

Notice of Meeting



CABINET

Tuesday, 7 October 2014 - 6:00 pm
Council Chamber, Town Hall, Barking

Members: Cllr Darren Rodwell (Chair); Cllr Saima Ashraf (Deputy Chair) and Cllr Dominic Twomey (Deputy Chair); Cllr Laila Butt, Cllr Evelyn Carpenter, Cllr Cameron Geddes, Cllr James Ogungbose, Cllr Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

Date of publication: 29 September 2014

Graham Farrant
Chief Executive

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AGENDA

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

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.
3. **Budget Strategy 2015/16 (Pages 1 - 21)**
4. **LGA Peer Challenge Report and Implementation Plan (Pages 23 - 62)**
5. **Corporate Delivery Plan (Pages 63 - 79)**
6. **Any other public items which the Chair decides are urgent**
7. **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 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.***

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

CABINET**7 October 2014**

Title: Budget Strategy 2015/16	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Jonathan Bunt, Chief Finance Officer	Contact Details: Tel: 020 8874 8427 E-mail: jonathan.bunt@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary:</p> <p>This report focuses on:</p> <ul style="list-style-type: none"> • A summary of the national funding position and the provisional finance settlement; • The Medium Term Financial Strategy and a three year summary level financial model for the Council; • The current net budget gap for 2015/16 to 2017/18 of £53.5m, although this may change significantly when the government announces the finance settlement; • The savings proposals that can be implemented following Cabinet agreement; • The savings proposals that require formal consultation prior to Cabinet taking a decision on implementation. <p>This report acts as a pre-cursor to a further Budget Strategy report to Cabinet in December and the main Budget Framework and Council Tax Setting report to be presented to Cabinet and Assembly in February 2015.</p> <p>Members are requested to note that at the time of writing this report, the final funding settlement is yet to be confirmed by the relevant government departments and figures stated within this report may therefore change.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"> (i) Note the current projected financial position for the Council for 2015/16 to 2017/18 as set out in this report; (ii) Approve the saving proposals for management implementation for 2015/16 to 2017/18 as set out in Appendix A; and (iii) Note and release for consultation the savings proposals that require formal consultation as set out in Appendix B. 	

Reason(s)

The setting of a robust and balanced budget for 2015/16 will enable the Council to provide and deliver required services within its overall business and financial planning framework.

1.0 Introduction and Background

- 1.1 In March 2014, the Chancellor of the Exchequer made his 2014 Budget announcement. In line with previous announcements, Budget 2014 confirms that government expenditure will continue to fall at the same rate as over the current Parliament.
- 1.2 By the end of the current parliament the Council will have made over £90m of savings. Based on Budget 2014 it is likely this scale of savings will be required over the next three years.
- 1.3 The purpose of this report is to set out the high level revenue budgets and savings proposed for 2015/16 to 2017/18, within the context of the government funding reductions.
- 1.4 This report focuses on the Council's General Fund which is one of the main accounts that the authority 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.
- 1.5 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:
 - 1.5.1 **Dedicated Schools Grant (DSG)** – The DSG is a ring fenced grant and must be used in support of the Schools' Budgets. The Chief Finance Officer is required to confirm final deployment of the DSG in support of the Schools' Budgets in connection with the section 251 outturn statement.
 - 1.5.2 DSG is split into three separate unringfenced blocks:
 - A schools block which is intended to fund individual school budgets, and calculated based on all pre-16 school age pupils;
 - An early years block which funds pre-school education in all settings, calculated based on all nursery age pupils;
 - A high needs block which funds special schools and all non-mainstream educational functions (including top ups to schools for individual pupils with additional or special educational requirements). This is based on historic 12-13

spend on high needs pupils in school and Further Education (FE) Colleges, plus £10k for growth places

- 1.5.3 **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.
- 1.5.4 **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 realised capital growth, 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.
- 1.5.5 **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 Local Government Finance Settlement 2015/16 technical consultation was published in July 2014 by the Department of Communities and Local Government (CLG). This gave detailed funding information for each Council which has been fed through into the Council’s Medium Term Financial Strategy and savings requirement.
- 2.2 Past 2015/16, no detailed information on how government funding reductions will impact local authorities is available. Based on announcements in Budget 2014 and analysis from London Councils, an assumed funding reduction has been included in the budget for 2016/17 and 2017/18. The actual reductions could be significantly different due to uncertainties such as:
- How total government spending reductions impact individual government departments (e.g. protection for Health and overseas aid);
 - The termination of Council Tax Freeze Grants;
 - Changes to the New Homes Bonus;
 - Impact of a new Parliament;
 - Schools transferring to Academies, reducing the Education Services Grant.
- 2.3 Although recent economic forecasts have shown a stronger than predicted recovery for the UK there has been no indication from government that planned funding reductions will be scaled back, as the government aims to return the Country to surplus by 2018/19.

Table 1: Funding changes (2014/15 to 2017/18). This illustrates the level of funding reductions the Council is currently estimating based on the announcements from government and analysis from London Councils.

Funding Source	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Revenue Support Grant	96,656	79,465	71,310	62,765
Specific Grants	859	1,658	574	574
Education Services Grant	4,871	3,671	3,671	3,671
New Homes Bonus Grant	3,234	3,038	3,038	2,683
Council Tax Freeze Grant 14/15	545	545	-	-
Benefits Administration Grant	1,835	435	435	435
Weekly Collection Grant (Refuse)	417	-	-	-
Government Funding	108,417	88,812	79,028	70,128
Council Tax Precept	41,187	41,987	42,787	43,587
Retained NNDR Income	16,472	16,942	16,942	16,942
NNDR Pooling Gains	-	300	700	1,000
Council Tax Surplus	1,067	-	-	-
Business Rates Deficit	(1,823)	-	-	-
Local Funding	56,903	59,229	60,429	61,529
Total Funding	165,320	148,041	139,457	131,657
Reduction	-	17,279	8,584	7,800

3.0 Budget Gap for 2015/16 to 2017/18

- 3.1 In February 2014, Assembly approved the budget for 2014/15 which included a £1m contribution from reserves. This gap is carried forward into 2015/16.
- 3.2 In addition to the gap carried forward from 2014/15 and funding reductions there are also service pressure that further widen the gap. The current budget gap over the next three years and the pressures that make this up are show below.

Table 2 – Medium Term Financial Strategy 2015/16 to 2017/18

Medium Term Financial Strategy Pressures and Adjustments	2015/16 £000	2016/17 £000	2017/18 £000
Budget gap from 2014/15	1,044	-	-
Funding changes (Table 1)	17,279	8,584	7,800
Children's caseload pressures (para 3.3)	3,000	-	-
Staff pay award & pension fund deficit (para 3.4)	1,650	1,650	1,650
Implications of the Children and Families Act (para 3.5)	1,250	-	-
Contribution from the Collection Fund Reserve (para 3.6)	1,143	-	-
Implications of the Care Act 2014 (para 3.7)	1,000	1,500	-
ELWA levy increase (para 3.8)	700	400	-
Investment in the capital programme (para 3.9)	500	500	500
Employer National Insurance increases (para 3.10)	-	2,000	-

Potential changes to Parking Enforcement (para 3.11)	-	-	1,500
End of Waste Reduction Initiative (para 3.12)	-	(135)	-
Delaying of Interest Costs (para 3.13)	(3,000)	-	3,000
Budget gap	24,566	14,499	14,450
Cumulative 3 year budget gap			53,515

- 3.3 **Children’s caseload pressures** – A sustained increase in the youth population within the borough over recent years has increased the demand for the service beyond the existing budget. Further analysis of the impact of the population growth is being undertaken to identify any additional pressures that need to be included in later years.
- 3.4 **Staff pay award & pension fund deficit** – An annual pay increase of 1% is anticipated and the annual contribution required to address the pension fund deficit was calculated at £650k.
- 3.5 **Implications of the Children and Families Act** – The statutory reforms of the child protection system and services for children and families introduced by this Act will place greater duties on the Council.
- 3.6 **Contribution from the Collection Fund Reserve** – Contributions from this reserve were used to offset the business rates deficit from 2014/15 which will be eliminated by 2015/16.
- 3.7 **Implications of the Care Act 2014** – The Care Act represents the most significant reform of care and support in more than 60 years, and has significant financial implications. Financial modelling of the increased costs is still underway and government has yet to announce the grant funding allocations. As a result the actual pressure maybe considerably different.
- 3.8 **ELWA levy increase** – The Levy paid to the East London Waste Authority is set to increase due to higher refuse taxes, increased household waste and contractual obligations.
- 3.9 **Investment in the capital programme** – To fund capital projects £500k a year has been set aside.
- 3.10 **Employer National Insurance increases** – As part of the government’s single tier state pension reforms, employers will no longer pay reduced national insurance for those employees in a pension scheme.
- 3.11 **Potential changes to Parking Enforcement** – New regulations governing the use of CCTV for parking enforcement are being brought in by government. This will reduce the Council’s ability to cost effectively issue fines.
- 3.12 **End of Waste Reduction Initiative** – The invest to save initiative aimed at reducing waste is funded by a government grant that is due to end.
- 3.13 **Delaying of Interest Costs** – Due to the forecasted cash balances and the effective operational management of those monies, it is anticipated that the Council can defer the committed borrowing by at least two years. The long term need to

borrow to fund historical capital expenditure remains however and therefore the amendment of this budget is only a deferral and not a reduction.

- 3.14 As a result of the service pressures and funding reductions savings of £53.5m are required over the next three years, with the largest amount required next year.

4.0 Savings proposals for 2015/16 to 2017/18

- 4.1 Delivering £53.5m of savings over the next three years represents a significant challenge to the Council. One of the risks to achieving this is the time it takes to implement savings proposals. To allow as much time as possible, two savings schedules have been compiled. One for savings that can be implemented following Cabinet approval (Appendix A) and another for those that require a formal consultation (Appendix B).
- 4.2 Appendix A represents changes to services which are operational and/or organisational and do not represent a change in policy or have front line service implications. Consultation will still occur with the relevant stakeholders such as staff and the trade unions in line with Council policy. Appendix B contains proposals that reflect a change in policy or service standards and will therefore be issued for consultation with the public as well as being considered by the Council's Select Committees.
- 4.3 Members are advised to take into account that the final funding settlement has not yet been announced for 2015/16 or future years and further pressures may emerge, e.g. levies and other government announcements.
- 4.4 Table 3 below illustrates the total savings proposed by each department.

Table 3 – Total Savings by Department

	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Cabinet Decision (Appendix A)				
Adult and Community Services	1,562	88	-	1,650
Chief Executive	8,448	4,091	825	13,364
Children's Services	580	-	-	580
Housing & Environment	728	125	-	853
Sub Total	11,318	4,304	825	16,447
Consultation Required (Appendix B)				
Adult and Community Services	2,920	2,453	375	5,748
Chief Executive	3,966	1,705	1,093	6,764
Children's Services	3,055	1,389	2,478	6,922
Housing & Environment	2,518	875	125	3,518
Sub Total	12,459	6,422	4,071	22,952
Total Saving Proposals	23,777	10,726	4,896	39,399

- 4.5 The remaining budget gap when matched against these savings proposals is shown in table 4.

Table 4 – Remaining Budget Gap

	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Existing budget gap	24,566	14,499	14,450	53,515
Saving Proposals	(23,777)	(10,726)	(4,896)	(39,399)
Budget gap after savings	789	3,773	9,554	14,116

4.6 A gap of £789k exists for 2015/16 and savings proposals to address this and future years' gaps are being developed.

5.0 Financial Implications

5.1 Financial implications have been covered throughout the report.

6.0 Legal Implications

Implications provided by: Paul Field, Senior Corporate Governance Solicitor

6.1 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.

6.2 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 a resort to constricting expenditure is required, it is essential 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 either be fulfilled or varied with agreement of current providers;
- any legitimate expectations that persons already receiving a service (that is earmarked for reduction) 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 that 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 following a statement of special educational needs;
- the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
- the response to any consultation undertaken.

7.0 Equalities Impact Assessment

7.1 The Council requires that each savings proposal being made should have an assessment of the likely particular impacts of the proposal on residents and staff from the eight protected equality categories. This helps to:

- Ensure our services are accessible to all and 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.

7.2 The proposals in Appendix A are informed by Equality Impact Assessments carried out within the business cases for each proposal. Equality Impact Assessments for Appendix B will be further developed informed by the consultation prior to consideration by Cabinet in December 2014.

8.0 Consultation

8.1 The Council has produced a consultation plan to ensure the consultation process is meaningful and accessible for members of the public and staff. Staff and trade unions will be consulted on proposals outlined in Appendix B. In addition to face to face meetings for staff with the Leader and Chief Executive, a number of other online methods have been used to communicate with and involve staff.

8.2 Public consultation for the savings proposals outlined in Appendix B will commence with the publication of the papers for the first select committee taking place on 29 October. In total five select committees will be held to allow Councillors the opportunity to scrutinise budget proposals. These are public meetings so residents are encouraged to attend. Five public sessions will also be taking place during which the Leader will be taking questions from members of the public. Detailed information on how to get involved in the consultation process will be provided on the Council website and through posters and literature at Council sites across the borough.

9.0 Other Implications

9.1 **Risk Management** – In addressing the funding gap for 2015/16 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.

9.2 **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.

- 9.3 **Staffing Implications** – It is estimated that the savings proposals put around 410 posts at risk over the three years beginning in 2015/16. Discussions with the Trade Unions on the specific impact of the savings proposals have already begun. For each individual savings proposal agreed by Cabinet to go forward to consultation, where there is an impact on staff, consultation will take place with the staff affected. Our “Support for Staff in Tough Times” programme is being strengthened to reflect the challenges we face.
- 9.4 Should the savings proposals be agreed after consultation, we will follow the appropriate HR policies and procedures around implementing change. The Council remains committed to minimising compulsory redundancies where possible and will seek volunteers from the teams affected.
- 9.5 **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 implications and consideration given to the extent of adverse impact on customers (see section 7 above). Extensive consultation will also take place. Front line services have been protected as far as possible, but some cuts to front line services have been unavoidable.
- 9.6 **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.
- 9.7 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.
- 9.8 **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.
- 9.9 **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: None

List of appendices:

- **Appendix A** – Savings Proposals for Cabinet Approval
- **Appendix B** - Savings Proposals Requiring Consultation

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Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Adult & Community Services Savings Ideas 2015/16 to 2017/18								
ACS - Social Care	ACS/SAV/02a	Safeguarding adults - quality assurance and protection of property	104	-	-	104	1.75	Restructure the Safeguarding Adults function to provide better quality assurance and oversight of social work practice. This will also provide the opportunity to put the required Principal Social Worker in place, and support the new statutory role of the Safeguarding Adults Board. This includes deletion of a Group Manager post - see also ACS/SAV02(b).
ACS - Social Care	ACS/SAV/02b	Safeguarding adults - Domestic Violence and Hate Crime	22	-	-	22	0.25	Delete the Group Manager Safeguarding Post (25% of time spent on Domestic Violence and Hate Crime) and transfer to Community Safety within the setting of the Integrated Victim Management approach.
ACS - Social Care	ACS/SAV/03a	Older People accommodation based services - review of Kallar Lodge	100	-	-	100	3.00	The proposal is to reduce staffing costs at Kallar Lodge by reducing management, administrative, and care posts, including sleep-in allowances. The loss of one care staff post will have a minimal impact on the quality of care in the service and reduces flexibility in covering any periods of extended sickness or other absence.
ACS - Social Care	ACS/SAV/06b	Staffing efficiencies at 80 Gascoigne Road.	70	-	-	70	3.13	Staffing review to support the model of providing independent living and self care skills to support residents with behaviour that challenges.
ACS - Social Care	ACS/SAV/07	Withdraw subsidy from Relish café.	120	-	-	120	-	This has been reviewed in conjunction with Children's Services; further proposals will come forward from Children's Services on a proposal on re-providing the service for staff at the Town Hall from Relish. The 2014/15 budget forecast for the Relish café is that it will be self financing by March 2015.
ACS - Commissioned Services	ACS/SAV/12d	Community Interest Comapny delivering a range of services using creative arts	16	-	-	16	-	There has been a block grant to support this new micro provider which will end. Individuals would then be able to choose to purchase the service with their Personal Budget or other money as part of the vision for Fulfilling Lives.
ACS - Commissioned Services	ACS/SAV/12h	Summerfield House supported living for mothers aged 16-24 and their babies	143	-	-	143	-	This is a mother and baby unit with accommodation for 27 young mothers aged 16-24. The unit gives early support in parenting and other life skills. It is proposed to fund this support from the Public Health grant.
ACS - Commissioned Services	ACS/SAV/13b	Increase in income budget.	300	-	-	300	-	Improved demand management of peak-pressures for crisis support capacity, which will release funding from care budgets.
Sub Total Adult Social Care			875	-	-	875	8.13	
Community Safety	ACS/SAV/16	Alcohol Services for adults and young people - to fund from Public Health grant	495	-	-	495	-	Substance misuse funding is allocated to delivery of the national drug and alcohol strategy on a local level. The strategy delivers against three strands: Supporting recovery, Reducing supply and Restricting demand. The Community Alcohol Service (CAS) is for adult residents who are affected by alcohol misuse. The service provides; community detoxification, counselling, a structured day programme of positive activities and aftercare to sustain recovery from alcohol misuse. 650 people accessed the service in 2013/14. The service covers both adult alcohol services and the Subwise Young People's Service commissioned on behalf of Children's Services. It is proposed to fund this service from the Public Health Grant.
Sub Total Community Safety			495	-	-	495	-	
Community Sport	ACS/SAV/32	Leisure centres - extraordinary increase in net income	40	88	-	128	-	It is anticipated that additional net income will be generated through increased take up of services on a casual 'pay and play' basis and through membership sales at the new leisure centre to replace Abbey Sports Centre. However, it needs to be noted that it will be necessary to generate c£1.3million more gross income to achieve the net figure of £128,000. This proposal does not include any additional income that will be realised as part of the annual fees and charges process.
Community Sport	ACS/SAV/34	Sport & Physical Activity team management cost reduction.	152	-	-	152	-	Management efficiency to reshape delivery of sports development within public health grant allocation freeing up current base budget as a saving
Sub Total Community Sport			192	88	-	280	-	
Total for Adults & Community Services			1,562	88	-	1,650	8.13	

Children's Services Savings Ideas 2015/16 to 2017/18

Children's Services								
Children's Social Care	CHS/SAV/28a	Social care learning and development - reduce post	125	-	-	125	2.00	Risk - statutory provision. Impact on Quality of Provision. OFSTED judgement risk. Separate proforma not included because this is at risk of double counting with the proposed savings from centralising. Adult College potential should be included in final solution.
Sub Total Social Care			125	-	-	125	2.00	
Childrens Centres	CHS/SAV/25b	Childcare and early years - move to DSG	455	-	-	455	-	Switch funding by moving £454,800 expenditure to DSG
Sub Total Childrens Centres			455	-	-	455	-	
Total for Children's Services			580	-	-	580	2.00	

