,015,837	26,598	1,989,239	126,868	13,869	94,465
Hunters Hall Primary	2,542,547	2,856,518	58,122	2,798,396	255,849	(96,373)	2,760,145	38,181	2,721,964	179,417	19,909	159,507
Southwood Primary	1,693,550	1,986,659	38,064	1,948,595	255,045	(153,175)	1,833,483	25,005	1,808,479	114,929	13,039	101,891
Gascoigne Primary School	4,218,943	4,447,627	86,670	4,360,957	142,013	(0)	4,447,627	56,934	4,390,692	171,749	29,688	142,061
St. Margaret's Church Of England Primary School	1,576,786	1,916,144	38,251	1,877,893	301,107	(206,109)	1,710,035	25,127	1,684,908	108,122	13,102	95,019
William Ford C Of E Junior	1,441,170	1,613,297	32,000	1,581,297	140,127	(54,486)	1,558,810	21,021	1,537,789	96,620	10,961	85,658
St. Josephs Rc Primary (Barking)	1,080,814	1,287,090	24,443	1,262,647	181,833	(121,057)	1,166,033	16,057	1,149,976	68,162	8,373	60,790
St. Josephs Catholic (Dagenham) School	1,307,722	1,483,334	29,108	1,454,226	146,504	(70,071)	1,413,262	19,121	1,394,141	86,419	9,971	76,449
St. Peters Rc Primary School	1,500,274	1,665,092	33,586	1,631,506	131,232	(41,513)	1,623,579	11,767	1,601,516	101,242	11,505	89,737
The St. Teresa Catholic Primary Sch	913,054	959,025	17,912	941,112	165,716	(126,014)	833,011	82,144	821,244	45,848	6,136	39,712
St Vincent S Catholic Primary	1,044,909	1,025,317	19,592	1,025,317	112,263	(63,062)	981,846	12,870	968,976	55,922	6,711	49,211
George Carey Church Of England Primary School	1,059,103	870,806	15,020	855,786	(203,317)	190,608	1,061,414	9,867	1,051,547	(7,565)	5,145	(12,700)
The James Cambell Primary	3,177,390	3,177,546	66,519	3,177,546	156	(0)	3,244,065	43,697	3,200,368	22,978	22,785	192
William Bellamy Primary	3,309,532	3,439,267	68,851	3,370,416	60,884	(0)	3,439,267	45,229	3,394,038	84,508	23,584	60,922
Grafton Primary	3,356,986	3,643,717	76,221	3,567,496	210,512	(0)	3,643,717	50,070	3,593,647	236,660	26,109	210,551
Warren Comprehensive School	6,430,107	6,903,944	172,965	6,730,949	300,842	(0)	6,903,944	66,591	6,837,353	407,247	166,506	300,741
Barking Abbey School	8,258,680	8,697,866	220,393	8,477,473	218,793	(0)	8,697,866	84,836	8,613,030	354,351	135,687	218,664
Eastbrook Comprehensive School	6,504,896	6,519,212	151,610	6,367,602	(137,294)	46,168	6,565,381	58,339	6,507,022	2,125	93,340	(91,215)
Eastbury Comprehensive School	9,443,758	9,961,215	231,884	9,729,331	285,573	(0)	9,961,215	89,259	9,871,955	428,197	142,761	285,436
Robert Clack Comprehensive	8,921,110	9,155,302	233,958	8,921,343	233	(0)	9,155,302	90,058	9,065,244	144,134	144,038	96
The Sydney Russell School	8,409,041	9,023,632	230,128	8,793,704	384,663	(0)	9,023,632	88,583	8,935,249	526,208	141,680	384,528
The Jo Richardson Community School	9,078,597	9,358,893	185,762	9,173,131	94,534	(0)	9,358,893	71,506	9,287,387	208,791	114,366	94,424
All Saints Catholic School And Technology College	5,009,833	5,435,050	143,631	5,291,419	281,586	(0)	5,435,050	55,288	5,379,762	369,929	88,427	281,502
Dagenham Park Church Of England School	6,530,143	6,857,434	162,303	6,695,131	164,988	(0)	6,857,434	62,475	6,794,959	264,816	99,923	164,893
<b>TOTAL</b>	<b>155,086,502</b>	<b>167,527,360</b>	<b>3,591,457</b>	<b>163,935,903</b>	<b>8,849,401</b>	<b>(2,892,175)</b>	<b>164,635,185</b>	<b>1,888,013</b>	<b>162,747,172</b>	<b>7,660,670</b>	<b>1,703,444</b>	<b>5,957,226</b>

PRIMARY	86,500,337	95,614,612	93,755,819	93,755,819			92,676,269					4,318,159
SECONDARY	68,586,165	71,912,748	70,180,084	70,180,084			71,958,917					1,639,068
PRIMARY PUPILS	19,924	19,924	19,924	19,924			19,924					
SECONDARY PUPILS	10,857	10,857	10,857	10,857			10,857					
£ PER PRIMARY PUPIL	4,342	4,799	4,706	4,706			4,651					
£ PER SECONDARY PUPIL	6,317	6,624	6,464	6,464			6,628					
FUNDING RATIO	1.46	1.38	1.37	1.37			1.42					

\*See Table 2 below

Table 2  
Under the new regulations funding for certain centrally retained services must be delegated out to schools. Some of this can be De-delegated back to centrally retained with school forum approval. Other services will need to be bought back by individual schools

Service	2012-13 Funding (£)	New Delegation to Schools (Column C in Table 1)	Can be De-delegated back to centrally retained with school forum approval (Column H in Table 1)	Services to Buy Back (Column K in Table 1)
Support for schools in financial difficulty	£1,500,000	£1,500,000	£1,500,000	
Contingencies	£323,013	£323,013	£323,013	
14-16 More practical learning options	£719,770	£719,770	£719,770	£719,770
School meals/milk - nursery, primary and special schools	£50,000	£50,000	£50,000	£983,674
Free school meals eligibility	£15,000	£15,000	£15,000	£50,000
Licences/subscriptions	£3,591,457	£3,591,457	£1,888,013	£1,703,444

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TABLE 1 - MODEL D FINAL INCREASE PRIMARY AWP/£130, REDUCE SECONDARY AWP/£2.6 MILLION GROWTH FUND PLUS AREA COST ADJUSTMENT

SCHOOL NAME	NOR	A	B	C	D	E	F	G	H	I	J	K	L
		12-13 CURRENT FUNDING (EXCLUDING EARLY YEARS, HIGH NEEDS, SIXTH FORM)	TOTAL ALLOCATION UNDER NEW MODEL	NEWLY DELEGATED FUNDING INCLUDED IN NEW MODEL*	NEW FORMULA PRIOR TO NEW DELEGATION (COLUMN B LESS COLUMN C)	DIFFERENCE BEFORE MFG AND CAP ON GAINS (COLUMN D LESS COLUMN A)	MINIMUM FUNDING GUARANTEE (CAP ON GAINS)/ MFG PROTECTION	POST MFG / CAP BUDGET (COLUMN B PLUS COLUMN F)	ADDITIONAL DELEGATION TO BE DE-DELEGATED*	TOTAL FUNDING BEFORE EARLY YEARS, HIGH NEEDS, SIXTH FORM (COLUMN G LESS H)	VARIANCE (COLUMN I MINUS COLUMN A)	ILLUSTRATIVE COST OF ADDITIONAL BUY BACKS (CATERING AND 14-16 SERVICES)*	INDICATIVE LIKE FOR LIKE CHANGE IN SCHOOL FUNDING (COLUMN J LESS COLUMN K)
Dorothy Barley Junior School	421	1,796,261	1,985,767	32,438	1,953,329	157,068	(45,208)	1,940,559	18,968	1,921,591	125,330	13,464	111,876
Dorothy Barley Infants	331	1,401,938	1,637,658	23,504	1,612,155	210,217	(124,988)	1,512,671	14,913	1,497,757	95,820	10,578	85,242
Eastbury Primary	657	2,913,221	3,275,426	50,622	3,224,804	316,582	(128,242)	3,147,184	29,601	3,117,582	204,361	20,996	183,365
Manor Junior School	478	1,920,656	2,128,090	36,830	2,091,260	170,604	(50,705)	2,077,385	21,537	2,055,849	135,193	15,276	119,917
Manor Infant School	553	2,399,604	2,648,709	42,609	2,606,100	208,497	(52,830)	2,595,879	24,916	2,570,963	171,359	17,672	153,687
Northbury Junior School	467	2,096,731	2,310,721	35,983	2,274,738	178,008	(45,209)	2,265,512	21,041	2,244,471	147,741	14,924	132,817
Northbury Infant School	352	1,559,991	1,868,611	27,122	1,841,489	281,498	(185,734)	1,682,877	15,860	1,667,018	107,026	11,249	95,777
Ripple Primary School	786	3,577,785	3,921,720	60,562	3,861,158	283,373	(52,041)	3,869,679	35,414	3,834,265	256,480	25,118	231,362
Thames View Infants	348	1,611,546	1,780,078	26,814	1,753,265	141,719	(42,901)	1,737,178	15,679	1,721,498	109,952	11,121	98,831
Beam Primary	471	2,010,691	2,248,841	36,291	2,212,550	201,859	(75,083)	2,173,758	21,221	2,152,537	141,846	15,052	126,794
Furze Infant School	362	1,441,993	1,804,739	27,892	1,783,598	341,606	(255,608)	1,555,883	16,310	1,539,573	97,580	11,568	86,011
Marks Gate Infants	259	1,129,362	1,304,739	19,956	1,284,783	155,421	(88,943)	1,215,796	11,669	1,204,126	74,764	8,277	66,488
Marsh Green Primary	252	1,282,268	1,309,503	19,417	1,290,086	7,819	0	1,309,503	11,354	1,298,149	15,881	8,053	7,828
Rush Green Junior	324	1,377,853	1,614,034	24,964	1,589,070	211,216	(130,617)	1,483,417	14,598	1,468,819	90,965	10,364	80,611
Rush Green Infants	331	1,342,598	1,613,310	25,504	1,587,807	245,208	(164,657)	1,448,653	14,913	1,433,740	91,141	10,578	80,564
Lays Primary School	327	1,590,712	1,646,371	25,195	1,621,175	30,463	0	1,646,371	14,733	1,631,637	40,925	10,450	30,475
Warren Junior	440	1,857,203	2,077,702	33,902	2,043,800	186,597	(72,291)	2,005,411	19,824	1,985,587	128,384	14,061	114,323
Thomas Arnold Primary	412	1,769,194	2,003,434	31,745	1,971,689	202,495	(92,248)	1,911,186	18,563	1,892,623	123,429	21,060	110,263
Valence Primary	659	2,961,511	3,176,616	50,776	3,125,840	164,329	0	3,176,616	29,692	3,146,925	185,414	21,060	164,354
Village Infants	242	1,079,513	1,246,994	18,646	1,228,347	148,834	(85,788)	1,161,206	10,903	1,150,302	70,789	7,734	63,055
Marks Gate Junior School	273	1,251,525	1,365,193	21,035	1,344,159	92,633	(17,671)	1,347,523	12,300	1,335,222	83,697	8,724	74,973
Thames View Junior	377	1,598,612	1,794,537	29,048	1,765,489	166,877	(68,100)	1,726,437	16,986	1,709,451	110,839	12,048	98,791
Parsloes Primary	417	1,679,198	1,968,820	32,130	1,936,690	257,492	(153,652)	1,815,168	18,788	1,796,380	117,182	13,326	103,855
Five Elms Primary School	422	1,817,516	2,006,794	32,515	1,974,279	156,763	(44,029)	1,962,765	19,013	1,943,751	126,235	13,486	112,749
Henry Green Primary	409	1,697,921	1,943,707	31,514	1,912,193	214,272	(109,124)	1,834,583	18,428	1,816,155	118,233	13,070	105,166
Roding Primary	707	3,178,875	3,591,116	54,475	3,536,642	357,766	(157,597)	3,433,520	31,854	3,401,666	222,790	22,594	200,196
Becontree Primary School	436	1,847,828	2,087,795	33,594	2,054,201	206,373	(90,779)	1,997,016	19,644	1,977,372	129,543	13,933	115,610
John Perry Primary	414	1,766,244	1,937,773	31,899	1,905,874	139,630	(30,418)	1,907,355	18,653	1,888,702	122,458	13,230	109,228
Richard Alibon Primary	468	1,976,483	2,253,748	36,060	2,217,688	241,205	(116,915)	2,136,832	21,086	2,115,746	139,263	14,966	124,307
Monteagle Primary	617	2,749,855	2,932,061	47,540	2,884,521	134,666	0	2,932,061	27,999	2,904,261	154,407	19,718	134,689
Godwin Primary	434	1,862,381	2,023,841	33,440	1,990,401	128,019	(11,603)	2,012,238	19,554	1,992,683	130,302	13,869	116,433
Hunters Hall Primary	623	2,542,547	2,887,508	48,002	2,839,506	296,959	(134,033)	2,753,475	28,070	2,725,405	182,858	19,909	162,949
Southwood Primary	408	1,693,550	1,989,699	31,437	1,958,262	264,712	(159,393)	1,830,306	18,383	1,811,923	118,374	13,039	105,335
Gascoigne Primary School	929	4,218,943	4,518,397	71,580	4,446,817	227,874	0	4,518,397	41,857	4,476,540	257,597	29,688	227,909
St. Margaret'S Church Of England Primary School	410	1,576,786	1,919,444	31,591	1,887,853	311,067	(212,619)	1,706,825	18,473	1,688,352	111,566	13,102	98,464
William Ford C Of E Junior	343	1,441,170	1,607,887	26,428	1,581,458	140,289	(51,198)	1,556,689	15,454	1,541,234	100,065	10,961	89,104
St Josephs Rc Primary (Barking)	262	1,080,814	1,271,150	20,187	1,250,963	170,149	(105,923)	1,165,227	11,805	1,153,423	72,609	8,373	64,236
St Josephs Catholic (Dagenham) School	312	1,307,722	1,527,279	24,040	1,503,239	195,517	(115,635)	1,411,644	14,057	1,397,587	89,865	9,971	79,895
St Peters Rc Primary School	360	1,500,274	1,661,892	27,738	1,634,154	133,880	(40,711)	1,621,181	16,220	1,604,961	104,687	11,505	93,182
The St Teresa Catholic Primary Sch	192	775,396	933,985	14,794	919,191	143,795	(100,643)	833,342	8,651	824,691	49,295	6,136	43,160
St Vincent'S Catholic Primary	210	1,059,103	1,022,209	16,181	1,006,028	92,974	(40,324)	981,885	9,462	972,424	59,370	6,711	52,659
George Carey Church Of England Primary School	161	1,059,103	841,736	12,405	829,331	(229,772)	216,313	1,058,049	7,254	1,050,795	(8,308)	5,145	(13,453)
The James Cambell Primary	713	3,177,390	3,286,755	54,937	3,231,818	54,428	0	3,286,755	32,125	3,254,630	77,240	22,785	54,455
William Bellamy Primary	738	3,309,532	3,485,207	56,863	3,428,343	118,812	0	3,485,207	33,251	3,451,956	142,424	23,584	118,840
Grafton Primary	817	3,356,986	3,699,927	62,950	3,636,977	279,991	(61,611)	3,638,316	36,810	3,601,506	244,519	26,109	218,410
Warren Comprehensive School	1,381	6,430,107	6,824,676	155,387	6,669,289	239,183	0	6,824,676	48,956	6,775,720	345,614	106,506	239,108
Barking Abbey School	1,381	8,258,680	8,760,153	197,961	8,562,192	303,513	0	8,760,153	62,369	8,697,784	439,104	135,687	303,417
Eastbrook Comprehensive School	950	6,504,896	6,443,562	136,179	6,307,384	(197,512)	105,637	6,549,199	42,904	6,506,295	1,399	93,340	(91,941)
Eastbury Comprehensive School	1,453	9,443,758	9,871,984	208,281	9,663,702	219,944	0	9,871,984	65,621	9,806,363	362,605	142,761	219,844
Robert Clack Comprehensive	1,466	8,921,110	9,215,293	210,145	9,005,148	84,038	0	9,215,293	66,208	9,149,086	227,975	144,038	83,937
The Sydney Russell School	1,442	8,409,041	8,934,898	206,705	8,728,194	319,153	0	8,934,898	65,124	8,869,774	460,733	141,680	319,053
The Jo Richardson Community School	1,164	9,078,597	9,277,465	166,855	9,110,610	32,014	0	9,277,465	52,569	9,224,896	146,299	114,366	31,933
All Saints Catholic School And Technology College	900	5,009,833	5,360,750	129,011	5,231,739	221,906	0	5,360,750	40,646	5,320,104	310,271	88,427	221,843
Dagenham Park Church Of England School	1,017	6,530,143	6,779,975	145,783	6,634,192	104,049	0	6,779,975	45,930	6,734,045	203,902	99,923	103,979
	<b>30,781</b>	<b>155,086,502</b>	<b>167,637,029</b>	<b>3,091,457</b>	<b>164,545,572</b>	<b>9,459,070</b>	<b>(3,193,119)</b>	<b>164,443,910</b>	<b>1,388,013</b>	<b>163,055,897</b>	<b>7,969,395</b>	<b>1,703,444</b>	<b>6,265,951</b>

