

Notice of Meeting

CABINET

Tuesday, 23 June 2015 - 7:00 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 Lynda Rice, Cllr Bill Turner and Cllr Maureen Worby

Date of publication: 15 June 2015

Chris Naylor
Chief Executive

Contact Officer: Alan Dawson
Tel. 020 8227 2348
E-mail: alan.dawson@lbbd.gov.uk

AGENDA

1. Apologies for Absence

2. Declaration of Members' Interests

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.

3. Minutes - To confirm as correct the minutes of the meeting held on 2 June 2015 (Pages 3 - 8)

4. Revenue and Capital Final Outturn 2014/15 (Pages 9 - 12)

5. Corporate Delivery Plan - End of Year (2014/15) Update (Pages 13 - 63)

6. Review of Local Welfare and Crisis Support Schemes to Vulnerable Residents with options for the Local Emergency Support Service (Pages 65 - 95)

7. Estate Renewal Decant Assistance Scheme (Pages 97 - 104)

8. Equalities and Diversity in Employment Policy - Action Plan (Pages 105 - 122)

9. **Procurement of 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme (Pages 123 - 133)**
10. **Treasury Management Annual Report 2014/15 (Pages 135 - 154)**
11. **Any other public items which the Chair decides are urgent**
12. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the 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.***

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



Our Vision for Barking and Dagenham

One borough; one community; London's growth opportunity

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

This page is intentionally left blank

MINUTES OF CABINET

Tuesday, 2 June 2015
(7:00 - 8:03 pm)

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

1. Declaration of Members' Interests

There were no declarations of interest.

2. Minutes (24 March 2015)

The minutes of the meeting held on 24 March 2015 were confirmed as correct.

3. Revenue and Capital Provisional Outturn 2014/15

The Cabinet Member for Finance and Central Services presented a report on the provisional revenue and capital outturn position for the 2014/15 financial year and a request by the Public Accounts and Audit Select Committee for funding to be allocated for an independent assessment of the financial evaluation that supported the decision taken by Cabinet under Minute 78 (16 December 2014) in respect of the "Rationalisation of Corporate Office Portfolio".

With regard to the latter issue, the Cabinet Member for Finance and Central Services commented that there was no reason to believe that the work undertaken by officers on that project was any less robust and thorough than on any other project that had been approved by the Council. He did not, therefore, support the allocation of any monies from reserves to accommodate the Select Committee's request.

In relation to the provisional outturn position, the General Fund position showed a projected year-end overspend of £0.07m against the net revenue budget of £165.3m, which when added to the programmed use of £1m of reserves during the year would result in the General Fund balance decreasing to £26.03m at the year end. The Housing Revenue Account (HRA) showed a breakeven position for the year while the Capital Programme showed a projected outturn of £128.866m compared to the revised budget of £143.153m.

The Cabinet Member commended the work undertaken to minimise the revenue overspend position but stressed that the position was not sustainable going forward, particularly bearing in mind the future pressures for the Council of the Government's welfare reforms. The Leader concurred that significant additional resources would need to be directed towards services for vulnerable adults and children and the Cabinet Member for Adult Social Care and Health also advised on an assessment that she had been involved in at work which exemplified the difficulties many people would face as a result of the Government's reforms.

In noting the range of revenue and capital roll-forwards that were proposed in the

report, Members reiterated the need for allocated capital expenditure to be fully utilised in-year and suggested that the Council's contract management and programming should be reviewed to ensure the delivery of future projects. Officers clarified Members' enquiries in relation to several capital projects listed in the report and the Cabinet Member for Children's Services and Social Care reiterated the need for a better understanding of the demography of the Borough in order for the Council to properly plan for the future. On that point, the Chief Executive referred to the limited capacity currently within the Council to undertake such work but he added that his new management restructure proposals would help to address that area.

It was also noted that a report would be presented to the July meeting of the Cabinet on the impact of the Chancellor of the Exchequer's Emergency Budget Statement to be announced earlier that month.

Cabinet **resolved** to:

- (i) Note the provisional outturn position for 2014/15 of the Council's revenue budget, which showed a £70,000 overspend, as detailed in paragraphs 2.1 to 2.10 and Appendix A of the report;
- (ii) Note the provisional outturn against the 2014/15 savings targets, which showed a £510,000 shortfall against the target of £8.721m, as detailed in paragraph 2.11 and Appendix B of the report;
- (iii) Note the provisional outturn break-even position for the Housing Revenue Account as detailed in paragraph 2.7 and Appendix C of the report and the transfer of the commercial properties to the General Fund, as approved by the Council's external auditors;
- (iv) Approve the requests to roll forward revenue budgets into 2015/16 totalling £6.22m and the resulting budget amendments, as detailed in Appendix D of the report;
- (v) Note the provisional outturn position for 2014/15 of the Council's capital budget, which showed a spend of £128.9m against the revised budget of £143.1m, as detailed in paragraph 2.12 and Appendices E and F of the report;
- (vi) Approve the requests to roll forward slippage and re-profiled spend in capital projects to 2015/16, giving a revised capital budget of £130.12m for 2015/16, as detailed in Appendix E of the report; and
- (vii) Decline the request from the Public Accounts and Audit Select Committee for funding for an external review of officers' financial evaluation which supported the recommendations of the "Rationalisation of Corporate Office Portfolio" report approved by Cabinet on 16 December 2014 (Minute 78).

4. Review of School Places and Capital Investment - Update June 2015

Further to Minute 117 of the last meeting, the Cabinet Member for Education and Schools presented an update report in respect of the various school expansion

projects aimed at addressing the demand for school places in the Borough, focussing in particular on the provision for 2017 and beyond.

The Cabinet Member alluded to the Council's financial responsibilities in relation to all schools in the Borough, including Academy and Free Schools, and the restrictions faced by the Council when considering additional pupil provision. The Council's preferred approach had, and continued to be, the expansion of the existing school portfolio as that was strongly believed to be the best way forward. Attention was also drawn to the risk management assessment in the body of the report which reflected the pressures faced by the Council.

The Cabinet Member referred to proposed secondary school projects at Eastbrook, Gascoigne, Dagenham Park and Warren Schools and advised that a review of post-16 (sixth form) provision was also being undertaken. In response to an enquiry, the Cabinet Member confirmed that although the Borough was not immune from the national problems associated with the recruitment of teaching staff, the reputation of the Borough's schools meant that prospective candidates viewed Barking and Dagenham positively and schools were able to recruit good quality teaching staff.

The Leader was pleased to advise that despite the pressures on the Borough's schools, Barking and Dagenham had achieved the highest percentage of first preference placements of Reception Year pupils across London for the new 2015/16 academic year.

Cabinet **resolved** to:

- (i) Note the position regarding the establishment of new schools as set out in the report;
- (ii) Endorse the principles of the projected forecast demand for school places and note the Council's position in the overall growth of London;
- (iii) Support the review of place demand for post-16 provision, noting the expected need for additional places by 2018; and
- (iv) Agree that the post September 2017 projects set out in section 5 of the report that are at an early stage of planning be included in the Future Planning of School Places development programme, including the establishment of a Free School, to be known as Greatfields School, following approval by the Department for Education.

5. Proposed Establishment of an Additional Resource Provision at Eastbury Primary School

The Cabinet Member for Education and Schools introduced a report on a proposal for Eastbury Primary School to assume sole responsibility for the provision of specialist support for primary-age children with a severe hearing impairment.

The Cabinet Member referred to the funding arrangements for the project and the longer-term proposals to expand the primary and secondary provision.

Cabinet **resolved** to approve the establishment of an Additionally Resourced Provision at Eastbury Primary School for children with statements of Special Educational Needs who have a diagnosis of severe hearing impairment.

6. Procurement of Various Children's Centre Nursery Services

The Cabinet Member for Education and Schools introduced a report on the procurement of contracts for the provision of various Children's Centre nursery services across the Borough.

During the discussions on the proposals, the Leader referred to the recent Government announcement that free nursery provision for three and four year olds would be extended for working families. The Corporate Director of Children's Services advised that the detail of the Government's proposals was still awaited, including the funding arrangements, but suggested that the impact of the proposals would be significant for the Council, as approximately 2,000 extra places would have to be provided. The Corporate Director confirmed that the specifications for the proposed contracts under consideration took into account the need for future flexibility.