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Chief Executive Savings Ideas 2015/16 to 2017/18								
Regeneration	CEX/SAV/01	Staff reduction Sustainable Communities and Economic Development	99	-	-	99	2.00	Deletion of two posts - will reduce capacity to undertake physical regeneration activity
Regeneration	CEX/SAV/02	Increase Income in Strategic Transport area	63	-	-	63		Increased top-slicing of Local Implementation Plan and bike money. Achievable but will lead to lower project delivery budgets - impact will depend on the size of Transport for London allocations going forward
Regeneration	CEX/SAV/04	Increase income in Development Planning area	85	-	10	95		Increased income from Street naming and numbering (£25k), Road adoptions (£60k) in 2015/16 and Planning Fees (£10k) in 2017/18. Savings achievable if current trends continue.
Regeneration	CEX/SAV/05	Reduction in planning policy posts and amalgamation of Planning Policy Manager post and Strategic transport post	24	25	-	49	1.00	2015/16 deletion of vacant Development Management Officer post £36.5k and 12.5k salary savings as a result of reduction in staff working hours
Regeneration	CEX/SAV/06	Reduction in supplies and services budget	45	-	-	45		Reduction in professional fees, marketing and other supplies and services budgets in Economic Development
Regeneration	CEX/SAV/07	Increase in income from Capital Programme	20	50	30	100		The remaining physical regeneration staff dealing with non housing projects would be part funded via relevant capital projects in the capital programme. Savings deliverable assuming there are sufficient Public Realm / Town Centres projects in future years to sustain this.
Regeneration	CEX/SAV/08	Increase in income employment and skills	100	80	45	225		Utilise European Social Fund and Growth Deal Funding
Sub Total Regeneration			436	155	85	676	3.00	
Strategy & Communications	CEX/SAV/13	Residents Survey - no postal survey but online	15	-	-	15		Use existing online engagement tool
Strategy & Communications	CEX/SAV/14	Centralise and top slice marketing and publicity budgets across Council	300	-	-	300		Centralisation of all related expenditure to enable prioritisation and approximate reduction of 50%
Strategy & Communications	CEX/SAV/15	Remodel marketing and communications service - core minimum team and consider shared service with Thurrock	250	-	-	250		Cost of team already offset by £111k income - this is around a 50% reduction on net budget
Strategy & Communications	CEX/SAV/17	Develop a Research and Intelligence Hub	100	-	-	100		General fund saving from Children's/Strategy by combining intelligence teams/roles with Public Health. Scope to extend to other services (and other councils) and increase savings beyond 2015/16.
Sub Total Strategy & Communications			665	-	-	665	-	
Legal & Democratic Services	CEX/SAV/10	Increase Legal trading income	135	-	-	135	-	Income based on maintaining the existing traded services provision.
Legal & Democratic Services	CEX/SAV/11	General Fund reduction in supplies and services budget for legal services	75	-	-	75	-	Reduced expenditure across range of supplies and services.
Legal & Democratic Services	CEX/SAV/12b	Members Pension Contribution	100	-	-	100		Statutory regulations which came into force from April means that Councillors elected from 1 April onwards would not be entitled to join the Local Government Pension Scheme and that existing councillors at that time would have their policy terminated at the end of their current term of office. The Members Allowance budget had previously made provision to meet the employers contribution to the pension scheme which will now no longer be required representing a saving of £100k per annum
Sub Total Legal and Democratic Services			310	-	-	310	-	
Finance - Central Services	CEX/SAV/24	Remove Invest to Save budget	1,000	-	-	1,000	-	Removal of base budget allocation with reliance on balances and reserves to fund invest to save proposals
Finance - Central Services	CEX/SAV/25	Debt interest payments	250	-	-	250	-	Use of surplus 2013/14 cash to fund capital investment has reduced overall borrowing requirement leading to a saving on debt budget
Finance - Central Services	CEX/SAV/26	MRP accounting	2,700	2,850	-	5,550	-	Technical accounting review of debt accounting to reprofile debt budget. Subject to formal external audit agreement
Finance - Central Services	CEX/SAV/27	Investment income - rate change	500	500	250	1,250	-	Assumes gradual increase in investment yields. Current forecasts are for small increases in the immediate future. Risk dependent on Band of England position on interest rates.
Finance - Central Services	CEX/SAV/28	Investment income - shift pay day	-	-	100	100	-	Move main payroll from 15th to end of month so earn interest on additional two weeks holding cash. More beneficial to do when interest rates are higher.
Finance	CEX/SAV/31	Capital Programme Management Office (CPMO)	25	-	-	25	-	Increased recharge to the HRA to reflect current and future capital programme monitoring
Finance	CEX/SAV/33	Treasury recharge to Pensions	20	-	-	20	-	Reorganisation of team and roles to increase recharge from treasury but no overall increase in costs of pension fund
Finance	CEX/SAV/34	Project Manager/Accountant	30	-	-	30	-	60% cost recharged to the HRA to support Housing capital programme monitoring and implementation
Finance	CEX/SAV/35	Innovation & Funding consultancy budget	150	-	-	150	-	Legacy Building Schools for the Future consultancy and legal budgets.
Finance - Corporate Mgt	CEX/SAV/36	External treasury management	75	-	-	75	-	Management of all funds in house (already implemented). Savings achievable due to contracts terminated with SWIP and Investec.

Appendix A - Savings Proposals for Cabinet Approval

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Finance - Corporate Mgt	CEX/SAV/37	Card transaction costs	35	-	-	35	-	Negotiation of card processing costs with bank
Finance	CEX/SAV/38	Introduce credit card charging	40	-	-	40	-	Passing of transaction cost for credit cards on to users.
Finance	CEX/SAV/39	Benchmarking clubs	40	-	-	40	-	Withdrawal from ongoing benchmarking arrangements. Specific exercises will be undertaken when required.
Finance	CEX/SAV/40	Corporate sponsorship	30	-	-	30	-	Cut local sponsorship schemes
Finance - Corporate Mgt	CEX/SAV/41	Audit fees	100	-	-	100	-	Reflects improved final accounts and grants work plus KPMG fee lower than that levied by District Audit.
Finance - Asset Mgt	CEX/SAV/42	Energy team	25	25	-	50	-	Assumes restructure of multiple energy teams across the Council into single team
Finance - Asset Mgt	CEX/SAV/43	Compliance team	55	-	-	55	1.00	Reduces two posts to one monitoring asbestos and legionella etc
Finance - Asset Mgt	CEX/SAV/45	Maritime House	115	125	-	240		Termination of lease - Saving is net of all expected costs
Finance - Audit & Assurance	CEX/SAV/46	Internal audit days - reduce plan	45	-	-	45	-	Reduction of internal audit work undertaken. Risk depends on compliance of organisation and confidence in manager self assurance process
Finance - CSC&BI	CEX/SAV/48	Client team restructure	100	-	-	100	2.00	Removal of corporate project support roles
Finance - CSC&BI	CEX/SAV/49	Registrars Cost/Income	50	-	-	50	-	Increase surplus through additional income based on higher demand at Woodlands
Finance	CEX/SAV/54	Shared insurance service	18	-	-	18	1.00	Saving of one claims handler role across two Councils
Sub Total Finance			5,403	3,500	350	9,253	4.00	
Human Resources	CEX/SAV/18	Centralise training and development budgets to improve efficiency of use and make saving	475	-	-	475	0.40	Estimated budget of £1.3m across Council. Saving will be achieved by centralising and reducing training budgets and bringing together learning and development teams. Elevate currently undertaking project to develop plan for the centralisation of budgets and teams. Concerns from other directorates that this will have adverse impacts on their services
Human Resources	CEX/SAV/19	Explore shared service for HR strategy and OD	-	-	115	115	2	The OD function is required to support the Business Change process in the Council. There are 4 ftes. There is scope to share with Thurrock or another Council and the savings targets are based on a 50% reduction in the cost of the team.
Human Resources	CEX/SAV/20	Single Head of HR across two or more Councils	-	-	80	80	1.00	50% of the cost of the Divisional Director role, plus PA support
Human Resources	CEX/SAV/21	Reduce health and safety provision, but must meet statutory responsibilities	100	-	-	100	-	There are statutory obligations to be met around health and safety. Aim would be to ensure that the health and safety service is 100% self-funded by 2015/16 through selling services to schools etc. Already have an income target of £25k, which it significantly exceeds.
Sub Total Human Resources			575	-	195	770	1.40	
Elevate	CEX/SAV/61	Council Tax - invest to collect more	369	391	195	955		Net increase in income of employing additional nine Council Tax Officers to improve collection activity on both in year debt and arrears.
Elevate	CEX/SAV/62	Property Services	138	-	-	138	1.00	Anticipated saving from management fee if the service is returned to the Council plus from a review of maintenance budgets and the client side structure
Elevate	CEX/SAV/64	Client Team reduction	45	45	-	90	1.00	Deletion of Group Manager post with other team roles realigned to other services and directorates achievable if significant reduction in the governance, monitoring and reporting requirements of the Elevate contract.
Elevate	CEX/SAV/65	Returning services - management fee	136	-	-	136		Annual saving of management fee for PFI Monitoring, Technical Services, Print & Post, FoI/Complaints and the Project Management Office if the services are returned to the Council.
Elevate	CEX/SAV/66	PFI Monitoring efficiency	50	-	-	50		Additional saving based on expected activity currently funded within payment to Elevate
Elevate	CEX/SAV/67	PMO efficiency	90	-	-	90	1.00	Expected saving from Elevate PMO provision and client side saving of one post
Elevate	CEX/SAV/68	Review of complaints/FoI	40	-	-	40		Saving from centralisation of all Member enquiries, FoI requests and non social care complaints plus development of shared service with Thurrock Council
Elevate	CEX/SAV/69	HR/Payroll	100	-	-	100		Saving of management fee currently payable to Elevate if service is transferred back to the Council.
Elevate	CEX/SAV/70	Revenues Services Restructure	92	-	-	92	1.00	Review of Revenues Services Management Structure with a net reduction of one post
Sub Total Elevate			1,060	436	195	1,691	4.00	
Total for Chief Executive			8,448	4,091	825	13,364	12.40	

Appendix A - Savings Proposals for Cabinet Approval

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
H&E Savings Ideas 2015/16 to 2017/18								
Environmental Services	ES008	Restructure Facilities Management - Building Services Officers - post deletions	101	-	-	101	2.00	The team will lose its remaining design capability but this type of work has been diminishing over time as more design & builds are taken on by capital delivery. Straight forward maintenance works on a replacement basis can be carried out by the rest of the BSO team the remaining Principal Officer is a Surveyor and will have to assist in delivery of surveying based functions
Environmental Services	ES009B	Building Cleaning - removal of a Living Wage subsidy to school contracts	96	-	-	96	-	Contracts reflect full cost recovery in all areas except the cost of salaries. In February 2013 the Council decided to ensure the lowest paid employees of the Council get a minimum wage of £9 an hour. Contracts let before 2013 and ending in 2016 have not yet had the additional salaries cost passed on, however contracts post 2013 have had full salary costs passed on. This saving will regularise our position across all contracts by ensuring that all existing contracts that are subject to re tendering as from 2015/16 will include the full salary cost. There will be 79 school contracts affected by this change.
Environmental Services	ES014	Market Management	281	-	-	281	1.00	We will revise our model of market management to allow for improved trading and a reduction in costs. The saving assumes a Cabinet decision is made to bring in market management in house.
Environmental Services	ES016	Income generation in cemeteries	30	-	-	30	-	This will be a phased programme of broadening the service offer in cemeteries. In year one we will make concessions for catering and flowers retail available to cemetery users. We will additionally incorporate new columbaria to allow residents to have plaques and vaults for ashes within our cemeteries. In subsequent years will we seek to broaden this offer so that new income streams, such as green burial locations.
Environmental Services	ES019	Use of Public Health Grant to incentivise Council priorities through sports participation	65	-	-	65	-	The proposal is to ensure that full costs for the maintenance of sports pitches and facilities are met by a combination of income and Public Health Grant. Grant here will be used to incentivise the public health outcomes that can be generated by inclusive sporting activity. Club standards will focus on improved access to qualified coaches and facilities; more opportunities for disabled people to participate in sport and increased participation levels generally; safety, levels of volunteering and good governance.
Environmental Services	ES020	Increases in income expected from future regulatory activity.	125	125	-	250		Proposal consists a full range of penalties being applied to tackle key community concerns and offending. By ensuring models of enforcement deliver full cost recovery. In addition work to deliver improved compliance through permitting and licensing functions will deliver efficiency savings for these services.
Environmental Services	ES021	Increase income from staff parking charges	30	-	-	30		To increase staff charges relating to parking. There is a risk that increasing charges for staff parking could see a drop in permit sales and change behaviours. Any changes to the corporate accommodation strategy and flexible working practices could also impact on income from staff parking.
Totals Environmental Services savings:			728	125	-	853	3.00	
Grand Total			11,318	4,304	825	16,447	25.53	

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Adult & Community Services Savings Ideas 2015/16 to 2017/18								
ACS - Social Care	ACS/SAV/01	Workforce remodelling	584	-	-	584	26.20	The implementation of part 1 of the Care Act (2014) in April 2015 brings new responsibilities and demands which will require a reshaped and more professional workforce. These include: an improved focus on the process of needs assessment with clearer and more transparent eligibility decisions if the anticipated increase in numbers of referrals are to be managed without a corresponding increase in ongoing care packages; a clearer process for carers assessments; and a formal approach to statutory safeguarding enquiries. We anticipate new Care Act functions may require additional capacity and different posts in other areas of the Council and this may provide opportunities for redeployment.
ACS - Social Care	ACS/SAV/06a	Personalisation of Learning Disability Day Services and consequential closure of The Maples.	257	127	-	384	8.67	While there are a small number of people who will continue to require skilled professional care in a purpose designed setting because of the nature and degree of their learning disability and associated health conditions, there is a much larger number of people who, with the right level of support, can engage in normal community activities, travel independently, and, with the right level of training, be able to hold down a job. This is likely to include the closure of The Maples and ending the core funding for the Osborne Partnership although people may choose to use their personal budgets to purchase this service.
ACS - Social Care	ACS/SAV/08	Mental Health services	-	-	250	250		The Mental Health budget is currently under significant pressure and projected to overspend. Re-modelling the service offer should in the longer term provide the opportunity to release savings but this needs to be kept under review.
ACS - Social Care	ACS/SAV/09	Review of Independent Living Fund cases	-	125	125	250		The Independent Living Fund which provides a separate funding stream for disabled adults closed to new applicants several years ago. The funding and responsibility for meeting the needs of recipients transfers to local authorities on 15th June 2015. A thorough reassessment of all 39 registrants to take place over a 6 month period in the 2015/16 financial year with phased implementation over 2 years.
ACS - Social Care	ACS/SAV/10	Care and support in the home focused on people with doubling up of care staff as a result of high needs	85	45	-	130		Provision of overhead hoisting equipment and/or slide sheets and a review of safe handling techniques to reduce two carers to one carer where appropriate to perform safe transfers. This maximises independence and ensures service delivery is more personalised and responsive.
ACS - Social Care	ACS/SAV/11	Review of passenger transport for adults	-	400	-	400		At this stage the proposal is to seek agreement in principle. Cross council work will be needed with Children's Services, Adult Social Care and Environmental Services to look at costs of alternative provision (£200k allowed for this in current estimate). Further detailed work needs to be undertaken.
ACS - Commissioned Services	ACS/SAV/12a	Generalist Advice and Hate Crime Incident Reporting reductions	280	-	-	280	-	To remove the generalist advice and enhanced welfare rights advice to residents in the borough by ceasing the commissioned service as the contract expires on 31st March 2015. The Care Act requires a review of Information and Advice provision and it may well be that a different range of services needs to be commissioned.
ACS - Commissioned Services	ACS/SAV/12f	The Foyer Supported Living for 18-24 year olds	275	92	-	367	-	The Foyer has accommodation for 116 young people who are referred via the Homeless Young People Panel. A range of low level interventions are in place via a commissioned service to support daily living and to help the young people lead positive lives. This contract ends on 3 July 2015. The proposal is to cease the contract. Consideration will have to be given to the requirements of the Care Act around 'prevent, reduce and delay' and therefore the need for resources for early intervention. Children's Services commission other services in the same building.
ACS - Commissioned Services	ACS/SAV/12g	The Vineries supported living for 16-18 year olds	137	73	-	210	-	The Vineries provides low level support for 16-18 year olds to enable them to live full and independent lives. There are 31 beds available for a tenure of up to two years. The contract ends on 6 August 2015 and it is not intended to recommission. Consideration will have to be given to the requirements of the Care Act around 'prevent, reduce and delay' and therefore the need for resources for early intervention.
ACS - Commissioned Services	ACS/SAV/12i	Bevan House supported living for vulnerable families	98	97	-	195	-	This service is aimed at supporting disadvantaged vulnerable families with housing and other needs to develop their skills and capacity to maximise their potential to live together as family independently in the community. It is proposed to cease the commissioned supported living service when the contract ends on 31 September 2015. Consideration will have to be given to the requirements of the Care Act around 'prevent, reduce and delay' and therefore the need for resources for early intervention.
ACS - Social Care	ACS/SAV/15a	Integration and Commissioning and Directorate Support teams	200	-	-	200	8.60	Rationalisation and realignment of funding for support staff across the Directorate.
Sub Total Adult Social Care			1,916	959	375	3,250	43.47	