PRIMARY	86,500,337	96,168,272	94,633,121	92,869,516	92,869,516
SECONDARY	68,586,165	71,468,757	69,912,451	71,574,393	71,574,393
PRIMARY PUPILS	19,924	19,924	19,924	19,924	19,924
SECONDARY PUPILS	10,857	10,857	10,857	10,857	10,857
£ PER PRIMARY PUPIL	4,342	4,827	4,750	4,661	4,661
£ PER SECONDARY PUPIL	6,317	6,583	6,439	6,592	6,592
FUNDING RATIO	1.46	1.36	1.36	1.41	1.41

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## CABINET

19 December 2012

<b>Title:</b> Framework Agreement for the Supply of Certain Foodstuffs	
<b>Report of:</b> Cabinet Member for Children's Services	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Author:</b> Maureen Lowes, Catering Services Manager	<b>Contact Details:</b> Tel: 0208 227 5505 E-mail: <a href="mailto:maureen.lowes@lbbd.gov.uk">maureen.lowes@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Meena Kishinani, Divisional Director of Strategic Commissioning and Safeguarding	
<b>Accountable Director:</b> Helen Jenner, Corporate Director of Children's Services	
<p><b>Summary</b></p> <p>This report seeks approval for the Council to participate in a Framework Agreement being led by the London Borough of Havering for the supply of i) dried, chilled goods and groceries; and ii) frozen goods. The Framework Agreement is for a duration of four years beginning on 1 January 2013, with no option to extend. The procurement of the Framework Agreement has been led by the London Borough of Havering on behalf of a number of participating authorities including Tower Hamlets, Waltham Forest, Enfield, Redbridge, Greenwich and Haringey and was advertised for use by all London Boroughs and public authorities as part of the London Contracts Supply Group (LCSG).</p> <p>The contracts are for the goods used in school kitchen for the preparation of school meals. The total spend by the Council over the next four years is anticipated (based upon previous use and future forecasting) to be in excess of £7m. The value of the previous four years was £7.1m. This is funded from the Dedicated Schools Grant (DSG).</p> <p>Following the tender exercise led by the London Borough of Havering, the contracts were awarded to two; Brakes (frozen goods) and Thomas Ridley (grocery products and dried food). These are the same providers that have been supplying the described goods for the past four years as part of the current Framework Agreement which expires on the 31 December 2012, with no option to extend.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to agree that the Council be named as a participating authority in a four-year Framework Agreement, led by the London Borough of Havering and involving a number of other participating authorities, for the provision of (a) dried and chilled goods and groceries, and (b) frozen goods, for use in the preparation of school meals.</p>	

## **Reason(s)**

The current Framework Agreement expires on 31 December 2012, with no option to extend. A decision to not subscribe to the new Framework Agreement would present a real risk of a break in service provision or, where service provision were to continue, it would be at a significantly increased cost.

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

- 1.1 The current Framework Agreement for the supply of i) dried, chilled goods and groceries; and ii) frozen goods was awarded in December 2008 and expires on 31 December 2012.
- 1.2 Following a tender exercise, led by the London Borough of Havering, the new contracts have been awarded for a new Framework Agreement - commencing on 1 January 2013 - to two suppliers: Brakes (frozen goods) and Thomas Ridley (dried, chilled goods and groceries). These are the same providers that have been supplying the described goods for the past four years as part of the current Framework Agreement.
- 1.3 Following a key decision taken by the Executive Director for Finance (London Borough of Havering) on 14 March 2012, permission was granted for the tender process to commence and for this to be undertaken jointly with the other authorities previously mentioned with officers from Havering being the lead officers on both contracts.
- 1.4 A basket of the most frequently used items for both ranges was drawn up by the Catering Managers from Havering and all the other authorities. A set of requirements was specified and made common for all Boroughs where possible to permit ease of operation by suppliers.
- 1.5 An open tender procedure was used as there are a limited number of suppliers able to provide a wide range of goods. The contract was advertised in accordance with European Legislation and a total of five suppliers submitted completed documents for the supply of frozen goods and four suppliers bid for the dried, chilled goods and groceries contract.
- 1.6 The assessment of the tenders was split 60:40 price and quality and further weighting was carried out to ensure the qualitative aspects important to the Catering Managers were addressed appropriately. For example delivery of service was rated highly.
- 1.7 The bids submitted by the companies were assessed for completeness and accuracy and the contracts awarded accordingly. Details of the tenders received and award process and scoring are available separately if required.

### **2. Proposal and Issues**

- 2.1 It is proposed that Cabinet agrees to the Council being named on the resultant Framework Agreement emanating from the recent tender exercise completed by the London Borough of Havering for the provision of:

- a) Dried, chilled goods and groceries; and
- b) Frozen goods

- 2.2 This approach has the benefits of continued partnership with neighbouring authorities, continues to build upon existing success as well as realising the strengthened buying potential of a consortium. The contracts are for the good used in the preparation of school meals.
- 2.3 The particular contractual method recommended to Cabinet (a Framework agreement) has additional advantages. It does not oblige the local authority to purchase any particular volume from a provider. As the tender would be issued on behalf of some or all of the participating authorities the quality assurance requirements would be identical, leading to efficiencies on the local authorities' side in their respective commissioning and procurement services.
- 2.4 Both Brakes and Thomas Ridley lead the way in products and ingredients designed especially for schools. There is a commitment to educating, promoting healthy eating and encouraging the benefits of a balanced diet. In particular, both suppliers are required as part of the tender process to be able to provide specific products that help customers meet Food for life Bronze, Silver and Gold criteria.
- 2.5 Both suppliers are required to monitor and evidence production standards in particular the provenance of the products they supply e.g. Red Tractor , Fair Trade and organic, working closely with the Food Standards Agency to review and up date the range on a regular basis.
- 2.6 Under the current framework agreement, both suppliers have worked in partnership with the Schools Catering Service to develop new and attractive, healthy meal options as well as embracing school level initiatives and contributing to the promotion of school meals generally. All products used are nutritionally analysed to ensure compliance with School Food Standards and nutritional content.
- 2.7 The framework will be accessible to all boroughs subscribed to the Framework Agreement, namely; LB Tower Hamlets, LB Waltham Forest, LB Enfield, LB Redbridge, LB Greenwich and LB Haringey, and advertised for use by all London Boroughs and public authorities as part of the London Contracts Supply Group. (LCSG)
- 2.8 Each of the above named boroughs has indicated their wish to participate from the commencement of the framework. The framework agreement will run for four years from 1st January 2013

### **3. Options Appraisal**

- 3.1 **Do Nothing:** The current Framework Agreement – and thus contractual relationship with the relevant suppliers - expires on the 31<sup>st</sup> December 2012. This option would result in either a discontinuation, or reduction, in service provision, or the maintenance of service provision at what is likely to be a significantly increased cost.
- 3.2 **LB Barking and Dagenham tenders its own contracts for the supply of i) dried, chilled goods and groceries; and ii) frozen goods:** A tender exercise of

this magnitude could not be completed by the expiry date of the current Framework Agreement. This would therefore realise some, if not all, of the risks outlined in the 'Do Nothing' option, and would also mean that even once a procurement exercise is completed, LB Barking and Dagenham would not realise the potential buying-power of a consortium approach.

- 3.3 **Consider alternative procurement options:** There are potentially alternative procurement opportunities that could be considered. These include, but are not limited to; ESPO grocery and frozen frameworks; Universities Catering Association frameworks; or a possible Central Buying Consortium (CBC). Each of these would require a degree of evaluation prior to any recommendation as the viability of these options is unknown at this stage.
- 3.4 **Subscribe to the Framework Agreement lead by the London Borough of Havering:** This is the recommended option for the reasons outlined in the 'Reasons' section and discussed throughout this report.

#### **4. Consultation**

- 4.1 There has been extensive consultation with all boroughs involved in the creation of this Framework Agreement throughout the procurement process. This report has also been circulated to members of Children's Services DMT for discussion and to other key stakeholders whose comments have been incorporated within the report.

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

Implications completed by: Dawn Calvert, Finance Group Manager

- 5.1 The purpose of this Framework agreement is to ensure that the provision of dried, chilled goods, groceries and frozen goods is secured from the most economically advantageous provider(s) for the duration of four years.
- 5.2 The Framework agreement in no way commits the Council to any expenditure with any particular provider. Catering Services provide a school meals service which is agreed with schools via a Service Level Agreement (SLA). Individual schools meet their service level agreement costs from their delegated budget (funded by the DSG).
- 5.3 The Framework may result in savings by joint working, economies of scale and by use of shared services where possible. The framework contract when signed will be for 4 years. It is expected to continue to deliver value for money.

#### **6. Legal Implications**

Implications completed by: Daniel Toohey, Senior Lawyer

- 6.1 The Council has the power to enter into contracts for the supply of dried, chilled goods, groceries and frozen food ("the supplies") under section 1 of the Local Government (Contracts) Act 1997 on the basis that such Services are properly required for the discharge of Council's duties.



- 6.2 As the estimated value of the services exceeds the EU threshold for services (currently £156,442), there is a legal obligation to comply with the general EU Treaty principles of equal treatment of bidders, non-discrimination and transparency in procuring the services.
- 6.3 In compliance with Rule 3.6 of the Council's Contract Rules which requires the strategy for the procurement of contracts of above £400,000 in value to be submitted to Cabinet for approval prior to procurement of such contracts.
- 6.4 The report states that the Framework Agreement to which this report relates was the subject of an open procedure tendering exercise conducted by Havering; the open procedure is a form of tendering exercise compliant with the EU procurement regulations. Assuming Havering officers have complied with the regulatory requirements Legal see no barrier to using such a Framework.
- 6.5 In compliance with Regulation 19(10) of the EU Regulations, the report states that the proposed Framework Agreement will not exceed a four-year period.
- 6.6 The Government actively encourages collaborative working between local authorities. The Local Government White Paper – "Strong and Prosperous Communities" – encouraged joint commissioning of services by local authorities and highlighted its potential benefits, including achieving economies of scale.

## **7. Other Implications**

- 7.1 **Risk Management** - There are no adherent risks with regard to this contract. The contract is a Framework Agreement for the supply of dried, chilled good, groceries and frozen foods.

The Framework agreement in no way commits the Council to any expenditure with any particular provider. Furthermore, all expenditure will be from the DSG, and not General Fund.

The current Framework Agreement – and thus contractual relationship with the relevant suppliers - expires on 31 December 2012. This option would result in either a discontinuation, or reduction, in service provision, or the maintenance of service provision at what is likely to be a significantly increased cost.

- 7.2 **Contractual Issues** - As this operation is funded exclusively from the DSG it does not fall under the purview of Elevate.