As the Government's extended nursery provision proposals were only aimed at working families it was likely that the most vulnerable children would not benefit, as was the case for a number of other Government initiatives. Members acknowledged the need for the Council to give added focus to those excluded from the Government's new initiatives.

The Corporate Director of Children's Services advised that a further report would be presented to Cabinet once the detail of the Government's extended nursery proposals was known.

Cabinet **resolved** to:

- (i) Agree the procurement of five year contracts, with extension options up to three years, for the provision of nursery services at Gascoigne, Sue Bramley and William Bellamy Children's Centre Nurseries (Lot 1), Becontree and Sydney Russell Children's Centre Nurseries (Lot 2) and Abbey and John Perry Children's Centre Nurseries (Lot 3), on the terms set out in the report; and
- (ii) Delegate authority to the Corporate Director of Children's Services, in consultation with the Cabinet Member for Education and Schools, the Chief Finance Officer and the Head of Legal and Democratic Services, to award and enter into the contracts and co-terminus leases to the successful bidders in accordance with the strategy.

7. Review of Pre-Application Fees and Planning Charges

The Cabinet Member for Regeneration introduced a report on a review of the charges made for officers' advice to developers and householders prior to the submission of planning applications, as well as the introduction of Planning Performance Agreements for major developments taking place in the Borough.

The Cabinet Member advised that the proposed new charges had been benchmarked against other local authority rates and the most recent data suggested that the proposed fee for the pre-application meeting with written response for Category A Strategic Developments should be set at a higher level than the £4,000 shown in the report.

Cabinet **resolved** to:

- (i) Agree the planning pre-application charges, which include a new charge for home extensions and alterations, as set out in Appendix 1 to the report subject to the amendment of the fee in respect of Category A Strategic Developments for the pre-application meeting with written response, which shall be set at £6,000; and
- (ii) Authorise the Divisional Director of Regeneration to utilise Planning Performance Agreements for Major Developments and agree such terms and fees as he considers are an effective recompense for the Development Management services so employed.

8. North East London Strategic Alliance (NELSA)

The Leader presented a report on the formal establishment of the North East London Strategic Alliance (NELSA) whose key purpose was to develop and articulate a clear vision for north east London and to provide strategic leadership to ensure that a shared vision was realised.

The Leader referred to some of the key initiatives being discussed by NELSA Leaders, which included the lobbying of Government to encourage the devolution of powers to bodies such as NELSA and the extension of the Crossrail 2 project further along the east London riverside. Responding to a point about the alignment of boundaries for healthcare provision across London, the Chief Executive commented that different boundaries were necessary for different types of services but he concurred with the view that the devolution of healthcare responsibilities was the way forward.

The Leader also announced that he had been appointed as London Councils' Shadow Portfolio Holder for Health and would be one of its members on the London Health Board.

Cabinet **resolved** to:

- (i) Agree that the London Borough of Barking and Dagenham joins and participates as a member of NELSA on the terms set out in the report;
- (ii) Agree that the Council enter in to and sign up to the NELSA Partnership Protocol, contained at Appendix A to the report, the Inter-Authority Agreement, contained at Appendix B to the report, and any other necessary documents to be entered into by or between the six participating Boroughs in order to facilitate the Council's membership of NELSA; and
- (iii) Approve the appointment of the Leader of the Council as the Council's nominated representative on NELSA and the two Deputy Leaders as

nominated substitutes in the event of the Leader being unable to attend a NELSA meeting.

9. Debt Management Performance and Write-Offs 2014/15 (Quarter 4)

The Cabinet Member for Finance and Central Services introduced the performance report for the fourth quarter period ending 31 March 2015 in respect of the debt management function carried out by the Revenues and Benefits Service within Elevate East London, together with performance data for the full year.

The Cabinet Member referred to the overall positive collection rates for 2014/15 but warned that the Government's welfare reforms would impact on many residents in the Borough so it was even more important to closely monitor rent and Council Tax payments to ensure that residents were supported as early as possible if they began having difficulty making payments. Clarification was also provided in respect of some of the variations in debt and collection levels at 31 March this year compared to last.

Cabinet **resolved** to:

- (i) Note the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of enforcement agents; and
- (ii) Note the debt write-offs for the fourth quarter of 2014/15 and that a number of the debts would be published in accordance with the policy agreed by Cabinet.

10. Death of Charles Kennedy

The Leader expressed the Council's sadness at the untimely passing of Charles Kennedy, former Member of Parliament and Leader of the Liberal Democrats. The Leader commented that Mr Kennedy was a man of the highest integrity and was well liked and respected across all political parties.

CABINET

23 June 2015

Title: Revenue And Capital Final Outturn 2014/15	
Report of the Cabinet Member for Finance	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Steve Pearson, Group Accountant, Corporate Finance	Contact Details: Tel: 020 8227 5215 E-mail: steve.pearson@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary:</p> <p>Following the submission of a Revenue and Capital Provisional Outturn report to Cabinet on 2 June 2015, this report now presents Cabinet with the authority's final Revenue and Capital outturn position for 2014/15. The figures presented in the provisional outturn report remain unchanged and consequently this report contains only a summary of those figures.</p> <p>The Council's revenue outturn for the financial year 2014/15 was very close to budget, ending with a net spend above budget of £0.07m against a net revenue budget of £165.3m (0.04% variance).</p> <p>This net spend above budget, together with the budgeted use of £1m of balances has resulted in the General Fund (GF) balance decreasing from £27.1m to £26.03m, representing a very slight deterioration in the Council's financial position. This balance is still well above the £15m GF balance target identified in the report to Assembly in February 2014 on the Budget for 2014/15 by the Chief Finance Officer.</p> <p>The revenue outturn figures have been calculated after taking into account roll forward requests that were included in the Provisional Revenue and Capital Outturn report and agreed by Cabinet at its meeting on 2 June 2015.</p> <p>The Housing Revenue Account (HRA) broke even and the HRA balance (which is ring-fenced) remains at £8.7m as at 31 March 2015.</p> <p>Capital spend of £128.9m was incurred in 2014/15 against the revised capital budget of £143.1m.</p>	
Recommendation(s)	
The Cabinet is recommended to:	
(i) Note the final outturn position for 2014/15 of the Council's revenue budget as shown in paragraph 2.1 of the report;	

- (ii) Note the final outturn position for the HRA as shown in paragraph 2.2 of the report;
- (iii) Note the final outturn position for 2014/15 of the Council's capital budget as shown in paragraph 2.4 of the report;

Reason(s)

As a matter of good financial practice, Cabinet should be informed of the final outturn and performance of the Council's Revenue and Capital resources. Knowledge of the variances from planned budgets and effective financial management supports the priority of "growing the borough" by assisting members to make sound future decisions.

1 Introduction and Background

- 1.1 This report provides a summary of the Council's General Fund, HRA and Capital final outturn positions for 2014/15. A small General Fund overspend of £0.07m and budgeted use of £1m of balances has resulted in the Fund balance decreasing from £27.1m to £26.03m. This position should be seen against the achievement of £8.2m of in year savings targets that represented a significant challenge for the Council.
- 1.2 The Provisional Revenue and Capital Outturn report for 2014/15 was presented to Cabinet on 2 June 2015 and contained detailed commentaries on each directorate's outturn position. The revenue outturn position remains unchanged and this report therefore contains only summarised information.
- 1.3 The position for capital expenditure was spend of £128.9m against a revised budget of £143.1m. Reasons for variances were given in the provisional outturn report.

2 Overall Outturn Position

- 2.1 The outturn position for 2014/15 across the Council for the General Fund is shown in the table below.

Council Summary	Net Budget £'000	Provisional Outturn 2014/15 £'000	Over/(under) Budget £'000
<u>Directorate Expenditure</u>			
Adult and Community Services	55,308	54,025	(1,283)
Children's Services	62,467	67,359	4,892
Housing	3,578	3,417	(161)
Environment	19,744	19,687	(57)
Chief Executive	19,245	18,716	(529)
Central Expenses	4,978	2,186	(2,792)
Total Service Expenditure	165,320	165,390	70

The reported outturn is shown after taking into account roll forwards approved in the Provisional Outturn report of 2 June 2015.