Appendix B - Savings Options Requiring Consultation

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Community Safety	ACS/SAV/17	Reduce range of crime and ASB interventions - Victim Offender Location Time work	47	-	-	47		The proposed saving is £47,300 from a budget of £78,900 (a 60% reduction). This budget covers a range of Anti-Social Behaviour interventions with the community, from environmental change through to mediation and civil court action. The Team receive over 1000 enquiries a year (336 in the first quarter of 2014) requesting support and action regarding Anti-Social Behaviour. They addressed these issues and as a result through the Anti-Social Behaviour Standing Case Conference they deliver home visits (130), Acceptable Behaviour Contracts (127) Anti-Social Behaviour Orders (26), Injunctions (2), Dispersal Orders (2), and Anti-Social Behaviour Restraining Orders (3).
Community Safety	ACS/SAV/18	Community Safety and IOM work - fund the ASB Team from a range of funding streams rather than the GF	75	-	-	75		The Team comprises six staff who deal with the continuum of anti-social behaviour intervention from low level through to civil and criminal court action. The Team receive over 1000 enquiries a year (336 in the first quarter of 2014) requesting support and action regarding Anti-Social Behaviour. They addressed these issues and as a result through the Anti-Social Behaviour Standing Case Conference they deliver home visits (130), Acceptable Behaviour Contracts (127) Anti-Social Behaviour Orders (26), Injunctions (2), Dispersal Orders (2), and Anti-Social Behaviour Restraining Orders (3). It is proposed to retain the team but to fund it through alternative sources including: Mayors Office for Policing and Crime, Troubled Families, Serious Youth Violence, Private Licensing Scheme, Registered Social Landlords and Housing Revenue Account. This removes all General Fund funding for this service
Community Safety	ACS/SAV/19	Youth Offending Service reduction in Out of Court work	92	-	-	92		The Youth Offending Service is a statutory children's service delivered through Community Safety and Offender Management. The Youth Offending Service deals with young offenders aged 10-18 and those at risk of offending. The YOS has to deliver any out of court criminal justice disposals for young people between the ages of 10 and 17.9, in line with the statutory obligation derived from the Crime & Disorder Act and the LASPO Act. This route is used for approximately 200 young people per year in Barking & Dagenham and is the only option that offers children and young people who have committed a low level offence the ability to engage with reparation to the victim, reconnect with their community and not be given a criminal record. Where reoffending rates increase offenders are taken through the courts and have more intensive sentences managed by the Youth Offending Service, these offenders may be subject to remand. Those offenders remanded are deemed 'looked after' and the costs of remand are met from the Children's Service budget. Therefore keeping young people out of court and free from reoffending is key to not increasing the burden on that budget. The loss of income from Havering of £108k would in effect mean a budget reduction of £200k to the Youth Offending Service.
Sub Total Community Safety			214	-	-	214	-	
Libraries	ACS/SAV/23	Barking Learning Centre and Dagenham Library – reduce opening hours and review staff terms and conditions.	-	250	-	250		LBBB already has the lowest level of library provision in London. It will be difficult to argue that the Borough is meeting its legal duty to provide a 'comprehensive and efficient' service.
Libraries	ACS/SAV/24	School library service to be full cost recovery and Home Library Service to be delivered by volunteers.	86	29	-	115		It is proposed to only continue with the Schools Library service for those schools wishing to purchase the service at full cost from 2015/16. In terms of the Home Library service there are a range of opportunities to develop alternative delivery models so that housebound people continue to get access to books.
Libraries	ACS/SAV/26	Delete Libraries casual staffing budget and transfer of centrally controlled costs	35	-	-	35		There will be no casual staffing budget to provide cover when staff are absent from work due to sickness or for some other unforeseen circumstance. This could result in service disruption and unplanned temporary closures.
Libraries	ACS/SAV/27	Valence and Thames View libraries – community management	-	125	-	125	4.50	Transfer the two remaining branch libraries into community management arrangements with the library services provided by volunteers. It will be a major challenge to establish and maintain community managed library services at additional venues, and will require Member led active community engagement. Additional savings of £88k could be realised if these two libraries were closed, however, this would have a negative impact on disadvantaged wards of the borough.
Sub Total Libraries			121	404	-	525	4.50	
Broadway Theatre & Community Halls	ACS/SAV/29a	Broadway Theatre - transfer to College	200	40	-	240		Cabinet considered a proposal on 8 April 2014 to enter into an arrangement for Barking and Dagenham College to take over the management of the Theatre which would deliver this saving.
Broadway Theatre & Community Halls	ACS/SAV/30	Community Halls - community managed or close	52	-	-	52	1.00	This proposal would bring the remaining halls in line with the previous asset transfer arrangements.
Sub Total Broadway Theatre & Community Halls			252	40	-	292	1.00	
Community Sport	ACS/SAV/31	Leisure centres - Management and reception staff	47	150	-	197	9.00	Once Abbey Leisure Centre is established and the new arrangements are embedded, it will be possible to reduce staffing levels and manage across the two centres.
Community Sport	ACS/SAV/33	Leisure centres - Removal of enhancements - make Saturdays and evening hours standard contract terms.	-	150	-	150	-	Requires corporate support to secure variation to existing Terms and Conditions
Sub Total Community Sport			47	300	-	347	9.00	
Culture & Sport	ACS/SAV/36	Options appraisal for leisure and cultural services	250	750	-	1,000		A high level options appraisal is being undertaken to identify the potential financial and operational benefits that could be achieved by pursuing an alternative management model to the current 'in house' arrangement. Savings could potentially be made in relation to NNDR, treatment of VAT, support services, staffing costs and increased income.

Appendix B - Savings Options Requiring Consultation

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Culture & Sport	ACS/SAV/39	Active Age Centres income	120	0	0	120		Raise income by introducing a charge for the Active Age programme, which currently provides free access for residents aged 60+ to the leisure centres at certain times of the week.
Sub Total Community Sport			370	750	-	1,120	-	
Total for Adults & Community Services			2,920	2,453	375	5,748	57.97	

Children's Services Savings Ideas 2015/16 to 2017/18

School Services	CHS/SAV/23	No improvement support for education	100	-	200	300		Reduce to 1 Secondary Inspector and 1 Primary Advisor. School outcomes not at national levels in all schools and lower than London. schools have limited support to improve. Benchmarks show costings to be below national averages. This will further reduce our capacity to support schools to improve on educational outcomes.
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Sub Total School Services			100	-	200	300	-	
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Adult Education	CHS/SAV/24	Adult College - explore social enterprise and other delivery options	-	-	600	600	163.00	Full recovery of central charges £600,000. Need a review of recharges and more detailed paper on budget/income etc. If full recovery not possible within budget will need to consider closure risk - this would be a central support charges saving and only £113k contribution, therefore saving would be £487k.
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Sub Total Adult Education			-	-	600	600	163.00	
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Childrens Centres	CHS/SAV/25a	Childcare and early years	200	39	128	367	5.00	First £200,000 achievable, beyond that increasing risk and will impact on improving (but still below national and London) early years outcomes and our Childcare Sufficiency responsibilities.
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Childrens Centres	CHS/SAV/26	Children's Centres - part of policy paper re frontline service delivery (use of libraries, developing hubs approach etc. and use of assets)	400	400	400	1,200	2.00	First 200,000 achievable as a result of Troubled Families Grant. Work needed to scope this as part of transformation approach linked to accommodation/asset. May include some re-negotiation of health grants and contributions. Further £1,000,000 with careful planning and community support may be achievable over this period.
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Sub Total Childrens Centres			600	439	528	1,567	7.00	
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Youth Services	CHS/SAV/27	Youth Service - reconfigure to voluntary sector provision with £100k budget	600	-	-	600	18.70	Significant work on market creating and comms required. Needs to link with YOS and ASB and Troubled Families. Ending youth service provision will have potential impact for demand for other services. Aim will be to build alternative provision in community and voluntary sector. We will work to reduce costs starting immediately. It may not be possible to achieve all savings by March 2016.
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Sub Total Youth Services			600	-	-	600	18.70	
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Children's Social Care	CHS/SAV/28b	Educational psychology - provision using DSG only	440	-	-	440	1.00	Detailed analysis and comparison with others needed about sharing opportunities and income generation. First £200,000 amber risk, second £240,000, high risk re SEN Tribunals, OFSTED and the requirement to provide statutory assessment.
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Children's Social Care	CHS/SAV/34	Reduction in CIN (c20 year 1, c120 year 2, c60 year 3) due to impact of Troubles Families agenda	50	300	150	500		Troubles Families agenda and reduction in CIN due to impact of the agenda and reduction in 10 SWs and 1 PM. Risks here due to increasing demand on social care as population grows and changes. Cashable savings may not be possible even if Troubled Families are turned around because need for CIN remains due to increased social care pressure.
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Children's Social Care	CHS/SAV/35	Review children's social care costs to identify areas for spend reduction.	1,000	500	1,000	2,500		These are target figures only. Detailed proposals will be developed for further consultation, following a full review of costs levels in areas such as No Recourse to Public Funds, contact support, court work, resources for families and SEN transport.
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Sub Total Children's Social Care			1,490	800	1,150	3,440	1.00	
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Commissioning And Safeguarding	CHS/SAV/29	Access and connect (cashless catering/free school meals etc) - additional use of PHG	50	-	-	50		Could DSG/SLA or PHG pick up full cost so no general fund contribution?
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Commissioning And Safeguarding	CHS/SAV/30	CAMHS - reduce to statutory minimum (or cut) with school funding themselves/use of PHG?	100	150	-	250		First 100,000 acceptable. No mental health provision is high risk
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Commissioning And Safeguarding	CHS/SAV/31	Limited support to LSCB. Reduce CDOP to .5	15			15		Minimum levels are 30 days per year for LSCB (our agreed level). Already reduced significantly. CDOP reduction deliverable.
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Commissioning And Safeguarding	CHS/SAV/32	Short breaks (reduction in provision)	100			100		Short-breaks (reduce provision)
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Sub Total Commissioning And Safeguarding			265	150	-	415	-	
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Total for Children's Services			3,055	1,389	2,478	6,922	189.70	
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Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Chief Executive Savings Ideas 2015/16 to 2017/18								
Regeneration	CEX/SAV/03	Stop all business support activity e.g. business enterprise centre (move to no cost from 2015-16)	224	-	-	224	1.00	No funding will be available to support the Barking Enterprise Centre or any other externally provided business support activity unless officers obtain grant funding from the Greater London Authority/Local Enterprise Partnership. Business relationship manager post deleted in 2015/16
Sub Total Regeneration			224	-	-	224	1.00	
Legal & Democratic Services	CEX/SAV/09	Reduce democratic services structure dependant on moving towards a shared service and reducing the number and frequency of statutory meetings	195	-	-	195	4.00	Total savings to be achieved through the review of current structures and removal of vacant Posts.
Legal & Democratic Services	CEX/SAV/12a	Member training stopped with exception of the training required for members to serve and operate on the quasi-judicial meetings	55	-	-	55	1.00	Removal of Members training co-ordination role
Sub Total Legal & Democratic Services			250	-	-	250	5.00	
Finance - CSC&BI	CEX/SAV/50	Taxicard Scheme	160	-	-	160	-	Reduction in eligibility criteria and/or number of funded journeys
Finance - CSC&BI	CEX/SAV/51	School uniform grants	64	-	-	64	-	Removal of general fund funding for existing scheme
Finance - Central Services	CEX/SAV/52a	Reduce council tax exemptions	200			200		Remove Council Tax exemptions for second homes, properties undergoing repair and unoccupied and unfurnished properties.
Finance - Central Services	CEX/SAV/52b	Amend council tax support scheme	700			700		Reduce the level of Council Tax Support offered by the Council from 85% to 75%.
Finance - Central Services	CEX/SAV/53	Business rate relief	-	50	-	50	-	Reduction in eligibility criteria - requires twelve months notice
Finance - Asset Mgt	CEX/SAV/45a	Review of corporate accommodation strategy	-	600	-	600		Reduction in the number of major buildings used by the Council. Savings will be across Facilities Management, running costs etc.
Finance	CEX/SAV/30a	Accountancy service	500			500	10.00	Reorganisation of Accountancy and Treasury Management teams
Finance - Central Services	CEX/SAV/29	Investment income - increase risk appetite	250	-	-	250	-	Would mean lowering counterparty quality increasing default risk. Credit spreads currently very low meaning only limited financial reward for an increase in risk.
Sub Total Finance			1,874	650	-	2,524	10.00	
Human Resources	CEX/SAV/22	Stop Employee Relations team	47	-	153	200	5	There are alternative ways of delivering ER, but the function itself cannot stop. We could move to more of a self-service model, backed up by telephone only support. We have a vacancy and would offer that as a saving immediately. The on-going service could be through contract, or by retaining a number of staff to provide the telephone support.
Human Resources	CEX/SAV/23	Reduce Spend on Trade Union representatives	-	-	130	130	3.50	40% reduction in budget for Trade Unions. Will require a renegotiation of our current recognition agreement with the Trade Unions. Deferred to 2017/18 in recognition of the support the Trade Unions will need to give to the change process.
Human Resources	CEX/SAV/?	Reduce the size of the HR Business Partner Team	60			60	1.00	Reduction of posts
Sub Total Human Resources			107	-	283	390	4.50	
Elevate	CEX/SAV/55	Elevate Overheads	488	-	-	488		Reduced Elevate management cost and capacity, enabled by reduced reporting with fewer performance indicators and lower governance requirements including quarterly board meetings as well as a move away from a target cost model into a fixed price model for the Elevate contract. As part of the changes, Agilisys will expect the extension of the contract from 2017 to 2020 and the amendment of existing break clauses.
Elevate	CEX/SAV/56	B&Ddirect - Customer Services Channel Shift	64	324	387	775	38.00	Shift demand to automated and much lower cost channels: Reduce one stop shops and contact centre capacity via: a. Promote My Account as the free, easy and primary transaction/contact channel. b. Consolidate the one stop shops to achieve economies of scale and plan to replace them with service delivery through community hubs. c. Create incentive structures to reduce traffic on the assisted service routes. d. Increase functionality of My Account and Interactive Voice Response systems. Will require one off investment of £670k.
Elevate	CEX/SAV/57	Introduction of a premium rate number to the Contact Centre for discretionary service calls.	-	191	-	191		Introduce 50p per minute call charge for contact centre. A policy decision to introduce a fee bearing PRS for some services that can be carried out by automatic channels (Interactive Voice Response system and My Account) would reduce demand for the telephony channel and create a revenue stream. The fee would only be chargeable for services which can be accessed for free through other channels – therefore residents can avoid any cost by opting to use a free channel. Estimated one off set up costs of £130k.
Elevate	CEX/SAV/58	Withdrawal of the Benefits Direct service at One Stop Shops.	259	-	-	259	9.00	Removal of the enhanced Benefits Direct service to only leave only back office benefits processing. Removing benefit claim processing in this way will mean assessment and processing for housing benefit and council tax support will be done in the "back office" as an end to end process there.
Elevate	CEX/SAV/59	Relocation of Barking Contact Centre to Lower Cost Area.	-	-	147	147		Transfer of remaining back office service/contact centre to Agilisys processing centre in a different part of the country instead of being locally provided

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Elevate	CEX/SAV/60	Automation of Inbound Email/Post Processing	270	-	-	270	11.00	Introduction of Agilisys Automate to manage a high proportion of the 175,000 incoming emails and letters per annum to Revenues & Benefits. This can be significantly reduced by policy changes around accepting information from customers and restructuring the communication channels to encourage the use of MyAccount. This in turn will reduce the number of staff required to handle post and emails. Requires one off investment of £445k.
Elevate	CEX/SAV/63a	ICT End User Technologies	135	74	241	302	5.00	This is one of three ICT Savings Proposals that constitute an overall transformation of the ICT Service provided to LBBB. The proposed saving will provide a single, flexible working IT Service that will reduce the complexity of the service. Some services, such as Email, Office applications and File Storage will be moved into the Cloud. This will enable a reduction in local data centre resources and a corresponding reduction in the support overhead. The Council telephone system will be decommissioned, moving staff onto mobile telephones (with the exception of the Contact Centre), and the corporate network will be restructured to provide only Wireless Internet access throughout Council offices. In addition, this solution recommends that a Council policy decision is taken to reduce Off the Shelf applications by 30% to achieve third party and support cost reductions. Requires one off investment of £377k.
Elevate	CEX/SAV/63b	ICT Service Management fulfilment	41	304		345	10.00	Building on proposal 63a above: Replacement of current full IT support service with predominant reliance of self support and resolution of problems. • Self Service portal and Knowledge Base provided to enable users to self-rectify incidents and requests • Service Desk becomes an escalation point for severe system outages only • Centralised workshop with devices couriered to and from the end user. Estimated set up costs of £770k.
Elevate	CEX/SAV/63c	ICT Infrastructure Applications	254	170	36	459	9.50	Building on 63a and 63b above: Shift existing local infrastructure to Cloud solution • Decommissioning of the Dagenham Data Centre and migration to a Cloud Based Infrastructure as a Service solution • Migration of some Line of Business applications to hosted models. Estimated set up costs of £1.1m.
Elevate	CEX/SAV/71	Charging for Discretionary Face to Face Contact Services	-	140	-	140		The proposed introduction of a fee for face to face services that can be processed automatically via My Account (online) or the Interactive Voice Response system. The introduced fee will be for an enhanced service for customers who wish to have a face to face service, instead of using the available free channels. The enhanced service and fee will have two significant effects: a. Enhanced service users will generate a new revenue stream b. The fee will allow customers to self select themselves to free or enhanced services. This will reduce demand for face to face services. Based on a charge of £7 per service (this figure to be confirmed as part of the required policy change).
Sub Total Elevate			1,511	1,055	810	3,376	82.50	
Total for Chief Executive			3,966	1,705	1,093	6,764	103.00	

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
H&E Savings Ideas 2015/16 to 2017/18								
Environmental Services	ES001	Loss of proactive drainage clearance	80	-	-	80	2.00	Reduce the Highways DLO by one crew of 2 staff. The consequence will be that there will be no proactive cleansing programme to highways gullies. Gullies on the highway will only be cleared on a reactive basis, by complaint or where a highways inspector requests it. Any staffing changes will be subject to formal consultation and normal HR policies will be followed. Risk to resilience of service and responding to flash floods. Proposal should reflect core service delivery across the borough, regardless of funding stream (e.g., HRA) otherwise danger of double standards. This would result in a saving to the HRA, however, it would be possibly for tenants, leaseholder, other community groups to fund additional services.
Environmental Services	ES002	Changes to winter maintenance of highway network	35	-	-	35	-	Saving relates to the current service delivered through the Highways DLO and will be achieved by reducing level of work carried out, overtime & standby payments to staff and the coverage of the borough. The work affected will only be the salting and gritting of carriageways when temperatures fall below zero and result will be ice, frost, snow etc which may affect vehicles adherence to the road surface.
Environmental Services	ES004	Removal or self funding for School Crossing Patrols from 23 primary school locations across the borough	82	83	-	165	6.76	Each patrol will either be deleted or made self funding by sponsorship. The responsibility for any child's safety on the way to and returning from school is that of the parents or carer. Risk of increased accidents and increased use of car journeys to school. School travel plans to include measures to mitigate risk. Site audits to be carried on each location. Expected to be introduced at the start of the academic year in 2015/16. Mitigated through school travel plans, sponsorship from schools, PTA's etc.
Environmental Services	ES006	To increase zones and the sale of permits in line with the Parking Strategy	-	125	125	250	-	Consolidation of existing zones to create comprehensive clearly defined geographical areas. Areas will be all those with identified parking pressures, such as around shopping areas, transport hubs, car free developments. All parking around secondary shopping areas location will be through cashless and paperless permitting. Programming of works, consultation and implementation in 2015/16 for saving from 2016/17. Risk of resistance from residents and businesses.
Environmental Services	ES007	Increase Parking Charges for all parking locations	190	-	-	190	-	Increase all charges by minimum of 50% for permits and pay and display excluding staff permits. Subsidised staff parking to be re-considered. Risk of petitions and resistance from business, residents and staff. Visitor vouchers to increase only by RPI as most sensitive permit based upon complaints. For example if raised by 50% a resident's permit will increase from an average cost of £43.94 to £65.91 per annum (based on current sales)
Environmental Services	ES009A	Streamlining Building Cleaning	49	-	-	49	3.00	Reducing costs through a review of cleaning regimes and cover arrangements to corporate buildings reflecting shared spaces and modern ways of working. Any staffing changes will be subject to formal consultation and normal HR policies will apply. Risk to reduced standards of cleanliness, hygiene and housekeeping.
Environmental Services	ES010A	Restructuring of Direct services	458	-	-	458	-	The proposal is for restructuring of front line operations to remove the requirement for all staff to operate flexibly. This will allow for the revision of job descriptions and grades for a significant number of staff. This change will enable the Council to generate savings by reflecting salaries more closely aligned to industry average. Any staffing changes will be subject to formal consultation and normal HR policies will be followed.
Environmental Services	ES010B	Prestart payment to drivers	139	-	-	139	-	Prestart payments are made to all drivers of vehicles over 3.5t, or that drive other specialist vehicles. The payment has been traditionally paid to drivers to allow them to fully check the safety of their vehicles in advance of starting their shift. Payments are contractual overtime for most drivers but some drivers will claim as and when they are required to drive affected vehicles. Prestart pays for one half hour overtime per shift. The Council has invested significantly in modern and reliable vehicles for its services. Whilst these still require safety checks, in many cases the period traditionally allowed far exceeds what is actually required. The saving will still require full safety checks to be undertaken, but provided that this can be built into a drivers normal shift period.