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

- Cabinet Report and Minute "Framework Agreement for the Supply of (i) Dried, Chilled Goods and Groceries and (ii) Frozen Goods", 9 September 2008.
- London Borough of Havering Cabinet Report; "Framework Agreement for the Supply of (i) Dried, Chilled Goods and Groceries and (ii) Frozen Goods", 14 March 2012

**List of appendices:** None

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**CABINET****19 December 2012**

<b>Title:</b> Automatic Enrolment to the Local Government Pension Scheme	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Author:</b> David Dickinson, Group Manager Pensions and Treasury	<b>Contact Details:</b> Tel: 020 8227 3497 E-mail: david.dickinson@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director of Finance	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<b>Summary:</b>  The Pensions Act 2008 requires employers to start automatically enrolling eligible staff into qualifying pension scheme. This report sets out this Council's response to these requirements and provides implementation options and a recommendation that the Council apply transitional arrangements for the implementation of Automatic Enrolment.	
<b>Recommendation(s)</b>  The Cabinet is recommended to agree that the Council uses the transitional arrangements as outlined in Option 2 in the report and that the following timetable to implement Auto-Enrolment is used:  (i) Identify all employees who are eligible job holders within 1 month of the staging date of 1 April 2013;  (ii) From 1 April 2013, enrol all new employees (as existing procedure) and any member passing age 22 or breaching the £8,105 threshold for the first time; and  (iii) On 1 October 2017, auto-enrol all current employees who are not currently scheme members (and who are on a salary greater than £8,105 and aged over age 22).	
<b>Reason(s)</b>  The Government has allowed employers offering a Defined Benefit pension scheme, which includes the Council, the ability to defer Auto-Enrolment for previously opted out staff until October 2017. For the reasons outlined in the report Cabinet are asked to agree to use the transitional arrangements to implement Auto-Enrolment.	

## **1. Introduction and Background**

- 1.1 From 1 October 2012 new legal requirements were introduced that placed a duty on all employers in England, including public sector employers, to automatically enrol 'eligible jobholders' into a pension scheme that meets certain minimum requirements, known as an automatic enrolment scheme. The new requirements are generally referred to as Auto Enrolment (AE)
- 1.2 The Local Government Pension Scheme (LGPS) and the Teachers Pension Scheme (TPS) both satisfy the minimum eligibility conditions so the scheme employers will not need to provide a new scheme for eligible staff.
- 1.3 Councillors are not classed as 'workers' but rather as office holders as they do not have a contract of employment by which they are undertake or perform services. Councillors are elected to hold office and provide services as an elected representative and therefore, the AE rules do not apply, although Councillors can elect to join the LGPS at any time.
- 1.4 The introduction of AE is a 'soft' compulsion, i.e. the auto enrolled job holder has the right to opt out but will be re-enrolled every following 3 years. The Employer must comply with these new legal requirements from their individual 'staging date', which is generally determined by the number of people in its largest PAYE payroll scheme immediately prior to 1 April 2012.
- 1.5 The Council's 'staging date' is 1 April 2013 and processes are in place to ensure that the Council is ready for its implementation.
- 1.6 The regulations differentiate between Type 1 'eligible jobholder', Type 2 'non eligible jobholder' and Type 3 'entitled worker' to determine whether each is auto enrolled or has the right to join. The overarching regulations of LGPS and TPS means the Council needs to continue to auto enrol all new staff.
- 1.7 The Council currently automatically enrolls new staff into the appropriate Pension Fund and there is a requirement for staff to actively opt out of the pension scheme if they do not wish to be a part of the scheme. This has resulted in there being a high uptake within the Council.
- 1.8 The Government has included a late amendment giving certain employers offering Defined Benefit pension schemes (including Local Authorities) the ability to defer AE for previously opted out staff until October 2017.
- 1.9 During the transitional period to October 2017, employers only have to enrol new eligible workers into the scheme, though eligible workers in employment at date 1 April 2013 can choose to join the scheme before October 2017 and must be informed of this right within one month after 1 April 2013. Importantly, because the transitional period is optional, the employer must issue a notice of its intention to delay auto-enrolment – and must do so within one month of the staging date. If this is not done then the AE obligation will be triggered straight away.
- 1.10 This paper seeks to outline the main requirement of AE, provides an outline of how staff are currently automatically enrolled in the scheme and outlines the proposal to delay the implementation of AE until October 2017 for current eligible staff.

## 2. Details

- 2.1 The Council's AE staging date has been set at the 1 April 2013. The Council has the option to postpone the application of full AE for a period of not greater than 3 months. This could be used to align the start date with the beginning of the year so that the impact can be built into the 2013/14 budget year. Alternatively the staging date can be brought forward. The Council's staging date is the same as its financial year start date. At the staging date the Administrative authority (the Council) is responsible for the following actions (applied each month from the staging date):
- enrol any new employees into the LGPS / TPS;
  - enrol any employees who are not a member of the scheme but reach the age of 22 (currently the Council employs 328 staff who meet this criteria); and
  - enrol any employee who is passing the rate of salary of £8,105 per annum (inclusive of overtime payments) for the first time. Currently the Council employs approximately 2,600 staff who meet this criteria, with 1,700 already in the pension scheme.
- 2.3 When an employer enrolls a member under the above conditions it must not provide an opting out form directly to the employee as the Pensions Regulator has stated that this could be seen as an inducement not to join the scheme and could leave the employer liable to a fine from his office. Instead the employer must inform employees that they will be automatically enrolled into the scheme but can obtain an opting out form directly from the Local Government Pension or Teachers Pension departments.
- 2.4 Under AE the employer is also required to enrol all employees (who are on salary of greater than £8,105 or are aged over age 22) who have previously opted out. Under transitional arrangements brought in by the Department of Works and Pensions, any Defined Benefits scheme (such as the LGPS and TPS) employer can extend the period to when they must bring such members into the scheme until 30 September 2017 (at 1 October 2017 any employees who are not members of the pension scheme would need to be enrolled). If the Council decides to take advantage of these transitional arrangements it would be required to:
1. notify all employees of the staging date for AE;
  2. notify all directly affected member (those being auto enrolled and those for whom transitional arrangements are being invoked) - individual letters from the employer would be required; and
  3. notify the Pension Regulator of the Council's intention to make use of the transitional arrangements.
- 2.5 Employees who are enrolled through AE have the right to opt-out of the pension scheme. The scheme must have a specific opt-out period (likely to be two years) where any deductions made from salary will be refunded. It should be noted that although an employee can choose to opt-out at any time, they will not be entitled to a cash refund of contributions after the opt-out period expires. Instead they will have built up a pension benefit, regardless of how small, which will increase in accordance with Scheme Rules up to retirement age.
- 2.6 An employee would only be refunded their contributions with any employer contribution being refunded to the employer.

- 2.7 If a qualifying employee opts-out of the pension scheme the Council must re-enrol them automatically every three years. The employee must then choose to opt-out again. Appendix 1 provides a more detailed outline of AE and how it will affect the Council.
- 2.8 The options before Cabinet are whether they wish to apply AE to all staff or to invoke the transitional arrangements thereby delaying implementation to 1 October 2017. The advantages and disadvantages of each option are detailed below:

**Option1: apply AE to opted-out staff at the staging date (01/04/2013)**

Advantages

1. Improve the Pension Fund's cash flow from 2013/14 onwards;
2. If take-up increases then this may help to mitigate the reduction in Pension Fund member numbers and income collected in recent years; and
3. The LGPS / TPS, even after reform, will still provide staff with one of the best means to save for their retirement, helping to avoid reliance on the state pension.

Disadvantages

1. LBBD currently employs around 8,300 staff. Of these, 5,800 are already in the LGPS or TPS. Excluding staff not classed as eligible job holders, there are approximately 1,500 staff that would need to be auto enrolled from 1 April 2013. Staff will have their salaries reduced in one month, with the Council providing a contribution of 20.5% of salary for each member of staff. If staff decide to then opt-out the amounts will have to be refunded both to the staff and to the Employer the following month.
2. There could be significant budget implications for the Council's revenue budget at a time when employer budgets are under significant pressure. These pressures will only be known after AE is implemented but on the basis that 120 staff are auto enrolled into the scheme at an average salary of £20k per year, the increase over one year will be £492k. The budget pressure of £492k will need to be factored into the Council's Medium Term Financial strategy which will increase the level of savings the Council is required to find.
3. The Council already carries out an auto-enrolment system, whereby staff must actively opt-out of the scheme. Letters will be sent out to all staff, including those not currently in the scheme, outlining the advantages of being a member of the scheme. Adopting AE in full from 1 April 2013 will force staff to be opted into the scheme and then potentially have to wait up to three months to receive a cash refund if they subsequently opt-out.
4. To implement the full AE by April 2013 requires additional costs to be incurred to install a new system to identify relevant staff. Currently a new system will cost £15k to install and then will require an annual charge of £10k to maintain, which will be charged to the pension fund. Additional staff hours will also be required to manage the AE process and to ensure deductions and refunds are made each month to affected staff.

## **Option 2: apply transitional arrangements for AE to current opted-out staff.**

### Advantages

1. Ease pressure on current budgets and allow for better budget planning;
2. Once the LGPS scheme details are known then it would enable time to target promotion material to the current opted-out staff and encourage them to join voluntarily either at the AE date in 2017 or before if they choose to do so;
3. Provides an extended lead-in time to enable proper communications to take place; and
4. Allows any issues with implementing the scheme to be identified between now and the transitional implementation date. (October 2017)
5. A large portion of staff (approximately 900) that have opted out of the pension scheme earn less than the £8,105 threshold and will therefore not initially be auto-enrolled under either option. However under both options staff will be auto-enrolled when they reach the £8,105 threshold. Therefore the use of transitional arrangement will not affect staff who currently earn below the threshold.
6. Equally staff under the threshold age of 22 will still be auto-enrolled under both options when they turn 22.

### Disadvantages

1. Auto-enrolment in April 2013 would help ease any pressure to the Pension Fund's cash flow, although this is not a major issue for the Fund.
2. It delays the time when currently opted-out staff (their current preference) will start saving toward their retirement thereby resulting in a lower pension than if AE was applied in April 2013.

2.9 It is recommended that if Cabinet chooses to use the transitional arrangements then the following timetable is used:

1. Identify all employees who are eligible job holders within 1 month of the staging date;
2. From 1 April 2013: Enrol all new employees and any member passing age 22 or breaching £8,105 for the first time.;
3. 1 October 2017: Auto-enrol all current employees who are not currently scheme members (and who are on a salary greater than £8,105 and aged over age 22).

## **3. Options Appraisal**

3.1 There are two main options available to the Council, including:

1. From 1 April 2013: Enrol all new employees and any member passing age 22 or breaching £8,105 for the first time; and
2. 1 October 2017: Auto-enrol all current employees who are not currently scheme members (and who are on a salary greater than £8,105 and aged over age 22).

3.2 Both these options have been included in the main body of the report.

#### **4. Consultation**

- 4.1 No consultation is required regarding the application of the transition arrangements. However, employees and trade unions will be advised and kept informed of the implications of the revised pension arrangements.

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

Implications completed by: Jonathan Bunt, Divisional Director of Finance

- 5.1 This report provides options available to the Council to implement and meet the AE requirements.

#### **6. Legal Implications**

Implications completed by: Eldred Taylor-Camara, Legal Group Manager

- 6.1 Changes to the automatic enrolment regime were made through the Pensions Act 2011 and final regulations were published in February 2012. The Pensions Regulator also has produced detailed guidance for employers and schemes on implementing the reforms.
- 6.2 This report details 2 options, both of which are compliant with those Regulations and guidance. Given that no disadvantage to employees results from either option, there are no specific legal implications to be considered.

#### **7. Other Implications**

- 7.1 **Risk Management** - The risk associated with not applying the transition arrangements in respect of pension auto-enrolment is that further financial pressure could result. Delaying auto-enrolment to September 2017 will reduce the risk to the Medium Term Financial Strategy.
- 7.2 **Staffing Issues** - The implications for staff are explained in the body of the report.

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

- The Automatic Enrolment (Miscellaneous Amendments) Regulations 2012

#### **List of Appendices**

**Appendix 1** - Outline of Auto-enrolment



## Outline of Auto-enrolment

Automatic Enrolment (AE) is fundamentally an employer issue, based on the size of the PAYE at 31 March 2012. From this date it is the employer's responsibility to:

1. provide a pension scheme of sufficient calibre;
2. notify all employees of pension scheme and that it conforms to AE requirements;
3. identify all employees to be AE on a monthly basis (including different types of employee);
4. notify all employees to be AE;
5. notify pension provider of details of those to be AE;
6. register with the pension regulator (once AE requirements have been met); and
7. opt out and refund contributions of those members who opt out (opt out to be issued by pension scheme)

Defined benefit schemes can apply to use transitional arrangements for the period from its staging date to 1 October 2017 which delays the AE of those members who have already opted out of the scheme.

### Action needed before the Council's staging date.

All employees (including those who are already in the scheme) need to be informed that the Council intend to use the LGPS / TPS as its pension provider and that the LGPS / TPS satisfy the requirements as qualifying schemes for AE.

Those employees who are not in the scheme must be assessed to decide which group they fall into:

1. Employee's between 22 and state pension age (SPA) **and** earning greater than £8,105 pa - **eligible job holder**
2. Employee's under age 22 - **non eligible job holder**
3. Employee's over SPA - non eligible job holder
4. Employee's earning between £5,564 and £8,105 - non eligible job holder
5. Employee's earning lower than £5,564 - entitled worker

Those eligible job holders (category 1 above) are the employees need to be written to either to inform them that they will be auto enrolled with effect from the staging date or, if transitional arrangements are used, they still need to be informed that the scheme is open for their use but that AE will not be fully implemented until 1 October 2017.