- 2.2 At the 31 March 2015, the HRA broke even, leaving the HRA reserve at £8.7m. The table below shows the balances on the General Fund and the HRA at year end compared to target:

	Balance at 1 April 2014 £'000	Balance at 31 March 2015 £'000	Target Balance at 31 March 2015 £'000
General Fund	27,138	26,024	15,000
Housing Revenue Account	8,736	8,736	8,269

2.3 Dedicated School Grant (DSG)

The DSG is a ring fenced grant to support the education of school aged pupils within the borough. In 2014/15 DSG of £228.3m was received, with an outturn of £225.2m. The underspend of £3.1m is available for distribution in 2015/16.

2.4 Capital Programme

The Capital Programme had a £14.3m net spend below budget due largely to slippage on various schemes. The table below shows the summary position:

Directorate Summary of Capital Expenditure	Revised Budget £'000	Outturn 2014/15 £'000	Variance £'000
Adult & Community Services	10,451	9,487	(964)
Children's Services	27,632	29,953	2,321
Housing & Environment	5,492	3,887	(1,605)
Chief Executive's	9,139	6,995	(2,144)
Sub-total - GF	52,714	50,322	(2,392)
HRA	90,439	78,544	(11,895)
Total	143,153	128,866	(14,287)

A new build housing scheme at Abbey Road commenced in 2014/15, funded by borrowing from the European Investment Bank. The scheme will provide 138 houses plus commercial space. To take advantage of the external funding, the scheme has been accounted for outside of the HRA. The total value of the scheme is £22.3m and expenditure of £16.9m was incurred in 2014/15. In 2015/16 it will be incorporated into the main GF capital programme.

3 Consultation

- 3.1 The Provisional Outturn report was circulated to Corporate Directors for comment. As this report contains no changes it has not been re-circulated.

4 Financial Implications

4.1 This report details the financial position of the Council.

5 Legal Issues

5.1 There are no legal implications.

Background Papers Used in the Preparation of the Report

- Provisional Revenue and Capital Outturn 2014/15; Cabinet 2 June 2015

List of Appendices: None

CABINET**23 June 2015**

Title: Corporate Delivery Plan - End of Year (2014/15) Update	
Report of the Leader of the Council	
Open Report	
Wards Affected: All	Key Decision: No
Report Author: Sal Asghar Interim Strategy and Performance Manager	Contact Details: Tel: 020 8227 3734 E-mail: salauoddin.asghar@lbbd.gov.uk
Accountable Divisional Director: Jonathan Bunt, Chief Finance officer	
Accountable Director: Chris Naylor, Chief Executive	
Summary:	
<p>This report provides an update on progress for the priority projects and performance indicators agreed as part of the Corporate Delivery Plan by Cabinet in October 2014. In addition, this report provides a progress update for the LGA Peer Challenge implementation plan. This report provides an update for End of Year 2014/15 data where possible or Quarter 4 (January to March 2014/15) where end of year is not yet available. Good progress has been made overall.</p> <p>The Corporate Delivery Plan is a key document to ensure the Council has a co-ordinated approach to delivering the vision and priorities, 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. The peer review action plan was developed following the peer challenge in July 2014. Key Performance Indicators (KPIs) have also been developed to monitor performance towards the priorities and of frontline services.</p> <p>Progress for the priority projects, peer review actions and KPIs are reported quarterly to CMT and Cabinet and every six months to the Public Accounts and Audit Select Committee (PAASC). This report will go to PAASC.</p>	
Recommendation(s)	
Cabinet is asked to note the performance for the priority projects, peer review challenge actions and KPIs, agreeing any actions to address any lack of progress and deteriorating performance.	
Reason(s)	
The vision and priorities were agreed by Assembly in September 2014. They reflect the changing relationship between the Council, partners and the community, and the Council's role in place shaping and enabling community leadership within the context of a significantly reducing budget.	

The Corporate Delivery Plan update provides Members with the opportunity to monitor progress towards achieving the vision and priorities, consider organisational performance, celebrate improvements, tackle areas of poor performance, and learn lessons from areas of good practice.

1. Introduction

- 1.1 The new vision and priorities were agreed by Assembly in September 2014. Following this, the Council produced a Corporate Delivery Plan which was agreed by Cabinet in October. The delivery plan is an important part of ensuring the Council has a clear focus on delivering the new vision and priorities for Barking and Dagenham. The 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. It is intended to help frame the ambition of the Council within the resources available to deliver them.
- 1.2 The 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).
- 1.3 The delivery plan is a key part of the Council's overall performance framework and 'golden thread' which links the vision and priorities through to the corporate priority projects and indicators, business plans, team work programmes and individual objectives in appraisals.
- 1.4 The Strategy team recently co-ordinated the business planning process. All business plans have been completed and detail key service priorities linked to the corporate priorities, deliverables, actions services will take (with timescales) and resources to take forward the priorities in the delivery plan.
- 1.5 To complete the golden thread, all staff have an annual appraisal (with a formal six monthly review). Through this process performance in the last year is reviewed and objectives set for the year ahead. Individual objectives will be set based on business plans, thereby ensuring all staff are focused on priorities. We also assess staff against competencies based on the values, on the basis that success depends on the way they go about their job as much as what they do. Individual learning and development needs are also identified through this process.
- 1.6 Alongside formal appraisal all staff should have regular supervision or one to ones. This enables performance to be monitored and issues addressed. Our aim is to help people maximise their performance, but there are formal capability processes should there be consistent under-performance.

2 A co-ordinated approach to organisational performance

- 2.1 This report provides an update on the priority projects, peer review challenge actions and the performance framework for End of Year 2014/15. It provides a holistic picture of organisational performance in these areas.
- 2.2 This report is divided into four sections:
- Update on the Priority Projects (Appendix 1)
 - Update on the Peer review action plan (Appendix 2)
 - Update on the Key Performance Indicators (Appendix 3)
 - Key Performance Indicators – Commentary on Red RAG (Appendix 4)
- 2.3 The delivery plan identifies 27 projects, which will support the achievement of the overall vision and priorities. An update on how these projects have progressed as at May 2015 is provided in Appendix 1. Overall good progress has been made.
- 2.4 In July 2014 the Council invited the LGA to carry out a peer challenge and provide feedback in areas of interest to the organisation. In response to the feedback the Council produced an implementation plan to deal with the issues raised. An update on actions is provided in Appendix 2. Delivery of the implementation plan is one of the 27 priority projects. Many of the actions are already complete and significant progress has been made overall. It is recognised though that more work is needed to define the future operating model of the Council to clarify how we align the ambitions set out in the vision and priorities with the resources available to deliver them.
- 2.5 We also know that despite aiming to set a balanced budget for 2015/16 and 2016/17, there will be further savings required and although we believe we have the resources available to deliver the priorities at present we must look forward to ensure we are as efficient as we can be by maximising the opportunities to be digital by design, manage demand for services, generate income and adopt new ways of working through community hubs and a new relationship with the voluntary sector and the community. This is in line with the direction of travel of many local authorities.

3 Performance Summary - Key performance Indicators

- 3.1 The key performance indicators focus on high-level areas of interest and allow Members and officers to monitor performance. In addition to these corporate indicators, services may have service level indicators which provide a more detailed picture of performance monitored locally.
- 3.2 A detailed breakdown of performance for End of Year is provided in Appendix 3. However, a number of indicators which have seen a significant improvement or may be an area of concern have been included in the body of this report. Commentary on all indicators which are RAG rated Red is provided in Appendix 4.
- 3.3 In order to report the latest performance in a concise manner, a number of symbols have been incorporated in the report. Please refer to the table below for a summary of each symbol and an explanation of their meaning.