Savings Ideas 2015/16 to 2017/18

Service	Savings Reference	Savings proposal/target	2015/16 £000	2016/17 £000	2017/18 £000	Total £000	Estimated reduction on FTE	Comments
Environmental Services	ES012	Cease green garden waste collection	220	-	-	220	10.00	<p>This service collects green garden waste 10 months of the year. There are two additional collections made over January and February. This is not a statutory service.</p> <p>Option 1 To cease this service and recall the entire green 240 litre bins. Residents will be encouraged to compost their green garden waste or to bring this to the council's Re-use and Recycling Centres. Any remaining green waste will enter the residual waste collection stream through grey bins, which would have an impact on The Waste England and Wales Regulations 2011 (amended 2012).</p> <p>Option 2 This proposal also includes alternative option to charge for green garden waste collections based upon full cost recovery and benchmarking with other local authorities.</p> <p>Risk of increased fly-tipping, reduced recycling, increased traffic at Frizlands Reuse and Recycling Centre. Impact on disabled and elderly, particularly the assisted collection scheme.</p>
Environmental Services	ES015	Redesign of street cleansing operations	295	50	-	345	4.00	<p>The service will be re-designed to facilitate more modern methods of working. This will realise staff savings of £110k (4 FTEs) and transport savings of £235k.</p> <p>By increasing the use of mechanical sweepers we will be able to reduce the number of barrow beats cleaning areas from 25 to 14 and increasing mechanical sweeping of roads in the evenings which will give greater sweeping coverage of the borough.</p> <p>We will also extend double shifting of vehicles and extend the working day so that cleansing operation can cover the beginning and end of the day.</p> <p>Any staffing changes will be subject to formal consultation and normal HR policies will be followed.</p>
Environmental Services	ES018	Achieve revenue budget savings by transferring the Councils current repair and maintenance responsibilities for allotments to the Allotment Society	-	17	-	17	-	<p>There are 17 allotment sites across the borough and leases exist with 10 allotment societies for the management of these facilities. In accordance with the current leases the Council as the Landlord is responsible for: fencing, water supplies, main site roads and trading huts and buildings that are the property of the Council. The proposal is to pass these costs on to the Allotment Societies.</p> <p>The proposal requires the termination of the current allotment leases and the issue of new leases to the Allotment Societies on a fully repairing basis.</p>
Environmental Services	ES022	Marketing in the public realm	70	-	-	70		<p>We will establish new locations for the sale of advertising space. This will include street furniture and within park spaces. This saving is subject to agreement on advertising protocols that ensures advertising is appropriate to the location and the Council's own priorities. In some locations installations will be subject to planning restrictions.</p>
Totals Environmental Services savings:			1,618	275	125	2,018	25.76	
GF Housing	HGF001	Expand Council hostel portfolio to accommodate temporary placements instead of using expensive B&B accommodation.	900	600	-	1,500		<p>Increasing the number of Council owned hostel units as part of the Temporary Accommodation portfolio will result in an increase in income and reduction in expenditure. As the units are Council owned, placement costs are expected to be lower than externally provided accommodation with rental income retained by the authority. A significant benefit would be the reduced use of Bed and Breakfast which is an expensive option. The provision of 100 new hostel units across a range of possible sites will allow a reduction in the number Bed and Breakfast placements, subject to the level of demand not increasing above current levels and the continued availability of PSL accommodation. The saving is also subject to there being no further changes to benefit regulation for homeless households. Savings profile based upon when potential units could become available.</p>
Total Housing General Fund Saving			900	600	-	1,500	-	
Grand Total			12,459	6,422	4,071	22,952	376.43	

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CABINET**7 October 2014**

Title: LGA Peer Challenge Report and Implementation Plan	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision:
Report Author: Karen Wheeler, Head of Strategy and Communications	Contact Details: Tel: 020 8227 2317 E-mail: karen.wheeler@lbbd.gov.uk
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary:</p> <p>This report sets out the findings of the LGA Corporate Peer Challenge which took place in late July 2014. These recommendations have been considered and an implementation plan drawn up to make these improvements.</p> <p>Cabinet are asked to note the findings set out in the Peer Challenge report and agree the implementation plan.</p>	
<p>Recommendation(s)</p> <p>Cabinet is asked to:</p> <ul style="list-style-type: none"> (i) Note the findings in the LGA Corporate Peer Challenge report at Appendix 1; and (ii) Agree the implementation plan at Appendix 2 and quarterly progress updates to Cabinet as part of monitoring the corporate delivery plan. 	
<p>Reason(s)</p> <p>Sector led improvement and peer review is good practice to provide reassurance and challenge of the organisation's direction, vision and priorities.</p>	

1 Introduction

1.1 This report sets out the findings of the Local Government Association (LGA) Corporate Peer Challenge which took place in late July 2014. The Council invited the LGA to undertake a Corporate Peer Challenge to help provide reassurance, challenge and an indication about the organisation's ability and capacity to deliver on its plans, proposals and ambitions.

1.2 There are some core components of all LGA Corporate Peer Challenges:

- **Understanding of local context and priority setting:**
Does the council understand its local context and has it established a clear set of priorities?
- **Financial planning and viability:**
Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- **Political and managerial leadership:**
Does the council have effective political and managerial leadership and is it a constructive partnership?
- **Governance and decision-making:**
Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
- **Organisational capacity:**
Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

1.3 In addition the Council also asked that the team provide an external perspective on:

- The Council's vision for the future, its position in London and how it can best develop external partnerships
- How to cope with the increasing demands being placed upon children's services given the significant financial challenge
 - Is there sufficient corporate strategic planning to address the demographic change?
 - Could children's services operate differently to maximise resources to meet the demand?
- The role of elected members in the authority
 - How can the council provide clarity on the roles and responsibilities of elected members and officers and embed this quickly throughout the organisation?
 - Are the council's existing elected member support structures adequate?
 - Is the council's meetings cycle both an efficient and cost effective way for elected members to make decisions?

1.4 The Council provided a position statement and drew up a timetable of on-site activity with interviews, focus groups and visits. The team had discussions with a range of elected members, staff and partners. The team fed back that the people they had met had been open and honest and that their findings were based on what they had heard, seen and read.

1.5 It should be noted that the Peer Challenge was arranged at very short notice during the peak summer annual leave period. The Council's Head of legal and Democratic

Services and Corporate Director of Children's Services were both unable to participate as a result of this.

2. Peer Challenge Report

- 2.1 The final report of the findings and recommendations of the LGA Corporate Peer Challenge team can be found at Appendix 1.
- 2.2 The report includes positive comments that endorse the new vision and priorities that the Council has developed. It also offers constructive suggestions as to how best to embed that vision and priorities into the heart of the Council and the borough, and prepare for and manage that delivery against the backdrop of financial and demand pressures.
- 2.3 The Peer Challenge is forward looking focusing on the future direction of the Council. The review team concentrated on what the Council needs to do to achieve its vision and less so on what has been achieved in the past. Despite this the peers acknowledged the good track record of the Council in a number of areas including housing investment, creating additional school places and setting a balanced budget.

3. Peer Challenge Implementation Plan

- 3.1 The feedback from the Peer Team has been considered carefully and a set of actions developed to respond to each of the recommendations. These can be found at Appendix 2.
- 3.2 These actions are broken down into six themes:
 - New leadership, new ambitions, new approaches
 - Financial planning and viability
 - Organisational capacity
 - Role of elected members
 - The growth agenda
 - Demand on children's social care
- 3.3 The first of the actions in Appendix 2 under recommendation 1.1 is to produce a corporate delivery plan for the new vision and priorities, linked to a new performance framework. This has been completed and is fundamental to moving the Council forward as it articulates a set of clear and deliverable objectives and projects, underpinned by clear targets, from which we can focus our efforts and resources accordingly. The delivery plan is on the agenda for this Cabinet.
- 3.4 The performance framework which will accompany the delivery plan will enable Cabinet to monitor the progress towards delivering the outcomes that the new vision expresses.
- 3.5 One of the priority projects within the delivery plan is to implement the Peer Challenge implementation plan. As part of the quarterly monitoring of the delivery plan and key performance indicators, a progress update will be provided to Cabinet on the actions within the implementation plan.

4. Consultation

- 4.1 The Corporate Peer Challenge team interviewed a wide range of officers, senior managers, members (Cabinet and non-Cabinet), partners in the community, businesses, and other areas of the public sector. The Leader, portfolio holders, CMT and leadership group have been consulted on developing the action plan.

5. Financial Implications

Prepared by Jonathan Bunt, Chief Finance Officer

- 5.1 There are no financial implications as a direct result of this report. There may be specific actions within the implementation plan which require additional resources but it is expected that these will be funded through existing service budgets and re-prioritising existing resources.

6. Legal Implications

Prepared by Fiona Taylor, Head of Legal and Democratic Services

- 6.1 There are no legal implications as a direct result of this report. Any legal issues arising out of the implementation plan will be identified in individual project plans with project leads.

7. Other Implications

- 7.1 **Risk Management** – There are no specific risks associated with this report. The corporate delivery plan and ongoing monitoring will set out any risks and mitigating action. The Council's business planning process sitting underneath the vision and priorities describes how risks are mitigated by linking with the Corporate Risk Register.
- 7.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 7.3 **Staffing Issues** - There are no specific staffing implications.
- 7.4 **Customer Impact** – The recommendations within this report and implementation plan support the Council to embed the new vision and priorities and therefore give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping and providing community leadership.
- 7.5 **Safeguarding Children** – The recommendations within this report and implementation plan support the Council in recognising the issue of high demand, looking at ways to reduce demand and manage it differently which supports the Council's responsibility for safeguarding children.
- 7.6 **Health Issues** – Health was not a particular focus of the Peer Challenge, however the recommendations and actions support the Council to embed the new vision and priorities and therefore the Council's role in place shaping and providing community leadership, including in issues around health and well-being.

7.7 Crime and Disorder Issues – Crime, disorder and community safety was not a particular focus of the Peer Challenge, however the recommendations and actions support the Council to embed the new vision and priorities and therefore the Council’s role in place shaping and providing community leadership, including in issues around community safety and community cohesion.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- **Appendix 1:** LGA Corporate Peer Challenge Final Report
- **Appendix 2:** Peer Challenge Implementation Plan

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Corporate Peer Challenge

London Borough of Barking and Dagenham

29th July to 1st August 2014

Report

1. Background and scope of the peer challenge

On behalf of the team, I would just like to say what a pleasure and privilege it was to be invited in to Barking and Dagenham to deliver the recent corporate peer challenge. The team appreciated the efforts that went into preparing for the visit and looking after us whilst we were on site and the participation of elected members, staff and partners in the process.

This was one of the corporate peer challenges delivered by the Local Government Association as part of the approach to sector led improvement. Peer challenges are managed and delivered by experienced elected member and officer peers. The peers who delivered the peer challenge were:

Michael Lockwood, Executive Director for Finance and Policy at the Local Government Association and former Chief Executive of the London Borough of Harrow
Councillor Stephen Alambritis, Leader of the London Borough of Merton
Councillor Graham Chapman, Deputy Leader of Nottingham City Council
Paul Martin, Chief Executive of the London Borough of Wandsworth
Frankie Sulke, Executive Director for Children and Young People at the London Borough of Lewisham
Rhona Cadenhead, Assistant Chief Executive at the London Borough of Waltham Forest
Robin Porter, Corporate Director for Commercial and Transformation at Luton Borough Council
Doug Flight, Head of Strategic Policy Group at London Councils
Chris Bowron, Peer Challenge Manager, Local Government Association

It is important to stress that this was not an inspection. Peer challenges are improvement-orientated and tailored to meet individual councils' needs. Indeed they are designed to complement and add value to a council's own performance and improvement focus. The peers used their experience and knowledge to reflect on the evidence presented to them by people they met, things they saw and material that they read.

The guiding questions for all corporate peer challenges are:

- Does the council understand its local context and has it established a clear set of priorities?

- Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- Does the council have effective political and managerial leadership and is it a constructive partnership?
- Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
- Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

To tailor the challenge to the needs of Barking and Dagenham, the council asked us to also consider:

- The council's vision for the future, its position in London and how it can best develop external partnerships
- How to cope with the increasing demands being placed upon children's services given the significant financial challenge
- The role of elected members in the authority

Within this, the authority posed the following specific questions to the team:

- Is there sufficient corporate and strategic planning to address the demographic change?
- Could children's services operate differently to maximise resources to meet the demand?
- How can the council provide clarity on the roles and responsibilities of elected members and officers and embed this quickly throughout the organisation?
- Are the council's existing elected member support structures adequate?
- Is the council's meetings cycle both an efficient and cost effective way for elected members to make decisions?

As you will recall, we undertook to write to you to confirm the team's findings, building on the feedback provided to you on the final day of the peer challenge and, in particular, expanding upon those areas that we highlighted as likely to benefit from some further attention. This report sets out those findings.

2. Executive summary

Under the new Leader, a different direction is being forged for the borough – reflected in the strapline ‘One borough; one community; London’s growth opportunity’ and the vision and priorities that sit behind it. The council sees Barking and Dagenham as having the greatest untapped potential for housing and jobs growth in London and is keen to realise that potential in a way that benefits its communities. There is real ambition being demonstrated in the vision – a desire to see the borough now playing a more significant role and being central to the future growth and development of the capital.

There are clearly huge demands on the council and these are continuously increasing given the demographic growth and the economic situation. The savings requirement for the council over the next three years is a challenging one and, whilst the authority has a good track record of managing the reduction in resources, this is becoming harder over time. The council needs to respond to the fact that it cannot continue to deliver everything that it has traditionally done. The traditionally paternalistic approach from the council will need to change. Only by genuinely revising what it does and how it operates can the council seek to address the financial, social and economic challenges being faced. It is also vital to get the council’s core services and delivery right.

A picture has emerged of an organisation that is insufficiently corporate. People spoke of the council having been much more ‘together’ until a few years ago, with subsequent instability at Chief Executive level, the existence of a devolved approach to many key support functions and the demands generated by the financial challenge all leading to fragmentation. Delivering the new vision and priorities, managing core business and addressing the financial challenge must be seen as a single focus that the whole council has to unite behind. A significant culture change is necessary in order to achieve what is required and delivering that culture change demands extremely strong and consistent managerial and political leadership.

There is a need to establish an agreed set of clear and robust savings proposals in September this year to meet the financial challenge being faced next year. We fully understand the rationale for having provided the council’s new Cabinet with a period of time over the summer to get up to speed with their portfolios before looking at the savings options. However, the process needs to re-commence soon and be driven hard. The savings proposals that emerge must be timely and shaped by a focus on clear priorities. They must be politically led and owned.

There is a clear commitment from the council’s leadership to addressing the endemic governance difficulties that have been prevalent in the organisation. There are seen to have been issues about the transparency of decision-making processes within the council, a lack of clarity about the respective roles and responsibilities of officers and elected members and concerns about some people’s behaviours and actions. The council is now focusing on putting things right. Resolving the issues, and delivering the changed culture that is necessary, will require a concerted and sustained effort and focus by the council’s senior leadership. Intensive, persistent and high profile action will be required but the initial signs are good.

The time needs to be taken to consider the role of elected members going forward. The more the council's elected membership is engaged outside, in wards and communities, the better informed decision-making and direction setting is likely to be and the more fulfilled councillors are likely to be. Integral to this must be elected members acting as community leaders. Also, adequate support both internally and externally urgently needs to be put in place to enable the Leader, Cabinet and Administration to fulfil their roles effectively. We also see the need for greater collective dialogue across the elected membership and with the council's senior management team.

The council needs to make a massive shift in relation to how it corporately uses resident insight, lobbying/public affairs, community engagement, internal and external communications and performance management to deliver the vision and priorities. They aren't at the level they should be. Moving forward, the organisation needs to have different, and much more demanding, expectations of what is delivered through the 'corporate core' and these functions.

There is much that is positive regarding the way staff feel about the organisation and the way it supports and invests in them. However, there are anxieties amongst staff regarding the strategic functioning of the authority – specifically the issues about a lack of corporate leadership, uncertainty regarding the senior management structure, the lack of momentum in relation to the budget setting process and the work that needs to be done to revise what the organisation does and how it operates in order to take forward the new vision and priorities. These issues need to be addressed if the council is to maintain the confidence and morale of its staff. It is also clear that staff would welcome greater engagement and involvement generally.

The council recognises that it has a traditional feel to the way it operates. There is a desire to see much more in the way of innovation, creativity, managed risk-taking and commercial acumen. A new set of cultural values is being developed by the authority and it is important that these values encourage people to operate in new ways. The council's senior leadership, both managerially and politically, needs to champion and demonstrate the new values. There is a lack of clarity regarding what type of organisation the council needs to be in two or three years' time. There is no shared understanding of what its role will be, what form it will take and how it will operate. As a result, it is very difficult for people to plan for the future in respect of the workforce, infrastructure and organisational change requirements. We see the need for a major re-think regarding the council's approach to organisational change.

The potential for Barking and Dagenham is hugely exciting and the new vision provides the opportunity to capitalise on this. The challenge is turning the potential into a reality and, in doing so, ensuring that local people benefit from the employment opportunities and housing growth that are being planned. A compelling picture needs to be provided to residents of the benefits that will be delivered for them through future growth in the borough. With growth on the sort of scale that is anticipated, there is a risk of existing communities feeling 'done to' and cohesion being undermined. It is important to develop the future plans with local communities and for the social and economic benefits of the growth to be shared right across the borough even though the physical re-development will be concentrated in certain areas.