### Action needed each month from the staging date onwards

From the staging date onwards, irrespective of whether transitional arrangements are used, the Council are required to:

- Enrol all new employees directly into the appropriate Fund (for AE only the eligible jobholders need to be AE).
- Enrol any employee who is not currently in the scheme as they reach age 22.
- Enrol any employee who is not currently in the scheme who breaches £8,105 as a rate of pay (this is in effect the rate most employees will commence tax deductions).
- Ensure that the scheme remains available for any employee who is not currently a member who wishes to join.

### **3 year anniversary (2016)**

On the third anniversary of the staging date (unless transitional arrangements are used) the Council is required to automatically enrol all eligible job holders into the scheme - again writing to those members in advance

### **1 October 2017 (if transitional arrangement used)**

At the 1 October 2017 all eligible job holders who have previously opted out need to be automatically enrolled.

Applying for transitional arrangements does not delay any other aspect of AE and all new employees, those reaching age 22 or £8,105 should be automatically enrolled in the scheme.

## CABINET

19 December 2012

<b>Title:</b> Community Safety Partnership Annual Report 2011-12	
<b>Report of the Cabinet Member for Crime, Justice, and Communities</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected: All</b>	<b>Key Decision: No</b>
<b>Report Author:</b> Glynis Rogers, Divisional Director of 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 of Community Safety and Public Protection	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult and Community Services	
<p><b>Summary:</b></p> <p>This report outlines the work done by the Barking and Dagenham Community Safety Partnership in tackling crime, anti-social behaviour and substance misuse in the Borough. The Annual Report 2011-12 sets out the achievements of the Community Safety Partnership against its strategic objectives:</p> <ul style="list-style-type: none"> <li>(a) Violent Crime with a specific focus on: <ul style="list-style-type: none"> <li>• Domestic Violence and Violence against Women</li> <li>• Serious Youth Violence</li> </ul> </li> <li>(b) Acquisitive Crime (e.g., burglary and motor vehicle crime)</li> <li>(c) Anti-Social Behaviour (ASB)</li> <li>(d) Reducing re-offending by addressing the drivers for offending, including substance misuse</li> <li>(e) Improving then maintaining public confidence and engagement in the Partnership</li> </ul> <p>The report, which is intended for reference by residents, provides a broad overview of performance against these objectives and sets out the priorities moving forward into 2012-2013.</p>	
<p><b>Recommendation</b></p> <p>Cabinet is recommended to note the Barking and Dagenham Community Safety Partnership Annual Report for 2011-12.</p>	

## **1. Introduction and Background**

- 1.1 Community Safety Partnerships (CSPs) were set up as statutory bodies under Sections 5-7 of the Crime and Disorder Act 1998.
- 1.2 The Council, Police, NHS, Fire Brigade, and Probation Service, together with voluntary and community sector organisations, work together to develop and implement strategies to protect the local community from crime and to help people feel safe. They co-ordinate local approaches to deal with issues including anti-social behaviour, drug or alcohol misuse, and re-offending.
- 1.3 The Partnership meets regularly to review progress against the targets it sets at the beginning of the year.
- 1.4 It is good practice for CSPs to give a short summary to the community of the work they have carried out to reduce crime and disorder.
- 1.5 In 2011-12, the Barking and Dagenham CSP aimed to create:

‘A safer borough where the problems of antisocial behaviour have been tackled and all young people have a positive role to play in the community.’

## **2. Proposals and Issues**

- 2.1 The Community Safety Partnership Annual Report 2011-12 details the strategic priorities and outlines progress in each area.
- 2.2 The Community Safety Partnership’s five priorities for work in 2011-12 were:
  - Violent Crime with a specific focus on:
    - Domestic Violence and Violence against Women;
    - Serious Youth Violence;
  - Acquisitive Crime (e.g., burglary and motor vehicle crime);
  - Anti-Social Behaviour;
  - Reducing re-offending by addressing the drivers for offending, including substance misuse; and
  - Improving, then maintaining, public confidence and engagement in the Partnership.
- 2.3 The report sets out progress against its priorities. Members are asked to note that at the end of 2011-12:
  - violence with injury fell by 7.2%;
  - the number of domestic violence offences decreased by 4%;
  - serious youth violence rose by 14.5%;
  - residential burglary rose by 7.8%;
  - theft of and from motor vehicles was down by 3.5%;
  - the number of calls to the Council’s ASB Team fell by 16.4%;
  - the number of people successfully completing treatment for drugs misuse rose from 57% in the previous year to 63%;

- the number of First Time Entrants to the Youth Justice System remained static; and
- the percentage of people who thought police and partners successfully tackled the crime and ASB issues that matter increased from 42% in the previous year to 50%.

2.4 The report also introduces the priorities for 2012-13, which are:

- Serious Youth Violence
- Serious Acquisitive Crime (e.g., burglary and motor vehicle theft)
- Anti-Social Behaviour
- Substance Misuse as a Driver of Crime

2.5 The Community Safety Partnership will produce a report in 2013 to outline the achievements in the current year.

### 3. Options Appraisal

3.1 The Annual Report is before Cabinet for information and for any comments Cabinet may wish to make. This report is intended for use by the community.

### 4. Consultation

The report has been agreed by the CSP.

### 5. Financial Implications

Completed by: Dawn Calvert, Group Manager, Adults' & Children's Finance

There are no financial implications in terms of the report itself.

### 6. Legal Implications

Completed by: Fiona Taylor, Divisional Director, Legal and Democratic Services

The Council has a statutory duty to work in partnership to reduce and prevent crime and anti-social behaviour, placed upon it by Section 17 of the Crime and Disorder Act 1998. That Act and subsequent legislation also places requirements on the Council to account to the public, in part through the Community Safety Partnership, for the discharge of this duty. Whilst it is not a statutory duty to complete the annual report, it is one relatively straightforward way in which the Council and the Partnership inform the public of the actions they have taken to reduce crime and the fear of crime.

### 7. Other Implications

7.1 **Risk Management** - There is currently no legal obligation upon the Community Safety Partnership to publish an Annual Report. However, it is considered best practice and is a means of assuring the wider partnership that progress is being made against the strategic action plan.

7.2 **Staffing Issues** - The achievements within the Annual Report were delivered within existing Council and Partnership resources.

- 7.3 **Customer Impact** – The work of the partnership aims to address the needs of the most vulnerable community members. The publication of the report goes some way to reassuring the community that their safety is of importance to the Council and its partners.
- 7.4 **Safeguarding Children** – Young people are most likely to be victims of violent crime on our streets and are often perpetrators of this particular crime. The work of the partnership seeks to safeguard children, particularly through the work of the Youth Offending Service and ASB Team.
- 7.5 **Health Issues** – Crime and disorder adversely impact on the health and well-being of the community. Equally, the misuse of drugs and alcohol has adverse impacts on both the individual and the community at large. By working together, the Partnership seeks to mitigate the impact on the health and well-being of the community.
- 7.6 **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 an Annual Report is not currently a statutory requirement, it can be considered best practice, as it will increase confidence in the Partnership: there are no negative impacts arising from this document.

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

- *Strategic Assessment 2011*
- Metropolitan Police BIU statistical returns

**List of appendices:**

**Appendix 1:** Community Safety Partnership Annual Report 2011-12

# Community Safety Partnership Annual Report 2011-2012

This is the annual report 2011-12 for the **Barking and Dagenham Community Safety Partnership**. To help you understand what the Partnership is all about, here are a few pieces of information on how it works and what it has done over the last year.

## What is the Barking and Dagenham Community Safety Partnership?

The Barking and Dagenham Community Safety Partnership brings together all those who work together to tackle crime, anti-social behaviour and substance misuse in Barking and Dagenham and who want to make the Borough a safer place where people treat each other fairly and respectfully. The partners include the Council, Police, Probation, Health Services, Fire Brigade and representatives from the voluntary and community sector.



## How does the Community Safety Partnership Work?

Each year the Partnership looks at the information on crime, anti-social behaviour, and substance misuse in Barking and Dagenham. The Partnership then decides what its priorities will be for the year ahead. It puts these priorities into a Community Safety Partnership Plan, and then pools its resources to turn these priorities into reality by working together and finding joined up solutions to the problems.

## What were the priorities for 2011 to 2012, and how were they delivered?



The Partnership set up a number of groups to work on these priorities.

- Violent Crime with a specific focus on:
  - Domestic Violence and Violence against Women
  - Serious Youth Violence
- Acquisitive Crime
- Anti-Social Behaviour
- Reducing re-offending by addressing the drivers for offending, including substance misuse
- Improving then maintaining public confidence and engagement in the Partnership

Some of the groups make sure there is co-ordination on a day to day basis to deal with problems, as and when they arise. Other groups make plans for how problems can be reduced over the longer term (for example by tackling the social problems that lead to crime, such as drug or alcohol misuse). In this way, the Partnership ensures that it is tackling the problems on both short- and long-term bases. The Partnership meets regularly to review progress and see if it's on track to reach the targets it sets at the beginning of the year. Highlights from the Partnership's work over the past year are enclosed.

## How we're doing...

### Good News



### Challenges



## Priorities for 2012-13

The Partnership is currently assessing through public consultation and strategic analysis what its priorities for the next year should be. It is expected that we will focus on the following for intensive work:

- ✓ Serious Acquisitive Crime
- ✓ Substance Misuse as a Driver of Crime
- ✓ Anti-Social Behaviour
- ✓ Serious Youth Violence

#### Contact Details

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020 8227 2326 [partnership@lbbd.gov.uk](mailto:partnership@lbbd.gov.uk)



## In 2011-2012 the Community Safety Partnership has...

1) Continued to deliver a high quality Youth Offending Service (YOS). An inspection in July 2011 rated our Borough's YOS among the top tier of similar services. This result is a fantastic vindication of the recent changes the service has undergone, and gives the Partnership full confidence that it is on the right track in reducing youth offending. This year has also seen the establishment of a specialised **Gangs Unit**, which complements the YOS's work. Among its first activities has been the commission of two services that engage with young people on the fringes of gang membership, and provide awareness of gang-related issues and training to schools, youth services, Children's Centres and Family Support staff. The YOS has also continued its reparations work with young offenders, giving them a way to pay back the community.

*We found the YOS staff group to be enthusiastic and committed to working with the children and young people they were responsible for. The YOS is reaping the benefits of its investment in developing staff. - YOS Inspectors*

2) Taken a pro-active approach to tackling the Borough's anti-social behaviour hotspots. Working as a Partnership means that we can solve problems more effectively and innovatively than in the past. One way that we have improved the Borough's response to anti-social behaviour is by setting up regular 'Victim, Offender, Location, Time' (VOLT) information-sharing meetings that ensure that repeat and vulnerable victims are never overlooked, and that their needs are addressed at the appropriate level. But our work is not only reactive: in January 2012, the Home Office awarded us £13,000 to work a community



organisation called Marks Gate Agenda 21 to pilot a history project called 'A Mirror on Marks Gate.'

This project aims to reduce anti-social behaviour by encouraging residents to take a sense of pride and place in the area. As a result, we hope that perpetrators will be able to see the negative impact that anti-social behaviour can have, and in a neighbourhood will deter people from committing the low-level behaviour that can tear communities apart.

14% reduction in the number of calls to the Anti-Social Behaviour Team

This year, tenants agreed to fund a specialised Police team for the Borough's Housing Estates.

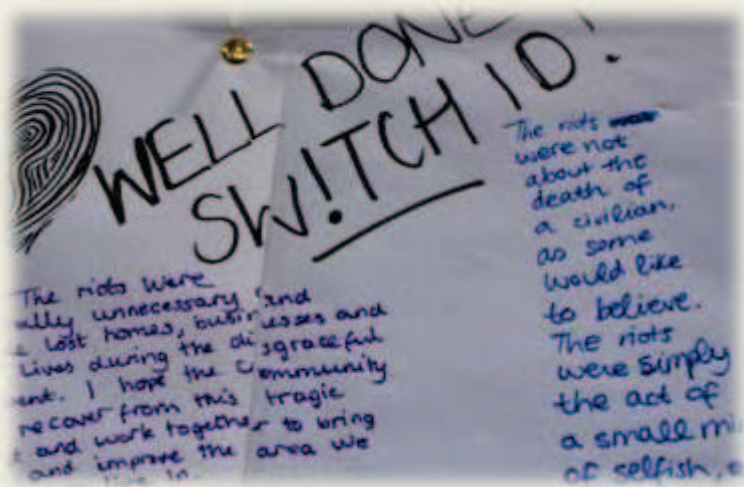
3) Celebrated Silver and Gold Mayor's Safer Parks Awards in Mayesbrook and Barking Parks. This is

thanks not only to the crime reduction activity of the Council-funded Parks Safer Neighbourhood Team, but also the team's efforts to reassure and engage the parks' users. The team have contributed significantly to improvements in all of the Borough's parks, and we have recently had great success in the Green Flag competition for high quality park, and winning a record eight awards.

61% reduction in offences in Barking Park

To get in touch with the Parks Safer Neighbourhood Team please call them on 07525 410394 or email [ParksSaferNeighbourhoodTeam@met.police.uk](mailto:ParksSaferNeighbourhoodTeam@met.police.uk)

4) Responded to the Summer Disturbances effectively and as a Partnership. The disturbances across London last summer spread to Barking Town Centre on 8<sup>th</sup> August 2011. The Partnership responded to the disorder robustly, acting swiftly to pre-empt rioting by closing Barking Train Station and advising businesses to close: compared to the rest of London, the Borough saw a



relatively small amount of damage. On the morning of the 9<sup>th</sup> August, the Partnership was able to convene, at only three hours' notice, an emergency community meeting, and draft a joint statement expressing outrage at the disorder, which was signed by all attendees. With over 40 attendees, a wide range of groups across the community were represented; this successful Partnership approach was repeated in a number of other boroughs over the following days, with other

Boroughs releasing similar statements. Besides addressing the fears and concerns of attendees, the meeting was used to plan events and activities, such as clean-up days and the 'Write not Riot' wall (pictured), that would build resilience across the community as it moved on from the disorder.