Symbol	Detail
↑	Performance has improved when compared to the previous quarter and against end of year
↔	Performance has remained static when compared to the previous quarter and against end of year
↓	Performance has deteriorated when compared to the previous quarter and against end of year
G	Performance is expected to achieve or has exceeded the target
A	Performance is within 10% of the target
R	Performance is 10% or more off the target

3.4 Of all the Corporate Priority indicators which are reported on a quarterly basis, the following table provides a summary of performance. The table provides the direction of travel compared to the last quarter and to the same period last year where possible. It should be noted that a number of indicators are new and were not reported on last year therefore comparable figures are not available. This should also be considered in the context of significant budget reductions and our continuation to improve services.

Direction of travel against last quarter				Direction of travel against end of year 2013/14			
↑	↔	↓	N/A	↑	↔	↓	N/A
27 (49.6%)	4 (6.9%)	19 (32.8%)	8 (13.7)	27 (46.5%)	3 (5.1%)	14 (24.2%)	14 (24.2)

G	A	R	N/A
22 (37.9%)	13 (22.4%)	12 (20.7%)	11 (19%)

* Please note that RAG rating performance indicators is not possible or appropriate where no target has been supplied by the service area or where the KPI is for monitoring only. Currently 7 KPIs do not have a target and have not been included in this calculation.

4 Corporate Priority Performance – Focus on Performance

4.1 For End of Year performance reporting, focus has been given to a small selection of indicators where performance has either greatly improved or has shown a deterioration. It is hoped that by focusing on specific indicators, senior management and Members will be able to challenge performance and identify where action is required.

4.2 Improved Performance

No 2. Total ASB incidents logged across all services (ASB Team, Housing, Environmental and Enforcement and Police)

- Anti-social behaviour can have a major impact on local residents lives which is why the Council focuses resources in this area. The improvements below are significant and survey work with those who have had direct contact with the ASB team or with the Housing of ASB show good levels of satisfaction. However, Members will continue to receive complaints from residents experiencing ASB and we need to be mindful of the negative impact of each and every instance. It is however not possible for the Council to prevent all ABS but rather our role with partners such as the Metropolitan Police Service is to reduce it as far as possible.
- Overall Anti-Social Behaviour (ASB) is down by 32% compared to the previous 12 months. Furthermore repeat callers for ASB has declined by 6.6% over the same period
- ASB is reported to the Council's ASB Team, Environmental and Enforcement Services, Housing and the Police. The ASB Team monitor the levels reported across all service areas. Even when reported to the Police, ASB is often best dealt with by the Council in terms of prevention, for example in addressing the behaviours of young people, parenting, mediation and civil court action; therefore the reduction in calls to the Police is also attributable to work across the partnership and the close links within Council Departments including Community Safety and Housing.
- Better focused patrols and strong partnership work around persistent and repeat callers through the monthly Victim Offender Location Time (VOLT) and Standing Case Conference Meetings has contributed towards the overall reductions. The Community Safety ASB team have a level of expertise and specialism which is paying dividends, reducing time and costs in court and using the new powers available. The Safer Neighbourhood Estates Team continue to target estates and high ASB areas and they have executed a number of search warrants recently aimed at tackling drug supply.

	2011/12	2012/13	2013/14	2014/15	% change per service from 13/14 to 14/15
As recorded on Flare (ASB Team and Environmental and Enforcement Services combined)	11352	8463	8586	5,762	-33%
As recorded on Capita (Housing)	1358	1317	1249	923	-26%
As recorded on Police CAD	9541	7717	7516	5,143	-32%
Total ASB incidents reported to services	22251	17497	17351	11,828	
% change from previous year (based on overall total)		-21%	-1%	-32%	

No 9. Total number of volunteer hours

- A total of 25,849 volunteer hours were recorded within Adult and Community Services throughout 2014/15, 29.4% above the 20,000 target set. This is a 43.2% increase against 2013/14 when a total of 18,055 hours were recorded.
- This increase not only reflects the opportunities available for volunteers across the department but also the efforts made by the team to increase recruitment levels of volunteers. The total number of volunteers recruited this year was 282, 156% above the 110 target and 28.2% higher than the 220 volunteers recruited during 2013/14.
- This success of the volunteer programme this year reflects the hard work by the volunteer team in both promoting the programme and exploring new opportunities for volunteering, including;
 - Recruitment drives
 - New Brochures
 - Partnership work with stakeholders
 - Outreach work (Community Groups, Colleges, Libraries)
 - Raising profile of volunteering through local newspapers, social media and internet
- There is also a high level of volunteering activity within Children's Services not all of which is formally captured. Within Children's Centres there were 1282 registered volunteer hours in 2014/15 (through the numbers of informal volunteering exceeded this). Additionally across our schools governors spend in excess of 4,000 volunteer hours each year. Whilst we know this understates the number of people directly supporting the work of the Council it nevertheless demonstrates that residents are displaying civic pride and social responsibility through volunteering. These figures do not reflect the extent of volunteering in the community either through the Volunteer Bureau or directly with a range of voluntary sector organisations.

No 11. The total Delayed Transfer of Care (DTC) Days in month (per 100,000)

- This is a BCF (Better Care Fund) indicator. The indicator includes all service users including mental health
- This year with the introduction of the Joint Assessment and Discharge Team located at Queens Hospital we currently are reporting a figure of 129.3, which is a decrease on the previous year 2013/14 which stood at 143.79 per 100,000. This was below the national average of 319.64.
- Low is good for this indicator by ensuring safe and coordinated discharge from hospital allowing acute beds to be vacated quickly when patients are medically fit for discharge. Crisis Intervention services allow people to come home from hospital with a care package to promote recovery and independence.
- This indicator is subject to fluctuation during the year being influenced by winter pressures also outbreaks of virus or flu which may result in a hospital admission. Other factors such as weather conditions particularly during the summer months when temperatures are high and air quality is low also come into play which could increase admissions therefore affecting the speed at which discharges can be organised appropriately. We experienced a 'spike' during 2014 because of the suspension of placements for mental health which resulted in a significant budget pressure.

4.3 Areas for Improvement

No 12. Number of successful smoking quitters aged 16 and over through cessation service

- The end of year performance for this indicator was 603 successful quitters. This is less than the target of 700 and down by 571(48.6%) compared to last year.
- In quarter 4 the target for the number of people quitting was 175 and the actual number of people who did quit was 166. Performance is improving because the gap between the target and the number of people quitting is narrower in Q4 than it was in Q3 and Q2. Further Improvement is still needed.
- The specialist smoking service North 51 have put in place a remedial action plan to increase the number of tier 3 quitters (Tier 3 is for those referred from hospital and inpatient services. Also more complex cases).
 - Project management is taking place to enable Culture and Sport to deliver Level 3 stop smoking service with North 51 overseeing developments
 - North 51 have undertaken training in face-to-face support
 - LBBB have agreed to fund the National Referral System in Barking, Havering and Redbridge University Hospital Trust (BHRUT) to increase referrals from secondary care.
- The BabyClear programme started in April with the aim of increasing in the numbers of referrals of pregnant women into the stop smoking service.
- As a result of actions being taken increased numbers of pregnant women are expected to quit through BabyClear. Coordination with national campaigns is expected to increase the numbers of those setting a quit date as a result of the increased exposure.