The council is committed to working with London partners to deliver the new homes and additional jobs. There is clear recognition by the council of the need for it to have stronger partnerships moving forward and to be in a greater position of influence. We see good progress having been made on this in recent weeks, led by the Leader and Chief Executive. Partners have a growing confidence in the council, which is seen to be increasingly outward looking and now consistent in the expressing of its ambitions and outlining of what the borough requires from key partners. A focus, with partners, is now required on the education and skills agenda in order to ensure local people are able to benefit from the employment opportunities that will be generated. Also, whilst the borough has traditionally been good at delivering regeneration on a site-by-site basis, the council recognises that what is required now is an over-arching approach to the growth agenda, reflected in a 'Masterplan' that draws the whole regeneration and growth agenda together.

We were asked specifically to look at whether there is sufficient strategic and corporate planning to address the demographic change and whether children's services could operate differently in order to maximise resources. In relation to strategic planning within children's services and corporately, we identified a strong improvement culture, with people keen to do whatever they could to support children and families in the borough. However, we saw less of a culture around working to reduce costs.

We found a number of ambitions that might be seen to represent strategic planning for the demographic change. These do not, however, in our view, constitute the extent of strategic planning required. Thus more still needs to be done to reform services and scale back the volume of delivery if the council wants to achieve a bringing together of the organisation to deliver the Leader's vision, while delivering high quality core services with high demographic growth, and do both of those things within a significantly reduced budget.

Some of the issues are cultural. Children's services feel that their demand issues are not well enough understood or accepted within the organisation, whilst corporately there is a view that the service repeatedly says it cannot save any more. Considerable effort and emotion are expended on putting this demand argument to colleagues. There is a need now instead to put the energy into finding the necessary savings.

There needs to be explicit recognition that the demand issue is a corporate issue. Combined and corporate leadership is needed to ensure children's services can see that the issues are taken very seriously and that they are supported; and to ensure that children's social care services develop a stronger culture of reducing costs whilst improving quality through revising what it does and how it operates.

3.1 New leadership and new ambitions

- Under the new Leader a different direction is being forged for the borough – reflecting ambition and growth
- The vision is clearly and succinctly captured by 'One borough; one community; London's growth opportunity'
- The vision, combined with the Leader's energy and vibrancy, are exciting people across the organisation – but also raising expectations
- There are inherent risks in any vision – these will need to be carefully managed

- Staff and elected members that we met are clearly very committed to the borough and its residents, passionate about the place and working extremely hard
- Great opportunities exist for the borough – now is the time to capitalise on its huge potential
- The council has started working to ensure it is appropriately positioned and sufficiently influential to secure what is necessary to unlock and fulfil the growth potential of the borough

Under the new Leader, who assumed his role shortly after the local elections in May this year, a different direction is being forged for the borough. This direction is outlined in the vision and priorities that are set for adoption by Cabinet when it meets on 4th August and are due to be endorsed by Assembly on 17th September. The vision is clearly and succinctly captured by the strapline ‘One borough; one community; London’s growth opportunity’ and is underpinned by the following priorities:

- Encouraging civic pride
- Enabling social responsibility
- Growing the borough

The council sees Barking and Dagenham as having the greatest untapped potential for housing and jobs growth in London and is keen to realise that potential in a way that benefits its communities. There is real ambition being demonstrated in the vision – a desire to see the borough now playing a more significant role and being central to the future growth and development of the capital.

The vision, combined with the Leader’s energy and vibrancy, is exciting people across the council and beyond. Elected members, staff and partners that we spoke to are very enthused by what has been outlined and see it as signalling a step change for the borough. At the same time, it is clear that peoples’ expectations are also increasing. Such expectations will need to be carefully managed.

There are inherent risks in any vision, so Barking and Dagenham is no different to anywhere else in that respect. With such a significant growth agenda sitting at the heart of the vision, it is important that existing residents and communities benefit from it – rather than simply becoming subjected to it. A further risk which the council recognises is it not having been appropriately positioned and sufficiently influential to secure what is necessary to unlock and fulfil the growth potential of the borough. As a simple example, which we will expand upon later, the council owns none of the land seen as offering the best opportunities for growth, which means it will have to work with and convince others of the benefits of ‘doing business’ if the potential is to be realised. However, we see good progress having been made on this in recent weeks, driven by the Leader and Chief Executive, with the right partnerships and the right influences starting to be formed. A further risk exists in the form of a large number of objectives sitting under the priorities. This makes it difficult to see where the priorities are going to lie for the council going forward – risking diminishing resources becoming too thinly spread and, as a result, what is really important to local people not being fulfilled.

Staff and elected members that we met are clearly very committed to the borough and its residents. They are very passionate about the place and working extremely hard to serve local people. They are keen to capitalise on the borough’s huge potential and the great

opportunities that exist. It feels as though Barking and Dagenham's time has come – and the council now needs to seize the opportunity, be ambitious and deliver on this exciting agenda.

3.2 A set of key contextual challenges

- The new vision and priorities need to become central in the functioning and operation of the council – not an 'add on' or something to 'retro-fit'
- Getting the council's core services and delivery right is vital – without this, the vision will be completely undermined
- There are clearly huge demands on the council and these are continuously increasing given the demographic change and growth
- The savings requirement over the three years from 2015/16 to 2017/18 is seen to range between £53m and £73m, with the figure for 2015/16 anticipated to be £24.5m
- The council needs to respond to the fact that it cannot continue to deliver everything that it has traditionally done
- The traditional paternalism of the authority will need to change and more will have to be done in partnership with residents

There are clearly huge demands on the council, which it recognises, and these are continuously increasing given the demographic growth and the economic situation within the borough. In the last ten years, there has been a 25 per cent turnover in families making up the borough and the population has changed significantly – with the proportion of people classed as 'White British' moving from 89 per cent to 48 per cent. Between 2001 and 2011, there was a 49 per cent rise in the number of children aged from 0 to 4 years. One third of the borough's residents are now aged under 19 and the proportion of people aged over 65 has decreased by 20 per cent. The population is anticipated to increase from around 190,000 currently to more than 247,000 by 2030. Barking and Dagenham has the joint highest level of unemployment in London, at around 10 per cent, and 20 per cent of working age people claimed an out of work benefit last year – compared to a London average of 11 per cent. That same year, the borough experienced the highest rate of mortgage repossession orders in the capital. It is the seventh most deprived borough in London and the 22nd most deprived nationally. The standard of health is relatively poor.

The savings requirement for the council over the three years from 2015/16 to 2017/18 is seen to range between £53m and £73m, with the figure for 2015/16 anticipated to be £24.5m. The authority has had a good track record to date of managing the reduction in resources but this is becoming harder over time and the picture being faced is a very challenging one. The council needs to respond to the fact that it cannot continue to deliver everything that it has traditionally done. What is widely acknowledged as traditionally having been a paternalistic approach from the council, keen to do whatever it can to support residents, will need to change. More will have to be done in partnership with residents and other organisations, including the voluntary and community sector, as reflected in the new priorities.

With the new vision and priorities set to be formally adopted by the council in the coming days, there is a need for them to become central to the functioning and operation of the council. The vision must drive what the organisation does. The different direction that is

reflected in 'Encouraging civic pride', 'Enabling social responsibility' and 'Growing the borough' requires the council to adapt and learn to operate in new and different ways. It is not a case of simply seeing the vision and priorities as an 'add on' or something to 'retro-fit' existing approaches and ways of operating around. Only by genuinely revising what it does and how it operates can the council seek to address the financial, social and economic challenges being faced.

It is also vital to get the council's core services and delivery right. If local communities are being asked to undertake more for themselves and the council is stretching its horizons and ambitions with the growth agenda, the council needs to continuously demonstrate to local people that it is getting the basics right. Those people need to have trust and confidence in the council – to believe that it is working to support them in the ways that matter most to them and that it is capable of securing growth in a way that benefits them and the borough. Currently there is a mixed picture in relation to council performance, ranging from not yet having achieved the 'Decent Homes' standard and tenant satisfaction being low through to very good performance in direct payments to social care clients and the avoidance of delayed transfers in care from health to adult social care. The council needs to ensure it is consistently good in the delivery of core services if it is to convince people that the new direction is the right one, that they can reasonably be expected to do their bit and that the authority has the ability to deliver the vision. Anything else will completely undermine that vision.

3.3 One organisation pulling in the same direction

- A picture has emerged of an organisation that is insufficiently corporate
- Delivering the vision, core business (including the growing demographic demands) and the savings requirement must be seen as a single focus that the whole council unites behind – a significant culture change is required to achieve this, which necessitates extremely strong and consistent leadership
- The council's management structure is in a state of limbo – a permanent structure needs to be put in place quickly that provides the necessary capacity and focus to deliver the authority's agenda
- The devolved approach that the council has around a number of key support activities such as communications, training and development and community engagement results in inconsistency and inefficiency

A picture has emerged of an organisation that is insufficiently corporate. People spoke of the council having been much more 'together' until about five years ago, with subsequent instability at Chief Executive level, the existence of a devolved approach to many key support functions and the demands generated by the financial challenge facing the authority all leading to individual approaches being adopted, retrenchment by directorates and fragmentation.

The council's management structure is in a state of limbo. The housing and environment functions have been placed under interim management arrangements in recent months and there is a mix within the corporate management team of people who work solely for Barking and Dagenham and others who are in shared roles with unitary Thurrock in Essex. People are unclear as to whether the Thurrock sharing will be progressed further or if the current arrangement is as far as things will go. The message coming through loud and clear from many people we spoke to is that a permanent management structure needs to

be put in place quickly for Barking and Dagenham which provides the necessary capacity and focus to deliver the authority's agenda and establish a more corporate approach.

The council has a devolved approach to a range of key support functions, such as communications, training and development and community engagement. This results in inconsistency and inefficiency with, for example, individual directorates determining their own internal and external communications agendas and branding rather than having a one council approach that focuses on established council priorities. Training and development (whilst seen to be good quality and valued by staff) is being delivered without reference to an overall corporate view of current and future workforce development priorities. These approaches are all inefficient. We understand there have been attempts in the past to establish corporate approaches to these types of functions but these have been resisted both managerially and politically. Now is the time to sort this out. It can potentially save the council money and improve performance in these key areas.

Delivering the new vision and priorities, managing core business (including the growing demands being placed on the council through demographic changes) and addressing the financial challenge facing the authority in the form of the £53m to £73m savings requirement, must be seen as a single focus that the whole council has to unite behind. These cannot be seen as three individual streams of activity and they cannot be tackled on a directorate by directorate basis. The whole is greater than the sum of the parts. The new vision and priorities have to be mainstreamed in the way we have outlined, the core business has to be carefully considered in the context of the new vision and priorities and the resources available and the savings options need to be developed and determined through a corporate rather than directorate-based approach. Failure to achieve this will lead to further fragmentation and lost opportunities. A significant culture change is necessary to achieve what is required and delivering that culture change demands extremely strong and consistent managerial and political leadership.

3.4 Supplementing what works with new approaches and greater rigour

- The council has a sound track record on financial management in recent years and has delivered on its savings challenges to date
- Now is the time to establish a firm understanding of the savings requirements for 2015/16 and beyond
- There is a need to establish an agreed set of clear savings proposals in September – these must be shaped by a focus on clear priorities and to be politically led and owned
- Structural underspends in the budget need to be identified and removed in order to assist the savings challenge
- The council's capital programme will need to be reviewed to ensure it is aligned with the new vision and priorities
- There is the potential to consider ways in which the council may use its finances to further support growth and assist the revenue budget - as has been seen with the authority's house building
- There is a clear commitment from the council's leadership to addressing the endemic governance difficulties – issues of transparency, officer and elected member behaviours and a lack of clarity about respective roles and responsibilities

- Within this there needs to be absolute clarity that elected members focus on policy and direction and managers are responsible for delivery
- Delivering the changed culture will require a concerted and sustained effort and focus
- The question we were posed around the council's meetings cycle can only be looked at as part of a wider consideration of the role of elected members going forward
- Integral to this is the role of elected members as community leaders
- Adequate support both internally and externally urgently needs to be put in place to enable the Leader, Cabinet and Administration to fulfil their roles effectively
- The council intends to put a corporate delivery plan in place designed to help turn the vision and priorities into a set of clear and deliverable objectives underpinned by clear targets and measures and focusing the council's efforts and resources accordingly
- The council needs to make a massive shift in relation to how it corporately uses internal and external communications, lobbying/public affairs, resident insight, engagement and performance management to deliver the vision and priorities
- A mixed picture has emerged in relation to Elevate – the time is right for a review of this arrangement to ensure the council is receiving the right support and the desired savings are realised
- Staff feel positive about the vision of the Leader, opportunities for training and development and their working environment
- There are anxieties, however, regarding the strategic functioning of the authority
- Staff would welcome greater engagement and involvement generally
- They also have a lot of frustrations about the IT provision within the council
- The council has a traditional feel to it – with a need for much greater innovation, creativity, managed risk-taking and commercial acumen
- A new set of values are being developed by the authority – it is important that they encourage people to operate in this way
- The senior leadership need to champion and demonstrate the new values
- What type of organisation does this council need to be in two or three years' time – what will its role be, how does it need to be shaped and how will it operate?
- With no clear answer to this question, it is very difficult for people to plan for the future in respect of the workforce and infrastructure
- There is no visible organisational change programme and a major re-think is required here
- The role and purpose of the Future Business Board is unclear and it has little profile in the organisation
- Whatever organisational change infrastructure is put in place going forward, it needs to take precedence over arrangements within departments

The council has established a sound track record on financial management in recent years and has delivered effectively on its savings challenges to date. The authority has managed to increase its level of General Fund reserves from £3m to £27m over the last few years and has frozen Council Tax for each of the last six years. £100m of savings have been achieved in the last four years. The savings requirement over the three years from 2015/16 to 2017/18 is seen to range between £53m and £73m. Now is the time to establish a firm understanding of the savings requirements for this period so that those people planning for it have as much certainty as is possible.

The savings requirement for 2015/16 seems fairly clear, with £24.5m projected to be required. There is a need to establish an agreed set of clear and robust savings proposals in September this year to meet this requirement. We fully understand the rationale for having provided the council's Cabinet, eight out of ten of whom are new to the role since May, with a period of time over the summer to get up to speed with their portfolios before looking at the savings options. However, there is anxiety within the organisation as a result of this move, which sees the budget setting process being less advanced at this stage of the year compared to previous years, and people being concerned about the ability to rebuild the necessary momentum. The process needs to re-commence soon and be driven hard. The savings proposals that emerge must be timely and shaped by a focus on clear priorities. They must be politically led and owned. Whilst it is positive that the council has underspent regularly in recent years, the fact that this is occurring suggests that structural underspends exist within the base budget. If these can be identified and removed it will assist in meeting the savings challenge.

The council's capital programme will need to be reviewed to ensure it is aligned with the new vision and priorities. Linked to this, there is the potential to consider ways in which the council may use its finances, both capital and revenue, to further support growth and assist the revenue budget. For example, the authority could consider potential investment from within its current resources in revenue-returning assets, including land. The council has also undertaken only limited amounts of borrowing and there may be benefit to be gained through looking to extend this further in order to 'pump-prime' key aspects of the growth agenda. Success has already been achieved in this type of way with a programme of building 1,600 houses that has been made possible through a 'Special Purpose Vehicle' set up by the council.

There is a clear commitment from the council's leadership to addressing the endemic governance difficulties that have been prevalent in the organisation. There are seen to have been issues about the transparency of decision-making processes within the council. In addition, there has been a lack of clarity about the respective roles and responsibilities of officers and elected members – with significant 'blurring' having occurred. There have also been concerns about some people's (both officers and elected members) behaviours and actions. We have not sought to delve in to the detail of any of this because there is widespread acceptance that what has gone before has not been appropriate and the council is now looking forward and focusing on putting things right.

As a starting point, absolute clarity has to be established that elected members focus on policy and setting direction and managers are responsible for delivery. The relationship is a partnership but a partnership with different roles based on mutual trust, respect, honesty and openness. Resolving the governance issues, and delivering the changed culture that is necessary, will require a concerted and sustained effort and focus by the council's senior leadership. So endemic are the issues that intensive, persistent and high profile action will be required. The initial signs are good, with action having been taken when issues have arisen in recent weeks.

The question we were posed around the council's meetings cycle being an efficient and cost effective way for decisions to be taken can only be looked at as part of a wider consideration of the role of elected members going forward. As a starting point, we would say that the more the council's elected membership is engaged outside the Civic Centre and Town Hall, in wards and communities, rather than being internally focused (for

example on the managerial matters considered by Personnel Board) the better informed decision-making and direction setting is likely to be and the more fulfilled councillors are likely to be. We understand that 'Councillor Contracts' have just been introduced in order to help to clarify the role of elected members. Integral to this must be elected members acting as community leaders. The decision-making structure, and related meetings cycle, needs to be considered on a 'form follows function' basis – ensuring it appropriately underpins the policy and direction setting and community leadership roles of councillors.

Adequate support both internally and externally urgently needs to be put in place to enable the Leader, Cabinet and Administration to fulfil their roles effectively. Such support has three main elements to it – administrative, policy/research (which both need to be internally provided) and mentoring (which needs to be externally provided). The Local Government Association has already responded to the need for mentoring that results from so many changes at Cabinet level and arrangements are currently being put in place. As regards the administrative and policy/research support, it is the responsibility of the council to ensure that elected members are able to focus their efforts and attentions in those areas that are unique to them, as a result of having a democratic mandate, rather than getting bogged down by things that don't provide any added value from their position as a councillor. It is the council's decision whether the internal support that elected members require is secured through additional investment or the redistribution of existing staffing resources. We suggest the council looks at what types of model of support exist in other councils in order to inform its thinking.

In addition to the need for support, we also see the need for greater collective dialogue across the elected membership and with the council's senior management team. Cabinet members need the space and time to come together informally on a frequent basis, ideally with the senior managerial leadership on regular occasions, to consider strategic issues facing the council. This is different to a pre-agenda type Cabinet meeting, which is vital in itself, but which looks only at the issues being considered at the next formal Cabinet meeting. The Administration also needs to be able to meet regularly in order to ensure all councillors feel involved and engaged and that they are able to make a contribution. As an example of the desire for greater dialogue, there was widespread expression of a wish to hold an away day for members of the Administration in the very near future. Another avenue to explore might be a Cabinet development programme focused on building their approach as a team and looking at their relationship with the rest of the political group and with officers.

The council intends to put a corporate delivery plan in place to help turn the new vision and priorities into a set of clear and deliverable objectives. We have already outlined what we see as a risk in the form of the large number of objectives sitting under the priorities. This makes it difficult to see where the priorities are going to lie for the council going forward. The corporate delivery plan needs to reflect an agreed set of achievable objectives, underpinned by clear targets and measures, to enable the focusing of the council's efforts and resources.

The council needs to make a massive shift in relation to how it corporately uses resident insight, lobbying/public affairs, community engagement, internal and external communications and performance management to deliver the vision and priorities. They aren't at the level they should be. Moving forward, the organisation needs to have

different, and much more demanding, expectations of what is delivered through the 'corporate core' and these functions.