5) Encouraged crime prevention through road shows and awareness campaigns. Prevention is one of the most effective tools in crime reduction, and as such the Partnership has continued to hold advice and information road shows across the Borough. At these sessions, the public are given free advice about programmes like the



Safer Homes Project and the Hate Crime Support Service, as well as practical information about how to detect bogus callers. In response to the 19% increase in bike theft, the Partnership continues to run free bike-marking events at these road shows. Awareness campaigns like



White Ribbon Day, which promotes a commitment among local men never to commit, condone or keep silent about violence against women, and Lift, Lock, and Remove and Think like a Burglar, which remind people to secure their properties, have also been organised.

6) Engaged with the wider community through Neighbourhood Watch, and the Police's new Neighbourhood Link information service, which sends Police updates directly to residents. The Community Police Engagement Group (CPEG) also encourages communication between residents and the Police. Residents are given the opportunity to question Police on their policies and practices and the Police have the chance to respond. Additionally, CPEG runs a regular 'Stop & Search Sub-Committee' that scrutinises the local Police's Stop & Search data, and holds the Police to account on its decisions.

The percentage of victims satisfied with the overall service of the Police is 70%, 4% below the London average.

For more information on CPEG and Neighbourhood Link, please contact [wendy.kinch@met.Police.uk](mailto:wendy.kinch@met.Police.uk).

## CABINET

19 December 2012

<b>Title:</b> Overview of performance of the Estates Policing Team	
<b>Report of the Cabinet Member for Crime, Justice and Communities and Cabinet Member for Housing</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> All wards	<b>Key Decision:</b> No
<b>Report Author:</b> Glynis Rogers, Divisional Director of 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 of Adult & Community Services	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult & Community Services	
<p><b>Summary:</b></p> <p>Earlier this year, the Council agreed to fund the Metropolitan Police to provide enhanced policing to the Borough's Council estates. This was funded from both the Housing Revenue Account and from grant income from the Mayor's Office for Policing and Crime (MOPAC). This report outlines the work that the Team has done to date to improve the safety of the Borough's estates and to achieve agreed strategic objectives, which were to:</p> <ul style="list-style-type: none"> <li>• Reduce crime through partnership problem solving and by using enforcement powers.</li> <li>• Reduce disorder and anti-social behaviour.</li> <li>• Provide reassurance and reduce fear of crime on estates by maximising presence.</li> </ul> <p>The report is provided to Cabinet for information and to inform future decisions that may be taken regarding the future of this service.</p>	
<b>Recommendation(s)</b>	
The Cabinet is recommended to note the contents of the report.	
<b>Reason(s)</b>	
The Council's tenants have committed substantial investment into the Estates Policing Team to enhance the service provided to targeted areas of the Borough. It is important, therefore, that performance information is provided in a timely and proactive manner to inform decisions about the future of the service.	

## 1. Background

- 1.1 The Estates Police Team was established on 16 April 2012. They are a team of 20 Metropolitan Police Officers, and are funded 50% by Council Tenants through rent and 50% through the Mayor's Office for Policing and Crime. They are tasked specifically with patrolling the Council's Housing Estates and to provide an enhancement to the cadet service.
- 1.2 They form a bespoke team whose role is to respond to issues raised through the Council by Members, officers or residents or through intelligence given directly to the Police through various routes. They work alongside ward-based Safer Neighbourhood Teams and the Safer Parks Team to solve problems and long-standing issues. They aim to develop relationships with those who live and work on the estates but are also tasked to have a strong focus on enforcement. They work in the long-term to change behaviours and improve the lives of our residents.
- 1.3 Whilst the focus of the team is on crime and disorder in the estates listed below, it was always the expectation that their activity would disrupt criminal behaviour and therefore lead to a positive impact on crime and disorder across the borough:
- Gascoigne
  - Thames View
  - Goresbrook
  - Heath
  - Scrattons
  - Leys
  - Marks Gate
  - Millard Terrace
  - Ibscott Close
  - Harts Lane
  - Althorne Way
  - Chadwell Heath
  - Becontree
  - Abbey

Whilst the team has a key focus on the estates listed they also patrol and respond to calls across all areas of council housing in the borough.

- 1.4 The Estates Policing Team's Service Level Agreement sets out the team's three objectives, and the indicators by which they are monitored.
- a) To reduce crime through the use of partnership problem solving and enforcement powers.
    - To be monitored by a range of measures covering reported offences, particularly those deemed most serious or of concern to residents.
  - b) To reduce disorder and anti-social behaviour, through the use of partnership problem solving, and police and local authority enforcement powers.

- To be monitored by a range of operational measures including issuing of fixed penalty notices, calls to disorder incidents, arrests, alcohol seizures, etc.
- c) To provide reassurance and reduce fear of crime in relation to the estates by maximizing the presence of officers on the estates - to spend 80% of time on estates.
- To be monitored by measures that indicate the visibility of police on the estates, including patrolling hours, abstraction rates and attendance at community meetings.

1.5 Prior to the establishment of the Estates Policing Team, the Council has also joint-funded a similar initiative on the Gascoigne Estate, which saw improved resident satisfaction and reductions in crime and anti-social behaviour. There is also a similar initiative involving the borough's parks that is demonstrating increased resident satisfaction and a positive impact on the park environment.

## 2. Performance of the Team 8 July – 4 November 2012

2.1 Since 8 July 2012 the Council has worked with the Estates Team to produce monthly Tasking Returns, which provide useful data. For this reason, some data is not available from the contract's beginning.

2.2 From the monthly tasking returns, the following data has been collated to provide a picture of the activity of the team so far, focusing principally on the measures that come under objectives **b)** and **c)**, covering their patrol activity and interventions. Members will note, in particular:

- the team has spent over 7,967 hours patrolling the estates providing reassurance and reducing the fear of crime on estates (Objective **c)**); and
- the team have made 199 arrests and 907 stop and searches which has reduced crime, disorder and anti-social behaviour (Objectives **a)** and **b)**).

Performance measure	Result
Sergeant patrolling hours	936.5
PC patrolling hours	7967.5
Special Constable patrolling hours	493
Arrests	199
Fixed Penalty Notices	21
Penalty Notices for Disorder	9
Stop & Search	907
Stop & Account	160
Crimints <sup>+</sup>	183
Alcohol Seizures	25
Cannabis Warnings	37
Vehicles seized <sup>*</sup>	2

+ 'Criminal Intelligence' record on the Police National Computer

\* Vehicle seizures are recorded from 15 October 2012 onwards

- 2.3 The Team has only been operational for six months and the full suite of performance measures will be collated and reported on at the end of the year, particularly regarding the impact that the Team has had on crime and disorder levels.

The intention of this report is, however, to provide Members with an interim position on the Team's progress.

- 2.4 The Estates Team has been welcomed by residents, with a number of positive comments received. In one case at Scrattons Farm Estate where a dangerous dog was seized and an arrest was made, the residents praised the team with one resident saying, *"I'm so glad that patrols have been increased on the Estate, without you being there I don't know what would have happened, it makes me feel safe."*

In another case the Estates Team successfully caught a suspect in the act of committing a burglary. The victim said, *"It's great the Estates Team are dedicated to patrols and responding to things like this."*

Young people on the Thames View Estate have also recently commented on the patrols made by officers on the team which they felt reassured the local community.

- 2.5 The Team have been charged with setting up an estates-based Cadet Team, this work is well developed with 120 people now signed up to the Corps, 20 of which have been recruited from Council estates.
- 2.6 Members will note the volume of proactive activity that these figures describe. With a team of this nature, it is to be expected that their early impact will show an increase in reported crime as residents' confidence to report improves and the team themselves proactively identify crime and disorder problems. As the two year contract progresses, we will be in a position to undertake more in-depth analysis of crime trends, when we should expect to see that their sustained work on these issues will lead to an overall reduction in estate-based crime and anti-social behaviour.

- 2.7 Crime Performance across the Borough

The Estates Team will have an impact on specific crime performance indicators. The table below shows the current crime performance across the Borough in this financial year so far.

Indicator (Accumulative)	Apr- 12	May- 12	Jun- 12	Jul-12	Aug- 12	Sept- 12	Sep-11 Accumulative with % Change Comparison
<b>Total Notifiable Offences</b>	1,363	2,861	4,268	5,712	7,110	8,412	<b>9,769 (-14%)</b>
<b>Calls to the Police reporting ASB</b>	695	1,396	2,097	2,847	3,678	4,326	<b>5560 (- 22.1%)</b>
<b>Personal Robbery</b>	64	115	162	211	284	326	<b>485 (-33%)</b>
<b>Residential Burglary</b>	156	287	406	534	652	786	<b>699 (+12%)</b>
<b>Serious Acquisitive Crime</b>	396	775	1,125	1,494	1,859	2,199	<b>2,703 (-19%)</b>
<b>Serious Youth Violence</b>	19	27	42	47	63	74	<b>140 (-47.1%)</b>
<b>Theft of Motor Vehicles</b>	69	138	197	277	334	393	<b>664 (-40.8%)</b>
<b>Violence Against the Person</b>	249	571	851	1,144	1,411	1,692	<b>1,871 (-10%)</b>

Members will note that, with the exception of residential burglary, crime across the Borough is decreasing and in particular street-based crime, robbery, serious youth violence, violence against the person and theft of motor vehicles.

## 2.8 Housing Issues

The Estates Policing Team have developed close links with the Housing management team, and regular liaison meetings take place to share information and intelligence to assist tasking and inform future action.

The work of the team has directly tackled crime and ASB on the Council's estates including the closure of a number of cannabis farms as well as tackling wider drug issues, burglary on estates and dangerous and intimidating behaviour. All of these issues directly affect resident's quality of life.

In addition the team has taken an active role in engaging with communities and regularly attend the Barking and Dagenham Housing Forums as well as the Tenants Conference, where they directly report on activity on estates. In addition the team has participated in community events including local action days on estates.

Work is currently underway with the Police to track those arrested and charged by the Estates Policing Team. This is to enable tenancy action to be taken against any tenants convicted of an offence that relates to their tenancy, e.g. cannabis farms. In addition, other interventions have been identified where tenancy action is not an option.

### **3. Consultation**

- 3.1 The Metropolitan Police were consulted on the contents of this report to confirm matters of accuracy.

### **4. Financial Implications**

Implications completed by: Martin Sharp – Principal Accountant – Housing Finance

- 4.1 As part of the Housing Revenue Account (HRA) Rent and Budget Setting report to Cabinet in February 2012 the 2012-13 HRA Budget included a £500,000 on-going contribution towards the cost of the Metropolitan Police providing an enhanced policing to the Borough's Council estates.

Members agreed that this cost should be recovered via the rent charged to all HRA tenants and not via a specific service charge to those tenants receiving the service.

### **5. Legal Implications**

Implications completed by: Alison Stuart

- 5.1 The report is for noting and no legal implications arise at present.

### **6. Other Implications**

- 6.1 **Risk Management** - The Council's Risk Register contains entries relating to community tensions, emergency planning and reputational risk. The Estates Policing Team contributes to the mitigation for all these risks.

- 6.2 **Contractual Issues** - The team is covered by a contract with the Metropolitan Police for the Council's contribution, which has been the subject of separate reports. As an information report, this paper proposes no changes.

- 6.3 **Staffing Issues** - There are no Council staffing issues; the team is employed by the Metropolitan Police Service.

- 6.4 **Customer Impact** - The engagement of the team with the public is evident from the performance information provided above. In particular, the proactive patrolling, guided by information on where there are public concerns about Estate-based anti-social behaviour or criminal activity, is a visible response to customer feedback. One of the team's measures, to be followed up by a survey over the longer term is the reduction in the fear of crime. For future monitoring reports, there will also be an account of the breakdown of those stopped and searched by major equalities categories, in line with standard monitoring of these processes. Whilst the focus of the team is on the housing estates listed in the report, crime does not confine itself



to specific geographic areas, and the team's customer impact goes wider through the disruption of criminal activity.

- 6.5 **Safeguarding Children and Vulnerable Adults** - The Metropolitan Police's standard management procedures apply to the team, and they work fully within the Metropolitan Police Service policies for responding to children and vulnerable adults at risk. The provision of additional 'eyes and ears' on the Council's estates, connected to the wider Metropolitan Police and partnership structures for managing safeguarding, is expected to improve the flow of information and the co-ordination of interventions. The Team have worked with Council colleagues to identify vulnerable residents and directly intervene with them to support them in terms of personal safety and perceptions. Much work has been done by the team in terms of burglary artifice, particularly with older residents. In terms of safeguarding children the Team are working to develop relationships with local young people so that they can both proactively challenge and enforce whilst also providing a reassuring presence. The Team are charged with developing an estates-based Police Cadet service and this work is underway.
- 6.6 **Health Issues** - Feeling safe, at home and in the immediate neighbourhood, is considered an important contributor to mental health and emotional well-being, and supports people to feel confident about being active out in the community and making use of local facilities to maintain health and wellbeing. This team proactively contribute to residents' perception of their area as a safe place to be.
- 6.7 **Crime and Disorder Issues** - The team's focus is on the prevention of crime and disorder and its detection; some of the impact of the service is indicated in this report and the fuller report, which is anticipated to be based on the first year's data, will provide the account of their performance in reducing crime and disorder on the Borough's estates. Section 17 of the Crime and Disorder Act requires that the Council has full regard to crime and disorder reduction and prevention in its policy and decision making processes. This team, funded through the HRA makes a positive contribution to safety.
- 6.8 **Property / Asset Issues** - The team contribute to the protection of the Council's estate-based assets and property and will respond to vandalism reports and contribute to preventive activity.

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

- Service Level Agreement between the Council and the Metropolitan Police for delivery of the Estates Policing Team.