No 37. Percentage of eligible repair jobs where appointments were made and kept

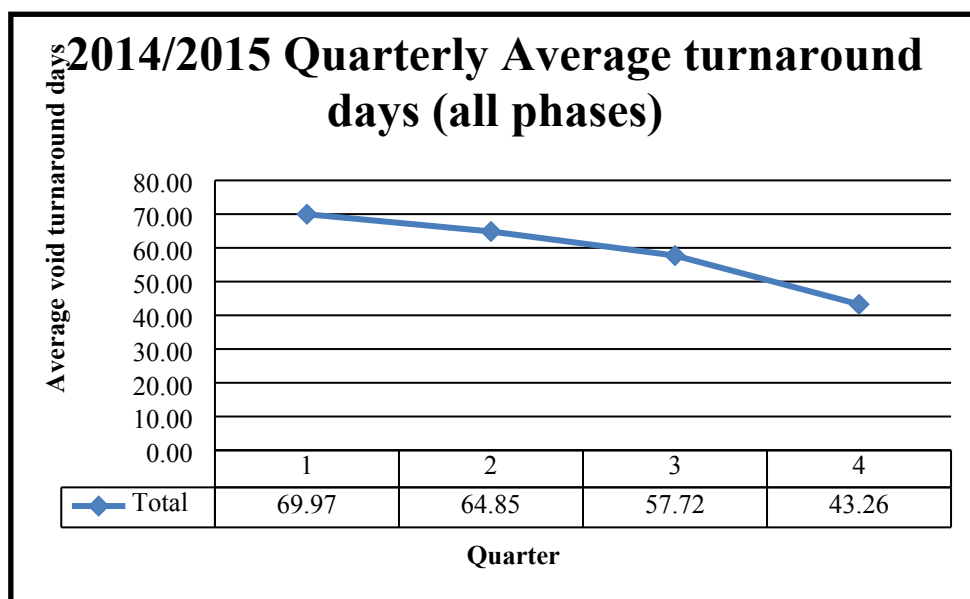
- The end of year performance of 88.24% was short of the 96% target. Although performance was improving from middle of quarter two the end of year average was not able to make up for the poor performance at the start of the year.
- The missed appointments were largely due to IT issues and some procedural errors in manually scheduling jobs.
- System issues were identified and fixed. Retraining and rebriefing schedulers on how to manually appoint repair jobs and make effective use of the appointing process has also been carried out.
- Performance is expected to improve in the future. Tenants have also been consulted on moving to a new appointing structure of Emergency repairs and next suitable appointment where the earliest available appointment that suits the tenant's availability is chosen.

No 36. Average time taken to re-let local authority housing (calendar days)

- The end of year average is 58 days which is short of the 30 days target; however performance has improved throughout the year and was down to 43 days at Quarter 4.
- The void team have made significant changes over the last 8 months in the way the void repairs are managed and delivered. Some of these changes are related to internal management changes with clearer roles and responsibilities being

established however the real change is in the way we carry out the actual repair. Historically these repairs were completed using tradesman for each trade element, scheduled separately in a silo fashion. We now deliver the repairs element using multi trade teams, working together collectively, supporting each other, reducing dead time with one common goal. This common goal is to complete the void in the fastest time possible, whilst maintaining quality and health and safety in accordance with the specification.

- The graph below shows (with voids that would be categorised as major removed -95) these changes have had a dramatic impact on turnaround times with a reduction of 27 days from the start to the end of 2014/15.
- There are three phases to carrying out each void turn around, each have seen a reduction in turnaround time; Phase 1: Keys received to void works start (1.59 Q1 to 1.41 Q4); Phase 2: Voids works - start to completion (61.08 Q1 to 37.09 Q4); and Phase 3: Voids works - completion to let (Q1 7.31 to Q4 4.76).



5 Consultation

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

6 Financial Implications

Implications completed by: Carl Tomlinson, Finance Manager

- 6.1 There are no specific financial implications as a result of this report; however in light of current financial constraints it is imperative that Officers ensure that these key performance indicators are delivered within existing budgets. These budgets will be monitored through the existing monitoring process to identify and address potential issues and also any benefits as a result of improved performance on a timely basis.

7 Legal Implications

Implications completed by: Chris Pickering, Principal Solicitor

- 7.1 Assembly agreed the vision and priorities in September 2014. The responsibility for implementing them rests with Cabinet. The delivery of these will be achieved through the projects set out in the delivery plan and monitored quarterly. As this report is for noting, there are no legal implications.

8 Other Implications

- 8.1 **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.
- 8.2 **Contractual Issues** – Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 8.3 **Staffing Issues** – There are no specific staffing implications.
- 8.4 **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.
- 8.5 **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.
- 8.6 **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.
- 8.7 **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:

Corporate Delivery Plan 2015/16 - 2016/17

List of appendices:

- **Appendix 1:** Priority Projects Update
- **Appendix 2:** Peer Review Challenge actions update
- **Appendix 3:** Key Performance Indicators Update
- **Appendix 4:** Key Performance Indicators – Commentary on Red RAG indicators

This page is intentionally left blank

Priority projects update

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

Priority 1 - Encouraging civic pride

Priority project and brief description	Progress at May 2015	Service area and Portfolio Holder
<p>Festival 2015 A community led programme of events to celebrate the borough's 50th anniversary leaving a lasting legacy for community access to our parks.</p>	<p>The promotional campaign for the festival was launched at the beginning of May.</p> <p>The Council is directly involved in the development and delivery of four key events in the 2015 calendar: Barking Folk Festival; One Borough Community Show; Steam and Cider Fair; and the Roundhouse Music Festival. These events are being delivered in partnership with the Barbican and BoatHouse (Barking Folk Festival) and DABD and B&D CVS (One Borough Community Day).</p> <p>A successful grant application to Arts Council England (£55,000) has allowed a high profile and nationally renowned carnival programme to be included in the 2015 programme: A Night of Festivals will take place in Barking town centre and Abbey Green on 18 and 19 July.</p> <p>There are about dozen major events planned to take place in the Barking town square and parks around the Borough between June and September and about 50 more smaller events being developed by schools and community groups with more being added all the time.</p>	<p>Culture and Sport</p> <p>Leader of the Council</p>
<p>Strengthening school partnerships Provide leadership to our family of schools in order to improve the educational offer within the borough.</p>	<p>The strength of the partnership between the Council and family of schools is confirmed and endorsed in the Ofsted inspection letter. Report was submitted to 16 February Cabinet. Inspection letter was published in February. A key challenge for the partnership is collectively managing severe pressures within the High Needs Block of the DSG. Local Authority and headteachers are working together on this through the Schools' Forum Working Party.</p>	<p>Education</p> <p>Cabinet Member for Education and Schools</p>
<p>Barking Town Centre as the cultural hub for East London Expand the existing offer to become east London's cultural hub, a vibrant</p>	<p>The transfer arrangements for the Broadway to Barking and Dagenham College are now being finalised and it is expected that this will completed by the end of May/early June.</p> <p>A number of high quality cultural events are planned for Barking Town Centre as part of</p>	<p>Culture and Sport</p> <p>Leader of the Council</p>

and culturally rich community, with space for creative industries.

the 50th anniversary programme.

Discussions are underway with the Greater London Authority (GLA) about how they can support the Council's aspirations to develop the creative economy in the Borough. An announcement on this is expected in September.

Work by the Regeneration division to establish a cinema for the town centre is progressing satisfactorily. The team has also secured a significant grant from the Heritage Lottery Fund, which will support extensive improvements to the public realm in the town centre.

Enforcement and charging

Encourage socially responsible behaviour from residents and penalise those who act irresponsibly. Ensure a consistent and fair approach to enforcement and charging policies.

Below is a summary of enforcement actions targeting crimes investigated by Council officers for 2014/15-

- 869 warning letters issued for noise nuisance, with, 105 notices requiring an offence to stop immediately and 16 prosecution cases.
- There have been 1,078 enforcement notices issued relating to commercial waste offences.
- 1543 formal letters and 596 have been served on private land requiring action to keep them from being eyesores or dumping .
- 1051 persons have been issued with a fixed penalty notice for environmental offences with over 51% relating to littering.
- 102 prosecution cases have been taken or awaiting court dates for offences relating to environmental crimes
- 929 abandoned vehicles have been investigated and or removed.
- 3,000 formal actions have been taken to prevent unauthorised crossing of the footpath and there are 138 live enforcement cases.
- Our Private Rented Sector Licensing has now been live for 7 months and in that time we have received over 8,500 valid applications and completed 4276 compliance inspections. Over 1600 landlords have received either a full or provisional licence.
- We have established a new protocol with the Police for dealing with unauthorised Traveller encampments.

Looking forward we are:

- Starting to seize vehicles of those that fly tip, including where incursion onto our land cause damage.
- Following up on our successful conference for link dog fouling to a DNA database, we will launching a proposed pilot location in September.