At present, the council undertakes very little in the way of resident or customer insight, meaning it relies to a large extent on a combination of data available through other publicly available sources, such as the Census information, and what is gleaned informally by officers and elected members through their day to day activities. This does not constitute a sufficiently reliable basis for planning and policy making.

The authority also undertakes little in the way of lobbying and public affairs but recognises that it will increasingly need to do so in the future, not least as part of its efforts to shape the growth agenda.

The growth agenda and increasingly demanding savings challenge will require the council to undertake community and user engagement in a more comprehensive and joined-up manner than is currently the case. This will necessitate a move away from the current devolved approach that sees things operate on a service by service or directorate by directorate basis. In considering the future of community engagement, the council needs to place the role of elected members as community leaders at the centre of its thinking.

Internal and external communications also largely operates on a devolved basis at present. This leads to different communications priorities being set and reduces the impact of the resources involved. Moving forward, the new vision and priorities and the corporate delivery plan need to form the basis of a corporate approach to communications so that people internally and externally are clear about where the council's priorities lie and the sorts of shifts that are being sought, both within the organisation and in communities, can be more successfully progressed. With regards to the former, staff can be tremendous advocates in the community so they need to know what is going on.

The corporate delivery plan also provides the opportunity to move performance management to a new level. This needs to have, at its pinnacle, a robust focus by Cabinet and other elected members, on the council's performance in the areas that matter the most. For this to become the case, the authority needs to be providing them with reliable and meaningful performance information and supporting them so that it informs their decision-making and direction setting. There also needs to be corporate ownership at the senior management level of performance.

A mixed picture has emerged in relation to Elevate, the council's joint venture and outsourcing arrangement with Agilisys. This commenced in 2010 and was created to improve customer service, deliver better value for money and secure significant savings. Around 350 staff from both Agilisys and the council transferred into Elevate, which is overseen by a board featuring equal representation from both organisations. Elevate delivers ICT, customer services, revenues and benefits and procurement for the council and seeks to support broader council transformation in the form of looking at processes and planning to ensure citizens' needs are met using the most modern and efficient services available. When the joint venture was launched, it was intended that improvements in these services, including revenue collection, would result in savings to the council and that these would be supplemented by further transformation projects over the life of the partnership.

There are differing views amongst people we spoke to regarding how effective the Elevate arrangement has been. There were, however, two consistent views on the part of the council – one is the widespread frustration about ICT provision, which is an issue of great concern to staff when they are operating under pressure. The other was that the time is right for a review of the joint venture in order to ensure that the council is receiving the right support and the desired savings are being realised.

Staff generally feel positive about the vision of the Leader, opportunities for training and development and their working environment. We have already outlined the way in which the new vision and priorities are engendering excitement in the organisation and people see it as marking a step change for the borough. Staff that we spoke to feel the council provides them with the opportunity to grow and develop, with good access to training and development opportunities. There is widespread take-up of the performance and development review process, with 96 per cent of people completing a review last year. Staff feel that they can progress within the organisation and we heard of good examples of where this has happened. People are also generally happy with their working environment, although social workers in children's services sometimes feel compromised as a result of a lack of appropriate space in the council's offices to meet privately with children and their families.

Thus there is much that is positive regarding the way staff feel about the organisation and the way it supports and invests in them. However, there are anxieties amongst staff regarding the strategic functioning of the authority – specifically the issues about a lack of corporate leadership, the uncertainty regarding the senior management structure, the lack of momentum in relation to the budget setting process and the work that needs to be done to revise what the organisation does and how it operates in order to take forward the new vision and priorities. These issues need to be addressed if the council is to maintain the confidence and morale of its staff. It is also clear that staff would welcome greater engagement and involvement generally – reflecting a need for enhanced internal communications and people being given the opportunity to contribute to the savings and organisational change agendas.

The council recognises that it has a traditional feel to the way it operates. There is a desire to see much more in the way of innovation, creativity, managed risk-taking and commercial acumen. The 800 homes that have been built, and the 800 more that are in development, as a direct result of the council's innovative and creative approach and careful management of risk, demonstrates what can be achieved and the potential that the authority has. A new set of cultural values is being developed by the authority. It is important that these values encourage people to operate in new ways. The council's senior leadership, both managerially and politically, needs to champion and demonstrate the new values.

There is a lack of clarity regarding what type of organisation the council needs to be in two or three years' time. There is no shared understanding of what its role will be, what form it will take and how it will operate. As a result, it is very difficult for people to plan for the future in respect of the workforce, infrastructure and organisational change requirements. There is no visible organisational change programme. The council has established the 'Future Business Board', with work-streams for elements such as 'flexible working', 'grow the business' and 'digital by design'. These are all considering the future but without an overarching framework to guide them and ensure those elements link to one another and

to other corporate agendas including the savings requirement and the new vision and priorities. The role and purpose of the Board are unclear and it has little profile in the organisation. Thus we see the need for a major re-think regarding the council's approach to organisational change and the requirement, ahead of this, for work to take place in considering the organisation that the council needs to become. Whatever organisational change infrastructure is put in place going forward, it needs to take precedence over arrangements within departments. Change of the nature that will be required can only be successfully delivered if undertaken, and led, on a corporate basis.

3.5 The growth agenda

- The potential for Barking and Dagenham is hugely exciting and the new vision provides the opportunity to capitalise on this
- The challenge is turning that potential into a reality and, in doing so, ensuring that local people benefit from the employment opportunities and housing growth
- A compelling picture needs to be provided to local people of the benefits that will be delivered for them through future growth
- Partners have a growing confidence in the council, which is seen to be increasingly outward looking and now consistent in the expressing of its ambitions and what the borough requires from key partners
- The drivers of growth are commonly seen as the availability of land and housing supply, provision of good quality education and skills and the appropriate transport and infrastructure provision – what we have heard suggests the focus locally is primarily on the availability of land and the need for infrastructure and this now needs to be broadened to include the education and skills agenda with partners
- The borough has traditionally been good at delivering regeneration on a site-by-site basis – what is required now is an over-arching approach, reflected in a 'Masterplan', that draws the whole regeneration and growth agenda together and is further supported by a detailed delivery plan
- It is also important for the council to be seen as leading the growth agenda on behalf of local people – playing the most proactive role possible and ensuring it gains the maximum direct control and influence
- The council has the potential to utilise its resources to unlock schemes that are stalled
- Given the scale of the growth potential in the borough, it is vital to ensure the authority has the necessary capacity and skills to fulfil its role effectively
- The council is delivering some high quality initiatives but these risk being dependent upon a few people as a result of not being more widely adopted and made systematic

The potential for Barking and Dagenham is hugely exciting and the new vision provides the opportunity to capitalise on this. There are 322 hectares of undeveloped land, including large areas of vacant brownfield land, which can be exploited for housing and employment. The opportunities are concentrated in certain areas which are being termed 'Growth Hubs' - at Barking Riverside, London Sustainable Industries Park, Barking town centre (including a creative industries quarter) and Dagenham Dock/South Dagenham – all of which are in the south of the borough – and at Chadwell Heath which is towards the northern boundary of the borough.

The challenge is turning the borough's potential into a reality and, in doing so, ensuring that local people benefit from the employment opportunities and housing growth that are being planned. In terms of what is being aspired to, the council's new 'Growing the borough' priority outlines the intention to:

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance the environment

A compelling picture needs to be provided to local people of the benefits that will be delivered for them through future growth in the borough. With growth on the sort of scale that is anticipated, there is a risk of existing communities feeling 'done to' and cohesion being undermined. It is important to develop the future plans with local communities and for the social and economic benefits of the growth to be shared right across the borough even though the physical re-development will be concentrated in certain areas. Essentially, there is the need for a community engagement plan relating to the growth agenda. The work that is being undertaken by the council over the coming months in relation to the Neighbourhood Community Infrastructure Levy (CIL) provides a timely opportunity to begin the process of outlining the benefits to be gained by residents.

The council is committed to working with London partners to deliver the homes and jobs and is also seeking to enhance the borough's image in order to attract investment and business growth. It is important for the council to be seen as leading the growth agenda on behalf of local people, playing the most proactive role possible and ensuring it gains the maximum possible direct control and influence. Resultant schemes need to reflect the needs of residents and the borough. The council and key stakeholders within London government have a shared interest in seeing the growth agenda fulfilled. They also have a mutual dependency upon one another. The Greater London Assembly (GLA) owns large areas of the land proposed for development and has a key role to play in enabling the development of the transport infrastructure that is seen as vital in the unlocking of the potential of the area. A key component of that infrastructure is the extension of the Gospel Oak line to Barking Riverside. The widening of the A13 and enhancement of the C2C rail line are also seen as vital. The council's only position of direct control currently is as the Planning Authority.

There is clear recognition by the council for it to have stronger partnerships moving forward and to be in a greater position of influence. We see good progress having been made on this in recent weeks, led by the Leader and Chief Executive. During the week we were in Barking and Dagenham, the Mayor of London visited the borough to see the growth areas and spent several hours with a council delegation. Discussions with the Deputy Mayor for Housing are also scheduled to take place soon and the council is forging closer links with London's Growth Boroughs in the east of the city. From the discussions we had, it can be seen that partners have a growing confidence in the council, which is seen to be increasingly outward looking and now consistent in the expressing of its ambitions and outlining of what the borough requires from key partners. Such consistency and confidence is vital if development and growth is to be secured.

The drivers of growth are commonly seen as the availability of land and housing supply, the provision of good quality education and skills and the existence of appropriate

transport and infrastructure. What we have heard suggests the focus locally to date has primarily been on the availability of land and the need for a greatly enhanced transport infrastructure. This now needs to be broadened to include a focus, with partners, on the education and skills agenda, in order to ensure local people are able to benefit from the employment opportunities that it is hoped will be generated.

The borough has traditionally been good at delivering regeneration on a site-by-site basis. Examples include developments such as the 'Ice House', the William Street Quarter, the redevelopment of the area around Barking Town Hall and the development of a new leisure centre in Barking. The council recognises that what is required now is an over-arching approach to the growth agenda which is reflected in a 'Masterplan' that draws the whole regeneration and growth agenda together and is further supported by a detailed delivery plan.

The council has the potential to utilise its resources to unlock development schemes that have been stalled for a while. Some of these involve sites that are not owned by the council and which require reclamation work in order to render them suitable for development. There may be a possibility of the council acting as an enabler with such sites, involving it investing in them in order that it can facilitate the development of the land in a way that others have shied away from doing for reasons of commercial viability.

Given the scale of the growth agenda in the borough, it is vital to ensure the authority has the necessary capacity and skills to fulfil its role effectively. Major demands, both in terms of time and specialist skills, are going to be placed upon the authority as it seeks to turn the growth agenda into a reality. There needs to be sufficient capacity to ensure the council can play the role required of it. This needs to be a consideration in thinking about the council's permanent management structure for the future. Also, there is an issue of succession planning in relation to key individuals who are playing an instrumental role in the delivery of some high quality initiatives, such as the 1,600 new homes being developed by the council. If these people were suddenly lost to the organisation without suitable arrangements in place to ensure a smooth transition, there is a very real risk to some key development and growth initiatives.

3.6 Demand on children's social care – a corporate challenge

- A clear agenda for improvement in children's social care has been provided through the recent OFSTED report
- The officers that we met demonstrate a strong understanding of the improvement agenda, particularly around the need to improve recruitment and retention in order to reduce agency costs and improve the service
- The service is clearly extremely pressurised
- Whilst there is a strong improvement culture, there is less of a culture around cost reduction
- There are a number of strategic ambitions that it is hoped will assist with the demographic challenge – ensuring the growth agenda broadens the social and economic mix, making the case to government for increased funding and looking for increased resources from within the council
- Whilst these strategic ambitions may make some impact, they are very unlikely to constitute a solution – even if they were all successful

- Thus more needs to be done to reform services and scale back the volume of delivery if the vision, savings requirement and core business are to be achieved together
- Some of the issues are cultural:
 - Children’s services feel their demand issues are not well enough understood or accepted whilst corporately there is a view that social care services are constantly saying they cannot save any more
 - Considerable effort is expended by the service in putting the argument across – that energy now needs to be spent on finding the necessary savings
- The demand issue is a corporate one and therefore corporate leadership and working is required
- In response to the question of whether children’s services could operate differently, we are confident there are ways in which this is possible but there hasn’t been the opportunity for us to look in the necessary detail at what might be done and how
- The social care services are too pressurised to deliver both the core business and the in-depth work that would be required to effectively review the way it operates
- Bringing in somebody external who is appropriately placed to undertake such a review, which would include looking at ways of operating in other authorities, might be a helpful start in the reform of services and scaling back the volume of delivery

A clear agenda for improvement in children’s social care has been provided through the recent OFSTED report and we have seen that the council has passionate, committed officers with a strong understanding of how to lead that improvement agenda. The Chief Executive’s and Lead Member’s concern to prioritise improvement in children’s social care were clearly evident. The Corporate Director of Children’s Services was on holiday during the peer challenge period.

As we outlined earlier, the council is clearly facing huge demands and these are continuously increasing given the demographic change and growth and the economic position of the borough. The 49 per cent rise in 0-4-year olds between 2001 and 2011 is an example of this. Children’s services are at the centre of these increasing demands and they are extremely pressurised.

We were asked specifically to look at whether there is sufficient strategic and corporate planning to address the demographic change and whether children’s services could operate differently in order to maximise resources.

In relation to strategic planning within children’s services and corporately, we identified a strong improvement culture, with people keen to do whatever they could to support children and families in the borough. However, we saw less of a culture around working to reduce costs in social care. There is a strong link here to what we outlined earlier in relation to the council traditionally having had a paternalistic approach and now needing to respond to the fact that it cannot continue to deliver everything that it has traditionally done. Only by genuinely revising what it does and how it operates can the council seek to address the financial, social and economic challenges being faced.

We found a number of ambitions that might be seen to represent strategic planning for the demographic change. Firstly, there is a sense that at a very high and very long term level, the growth agenda could serve to broaden the social and economic mix within the borough, which it is hoped would introduce children with lower levels of need into the borough and thus reduce pressure on services. There is also a hope that if the case is made well enough, and backed by robust evidence, the government will provide increased funding for the borough. That may be over-optimistic but it is an avenue worth pursuing. The third strand of the approach is to continue to provide additional council funds to help try and address the situation. The council is investing an additional £4.6m in the children's social care budget next year, with a promise of some more funding the following year. However, the basis of this for future planning is not clear and nor is it known whether it is the right amount. Certainly there are major questions about the sustainability of this approach. Finally, there is optimism that good quality early intervention Tier 2 work will reduce demand on services further down the line. While there is growing evidence generally that good early intervention improves outcomes for children, there is less evidence that it reduces Tier 3 demand – so there may be over-optimism here.

The four elements outlined above, taken together, do not, in the view of the peer challenge team, constitute the extent of strategic planning required. Whilst they may make some impact, they are very unlikely to constitute a solution, even if they were all successful. Thus our conclusion in answer to the question is that, no, there isn't sufficient strategic and corporate planning to address the demographic change. Thus more still needs to be done to reform services and scale back the volume of delivery if the council wants to achieve a bringing together of the organisation to deliver the Leader's vision, while delivering high quality core services with high demographic growth, and do both of those things within a significantly reduced budget.

Some of the issues are cultural. Children's services feel that their demand issues are not well enough understood or accepted within the organisation, whilst corporately there is a view that the social care service repeatedly says it cannot save any more and asks how it can be expected to with the level of demand being faced. Considerable effort and emotion are expended on putting this demand argument to colleagues. There is a need now instead to put the energy into finding the necessary savings.

There needs to be explicit recognition that the demand issue is a corporate issue. Combined and corporate leadership is needed to ensure children's services can see that the issues are taken very seriously and that they are supported; and to ensure that children's services develop a stronger culture of reducing costs whilst improving quality through revising what it does and how it operates. There needs to be recognition that there will be politically tough decisions about, particularly at lower Tiers, doing less for fewer families. The culture of the organisation is one which sees the council providing services upon which people are dependent. With the budget restrictions, this culture will need to be addressed.

The council asked if there are things which could be done differently in children's social care in order to maximise the benefit gained from the resources available. We are confident that there are. The council estimates that £2m savings could be achieved by improving recruitment and retention and thus enabling it to reduce the additional costs associated with relying upon agency staff. Another area to explore would be taking a proactive approach and investing up front in order to limit the cost implications to the

council further down the line in relation to those with 'no recourse to public funds'. Another avenue to explore concerns the Tier 2/3 interface and how savings might be achieved there.

However, there hasn't been the opportunity for us to look in the necessary detail at what might be done and how. There would, though, be benefit in the council undertaking a detailed piece of work, in the form of a review of its activities and key areas of expenditure, in order to identify how to deliver on the savings requirement. It is clear that the service is too pressurised to deliver both the core business and the in-depth work that would be required to effectively undertake such a review. Therefore our view is that bringing in somebody external, who is appropriately placed to undertake such a review and is trusted by children's social care, might be a helpful start to the reform of services and scaling back the volume of delivery. This would include looking at alternative ways of operating that have been adopted by other authorities. There is also some thought being given to whether London Councils might be able to assist the London boroughs by looking across the city at the strategies being considered by different authorities. This would fit with the organisational aim of increasingly looking outward towards London as a council.

4. Conclusion

Through the peer challenge process we have sought to highlight the positive aspects of the council and the area but we have also outlined some difficult challenges. It has been our aim to provide some detail on them through this report in order to help the council understand and consider them. The council's senior political and managerial leadership will therefore undoubtedly want to reflect further on the findings before determining how they wish to take things forward.

Members of the team would be happy to contribute to any further improvement activity in the future and/or to return to the authority in due course to undertake a short progress review. Rachel Litherland and Heather Wills, as the Local Government Association's Principal Advisers for the region within which the council sits, will continue to act as the main contact between the council and the Local Government Association, particularly in relation to improvement. Hopefully this provides you with a convenient route of access to the organisation, its resources and packages of support going forward, which we know the council is keen to tap in to. They will be able to find support to help the council address the issues outlined in the report.

All of us connected with the peer challenge would like to wish Barking and Dagenham, both as a council and a place, every success in the future.

Chris Bowron
Programme Manager – Peer Support
Local Government Association

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London Borough of Barking & Dagenham LGA Corporate Peer Challenge Implementation Plan

The council invited the LGA to undertake a Corporate Peer Challenge at the end of July 2014 as part of sector led improvement to help provide reassurance and an indication about the organisation's ability and capacity to deliver on its plans, proposals and ambitions.

Scope and focus

There are some core components of all LGA corporate peer challenges:

1. **Understanding of local context and priority setting:** Does the council understand its local context and has it established a clear set of priorities?
2. **Financial planning and viability:** Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
3. **Political and managerial leadership:** Does the council have effective political and managerial leadership and is it a constructive partnership?
4. **Governance and decision-making:** Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
5. **Organisational capacity:** Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

In addition we also asked that the peer challenge provide an external perspective on:

- The council's vision for the future, its position in London and how it can best develop external partnerships
- How to cope with the increasing demands being placed upon children's services given the significant financial challenge
 - Is there sufficient corporate strategic planning to address the demographic change?
 - Could children's services operate differently to maximise resources to meet the demand?
- The role of elected members in the authority
 - How can the council provide clarity on the roles and responsibilities of elected members and officers and embed this quickly throughout the organisation?
 - Are the council's existing elected member support structures adequate?
 - Is the council's meetings cycle both an efficient and cost effective way for elected members to make decisions?