#### **List of Appendices:**

None

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**CABINET****19 December 2012**

<b>Title:</b> Debt Management Performance and Write-Offs 2012/13 (Quarter 2)	
<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> Jonathan Bunt, Divisional Director Finance	<b>Contact Details:</b> Tel: 0208 724 8427 E-mail: Jonathan.Bunt@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director Finance	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<b>Summary</b>	
<p>This report sets out the performance of the Council's joint venture company, Elevate East London, in carrying out the debt management function on behalf of the Council and covers the second 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.</p>	
<b>Recommendation(s)</b>	
<p>Cabinet is asked to:</p> <ul style="list-style-type: none"> <li>(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</li> <li>(ii) note the debt write-offs for the second quarter of 2012/13 and that a number of these debts will be publicised in accordance with the policy agreed by Cabinet.</li> </ul>	
<b>Reason</b>	
<p>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.</p>	

**1. Introduction and Background**

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by the Council's joint venture company 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 second 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 second 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 2 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 2

Type of Debt	Target 2012/13	Profiled target for Quarter 2	Quarter 2 Performance	Difference	Amount Collected Qtr 2 £m
<b>Council Tax</b>	94.5%	55.2%	55.5%	+0.3	£28.8
<b>NNDR</b>	97.1%	56.6%	55.5%	-1.1%	£31.8
<b>Rents</b>	96.80%	96.80%	96.56%	-0.24%	£48.1
<b>Leaseholder</b>	86.26%	42.27%	44.09%	+1.82%	£1.6
<b>General Income</b>	99.62%	62.96%	64.88%	+1.92%	£6.6

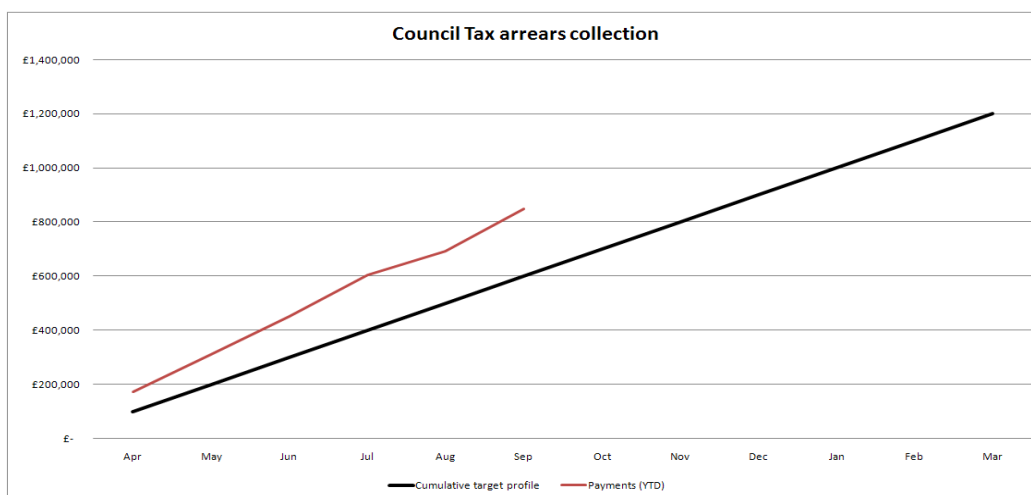
### Council Tax performance and service improvements

2.2 Council Tax collection at the end of the second quarter finished 0.3% above the target. The percentage collection was 55.5%, equating to £28.8m of the £52.4m Council Tax due for the full year. This continues the 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>. It was also the highest collection rate achieved in the last ten years despite the challenging economic climate. In the second quarter of 2012/13, collection remains above the new higher target.

2.3 The main improvements implemented so far this year are:

- Continuing to improve the number of Council Tax payers paying by direct debit with an increase of 4.7% at the end of quarter 2.
- The new payment arrangement policy introduced last year has seen an increase in arrears collection for quarter 2 by £120k:

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



- Quality checking of the Council Tax team was undertaken in quarter 2 and workshops with staff undertaken.
- 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.
- Quality checking of the call centre has taken place after a training needs analysis (TNA) was completed in quarter 1. Mentoring sessions for call centre staff have commenced to ensure Council Tax callers have their enquiry dealt with effectively and in full at first point of contact.
- A TNA was completed by the One Stop Shop staff in quarter 2 and plans are being set-up to deliver the above improvement to front line services.

### NNDR performance quarter 2 and service improvements

- 2.4 NNDR collection at the end of the second quarter 55.5%, equating to £31.8m of the £57.3m debt due for the whole year. This is 1.1% below the target.
- 2.5 Although the collection rate is below the target for the year this has been affected by the government scheme allowing business rates payers the option to defer payment over 2012/13 and 2013/14 on an element of the charge related to the annual increase. This scheme was introduced during 2012/13 after collection targets for the year had been set. A total of £210,498 has been deferred this year resulting in a reduction of 0.36% to the collection rate. Allowing for this the collection rate is in line with the collection achieved last year, however, it is still below the target increase in collection required.
- 2.6 Work in quarter 3 will be focused on detailed analysis of accounts with arrears to ensure the correct recovery action is in place and that each recovery stage is moved through rapidly. Contact is made with businesses on a one to one basis to understand their financial situation and assist in payments arrangements being set up. Recovery activity has already increased this year reflecting the difficult economic climate businesses are facing.

2.7 The main improvements in NDDR are:

- All work now up to date
- Over 90% of calls answered.
- Quality checking of processed work was undertaken in quarter 2. Accuracy was good but staff workshops have been organised to improve accuracy further and ensure each piece of work is dealt with in full at first point of contact.
- Detailed analysis of accounts with arrears is underway to ensure the correct recovery action is in place.

Rents collection performance and service improvements

- 2.8 At the end of quarter 2 rent collection achieved was 96.56%, which is 0.24% below the target performance of 96.80%.
- 2.9 For 2012/13 the House Mark measure for rent collection has been adopted which is different from the former Rents performance indicator (PI), known as “BV 66a”.
- 2.10 The new PI measures collection performance in respect of current year collection and includes arrears brought forward from the previous financial year. 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 September the collection for the financial year is £48.2m of the £99.7m which is projected as the collectable amount for the whole year.
- 2.11 Collection performance was slightly behind target at the end of September but during October the position improved with performance moving to 0.12% behind target at the end of the month.
- 2.12 An end to end process review to encompass all actions that affect rent collection commenced in April with a focus on ensuring income is maximised and unnecessary arrears are minimised. The processes that have been revised or are in progress so far are:
- sign up for new tenancies
  - settling in visits
  - tenancy closures
  - eviction process
- 2.13 One of the key aims of the review is to ensure that intervention for vulnerable tenants, that need help in managing their finances, is commenced at an earlier stage. Thus, sign up and settling procedures are now designed to identify when additional support is needed and to put in place additional assistance. This carries through to the eviction stage where the aim is to evict lower numbers of vulnerable tenants that would require further assistance from the Council following eviction. In the initial stages of this revision work a fall off of one-off payments has been seen from those threatened with potentially losing their property. The full year effect of this is estimated at 0.17% of collection. This is being monitored closely to ensure

that the needs of tenants and the requirement to collect rent owing to the Council are balanced appropriately.

#### 2.14 The main improvements in rents are:

- The Capita IT system has been stabilised with system reports on cases that need arrears action now working reliably. This means that tenants have received arrears letters on time and at an earlier stage this year. The rents team is 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.
- Seeking to persuade tenants to make arrears clearance their priority to avoid Court action. A dedicated Rents / Benefits liaison officer ensures that tenants receive all housing benefit they are entitled to and rent officers direct them to money advice services where possible.
- The introduction of on line applications for court possession hearings reducing court costs and saving officer time.
- The Council has launched a quarterly prize draw to promote DD that offers one prize of £250 and two of £100. To qualify tenants must have been paying by DD for the previous 2 months and must not be in arrears. Two prizes have been awarded by Councillor Waker with publicity used to incentivise further sign up of direct debits in the second half of the year.
- The team continue to look at options to ensure smarter working and, in particular, ensuring offering a joined up service with Housing Management. The review of the end to end process has resulted in the implementation of new procedures with Housing management for sign up to tenancies and settling in visits to ensure that the prevention of rent arrears . Work is also nearing completion to ensure that tenancy closure procedures mitigate the risk of rent arrears arising.
- 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. Furthermore, a housing benefit officer has been attached to the Rents Team from early July 2012 to ensure that we maximise benefit payable and to broaden the knowledge of the team generally on claim criteria. The officer concerned won the Council's STAR awards for excellence in customer service.
- 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

2.15 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 area 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.

- 2.16 Collection is 1.92% above target at the end of September. All debts are monitored on a regular basis to ensure that appropriate action is being taken and that debt is pursued quickly.
- 2.17 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 performance and service improvements

- 2.18 For the charges for 2012/13 and for the arrears of previous years, collection at the end of September stood at a total of £1.6m from a debit of £3.7m, a collection rate of 44.09%. This is 1.82% above the target for the end of this quarter 2.
- 2.19 The main area of improvement in respect of leaseholder arrears is the additional resource that has been added to the Court Team. This has enabled more detailed and pro-active recovery in a quicker time scale. Reminder letters with greater detail to advise debtors have been manually produced and mediation work has been carried out.

#### Penalty Charge Notices

- 2.20 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained from the Traffic Enforcement Centre (TEC). The majority of these relate to parking infringements and 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).
- 2.21 The number of warrants related to PCNs from December to the end of September sent to bailiffs is 18,647 totalling £3.5m. The target is to collect 18% on each batch and the actual collection performance on a batch of warrants can only be measured when a warrant expires after 12 months. The first batch will expire in December 2012.
- 2.22 Performance monitoring of bailiffs is in place to improve collection and warrants for collection are sent to the bailiff with the better performance. Currently JBW have been provided with the latest batches following poor performance by Newlyn and on current performance will achieve a collection rate above 18%.

#### Fairer Contribution Charging

- 2.23 The Council's Fairer Contribution Policy commenced from October 2011.
- 2.24 These debts are reported separately to track the debt collection performance on the increased level of debt resulting from the new policy.
- 2.25 The agreed measure for performance reporting was the percentage collected on debt over 120 days old.
- 2.26 Detailed below is the performance as at the end of September 2012.



## Residential care

Invoices	Debit raised	Total collected	Collection rate	Target	Difference	Uncollected
120+ days	£2,053,106	£1,717,857	83.67%	90%	6.33%	£335,249

## Homecare

Invoices	Debit raised	Total collected	Collection rate	Target	Difference	Uncollected
120+ days	£432,510	£387,413	89.57%	90%	0.43%	£45,097

2.27 Direct Debits are now in place with the first payments taken in August and promotion of direct debits is underway to increase take up. End to end process reviews are underway to maximise collection from the start of the service provision. A case by case analysis of accounts in arrears is underway. Given the nature of the client group each case must be reviewed to ensure the next recovery action is appropriate in liaison with Adult services.

## Housing Benefit Overpayments

2.28 For 2012/13 a target for collection of £2.6m has been set. At the end of September the target has been exceeded by £199k, with a total of £1.5m collected so far this year.

2.29 A review of working methods has been undertaken and a number of changes have been made aimed at improving collection. The changes include:

- Shortening the cycle of demand letters so customers receive more prompt reminders to pay
- Enhanced use of county court judgements with the follow up actions of charging orders, forced sales and warrants of execution being utilised
- The process and recovery events have been reviewed and streamlined

## Bailiff Performance

2.30 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

- 2.31 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.
- 2.32 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. 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.
- 2.33 Throughout the course of the year regular meetings are held with the bailiff companies to discuss performance and resource. Bailiffs are challenged to improve their performance and as part of this they are provided with information on how the other bailiffs are performing. Where necessary, the amount of work going to a bailiff will be reduced where performance is deemed to be too low. Bailiffs only collect their fees when they successfully recover debt for the Council.
- 2.34 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.
- 2.35 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.
- 2.36 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 two of 2012/13 are in paragraphs 2.43 to 2.45 and in **appendices A, B and C**.
- 2.37 Bailiff action is a key tool for the Council to recover overdue debts but is only one area of collection work.
- 2.38 Detail of bailiff performance by type of debt for quarter 1 and 2 of 2012/13 is set out in the table below.
- 2.39 Road traffic debt shows all work issued to the bailiff since 7 December 2012. This is because, unlike most court orders such as a liability order for council tax, a warrant for a road traffic parking or moving traffic offence has a 12 month time limit applied to it after which it can no longer be enforced.

## Council Tax

Quarter 1 & 2	Value of cases less returns	Total remitted	Collection rate %
April – June	969,563.53	29,842.93	3.07%
July – September	2,194,052.29	84,448.11	3.85%

## NNDR

Year	Value of cases less returns	Total remitted	Collection rate %
2012/13	£151,208	£43,084	28.49%

## General Income

Year	Value of cases	Total remitted	Collection Rate (%)
2012/13	47,397.18	7,128.17	15%

## Commercial Rent

Bailiff Work (commercial rent)	Number referred to bailiff April to September	Value Referred to bailiff April to September	Amount Collected by bailiffs April to September	% Collected by bailiffs April to September
2012/13	10	23,243.15	7,607.68	32.73% <sup>1</sup>

## Road Traffic Debt

Warrants issued from	Number of batches	Value of cases less returns	Total remitted <sup>2</sup>
7.12.2011	15	£3,148.115	£371,827

## Write off process

2.40 In some instances, despite all the measures that have been taken to collect the monies owed to the Council, it is the case that some debts will remain unpaid. In such cases, when all available economic avenues of collection have been exhausted, debts have to be considered for write off.

<sup>1</sup> Bailiff performance is higher for this line of debt as failure to pay will lead to a loss of tenancy by the business.

<sup>2</sup> Performance is measured on a batch basis on the expiry of each batch when it is 12 months old. The first batch will expire in December 2012.

- 2.41 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.
- 2.42 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.

#### Debt Write-off: Quarter 2 2012/13

- 2.43 The value of debts written off for the second quarter of 2012/13, i.e. July to September 2012 total: £765,984 (see **Appendix A**). In the first quarter £464,486 was written off (Appendix A).
- 2.44 Of the 504 debts written off the three main reasons were that for 21.78% the debtor had absconded and could not be traced, for 32.67% it was deemed uneconomical to pursue the debt and for 9.11% the debtor was insolvent.
- 2.45 In 2011/12 almost £2.4m was written off (**Appendix B**).