A new Dropped Kerb Policy will be Taken to cabinet in June confirming our approach to enforcement and approval

Environment

Cabinet Member for Crime and Enforcement

Priority 2 - Enabling social responsibility

Priority project and brief description	Progress at May 2015	Service area and Portfolio Holder
<p>Sufficient school places in schools that are 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.</p>	<p>Closing gap with national – 75% good or outstanding – national 80% We are still below national at 75% good or outstanding, against national of 80%. However, the gap is closing. The Ofsted inspection confirms this judgement and asks that we raise the target of 20% of schools outstanding. We remain on target re: the provision of school places as set out in the March report to Cabinet with a further report for 2 June Cabinet. IRO £45 million a year is needed to maintain our programme. We are on course to date but continued campaigning is required. The biggest financial risk to the DSG is in the revenue costs of specialist provision places to meet the needs of the growing numbers with complex Special Educational Needs and Disabilities (SEND).</p>	<p>Education Cabinet Member for Education and Schools</p>
<p>Tackling obesity To undertake a programme of activities commencing from January 2015 in order to encourage healthier lifestyles and tackle obesity.</p>	<p>The Culture and Sport division is commissioned by the Public Health team to deliver a number of healthy weight management programmes:</p> <ul style="list-style-type: none"> • Change for Life- the Change 4 Life programme provides a tiered approach to supporting children and young people to achieve and maintain a healthy weight. In 2014/15, 184 children and young people completed the programme. • Health Champions- Trained volunteers who support delivery of the Change 4 Life Child Weight Management programme by raising awareness, spreading health messages, signposting residents to appropriate services, and deliver some of the 'Schools out, Get Active' sessions. There are currently 25 volunteers involved in this work. During the Stoptober (quit smoking) Campaign in October 2014 the volunteers engaged with over 250 people and referred 168 smokers to the Specialist Stop Smoking Service. • Exercise on Referral- the Physical Activity and Healthy lifestyle team continue to deliver the Exercise Referral programme. In 2014/15 a total of 2,968 referrals were made. Starting in April 2015, the Physical Activity and Healthy lifestyle team have been providing an Adult Weight Management programme. Two 12 week programmes started in April and two more are planned to start in May. So far there have been 60 referrals to the programme. • Active Sport 4 Life - Active Sport 4 Life programme is funded by Sport England providing a 12 week sports based programme for those 14+ with a BMI of 28+. Once the 12 weeks are completed the participants are encouraged to maintain activity at their chosen club / sport. In 2014/15, 253 people were referred to this programme. <p>Children's Services are commissioned by public health to deliver the Healthy</p>	<p>Public Health Cabinet Member for Adult Social Care and Health</p>

<p>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.</p>	<p>Schools London programme. To date 43 schools are registered (2nd highest in London), 24 bronze, 17 silvers and 1 gold awards achieved</p> <p>A new format for BandD Together is being agreed in the next month. The CVS has yet to recruit to the BandD Together post, however work is being progressed on an action plan and developing the concept of BandD Together. One of the first initiatives launched was the online diagnostic `knowledge platform pilot on 4 June by Community Resources. This initiative is designed to help professionals and support vulnerable residents to access the relevant services in a timely way.</p> <p>An extensive volunteering programme is delivered across Adult and Community Services, which has seen volunteers provide 25,849 hours of support to services in 2014/15. This is equivalent to £232,000 if the London Living Wage had been paid. 282 new volunteers were recruited last year.</p>	<p>Culture and Sport Leader of the Council</p>
<p>Community hubs network Help create a Borough infrastructure to optimise joint work for community empowerment.</p>	<p>A further 6 Community Champions from the BLC staff have received the necessary training.</p> <p>Community and Voluntary Sector groups have been approached and successful applicants will be trained in June to provide a Community Checkpoint and Champions.</p> <p>Pilot in Marks Gate led by Children's services in collaboration with partners including Community and Voluntary sector on-going. Plans for community cafe in Thames Ward remain under discussion.</p>	<p>Led by DCS – Corporate</p>
<p>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.</p>	<p>The London Inter Borough Accommodation Agreement (IBAA) oversees the use of temporary accommodation, discharge of duty into the private sector and preventative placements made by London boroughs into another London borough, including placements made and received by the LBBB. This agreement is overseen and monitored on a quarterly basis through the formal London sub-regional housing partnerships.</p> <p>Our approach is to minimise the number of placements into B&D and to secure agreement and protocols through the IBAA to this end. One of the major areas of focus is upon social care placements, adult and children's. Our aim for 2015/16 is to secure a protocol covering these placements either via sub-regional arrangements or directly between boroughs (whichever is most appropriate). Discussion has been held at the East London Housing Partnership Chief Officer Group meeting in April 2015. We are also approaching other London boroughs to include social care data (adults and children) into the reporting mechanism. The next stage is to attempt to obtain (again via protocols) details on the individual placements made.</p>	<p>Housing Cabinet Member for Housing</p>

Priority 3 - Growing the borough

Priority project and brief description	Progress at May 2015	Service area and Portfolio Holder
<p>Barking Riverside One of the largest residential developments in the UK, 11,000 homes with superb River Thames frontage.</p>	<p>Considerable design work is being undertaken to alter the current masterplan to take account of the future London Overground Station, the traffic system and development around it. Officers are looking at providing a new leisure centre adjacent to the station. A revised planning application is expected early December 2015</p> <p>Discussions about the future structure of Barking Riverside Ltd should be resolved in 2015</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>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.</p>	<p>The proposals include an extension of the London Overground Gospel Oak to Barking line to a new station at the heart of the Barking Riverside development.</p> <p>As part of the 2014 Autumn Statement, the Chancellor of the Exchequer announced that the Government will provide a loan of £55 million to support the extension to Barking Riverside, The provision of this loan means that funding is available to cover the full cost of the scheme.</p> <p>The second consultation took place from 11th May until 21st May</p> <p>A Transport and Works Act application will be made by Transport for London (TfL) in December 2015</p>	<p>Regeneration Cabinet Member for Regeneration</p>
<p>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.</p>	<ul style="list-style-type: none"> • Barking Magistrates Court redevelopment under construction • Abbey Sports Centre – draft heads of terms agreed with preferred bidder regarding redevelopment of the sports centre which will include a cinema, space for Care City and 147 flats. • Phase 2 of the Ice House quarter development (144 units) under construction due for completion in October 2015. It will be part of the Barking and Dagenham Reside (Abbey Roding) SPV and will be largely 80% rent units aimed at generating an income for the General Fund. • Gascoigne Regeneration - contractor agreed legal documents to be finalised by the end of May 2015. Formal start in Autumn 2015 • Sainsbury proposal at Abbey Retail Park- Start on site due to take place in late Autumn 2015. • £291,000 High St Fund bid agreed by GLA primarily associated with improving East St Market 	<p>Regeneration Cabinet Member for Regeneration</p>

Priority project and brief description	Progress at May 2015	Service area and Portfolio Holder
	<ul style="list-style-type: none"> • First stage of Heritage Lottery bid c£1.3m for heritage along East St agreed £200,000 • Housing Zone bid to GLA for Barking Town Centre for c£42m agreed • NHB topslice programme bid agreed for c£700k for places of work in Barking Town Centre and improving East St linked to the market) • TfL funding bid agreed for £321k for public realm improvements in Barking Town Centre under construction. 	
<p>londoneast-uk Work with the private sector to transform the former Sanofi site into a bio tech based economic hub that is unique in the capital.</p>	<ul style="list-style-type: none"> • Marstons Pub/Restaurant – The Pipe Major opening soon. • Sainsburys have acquired the front site but there is uncertainty over their plans. Meeting scheduled for mid June. • Londoneast-UK first significant tenant signed up with the announcement that Arcus Solutions is to open a technical training academy <p>*Londoneast-uk launch occurred at London & Partners Central London offices on 27 May.</p> <p>* Pre Planning application made by East London University Technical College (ELUTEC currently located at CEME).</p> <p>* Axa have purchased the remaining Sanofi land.</p> <ul style="list-style-type: none"> • *Dagenham East Regeneration Steering Group on 17 June. 	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p>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.</p>	<p>GLA held at launch on the 9 June with the Leader speaking. The London Development Panel (a framework panel of around 20 developers) will be asked to submit expressions of interest before being shortlisted to submit detailed proposals. Awaiting outcome of Ford's deliberations regarding agreed bidder for Stamping Plant site. The Council and the GLA's favored approach is for housing led mixed use scheme which includes an East London Industrial Museum – only one of the two bidders proposes this.</p>	<p>Regeneration</p> <p>Cabinet Member for Regeneration</p>
<p>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.</p>	<p>The March Cabinet meeting agreed the in principle establishment of an energy company (ESCO) along with its mission and objectives. Cabinet also approved funds for detailed feasibility works for the establishment of the ESCO and a number of energy efficiency programmes.</p>	<p>All - led by Finance</p> <p>Cabinet Member for Finance</p>
<p>London's Sustainable Industries</p>	<p>Chinook Waste to Energy Plant under construction. Saria's anaerobic digester is due to</p>	<p>Regeneration</p>