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The council provided a position statement and drew up a timetable of on-site activity with interviews, focus groups and visits. The team had discussions with a range of elected members, staff and partners. The team fed back that the people they had met have been open and honest and that their findings were based on what they had heard, seen and read.

London Borough of Barking & Dagenham LGA Corporate Peer Challenge Implementation Plan

Theme 1: New leadership, new ambitions, new approaches

Recommendation:	Action(s):	Timescale	Lead Officer(s)
1.1 Manage expectations of residents, partners, members and staff by articulating the vision and priorities into a set of clear and deliverable objectives underpinned by clear targets and measures and focusing the council's efforts and resources accordingly.	Produce a delivery plan for the new vision and priorities linked to the refreshed performance framework, identifying the key projects and outcomes sought	Cabinet – October 2014 Quarterly monitoring at CMT and Cabinet	Karen Wheeler
1.2 Communication and understanding by all staff and members about new vision, priorities and what that means in practice	Series of internal communications events and initiatives, including Managers Conference, Staff Conference, CEX Blog and new internal marketing campaign	October 2014, then ongoing	Karen Wheeler/ Martin Rayson
	Staff engagement strategy and action plan agreed by CMT	October 2014	Martin Rayson
	People Strategy and revised Values agreed by Cabinet	September 2014 (complete)	Martin Rayson
	Embedded in all strategies and communication activity	Ongoing	All
1.3 Maximise every opportunity to capitalise on the potential of the borough as a whole	Greater visibility at London Councils' events including Leaders Committee and other representation at pan-London networks	Ongoing	All
	Lobbying of Mayors Office – develop a forward plan of key issues	October 2014 then ongoing	Karen Wheeler

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	Consistency of messages to be ensured by Members and officers by developing Inspiring presentation with key messages to be prepared including new vision, priorities and logo etc., to be used by all	October 2014 then ongoing	Karen Wheeler/ All
1.4 Greater understanding is needed by members, staff, partners and residents regarding the level of savings required and how the change from the traditional paternalism of the authority will impact service delivery and our community	<p>Internal and external communications campaign linked to budget savings consultation process</p> <p>Members to ensure budget position and savings proposals understood and considered by Labour Group, Select Committees etc.</p> <p>External campaign for inner London funding levels predicated on demographic growth (linked to 1.3)</p> <p>Working with partners to enable BanD Together approach to succeed including appointment of CVS BanD Together Co-ordinator</p>	<p>October 2014 to February 2015</p> <p>October 2014 onwards</p> <p>November 2014</p>	<p>Karen Wheeler/ Martin Rayson</p> <p>Jonathan Bunt</p> <p>Karen Wheeler</p>
1.5 Delivering the vision, core business and the savings requirement must be seen as a single focus that the whole council unites behind and delivered holistically rather than three separate workstreams – a significant cultural change is required to achieve this, which necessitates extremely strong and consistent leadership	<p>Review the People Strategy to ensure that it focuses on delivering the vision and objectives</p> <p>Corporate delivery plan and new performance framework – see 1.1</p> <p>Internal communication campaign – see 1.2, 1.3 and 1.4</p> <p>Expectation that all senior managers and members will use a common narrative externally and internally – see 1.3</p>	September 2014 (complete)	Graham Farrant/ Martin Rayson
1.6 A permanent senior management structure needs to be put in place quickly that provides the necessary capacity and focus to deliver the authority's agenda	Senior management structure to be confirmed via appropriate members approval processes, and recruitment to be carried out ASAP	October 2014 to full implementation by March 2015	Graham Farrant

Theme 2: Financial planning and viability			
Recommendation:	Action(s):	Timescale	Lead Officer(s)
2.1 Clarify and communicate final savings requirement for 2015/16 and beyond, then establish an agreed set of clear savings proposals, shaped by a focus on clear priorities, which are politically led and owned	Savings proposals developed and agreed for implementation (management action) or public consultation via Select Committees and Cabinet (see 1.4/1.5)	For agreement at Cabinet – 7 October 2014	Jonathan Bunt
2.2 Structural underspends in the budget need to be identified and removed in order to assist the savings challenge	Review all budget codes to identify structural underspends and reallocate or make savings	October 2014	Jonathan Bunt
2.3 The council's capital programme needs to be reviewed to ensure it is aligned with the new vision and priorities	Internal member-led review to be set up via PAASC	October 2014	Jonathan Bunt
2.4 Consider ways in which the council may use its finances to further support growth and assist the revenue budget - as has been seen with the authority's house building	Prepare paper setting out options for Cabinet	November 2014	Steve Cox with Steve Tucker
2.5 Key support activities such as communications, training and development and community engagement need to be centralised to improve consistency and efficiency	Centralise budgets and develop agreed policy for use Agree any savings for 2015/16 and implement in-year savings during 2014/15 if possible	October 2014	Jonathan Bunt with Karen Wheeler and Martin Rayson

Theme 3: Organisational capacity			
Recommendation:	Action(s):	Timescale	Lead Officer(s)
3.1 The council needs to make a massive shift in relation to how it corporately uses internal and external communications, lobbying/public affairs, resident insight, engagement and performance management to deliver the vision and priorities	<p>Develop a communication strategy to include all of these elements to develop a more strategic approach linked to centralised communications budgets and new team structure</p> <p>Performance management covered in Rec.1.1</p> <p>Develop use of Experian Mosaic for core customer intelligence and insight across the council</p>	<p>October 2014</p> <p>January 2015 (new structure in place)</p> <p>October 2014</p>	Karen Wheeler
3.2 There is no visible organisational change programme - the role and purpose of the Future Business Board is unclear and it has little profile in the organisation. A new cross council organisational change infrastructure needs to be put in place going forward which needs to take precedence over arrangements within departments	<p>Clarify the structure and content of the People Strategy and revitalise the programme with supporting internal communication plan</p> <p>Establish the Future Business Board (FBB) as leading the Council's change programme and clarify its relationship to CMT and wider executive and partnership boards</p> <p>Communicate this work, include FBB updates in CMT briefing</p>	<p>October 2014</p> <p>October 2014</p> <p>Ongoing</p>	<p>Martin Rayson</p> <p>Graham Farrant</p> <p>Martin Rayson</p>
3.3 Review the arrangement with Elevate to ensure the council is receiving the right support and the desired savings are realised	Contract review to be reported to Cabinet in autumn including options for realigning services and ICT provision	October 2014	Jonathan Bunt
3.4 Staff need greater engagement and involvement generally	<p>Review of engagement activity and internal communication tools to develop consistent approach</p> <p>Staff engagement strategy and action plan agreed by CMT</p> <p>New employee engagement role in HR/OD already in</p>	<p>October 2014</p> <p>October 2014</p>	Martin Rayson

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	place		
3.5 The new set of values currently being developed need to empower much greater innovation, creativity, managed risk-taking and commercial acumen. Once agreed, the senior leadership need to champion and demonstrate the new values to permeate throughout the organisation	Complete values project and ensure strong internal communication plan linked to vision and priorities Senior managers to champion new ways of working e.g. co-location	October 2014 Ongoing	Martin Rayson All

Theme 4: Role of elected members			
Recommendation:	Action(s):	Timescale	Lead Officer(s)
4.1 To address issues of transparency, officer and elected member behaviours and a lack of clarity about respective roles and responsibilities, there needs to be absolute clarity that elected members focus on policy and direction and managers are responsible for delivery	Culture of challenging inappropriate behaviour and embedding the Member Code of Conduct and Protocol on Member and Officer Relations	Ongoing	All officers and members
	Active training and leadership on an ethical culture and the Nolan principles	October 2014	Fiona Taylor/Leadership
	Review of Member and officer relations – highlighting of the Protocol on Member and Officer Relations including relevant training	October 2014	Fiona Taylor
	Review Member roles on internal boards and forums	October 2014	Fiona Taylor
	Review of Personnel Board	October 2014	Martin Rayson
4.2 Greater collective dialogue between administration and senior managers	Regular CMT/Cabinet joint meetings and maximising use of Pre-Assembly sessions and any informal opportunities	Ongoing	All
4.3 Adequate support both internally and externally urgently needs to be put in place to enable the Leader, Cabinet and Administration to fulfil their roles effectively in three main areas: <ul style="list-style-type: none"> • Administrative support (internal) • Policy/research (internal) • Mentoring (external) 	LGA 'buddy' arrangement for Leader and portfolio holders New structure of political support posts Clarity of integration of Member support in PA hub Consider Away Day for members and/or Cabinet Development Programme	From September 2014	Fiona Taylor

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4.4 Review of the role of elected members as community leaders and look at ways members can be better engaged outside of Council buildings in wards and communities	Members training and development to address this and specifically consider Member roles in building civic pride and social responsibility in the community See 5.1 re community engagement and growth Explore opportunities through Community Networks as part of work of Future Business Board	From October 2014	Fiona Taylor / Member Development Committee Helen Jenner
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Theme 5: the Growth Agenda			
Recommendation:	Action(s):	Timescale	Lead Officer(s)
5.1 A compelling picture needs to be provided to local people of the benefits that will be delivered for them through future growth, and allow local people to contribute to this	Community engagement plan to be developed on benefits of growth including how we maximise the opportunities to benefit the existing community, how the community can contribute to the agenda and using Members in their community leadership role	November 2014	Steve Cox
5.2 The borough has traditionally been good at delivering regeneration on a site-by-site basis – what is required now is an over-arching approach, reflected in a 'Masterplan', that draws the whole regeneration and growth agenda together and is further supported by a detailed delivery plan. There needs to be a whole council approach to this, rather than purely one for Regeneration and Planning, and the community needs to be involved in these	<p>Revised Growth Strategy owned by CMT and Cabinet – to be addressed through November Cabinet report and development of single common narrative around growth opportunities.</p> <p>Needs to incorporate a focus on the five agreed growth zones plus consideration of the significance of Chadwell Heath as a potential growth zone, plus focus on key employment sectors</p> <p>Develop area based cross-Council groups linked to growth hubs e.g. Barking Riverside including NHS, plus GLA/Council group considering Chadwell Heath, and links to the voluntary sector where appropriate</p>	November 2014	Steve Cox
5.3 The council needs to lead the growth agenda on behalf of local people – playing the most proactive role possible and ensuring it gains the maximum direct control and influence. The focus should be broadened to include social infrastructure, health, education and skills agenda to ensure local people are able to benefit from regen/growth	<p>Review approach to business engagement</p> <p>Impact assessment of current policy of placing all private rental blocks in key locations and learn from experience of other authorities</p>		
5.4 The council needs to use its influence and utilise its resources to unlock growth schemes that are stalled including developing stronger partnerships			

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5.5 Develop succession plan within the council to ensure the organisation continues to have capacity and skills to fulfil its role	Restructure of Regeneration as part of overall senior management review and Housing restructure with associated succession plan	October 2014	Steve Cox
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Theme 6: Demand on children's social care			
Recommendation:	Action(s):	Timescale	Lead Officer(s)
6.1 Need to improve recruitment and retention in order to reduce agency costs and improve the service	Work underway in Children's Services to promote the place and opportunities for social workers through appointment of specific post for recruitment and retention. Recruitment Action Plan with targets agreed with Lead member	Specific targets for appointments of permanent social workers each quarter – October 2014	Helen Jenner
	Challenge what else can be done to enhance the corporate offer and profile, including wider promotion of the Council and place linked to recruitment offer being developed, linked to new website	October 2014	Karen Wheeler/ Martin Rayson
	Develop key worker Housing opportunities (reasonable rents/shared ownership etc.) for social workers and teachers	November 2014	Steven Tucker
	Implement exit interview programme to identify why permanent staff leave and questionnaires to establish why staff are unwilling to become permanent/accept short term contracts. Feed information into Recruitment Action Plan.	October 2014	Ann Graham
	Ensure Star Awards and Writer of the Month systems recognise and celebrate the staff that are loyal and effective long term officers eg five Children's Services nominations per year	Annually	Ann Graham
6.2 Ensure the growth agenda broadens the social and economic mix, making the case to government for increased funding and looking for increased resources from within the council. Agenda must also include recognition of the medium term increases and how to respond to these.	Integrate into November Cabinet report on growth – see 5.2 Develop clear analysis of pressures with linked information from housing colleagues		Steve Cox

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<p>6.3 Bring in external expertise to undertake a review into how children’s services operates, which would include looking at ways of operating in other authorities to help reform of services and scale back the volume of delivery</p>	<p>Review draft Ofsted implementation plan to ensure picks up all these issues and actions will be effective in improving service and reducing costs, including corporate issues from Ofsted linked to this action plan</p>	<p>October 2014</p>	<p>Helen Jenner with Karen Wheeler/ Jonathan Bunt</p>
<p>6.4 More needs to be done to reform services and scale back the volume of delivery if the vision, savings requirement and core business are to be achieved together. This includes understanding of all staff around the need for reducing costs within the service</p>	<p>Appoint external expert providing corporate input leading to development of a demand strategy (linked to growth strategy and Housing Strategy). Specific focus on cost reduction as well as demand management.</p> <p>Begin implementation of cost reduction programme, ensuring it is shared with the Local Safeguarding Children’s Board. Programme must reduce costs but maintain safe levels of safeguarding in the borough.</p>	<p>October 2014</p> <p>December 2014</p>	<p>Ann Graham</p> <p>Ann Graham</p>
<p>6.5 The issue of increasing demand is a corporate issue. Corporate leadership and working is required to develop a strategy to deal with the issues of demand</p>	<p>Growth Strategy recognises demand as well as opportunity (see 5.2)</p> <p>Model projections for short, medium and longer term position in terms of:</p> <ul style="list-style-type: none"> a) Housing availability, quality, affordability , tenure b) Council resources /budget c) Partners resources d) Council service provision 	<p>October 2014</p>	<p>Steve Cox</p> <p>All – linked to actions above</p>

CABINET

7 October 2014

Title: Corporate Delivery Plan	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision:
Report Author: Karen Wheeler, Head of Strategy and Communications	Contact Details: Tel: 020 8227 2317 E-mail: karen.wheeler@lbbd.gov.uk
Accountable Director: Graham Farrant, Chief Executive	
<p>Summary:</p> <p>This report sets out the how the Corporate Delivery Plan will enable the Council to monitor progress with the delivery of the new vision and priorities.</p> <p>The new vision and priorities were agreed by Assembly on 17 September. They reflect the changing relationship between the Council, partners and the community, and our role in place shaping and enabling community leadership within the context of a significantly reducing budget. They also reflect the ambitions of the new Administration.</p> <p>The new vision for the borough is:</p> <p style="text-align: center;">One borough; one community; London's growth opportunity</p> <p>The three corporate priorities that support the vision are:</p> <ul style="list-style-type: none"> • Encouraging civic pride • Enabling social responsibility • Growing the borough <p>A delivery plan setting out priority projects and key performance indicators (KPIs) has been produced to ensure the Council has a co-ordinated approach to delivering the vision and makes best use of the limited resources available. The priority projects have been identified in consultation with Cabinet members, and represent projects that are integral to the delivery of the overall priorities and running of the Council. KPIs have also been developed to monitor performance of frontline services. Progress for the priority projects and KPIs will be reported quarterly to CMT and Cabinet and every six months to the Public Accounts and Audit Select Committee (PAASC).</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Agree the Corporate Delivery Plan 2015/16 - 2016/17 at Appendix 1, including the priority projects and key performance indicators (KPIs); and
- (ii) Agree that progress will be reported to Cabinet quarterly and to the Public Accounts and Audit Select Committee every six months.

Reason(s)

Although there is no longer a statutory requirement to produce a Community Strategy or Corporate Plan, it is good governance to frame the vision for the borough and agree the Council's policy priorities to inform decision making and allocation of resources.

1 Introduction

- 1.1 The new vision and priorities were agreed by Assembly on 17 September. This report details how the Corporate Delivery Plan will help ensure the Council has a clear focus on delivering the new vision and priorities for Barking and Dagenham. The delivery plan will allow the Council to make best use of limited resources in areas that will make the greatest difference in achieving the overall vision and priorities.
- 1.2 The new vision and priorities have been developed to reflect the changing relationship between the Council, partners and the community, and our role in place shaping and enabling community leadership within the context of a significantly reducing budget. A recent LGA Peer Review highlighted that the Council must move away from its current "paternalistic model" towards reducing reliance on the Council. The new vision and priorities reflect this changing relationship through placing greater emphasis on enabling residents, businesses, and partners to do more for themselves and for the community.
- 1.3 As a result of reductions in Government funding, other pressures on services from a growing population and national policy changes, the Council will have to make approximately £53m of savings over the three years between 2015/16 and 2017/18. This reduction in funding is unprecedented, requiring a fundamental change in the way the Council approaches addressing the budget gap and in considering the shape of the Council going forward. This means that the development and delivery of the vision and priorities and their relationship with the Medium Term Financial Strategy (MTFS) is key.
- 1.4 The vision and priorities also reflect the ambitions of the new Administration. Barking and Dagenham has huge untapped potential for growth, and the Council needs to define its role and champion the delivery of that ambition and aspiration for its communities. In doing so it recognises that with an increasingly diverse population, community cohesion and active engagement and participation of the community are key components to improving the quality of lives of our residents and maximising the opportunities created by growth. It also reflects that wherever possible we enable

our residents to help themselves, support their neighbours and live more independently, whilst still offering a safety net for the most vulnerable.

2. Corporate Delivery Plan

- 2.1 A delivery plan has been developed in order to ensure that the Council's contribution to achieving the priorities is proactive, co-ordinated, resourced in line with the MTFS and monitored so that Members and residents can see progress. The delivery plan captures the priority projects and KPIs that are required to effectively deliver the new vision. Progress will be reported quarterly to Cabinet and six-monthly to Public Accounts and Audit Select Committee (PAASC).
- 2.2 In consultation with the Leader and Cabinet Members a number of priority projects have been identified which are in line with the overall vision for the borough. The delivery plan identifies 27 projects, which will support the delivery of the overall vision and priorities. The delivery plan is at Appendix 1.
- 2.3 If Cabinet agree the delivery plan, detailed work will be undertaken to produce a robust performance framework needed to effectively monitor and report progress. This will include ensuring the following:
 - All KPIs have appropriate targets set.
 - Targets should take into consideration past performance, benchmarking against local and national averages where appropriate, and any statutory targets if applicable.
 - All KPIs will be subject to a data quality exercise to ensure the data being reported is accurate, meaningful and contributes to the delivery of the vision.
 - All services have a clearly nominated performance lead who is responsible for providing performance data each quarter.
 - CMT and Cabinet provide leadership for the delivery of the vision and challenge performance data through quarterly reporting.