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

- 2.46 A number of local 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.
- 2.47 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.
- 2.48 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).
- 2.49 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.
- 2.50 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 2 2012/13 and totals for Quarter 1

**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 2 2012/13

	Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Jul-12	Under 2k	1,717.64	8,875.86	46,843.54	0.00	38,445.60	0	95,882.64
	Over 2k	0	0	109,879.39	2,566.20	175,125.36	0	287,570.95
	Over 10k	0	0	0	0	0	122,617.16	122,617.16
	<b>Total</b>	<b>1,717.64</b>	<b>8,875.86</b>	<b>156,722.93</b>	<b>2,566.20</b>	<b>213,570.96</b>	<b>122,617.16</b>	<b>506,070.75</b>
Aug-12	Under 2k	14,948.52	2,766.75	0	0	25,579.43	0	43,294.70
	Over 2k	10,651.32	4,204.52	0	0	121,481.76	0	136,337.60
	Over 10k	0.00	0.00	0	0	0.00	0	0.00
	<b>Total</b>	<b>25,599.84</b>	<b>6,971.27</b>	<b>0.00</b>	<b>0.00</b>	<b>147,061.19</b>	<b>0.00</b>	<b>179,632.30</b>
Sep-12	Under 2k	7,302.24	1,747.54	47,598.05	511.62	0	0	57,159.45
	Over 2k	0	0	0	6,270.28	0	0	6,270.28
	Over 10k	16,851.26	0	0	0.00	0	0	16,851.26
	<b>Total</b>	<b>24,153.50</b>	<b>1,747.54</b>	<b>47,598.05</b>	<b>6,781.90</b>	<b>0.00</b>	<b>0.00</b>	<b>80,280.99</b>
Quarter 2 Totals		<b>51,470.98</b>	<b>17,594.67</b>	<b>204,320.98</b>	<b>9,348.10</b>	<b>360,632.15</b>	<b>122,617.16</b>	<b>765,984.04</b>

Table 2: Debts Written Off during Qtr 1 2012/13

	Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
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

Table 3: Debts written off during 2012/13 YTD

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NDR	TOTAL
2012-13 YTD	£54,589	£41,363	£246,424	£15,636	£712,253	£160,206	£1,230,470

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## APPENDIX C

NAME	AMOUNT	DEPARTMENT	REASON
William Tuck	£ 4,834.52	COUNCIL TAX	Customer liable for council tax for period 18.10.99 to 07.03.10. Council tenant. Very poor payment history – only ever received a few lump sum payments and that was following recovery action. Recovery action taken included visits to property from Enforcement Officers, use of bailiffs & statutory demand served (no assets, so would not be suitable for further bankruptcy proceedings). Case was referred to consider committal, but customer was then evicted 07.03.10. All relevant tracing checks carried out, but neither Council tax nor Rents could locate Mr Tuck. Rent arrears exceeding £4k also had to be written off.
Lisa Tonner	£ 4,791.62	COUNCIL TAX	Customer was made liable as tenant of property for period 02.06.03 to 02.02.09. Customer was placed in LBBB by LB of Newham and it appears she should have been in receipt of CTB, but she failed to claim/provide info/evidence requested, despite several attempts by various Officers to advise and assist customer on this issue over the years. CTB was therefore never paid. Customer did not pay any money towards account voluntarily for the duration of her tenancy. Action was taken to recover the debt, including use of bailiffs, visits to property by Enforcement Team and then eventually AOB was implemented. The payments received from DSS are the only payments ever received on account, which were not enough to clear almost 6 years' worth of bills. Customer left property leaving arrears. All relevant tracing checks were carried out without success, so debt had to be written off.
Edson Vilhena	£ 4,546.94	COUNCIL TAX	Customer was legal tenant of property from 23.05.03 to 30.06.11. He was placed in LBBB by LB of Newham and claimed some CTB, but did not get full benefit. No CTB paid after 2007. Attempts made to recover the arrears included visits to the property from Enforcement Team, use of bailiffs and attachment of benefit. Only £105.30 was received in payments for the duration of tenancy. Visits to the property and info received from other Council Depts suggested customer was not resident in property, but may have been sub-letting it out, which made it difficult to contact the customer. Tenancy ended, leaving large arrears. All relevant tracing checks were carried out, including contacting LB of Newham Homeless Unit, but no

	<p>address could be found and Council were unable to contact customer or recover the arrears, so they had to be written off.</p>			<p>Customer was tenant of property from 01.09.08 to 10.01.12. A backdated account was opened on 20.02.10, following proof of tenancy received from landlord. No contact or payment was ever received from the customer. Bailiffs were unable to recover the debt and returned the case 'nulla bona' (nothing of value). All relevant tracing checks were carried out after the customer vacated the property, but a forwarding address could not be located, so the account had to be written off.</p>
Edward Plova	£ 4,451.83	COUNCIL TAX	COUNCIL TAX	<p>Customer was legal tenant for period 27.11.06 to 11.09.11. Initially, he was awarded a student exemption for period 27.11.06 to 12.06.09, but it was then found, through a housing application received and electoral records, that other adults were occupying the property, so the exemption was later withdrawn. It was also discovered that Mr Tetede was not resident and sub-letting the property to others and his Council tenancy was accordingly terminated. No payment towards council tax was received for the duration of the tenancy and customer also left rent arrears exceeding £8k. All relevant tracing checks were carried out without success, so the debt had to be written off. The rent arrears have also been passed for write off.</p>
Ayaki Tetede	£ 3,330.26	COUNCIL TAX	COUNCIL TAX	<p>Customer is owner of property and liable for period 01.04.99 to 14.09.09. Several attempts were made to contact the customer and recover the debt during this period, but Council were advised that he resides mainly abroad for work and that property is rented to a tenant (friend of landlord). A lot of work was done to get to the bottom of who should be liable for council tax – tenant or owner. Tenant was made liable from 14.09.09, but it was believed that he should have probably been liable from before this time. However, as tenant was on JSA and Council were unable to contact owner, Mark Wilson (Council Tax Manager at the time) authorised write off for the landlord's account, as it was considered uneconomical to pursue the debt further. However, this property is currently being investigated again, as it is possibly an HMO and landlord would be liable if this is the case. Should owner be deemed liable for council tax again, the write off will be reversed and recovery will recommence.</p>
Issac Dike	£ 3,092.64	COUNCIL TAX	COUNCIL TAX	<p>Customer was tenant liable from 12.09.08 to 06.03.11. Account was opened on 20.03.09 and backdated to start of tenancy, following confirmation from bailiff attending property (in respect of previous tenant) that customer was new tenant and had shown his tenancy agreement as</p>
Peter Edmond	£ 2,922.96	COUNCIL TAX	COUNCIL TAX	

Waheed Lamido	£ 2,708.99	COUNCIL TAX	<p>proof. No contact or payment was ever received from Mr Edmund for the duration of his tenancy. After he vacated the property, all relevant tracing checks were carried out without success. The only possible address found was in Scotland, but as Council could not confirm this was the same Mr Edmond, and as Scotland is out of court's jurisdiction, no further action could be taken to recover the debt, so it needed to be written off.</p> <p>Customer liable as tenant of property from 14.03.09 to 01.07.11. Account was opened retrospectively on 26.10.11 following proof of tenancy received from landlord. As customer was not billed whilst he was resident, no payment was ever received from him during his tenancy. All relevant tracing checks were carried out, but Council were never able to locate Mr Lamido and there was no option other than to write the account off.</p>
Willy Nkunku	£ 2,701.36	COUNCIL TAX	<p>Customer held liable as tenant of property for period 17.12.07 to 03.08.10. Account was opened on 04.11.08 and backdated to start of tenancy, as per proof of tenancy received from landlord. No contact or payment was ever received from Mr Nkunku for the duration of his tenancy. Bailiffs were unable to recover any debt. Account was left in arrears after tenancy ended, so various tracing checks were carried out, but no forwarding address could ever be found. The debt therefore had to be written off.</p>
P Eshilekun	£2,668.54	COUNCIL TAX	<p>Customer was held liable as owner of the property from 08.10.04 to 27.06.08. Payment history during this period was very erratic, with only a few payments, totalling £724.22, received for the duration of liability. Course of action taken to recover the debt included use of bailiffs and visits to the property by Enforcement Officers. A bankruptcy warning letter was served at the address, but case was not suitable for this action as Council was unable to make contact with the customer in order to serve the paperwork. Case was therefore referred for a charging order, but the property was sold before this could be done. After the property had been sold and the account closed, Council attempted to trace customer's forwarding address, but Mr Eshilekun could never be located and there was consequently no option other than to write the debt off.</p>

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## CABINET

19 December 2011

<b>Title:</b> Sale of Land to Gurdwara Singh Sabha London East (Association), North Street, Barking	
<b>Report of the Cabinet Member of Regeneration</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Abbey	<b>Key Decision:</b> no
<b>Report Author:</b> Jennie Coombs, Regeneration Manager	<b>Contact Details:</b> Tel: 020 8227 5736 E-mail: jennie.coombs@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director of Regeneration	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>For some years the Singh Sabha Association in North Street, Barking have been trying to acquire additional land to the north of their site, owned by the Council, and formerly forming part of the Linton's Housing site (now known as William Street Quarter) on which to build enhanced community facilities.</p> <p>This report recommends Cabinet to agree to a rationalisation of respective land ownerships between the parties including:</p> <ul style="list-style-type: none"> <li>• Sale to the Gurdwara of the Council's freehold interest in land north of the Gurdwara Singh Sabha London East (Association), shown on the map at Appendix 1 as Plot A; and</li> <li>• Surrender by the Gurdwara of the long leasehold interest in the adjoining car park, shown on the map at Appendix 1 as Plot B; and</li> <li>• Sale of the Council's freehold interest in the adjoining car park to the Gurdwara; and</li> <li>• Rectification of site boundaries such that a portion of land in the area leased to the Gurdwara be returned to the Council; and</li> <li>• Payment by the Gurdwara to the Council of £105,000 being combined premium for the plots.</li> </ul> <p>Plot A amounts to some 0.142 ha. and Plot B amounts to approximately 0.147ha,</p> <p>The location of Plot A is such that it can only be developed by the Council as part of the William Street Quarter development or by Singh Sabha who have the only other access.</p> <p>Plot B comprises a car park adjoining the existing Gurdwara premises and fronting the Northern Relief Road, Barking. Plot B is currently leased to Singh Sabha for a term of 125 years from 3 July 1995. Unfortunately, in error, the lease plan included land which was not intended to form part of the car park. This land now falls within the William Street Quarter housing development and is required for amenity land in conjunction with the development.</p>	

The Council have approached the Gurdwara to seek to rectify the plan and they have indicated that they would be prepared to agree to the Council's request. They have expressed reluctance to sign the Deed of Rectification and are seeking disposal of the car park and adjoining site to them as discussed in this report.

This proposal will enable the Gurdwara to expand their facilities for the benefit of the local community. In addition it will enable a small parcel of land to be returned to the Council to assist the development of the William Street Quarter.

## **Recommendations**

The Cabinet is recommended to agree:

- (i) To agree to the surrender of the current lease for a term of 125 years from 3 July 1995 from the Council to the Gurdwara Singh Sabha London East (Association) shown as Plot B on Appendix 1;
- (ii) To sell the freehold interests in the land to the east of the Gurdwara (shown as Plot A on Appendix 1) and the area of land currently used as the Gurdwara car park (Plot B) to the Gurdwara Singh Sabha Association for a combined premium of £105,000 [including Council costs] for use as a community facility;
- (iii) To enter into a Deed of Rectification for the existing lease of the car park land (Plot B) to rectify the lease plan and exclude the area of land falling within the William Street Quarter development;
- (iv) To delegate authority to the Chief Executive, in consultation with the Head of Legal and Democratic Services, to negotiate terms and agree the necessary documentation to effect the above proposals;
- (v) To authorise the Head of Legal and Democratic Services or an authorised delegate on her behalf to execute all of the legal agreements.

## **Reasons**

For the local community, the proposal would be consistent with the Council's overall objective of 'Building a Better Life for all'. It will also deliver tangible benefits under all four core guiding themes in the Policy House, particularly the 'Better Together', 'Better Health & Well-Being' and 'Better Future' themes.

## **1. Introduction and Background**

- 1.1 Since 2005 the Singh Sabha Association has been in discussion with the Council about potentially buying some land adjacent to their property on North Street (see Appendix 1, Map).
- 1.2 Between 2007, when the Council started to decant the Lintons, and 2010 there was little direct discussion with the Association. This was due to officers at the time trying to establish a Local Housing Company and William Street Quarter was to be their first development.



- 1.3 In 2010 discussions with the Singh Sabha Association resumed. At this point the masterplan for the William Street Quarter had been clarified. The planning and design phase of WSQ Phase 2 has resulted in a piece of land 0.142ha in size in the north-west corner of the development site being safeguarded with a view to selling it to Singh Sabha.
- 1.4 Negotiations have now been concluded with the Gurdwara which will enable this transaction to happen.
- 1.5 The opportunity has also been taken to rectify the lease plan of the adjoining car park to exclude land occupied by the Council and forming part of the William Street Quarter development. This small parcel of land forms part of the proposed garden for the 10 storey flat block included within the WSQ phase 2 housing development. As part of the discussions, a Deed of Rectification in relation to the car park lease has been drawn up for the Association to sign.
- 1.6 Throughout consultation with the Association it is worth noting that officers have been clear that any proposal for activities on the site will still need to get planning permission from the Council's Development Control Board. The agreed sale of land to the Association does not provide permission for any activity on this site.