Priority project and brief description	Progress at May 2015	Service area and Portfolio Holder
<p>Park (LSIP) London's Sustainable Industries Park (LSIP) vision to be delivered at Dagenham Dock so that we can become London's greenest borough.</p>	<p>start in Spring 2015. Thames Gateway Park are building speculative warehouse /industrial units which will complete in spring 2015. Closed Loop have gone into administration. Barking Power Station have formally decided to shut the plant and the site is being cleared. Gerald Eve, West End property consultants are due to undertake the disposable process.</p>	Cabinet Member for Regeneration
<p>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.</p>	<ul style="list-style-type: none"> • 122 apprentices supported into work during 2014/15 by the Regeneration Division, including 27 in construction. • Additional staff resource being put into supporting promotion of apprenticeship opportunities by Regeneration Division in 15/16 using existing budgets and external funding. • Proposed 15/16 Partnership Agreement with Job Centre Plus (JCP), Work Programme, Colleges and North East London Foundation Trust will have promotion of apprenticeships and tackling youth unemployment as high priorities. • Apprentice wage has risen from £125 to £130 from April 2015. 	Regeneration Cabinet Member for Regeneration
<p>Shared housing ownership Phase 2 of Leys Estate renewal and phase 1 of Gascoigne to include 200 Council developed shared ownership units.</p>	<p>The Housing Service has plans to provide 1,000 shared ownership units over the four years 2015/19. Of this number 500 will comprise of new build schemes of which phase 2 of Leys Estate renewal and phase 1 of Gascoigne which include 200 Council developed shared ownership units.</p> <p>In addition to the above work is under way to develop plans and mechanisms for delivering the remaining 500 units from existing Council stock. There are agreed proposals for 180 new shared ownership units as part of the Gascoigne Regeneration phase 1. There are 10 units being provided at the new Castle Green development. Separately officers are looking at the possibility of some shared ownership on other estate renewal sites and as part of the Council's London Housing Zone bid. In addition the Housing Department is looking at other ways of increasing the supply of shared ownership units (including a modular housing scheme and including a scheme for ex-members of the armed forces). Specific actions to date include:</p> <ul style="list-style-type: none"> ▪ Established the SO Project Board, chaired by the Director of Housing, to coordinate the delivery of SO homes in B&D. ▪ Market research into the affordability of a range of SO products is completed ▪ Officers are currently appraising the impact of different ways of introducing SO options into Council stock. The impact on the HRA business plan is currently being assessed. ▪ A workshop is scheduled for late May to explore the different products and affordability ranges. Subsequently a Cabinet report will be produced seeking 	Housing / Regeneration Cabinet Member for Housing

Priority project and brief description	Progress at May 2015	Service area and Portfolio Holder
<p>Recruitment of Children's social workers Increase recruitment and retention of social workers to improve the service and reduce use of agency staff reducing costs</p>	<p>authority to proceed.</p> <p>In the 3 months to end of April 2015, a total of 10 social workers have been offered posts following interviews. Of these, 7 are new Newly Qualified Social Worker (NQSW) recruited to our ASYE programme starting in May 2015. The ASYE programme has already successfully recruited 4 NQSW social workers to the September 2015 intake.</p> <p>In addition to the above, 3 other experienced SWs have started working for us. Also, 2 of our agency staff have moved to become permanent.</p> <p>We have also recruited 2 senior team manager posts. One, an agency worker took up post in April and the other will take up post in June.</p> <p>The housing offer is being promoted and one social worker has accepted.</p> <p>The recruitment campaign includes regular adverts in the media. We have a number of agencies working with us to appoint staff on a 'temp to perm' basis.</p> <p>In May we embarked on higher profile campaigns to raise our profile in the market and attract best professionals, not just job hunters. This involves an improved people brand to deliver new market profiling, Google and social media marketing. We are also adopting a direct media engagement plan to further build our profile.</p>	<p>Children's Services Cabinet member for Children's Social Care</p>
<p>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.</p>	<p>The Housing Service plans to implement a key worker strategy to increase the supply of affordable housing and improve access to housing for key workers and local working residents on moderate incomes, across the next four year period 2015-19. B&D has one of the highest housing affordability gaps (the difference between average house prices and average household incomes) in London, with the average home in the borough costing nearly seven times the average annual household income.</p> <p>The policy will initially prioritise shared ownership and affordable rent homes to specific key worker groups: teachers and social workers. Housing supply will focus upon key worker schemes on phase 2 of the Leys and at the Gascoigne. We are also looking to develop a shared ownership scheme of up to 25 units specifically for teachers and social workers in Barking Town Centre in partnership with a Housing Association during 2015/16. We are also currently looking at a potential scheme incorporating shared ownership for ex-members of the armed forces whilst initial discussions are underway to establish the potential for a shared ownership scheme comprising modular housing which could be aimed at key workers.</p>	<p>Housing Cabinet Member for Housing</p>
	<p>A detailed policy with specific targets will be developed and implemented for 2015</p>	

Priority project and brief description	Progress at May 2015	Service area and Portfolio Holder
	onwards.	

Priority 4 - A well run organisation

Priority project	Progress at Jan 2015	Service area and portfolio holder
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.	Work is ongoing across the Council to identify and progress new opportunities.	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.	<p>The top level structure of the new Housing Directorate was endorsed at the JNC Salaries and Conditions Panel in September 2014 and formal consultation with staff and trades unions has now been completed. Recruitment consultants have been recruited and the Divisional Director posts are currently out to advert with a closing date of early June 2015.</p> <p>Revised restructure proposals for repairs have been circulated. An Improvement and Service Transformation Manager has been appointed to develop and implement detailed proposals for the new Asset Management and Development Division which will bring together and integrate the repairs and maintenance and the capital stock investment services. This will involve the production of comprehensive Service Improvement Plans for both capital investment and for repairs and maintenance.</p>	Housing Cabinet Member for Housing
Senior management restructure Review the senior management structure to ensure it is fit for purpose and contributes to the delivery of the vision.	The Chief Executive has shared his proposals for a senior management structure with staff. Recruitment to these positions will now commence.	Chief Executive Leader of the Council
Website A new Council website will be contemporary, user friendly, fully mobile responsive and designed for all modern	The new Council website was completed in December. While considerable work has been undertaken to ensure that all our web content is up to date and accurate, some service areas have still to complete this work. Through the Web Steering Group, encouragement to ensure that this will happen will be offered over the coming	Adult and Community Services Leader of the Council

Priority project	Progress at Jan 2015	Service area and portfolio holder
devices. It will be fully integrated with My Account and support digital by design services.	<p>months. Additional support and specialist expertise is currently being supplied by a new Interim Web manager, who has been training staff and ensuring that corporate best practice and access standards are adhered to. Work is also continuing on establishing a more formal structure and established governance.</p> <p>Progress continues to be good with My Account and web chat has recently seen a surge in take up (66% increase in demand). We have recently, in response to the bin strike, used our MyAccount email data base to provide 45,000 residents with a news update. This is something we will be doing as standard business practice going forward.</p>	
<p>Equalities in employment Ensure a diverse work force and increase currently underrepresented groups to be more reflective of the community.</p>	A paper will be presented to the Cabinet meeting at the end of June, which will outline the actions that will be taken that will enable the Council to achieve its objectives and targets for increasing representation of protected groups in the workforce.	HR and Organisational Development Cabinet Member for Central Services
<p>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.</p>	We are in the process of thinking through the implications of the Ambition 2020 Programme for the workforce and the actions necessary to ensure the programme itself is a success and we have an appropriate organisation design for the future.	HR and Organisational Development Cabinet Member for Central Services
<p>Peer Challenge Implementation Plan Respond to the recommendations of the LGA Corporate Peer Challenge by delivering the implementation plan</p>	An update on progress with the Peer Challenge implementation plan is provided as part of the end of year 2014/15 update and will be presented to Cabinet on the 23 rd June.	All - led by Chief Executive Leader of the Council