3. Consultation

- 3.1 The Strategy team working closely with Council services has developed the delivery plan. Directors were asked to consult portfolio holders and provide suggestions for the priority projects and KPIs in their area that will support delivery of the vision.
- 3.2 There is no specific requirement to consult the public or partners when producing the delivery plan.

4. Financial Implications

Implications completed by Tamara Beckford, Interim Group Manager - Corporate Finance

- 4.1 The new vision and priorities reflect the Council's context and priorities. These have been written in line with the funding arrangements identified at a high level within the Medium Term Financial Strategy (MTFS).
- 4.2 Officers are responsible for ensuring that service plans are aligned to available budgets in order to set and maintain a balanced budget while delivering quality

services. Essential actions are being delivered to ensure the sustainability of the Council's new vision and priorities. This will be monitored through the existing financial management process to identify and address potential issues on a timely basis.

5. Legal Implications

Implications completed by Eldred Taylor-Camara, Legal Group Manager

- 5.1 The Assembly is the central political focus of the Council and the co-ordinating body for all elements of the political structure. It sets the overall corporate direction, policy framework and financial limits for the Council within which all operations and policies are carried out.
- 5.2 Under the Council's Constitution it is the responsibility of the Assembly to approve and adopt the Council's Community Strategy, the Community Priorities and the Council Plan. Assembly agreed the vision and priorities (Community Strategy/ Corporate Plan) in September 2014.
- 5.3 It is the function of Cabinet to determine all major issues affecting the Council, particularly strategic, financial, policy related and corporate management matters, within the overall policy framework set by the Assembly.
- 5.4 The responsibility for implementing the vision and priorities rests with Cabinet. The delivery of these will be achieved through the projects set out in the delivery plan once agreed by Cabinet.

6. Other Implications

- 6.1 **Risk Management** – There are no specific risks associated with this report. The delivery plan and ongoing monitoring will enable the Council to identify risks early and initiate any mitigating action. The Council's business planning process describes how risks are mitigated by linking with the Corporate Risk Register.
- 6.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 6.3 **Staffing Issues** - There are no specific staffing implications.
- 6.4 **Customer Impact** – The new vision and priorities give a clear and consistent message to residents and partners in Barking and Dagenham about the Council's role in place shaping and providing community leadership.
- 6.5 **Safeguarding Children** - The priority **Enabling social responsibility** encompasses activities to safeguard children in the borough and is delivered through the Local Safeguarding Children Board and Children's Trust.
- 6.6 **Health Issues** - The priority **Enabling social responsibility** encompasses activities to support the prevention and resolution of health issues in the borough and is delivered through the Health and Wellbeing Board.

6.7 **Crime and Disorder Issues** - The priority **Encouraging civic pride** encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership.

Background Papers Used in the Preparation of the Report: None

List of appendices:

- **Appendix 1:** Corporate Delivery Plan 2015/16 - 2016/17

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Corporate Delivery Plan 2015/16 – 2016/17

1. Vision and Priorities

The new vision and priorities for the London Borough of Barking and Dagenham (LBBD) represents a shared vision for the borough and sets out our role in place shaping and enabling community leadership within the context of a significantly reducing budget. They have been developed to reflect the changing relationship between the Council, partners and the community,

Our vision for the borough:

**One borough; one community;
London's growth opportunity**

Our priorities:

Encouraging civic pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

Growing the borough

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough's image to attract investment and business growth

For more detail on the vision and priorities please visit the Council's website www.lbdd.gov.uk/visionandpriorities.

The Corporate Delivery Plan sets out the Council's contribution to delivering the vision and priorities. The priority projects identified within this delivery plan will enable community empowerment and address areas that the Council feels will help deliver the vision for the borough. The priority projects and key performance indicators also link to and reflect ongoing service delivery. The Council's work with partners to deliver the vision and priorities is set out in partnership delivery plans and strategies, and co-ordinated through partnership boards.

2. Context - our borough and the Medium Term Financial Strategy (MTFS)

2.1. Our borough

The London Borough of Barking and Dagenham is only a 15 minute train journey from central London. It is a dynamic place with a vibrant community, significant investment opportunities and complex challenges. The borough offers a unique mix of urban living with good and improving transport links both into London and the Essex countryside. There has been recent investment in housing estate renewal and leisure facilities. There are also impressive parks and open spaces.

Barking and Dagenham has seen a significant overall population increase of 13.4% to 185,911 (2011 Census). This is 22,000 more people since 2001, including a 50% increase in 0 – 4 year olds. 30% of the population are children, placing a huge pressure on school places, housing and social care including on workloads across key agencies working with the borough's families. The borough is also more ethnically diverse than it has ever been. The borough is the 7th most deprived in London and 22nd most deprived nationally which is also reflected in the relatively poor standard of health. The population is projected to rise from 190,600 in 2012 to 229,300 in 2022. This is a 20.3% increase and is the second largest in England after Tower Hamlets.

2.2. Budget planning (MTFS)

As a result of reductions in the money received from the Government and other pressures on services from the growing population and national policy changes, the Council will have to make £53m of savings over the three years between 2015/16 and 2017/18. This reduction in funding is unprecedented, requiring a fundamental change in the way the Council approaches addressing the budget gap and in considering the future shape of the Council going forward.

The overall financial health of the Council has continued to improve in recent years. During February 2013, the Council's Assembly agreed a balanced budget for 2013/14 and 2014/15 and this was confirmed in February 2014 whilst freezing Council Tax for the sixth year running. The approach of agreeing a two year budget, with a small call on general fund balances, was undertaken to create stability for addressing key issues flagged in the Medium Term Financial Strategy.

From 2015/16 onwards, the Council faces its biggest financial challenge yet. The provisional settlement indicates further cuts to grant funding of up to £20m for 2015/16, with new policy and legislative changes placing increased financial burdens on the Council. Financial implications of the Care Act, the Children and Families Act and changes to the Council's employer contribution rate to the Pension Fund, are estimated to cause pressures in excess of £10m. Due to the lack of certainty of future funding reductions, the Council is also estimating budget cuts of 8-12% for

2016/17 and 2017/18 respectively. Overall, depending on the final grant settlement, the Council will need to find savings or identify alternative sources of income of £53m.

Senior Management and Cabinet members have been engaged in robust financial planning for 2015/16 and beyond. This has identified a series of savings proposals and income generating strategies over the short, medium and longer term to enable a balanced budget to be set from 2015/16 and for future years. Many of these proposals will be consulted on in the autumn to inform decision making in December 2014 and in setting the budget in February 2015.

These are challenging times for the Council. It can, however, face that challenge from a position of good financial health and the current level of reserves and balances will provide the Council with some flexibility on how that reduction is achieved or to invest in the redesign of services for the community.

3. Our vision for the organisation

3.1. A commercial and entrepreneurial organisation

The Council is facing unprecedented financial pressures following a significant reduction in government funding. These cuts are likely to continue for the foreseeable future. The impact of the funding cuts is substantial and means the Council needs to think differently about its role, the services it provides, and the way in which it provides them. The Council is committed to protecting frontline services and those services which matter most to residents but also understands that current levels of service provision cannot be sustained. The Council needs to be more commercial and entrepreneurial in its approach to service provision. This involves being innovative and having a commercial mindset. Examples of this may include charging for services, shared service arrangements, traded services, and other methods of income generation. The Council will explore options for income generation and will decide how best to deliver services with the limited resources available.

3.2. A less paternalistic Council

The recent LGA Peer Challenge highlighted that the Council is too paternalistic in its approach to service delivery. The new vision and priorities attempt to address this by enabling residents to do more for themselves. The Council will support service users to help themselves and do more to help others within the community. The 'civic participation' and 'social responsibility' priorities will encourage residents to be more active within the community and move away from relying on the Council. Having a more resilient and engaged community should also help reduce demand on Council services in the longer term enabling us to continue to support the most vulnerable and in need.

3.3. Digital by design

The Council will be digital by design meaning more public services will be delivered online. This commitment is based on the belief that increasingly our residents want the convenience of online services and that, digital self-service options need to be the first choice contact for residents or businesses accessing public services which will ensure our services are sustainable in the long term. The Council will make better use of technology in order to be more efficient, improve the resident experience and reduce costly face-to-face contact wherever possible. This will

require a fundamental shift in attitude for both the Council and for service users. The Council will encourage residents to use the online channels and will ensure the benefits of these are understood by residents.

3.4. Flexible working

The Council's Flexible Working Programme will embed a cultural and values change so that Members and staff work more flexibly to support the community. This will lead to a single civic hub with more staff working from home, in community hubs or at the point of service delivery contact (e.g. in homes or other community sites). The programme will help the Council's workforce become more resilient by enabling them to work from any location at any time.

3.5. Better working with London partners

The Council will work better with London partners, including the GLA, London Councils, local authorities, and other partners. The Council will improve its lobbying in order to raise its profile and be more influential across London. Improving collaborative working with partners across London will enable LBBB to unlock the huge potential for growth in the borough. This will be a key part of maximising opportunities in particular around securing funding, income generation, and the growth agenda.

3.6. People Strategy

The People Strategy sets out how the Council will manage issues relating to staff including recruitment, retention, learning and development. LBBB will be implementing the actions in the People Strategy to ensure that we fulfil our ambition to have the right people, with the right skills in the right places, with the right kinds of management and leadership, motivated to perform well. We know we need to do more to champion equalities throughout the organisation. Through implementing the actions identified in the People Strategy we will aim to have a workforce that is representative of the community we serve.

3.7. Our values

The Council has developed values which will be embedded across the organisation and will underpin all Council activity. These values have been developed by staff and represent how the Council aims to conduct its business.

DRIVE

Deliver our best every day – and do what we have promised

Respond in a prompt, positive way to our community's needs

Inspire others with our attitudes and actions

Value people for who they are and what they can do

Engage with others to improve our resilience and flexibility

4. Delivering the vision - priority projects and performance indicators

4.1. Priority projects and performance indicators

A number of priority projects have been identified that are linked to the Council delivering the vision and priorities as well as service delivery. Progress of these projects along with Key Performance Indicators (KPIs) will be reported to CMT and Cabinet on a quarterly basis, and to Public Accounts and Audit Select Committee every six months. CMT and Cabinet will provide challenge and ensure that the Council remains on track to deliver the vision and priorities.

**One borough; one community;
London's growth opportunity**

4.2. Priority 1- Encouraging civic pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

4.2.1. Priority projects

Priority project	Brief description	Service area
Festival 2015	A community led programme of events to celebrate the borough's 50 th anniversary leaving a lasting legacy for community access to our parks.	Culture and Sport
Strengthening school partnerships	Provide leadership to our family of schools in order to improve the educational offer within the borough.	Education
Barking Town Centre as the cultural hub for East London	Expand the existing offer to become east London's cultural hub, a vibrant and culturally rich community, with space for creative industries.	Culture and Sport
Enforcement and charging	Encourage socially responsible behaviour from residents and penalise those who act irresponsibly. Ensure a consistent and fair	Environment

Priority project	Brief description	Service area
	approach to enforcement and charging policies.	

4.3. Priority 2 - Enabling social responsibility

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure everyone can access good quality healthcare when they need it
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

4.3.1. Priority projects

Priority project	Brief description	Service area
All schools as good or outstanding	All schools good with 20% outstanding by December 2015. Priority areas for action are set out in the Council's School Improvement Strategy 2016-17 including support for improvement in governance and leadership of teaching.	Education
Tackling obesity	To undertake a programme of activities commencing from January 2015 in order to encourage healthier lifestyles and tackle obesity.	Public Health
Enabling the community through the voluntary sector including volunteering	Enable the BanD Together group to harness the service delivery potential of the voluntary sector, building the capacity and opportunity for VCS providers, supported by a Council funded Co-ordinator.	Strategy & Communications
Community hubs network	Help create a Borough infrastructure to optimise joint work for community empowerment.	All - led by Children's Services
Tackle other boroughs housing their residents in the borough	Implementation of London Inter Borough Accommodation Agreement preventing boroughs from paying rates higher than local LBBB agreed rates thereby limiting the number of external placements.	Housing

4.4. Priority 3- Growing the borough

- Build high quality homes and a sustainable community
- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Work with London partners to deliver homes and jobs across our growth hubs
- Enhance the borough's image to attract investment and business growth

4.4.1. Priority projects

Priority project	Brief description	Service area
Barking Riverside	One of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage, in a strong partnership with the GLA.	Regeneration
Gospel Oak line extended to Barking Riverside	Continue lobbying and work with partners to ensure the Gospel Oak line is extended to Barking Riverside improving transport links for the area.	Regeneration
Barking Town Centre	Work with a range of partners and residents to continue to improve the experience of living, working or doing business in Barking Town Centre This would include developing a new cinema, re-invigorating the market and widening its appeal and establishing Care City.	Regeneration
Sanofi business and technology park	Work with the private sector to transform the former Sanofi site into a bio tech based economic hub that is unique in the capital.	Regeneration
Beam Park	Beam Park/Ford Stamping Plant – major brownfield site with great potential for housing and commercial activity with 2,500 new homes and over 1,000 new jobs.	Regeneration
Energy company	Maximise the borough's potential to generate significant levels of renewable energy including exploring opportunities to become an energy trading Council and reduce energy consumption.	All - led by Finance
London's Sustainable	London's Sustainable Industries Park (LSIP) vision to be delivered at	Regeneration

Priority project	Brief description	Service area
Industries Park (LSIP)	Dagenham Dock so that we can become London's greenest borough.	
More apprenticeships for young people	Priority in the draft employment and skills strategy. Key actions include supporting the Council's apprenticeship offer, and promoting apprenticeships with employers and local and regional partners including the colleges.	Regeneration
Shared housing ownership	Phase 2 of Leys Estate renewal and phase 1 of Gascoigne to include 200 Council developed shared ownership units.	Housing
Recruitment of social workers	Increase recruitment and retention of social workers to improve the service and reduce use of agency staff reducing costs.	Children's Services
Housing for key workers	Prioritisation will be given to local working people on moderate incomes for new housing schemes with immediate effect for policy implementation.	Housing

4.5. Priority projects - A well run organisation:

Priority project	Brief description	Service area
Income generation	Maximise opportunities to generate new and additional income including opportunities to sell services to other authorities and build on the successful traded services in Children's Services and the Legal Service.	All
Housing restructure	Creation of an integrated and accountable housing service that will deliver excellent customer services and effective stock investment, promote tenant responsibility and support growth.	Housing
Senior management restructure	Review the senior management structure to ensure it is fit for purpose and contributes to the delivery of the vision.	Chief Executive
Website	A new Council website will be contemporary, user friendly, fully mobile responsive and designed for all modern devices. It will be fully integrated with My Account and support digital by design services.	Strategy and Communications
Equalities in employment	Ensure a diverse work force and increase currently underrepresented groups to be more reflective of the community.	HR and Organisational Development

Priority project	Brief description	Service area
Implement the People Strategy	Implement the actions in the People Strategy to ensure that we fulfil our ambition to have the right people, with the right skills in the right places, with the right kinds of management and leadership, motivated to perform well.	HR and Organisational Development
Peer Challenge Implementation Plan	Respond to the recommendations of the LGA Corporate Peer Challenge by delivering the implementation plan	All - led by Chief Executive

5. Key Performance Indicators (KPIs)

The following KPIs will be used to provide an overview of performance towards delivering the priorities, ongoing service delivery and running of the Council including the budget position.

Performance Measure
Encouraging civic pride
The percentage of people who believe people from different backgrounds get on well together
The percentage of people who perceive people not treating one another with respect and consideration to be a problem in their area
Repeat incidents of domestic violence
The number of criminal damage offences
The number of serious youth violence offences
The number of residential burglaries
The number of calls to the Council reporting Anti-Social Behaviour
The percentage of household waste that is recycled or composted
The percentage of land that has unacceptable levels of litter
Care leavers in employment, education or training
LAC achieving 5 GCSE grades A*-C (including English and Maths)
The percentage of pupils eligible for Free School Meals (FSM) achieving 5 GCSE grades A*-C (including English and Maths)
Achieve a 5% increase per annum in the % of the workforce from BME communities – 27.5% at April 2014
Enabling social responsibility
Number of successful smoking quitters aged 16 and over
The number of leisure centre visits

Performance Measure
The number of Active Age (over 60's) memberships
The number of active volunteers
The proportion of spend on care and support in the home via direct payments
Percentage uptake of MMR vaccination (2 doses) at 5 years old
Percentage uptake of DTaP / IPV vaccination at age 5
Delayed Transfer Of Care (DTOC) - Total Delayed Days in Month (per 100k) (Better Care Fund (BCF) Indicator)
Children's Social Care Assessments completed within timescales (45 days)
The percentage of children in Reception recorded as obese
The percentage of children in Year 6 recorded as obese
The number of child weight referrals
The percentage of child weight referrals completed
16 to 18 year olds who are not in education, employment or training (NEET)
The percentage of pupils achieving 5 GCSE grades A*-C (including Maths and English)
The percentage of pupils achieving Level 4 or above in both English and Maths at Key Stage 2
The percentage of a) primary b) secondary schools rated as outstanding or good
Pupil attendance primary
Pupil attendance secondary
Timeliness of children in care placed for adoption following an agency decision that the child should be placed for adoption (3 year average)
The number of CAFs / FCAFs initiated
The percentage of CAF cases referred to Children's Social Care
Growing the borough
The number of affordable homes delivered
Reduce and keep the number of long term empty properties below 300
Average time taken to re-let local authority housing empty properties (calendar days)
The number of Council homes made decent
The number of licensed landlords
The percentage of Council Housing rent collected
Housing repairs measure
The percentage of housing repairs and maintenance appointments made and kept.
The percentage of all housing repairs and maintenance jobs completed on time
The percentage of urgent repairs completed within Government time limits
The number of homeless applications received
The number of homeless applications accepted

Performance Measure
The number households living in temporary accommodation
Number of social workers recruited in Children's Services
Take up of housing offer by new social workers in Children's Services
The percentage of economically active people in employment
The number of apprenticeships within the Council
The percentage of working age population with no qualifications
The percentage of working age population qualified to at least Level 4
Median weekly earnings for full-time workers living in the area
The percentage of working age people on out of work benefits
A well run organisation
The percentage of Council Tax collected
The percentage of rent collected including arrears brought forward
The time taken to process Housing Benefit / Council Tax benefit new claims
The time taken to process Housing Benefit / Council Tax benefit change events
The average number of days lost due to sickness absence
The percentage of complaints responded to within deadline
The percentage of complaints upheld
The percentage of member enquiries responded to within deadline
Staff Survey - Overall satisfaction of working for the Council
Staff Survey - An area requiring improvement
The percentage of staff who feel communication between different departments in the Council works well
The percentage of staff who believe change is managed well in the Council
The percentage of staff who believe our IT systems meet the needs of the business
The current revenue budget account position (over and under spend)
The percentage of the planned in year capital programme delivered in year

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