## **2. Proposal and Issues**

- 2.1 The Council proposes the following:
- Sell Plot A and Plot B shown to the Association for a premium of £105,000; and
  - Deed of Rectification to exclude land required for the WSQ Phase 2 development which was mistakenly demised in the existing car park lease.
- 2.2 The purchaser is to provide details of the proposed development to the Council and confirmation of adequate funding streams for approval prior to seeking planning consent.
- 2.3 The proposal by the Association is for community use, for, but not exclusive to, the following activities:
- Children's nursery
  - Elderly provision
  - Fitness studio
  - Multi-purpose hall
  - Learning centre
- 2.4 The proposed heads of terms for the sale will include:
- The requirement of the Association to submit a planning application for any proposal new development on the site; and
  - The Deed of Rectification to be signed by the Association within four weeks of confirmation of Cabinet approval; and
  - Before the sale of the land is finalised, the Council will grant a licence for the area of land not already used (Plot A), to be used by the Association for a temporary car park. This will be approved once the Deed of Rectification is signed by the Association.

## **Disposal of land to Religious Organisations:**

- 2.5 It is important that the disposal of this site is on par with the disposal of other sites to religious bodies. In December 2008 the Assembly agreed a policy for places of religious worship. This policy set out that any land identified by the Council as being suitable for community facilities shall be offered to community groups through the Faith Forum. The Faith Forum will invite tenders and recommend the most suitable group to the Council. The Council will provide support to the group on how to establish and manage community facilities but will not provide land at a reduced value or peppercorn lease.
- 2.6 It is suggested that an exception to this policy is made in this case because the land is directly adjoining the Association's Gurdwara and there is a clear synergy between their existing and proposed activities.
- 2.7 Officers have discussed this exception with the Faith Forum who have confirmed that they are supportive of a disposal to the Association for the reasons outlined.

### **3. Options Appraisal**

- 3.1 **Do nothing (i.e. not selling the land):** While this is a valid option, the portion of land was never included in the most recent design and feasibility studies for the residential development of WSQ. It would be very difficult and expensive to re-introduce the land back into the development and would not necessarily result in the best use of the land.
- 3.2 **Selling the land at peppercorn value or gifting the land:** This would contravene Council policy that was introduced in 2008 as follows:

*“(3) In the context of limited financial resources and Government guidance on single group funding, the Council will not provide revenue or capital funding to support the provision of places of religious worship”*

- 3.3 **Selling the land to a different party other than the Association:** This is not a viable option. Due to the size and location of the land it is only able to be developed either by the Council as part of the WSQ development, or by the Association as access can be gained through their existing access points. The piece of land is small (0.142ha) and is only suitable for ancillary uses.

### **4. Consultation**

- 4.1 Consultation has taken place internally with the Council's finance and legal teams. Local Ward Councillors have been consulted. The Council's Property Services team has been involved in securing a valuation from the Council's consultant surveyors.
- 4.2 As part of this consultation, the Barking and Dagenham Faith Forum were consulted on the reason why the Council will not follow the agreed policy for the sale of this land. The Barking and Dagenham Faith Forum are in support of this land being sold to the Singh Sabha Association in connection with the Gurdwara and are in support of an extension of community facilities that this proposal will achieve.

## **5. Financial Implications**

Implications completed by: Martin Henwood, Interim Finance Group Manager

- 5.1 The sale of this land will generate a capital receipt of approximately £105,000.
- 5.2 The Council would lose the use of an asset (the land), however there is minimal opportunity cost to this, as the land is currently vacant and no income is generated from the site. In terms of potential use, the land could only be used by the Association or by the Council in the WSQ development.
- 5.3 Development on this site by the Association would generate income under the new Community Infrastructure Levy (CIL), which is levied in respect of all net new development. Development prior to 01.04.13 would only attract the mayoral CIL element (which would be collected by the Borough and passed on to the Mayor of London); and for applications determined after 01.04.13 the Council's own CIL would also be charged, which would generate funds for capital development by the Authority.
- 5.4 Development on the site could also affect the saleable / market values of properties on the WSQ development. There could be upward pressure on the value of properties to the extent that there will be increased community / leisure facilities and amenities in the immediate area. There could also potentially be downward pressure on particular spots, if the new building were to hinder views or increase congestion. These issues would need to be determined through the normal planning application process / Development Control Board.

## **6. Legal Implications**

Implications completed by: Eldred Taylor-Camara, Legal Group Manager

- 6.1 The report seeks the disposal of the Council's freehold interest in the car park land and adjoining site for £105,000. It also seeks agreement for the rectification of an existing lease entered into between the Council and Singh Sabha Association. The location of the sites are such that only the Singh Sabha Association (who currently occupy one of the sites) are likely to express an interest in purchasing the sites hence dispensing with the need to advertise the proposed sale.
- 6.2 The report indicates that the freehold disposal will be at less than best consideration. Section 123 Local Government Act 1972 provides local authorities with powers to dispose land in any manner with the consent of the Secretary of State if for consideration less than the best that can reasonably be obtained.
- 6.3 The General Disposal Consent (England) 2003 gives consent for local authorities to dispose land at undervalue in specified circumstances provided that the undervalue (as assessed) does not exceed £2m. The combined value of the sites is £122,000. The undervalue does not exceed £2m and the disposal will fall within the General Consent.
- 6.4 The report indicates that the Council will not seek to impose conditions relating to the development scheme / be a party to any related development agreement. However the purchaser will be required to seek planning permission for the

proposed development. The sale conditions will also restrict the use of the land to community purposes.

## 7. Other Implications

- 7.1 **Risk Management** – While there is a risk that the Association may struggle to raise the funds required for any proposed extension to the Temple, the temporary use of the site as a car park will ensure that there is activity on the land in the meantime.

The proposal by the Association will have to be for community purposes. Initially there were discussions around a small housing development on the site, but the Council has firmly opposed these, given the land-locked nature of the site, and its proximity to William Street Quarter. The agreement for this sale is for community purposes only, and will rely on the Association obtaining planning permission.

While the sale of the land to the Association does not adhere to the policy agreed by Assembly in 2008, we have set out the reasons why this policy was not considered relevant for this proposal in sections 2.5 – 2.8 of this report. As the Faith Forum have been consulted and are on board with the proposal, we do not think this policy needs to be further considered.

- 7.2 **Contractual Issues** - The Legal Implications section contained in section 6 of this report fully set out the Council's powers in relation to this transaction and entering into this agreement with the Association. The Legal Practice Team will be fully consulted and assist with the preparation of all the necessary legal agreements.
- 7.3 **Staffing Issues** - There are no staffing implications arising from this report, the transaction can be dealt with by officers from Regeneration, Legal Practice and Property Services and Asset Management in the course of their normal duties.
- 7.4 **Customer Impact** - The delivery of the Singh Sabha's proposed Community Facilities on this site will have a positive impact on the local Community, and the Business Plan clearly indicates that the Facility will provide activities for all sections of the Community.
- 7.5 **Safeguarding Children** - Whilst there are no direct Safeguarding issues for the disposal of the site, the Business Plan for the Facility proposes the possible inclusion of Nursery and Crèche, it has been indicated to the Gurdwara that this must be provided in full consultation with the Council's Children's Services Department.
- 7.6 **Health Issues** - Whilst there are no direct health issues arising from the disposal of the site, again the proposed inclusion of a Fitness Studio and Multi Purpose Hall that can accommodate activities such as Martial Arts classes would have a positive impact on Health.
- 7.7 **Crime and Disorder Issues** - Section 17 of the Crime and Disorder Act 1998 places a responsibility on local authorities to consider the crime and disorder implications of any proposals. Levels of crime and disorder will be taken into consideration at the Planning stage of any new development to address the design of the built environment to improve community safety. Improved facilities for young people will also provide new opportunities for education, recreation and

employment directing them away from crime. Specific types of violence such as domestic violence can be helped by social aspects of the regeneration programme such as better access to services based in local community centres, as well as better quality housing.

7.8 **Property / Asset Issues** – The masterplan for the William Street Quarter set aside an area of land with a view to disposing to the Gurdwara Singh Sabha Association to extend their building and provide community facilities, including a nursery, elderly facilities, education and exercise facilities. As an individual site, the Council's consultant valuers have expressed the value of the freehold interest as in the region of £60,000.

However, this transaction is more complex than originally envisaged. The Gurdwara wish to use the opportunity to rationalise their assets by surrendering their long lease in the adjoining car park and acquiring the freehold interest for long-term consolidation and growth of the on-site community facilities. The Council's valuers consider that the value of the surrender/re-grant of the freehold is in the region of £62,000.

Although, on the face of it, the proposal is for the Council to enter into a transaction with a value of £122,000 for a consideration of £105,000 (i.e. less than best consideration), the Gurdwara consider that the small parcel of land which they will relinquish has value and this is reflected in the offer price of £105,000.

In drawing a conclusion whether this is 'best consideration' as required by section 123 of the 1972 Act there are a number of different considerations that members may wish to consider; these include:-

- Acquiring the parcel of land in this way will avoid legal action in the Courts which would carry with it high costs
- The Gurdwara command the only vehicular access to the land
- The land at William Street Quarter is held in the General Fund and the Local Government Act 1972 provides in subsection 1 that, subject to the provisions of section 123 of the 1972 Act a local authority may dispose of land held by them in any manner they wish.
- In addition, the General Disposal Consent (England) 2003 gives consent for a local authority to dispose of land for less than the best consideration that can reasonably be obtained if the local authority considers that the purpose for which the land is to be disposed is likely to contribute the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;
  - A the promotion of improvement of economic well-being;
  - B the promotion or improvement of social well-being;
  - C the promotion or improvement of environmental well-being; and

the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2 million.

- The intention in this case is that the land will be sold with a restrictive Covenant that the site shall be used for D1 uses and the development of community facilities. The use as a Banqueting Suite is expressly excluded. Any sale on this basis would therefore be on a severely restricted basis.

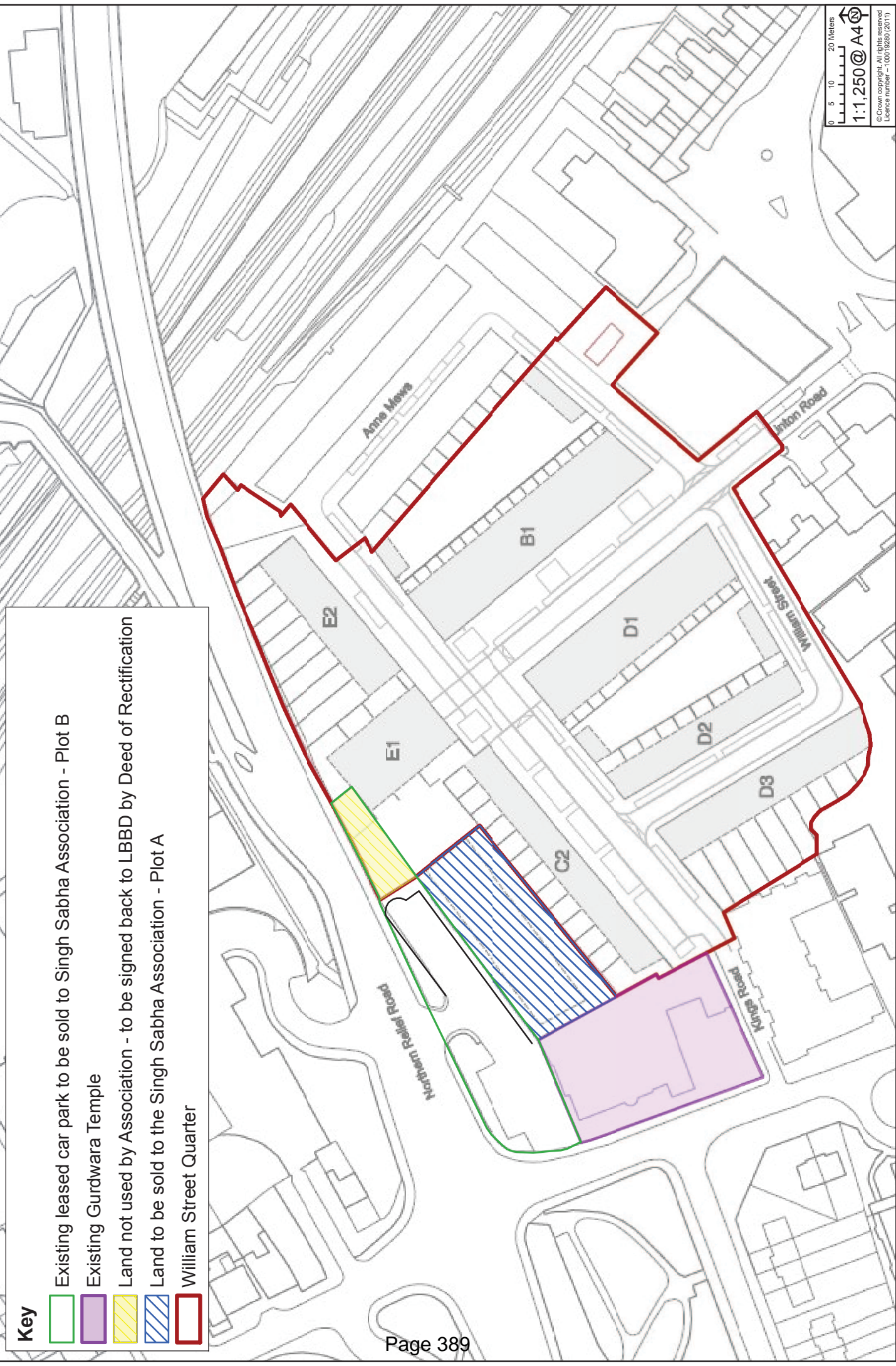
**Background Papers Used in the Preparation of the Report:**

- Places of Religious Worship and Associated Community Facilities Policy Scrutiny Panel – Final Report. Assembly 10 December 2008.

**List of appendices:**

**Appendix 1:** Map of Plot A, Plot B, WSQ and Gurdwara Land

# Appendix One William Street Quarter



**Key**

- Existing leased car park to be sold to Singh Sabha Association - Plot B
- Existing Gurdwara Temple
- Land not used by Association - to be signed back to LBBB by Deed of Rectification
- Land to be sold to the Singh Sabha Association - Plot A
- William Street Quarter

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