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)	Progress as at May 2015	Portfolio Holder
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	Jonathan Bunt/ Sal Asghar	Complete - Corporate Delivery Plan agreed by Cabinet in October. Quarterly updates are provided to CMT and Cabinet and every six months to PAASC.	Cllr Rodwell
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	Martin Rayson/ Marina Pirotta	Complete - The manager's conference took place in October and a series of all staff briefings have taken place in October/November. These sessions have covered the new vision and priorities, and the budget challenge. Other activities are ongoing.	Cllr Rodwell / Cllr Twomey
	Staff engagement strategy and action plan agreed by CMT	October 2014	Martin Rayson	Complete - The staff engagement strategy and action plan have been agreed.	Cllr Twomey
	People Strategy and revised Values agreed by Cabinet	September 2014 (complete)	Martin Rayson	Complete - The People Strategy and the new values have been agreed by Cabinet. Work is now underway to implement the actions set out in the People Strategy. The values have been promoted alongside the new vision and priorities and are included in the Delivery Plan.	Cllr Twomey

	Embedded in all strategies and communication activity	Ongoing	All	Ongoing	Cllr Rodwell
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	Ongoing - The Leader and other portfolio holders continue to raise the profile of B&D and lobby where required at London Councils and pan-London events including the Leader's Committee.	Cllr Rodwell
	Lobbying of Mayor's Office – develop a forward plan of key issues	October 2014 then ongoing	Marina Pirotta	The communications team is currently being reviewed and an element of lobbying will be included in the recommendations in June 2015.	Cllr Rodwell
	Consistency of messages to be ensured by Members and officers by developing an inspiring presentation with key messages to be prepared including new vision, priorities and logo etc., to be used by all	October 2014 then ongoing	All / Marina Pirotta	A powerpoint presentation template has been produced including the new vision and priorities which can be used by Members and officers. Inspiring presentations and videos for the festival 2015 have also been developed and used to attract sponsors and investment, and promote the events. A standalone presentation to promote the vision and priorities is being developed.	Cllr Rodwell
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	Internal and external communications campaign linked to budget savings consultation process Members to ensure budget position and savings proposals understood and considered by Labour Group, Select Committees etc.	October 2014 to February 2015	Martin Rayson / Marina Pirotta	Complete- The budget consultation process ran until 27 November. During this 6 week consultation period both an internal and external communications campaign was used successfully to communicate key messages about the savings proposals. Both staff and residents were given the opportunity to provide feedback in a number of ways including through face to face meetings and online. Six public consultation meetings have been held along with 6 all staff briefings.	Cllr Rodwell / Cllr Twomey
	External campaign for inner London funding	October 2014 onwards	Jonathan Bunt	In December, Cabinet agreed to support the multi borough challenge to the	Cllr Twomey

	levels predicated on demographic growth (linked to 1.3)			damping system impacting on East and North London boroughs. The Council has now formally submitted documents to legally challenge the basis for the financial settlement.	
	Working with partners to enable BanD Together approach to succeed including appointment of CVS BanD Together Co-ordinator	November 2014 and then ongoing	Monica Needs	Recruitment to a BanD Together Co-ordinator is in progress and the contract is in place. Meetings of the BanD Together group are being reviewed with the Leader, Chief Executive and Corporate director of Adult and Community Services. A plan for the development of the brand and deliverables is being developed.	Cllr Rodwell
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	Review the People Strategy to ensure that it focuses on delivering the vision and objectives	September 2014 (complete)	Martin Rayson	Complete - The People Strategy has been reviewed and does now link to the new vision and priorities. Implementing the People Strategy is also one of the priority projects identified in the Delivery Plan allowing for CMT and Cabinet to monitor progress on a quarterly basis.	Cllr Twomey
	Corporate delivery plan and new performance framework – see 1.1			Complete - Both agreed. Quarterly reports are provided to CMT and Cabinet and every six months to PAASC. An update on the delivery plan was reported to Cabinet in December 2014 and March 2015	Cllr Rodwell
	Internal communication campaign – see 1.2, 1.3 and 1.4			Internal and external communications campaign has focussed on the vision, priorities, values and savings requirement. Work is ongoing to link these more holistically with core business and to clearly identify a future operating model that reflects the ambition and resources available to deliver it.	Cllr Twomey
	Expectation that all senior managers and members			A common narrative is included as part of the Delivery Plan. This will be developed	Cllr Rodwell

	will use a common narrative externally and internally – see 1.3			further and communicated. This is also being explored in work to look at how we align the ambition with the resources available through an agreed operating model with a supporting narrative to bring clarity on the future shape of the organisation bringing together all of these elements.	
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	February 2015 to full implementation by October 2015	Chief Executive	The Chief Executive has shared his proposals for a senior management structure with staff. Recruitment to these positions will now commence.	Cllr Rodwell

Theme 2: Financial planning and viability					
Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at May 2015	Portfolio Holder
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	Complete - Savings proposals, including any revisions following consultation, were agreed by Cabinet and the annual budget and Council Tax for 2015/16 were formally agreed by Assembly in February.	Cllr Twomey
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	Budget reviews and reallocation agreed for Environment service and reported to Cabinet. A base budget review for Children's Services has been completed though this has initially highlighted further potential pressures which require further	Cllr Twomey

				<p>review. The results of this will be reported through to Cabinet once finalised.</p> <p>No identified contribution to savings but has addressed structural pressures within service budgets.</p>	
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	Agreed as a topic for review by PAASC at September 2014 meeting though not significantly progressed due to other items in the work programme.	Cllr Twomey
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	Jeremy Grint / Jonathan Bunt	The agreement to use European Investment Bank funding to provide sub-market housing in Barking Town Centre in the general fund will, when the homes are completed, (first tranche of 144 units due to be completed in October 2015) start to generate a surplus income for the general fund which can be used to assist other services. A report regarding energy efficiency initiatives which may be funded either by reserves or EIB type funding to help generate surplus income has been agreed by Cabinet.	Cllr Twomey
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	October 2014	Jonathan Bunt with Marina Pirotta and Martin Rayson	The agreed budget for 2015/16 includes the centralisation of training and marketing budgets from 1 April 2015.	Cllr Twomey / Cllr Rodwell
	Agree any savings for 2015/16 and implement in-year savings during 2014/15 if possible			All non ring fenced budgets, e.g. non housing and schools, were centralised from 1 April 2015.	Cllr Twomey

Theme 3: Organisational capacity

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at May 2015	Portfolio Holder
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	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	July 2015	Marina Pirotta	In progress- The communications team is currently being reviewed with the aim of having a new structure in place in summer 2015. A communications strategy will then be developed.	Cllr Rodwell
	Performance management covered in Rec.1.1	January 2015	Jonathan Bunt	Complete- Performance management framework is set out in the Delivery Plan. Business plans for each service area have been developed for 2015/16-2016/17.	Cllr Rodwell
	Develop use of Experian Mosaic for core customer intelligence and insight across the council	October 2014	Jonathan Bunt	Complete- Analysis of Experian Mosaic data for 2014 is complete and has been shared with Leadership Group.	Cllr Rodwell
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	Clarify the structure and content of the People Strategy and revitalise the programme with supporting internal communication plan	October 2014	Martin Rayson	Complete - The People Strategy and the new Values have been agreed by Cabinet. Work is now underway to implement the actions set out in the People Strategy. The People Strategy will be reviewed in light of the work the new Chief executive is undertaking to look at the future of the Council.	Cllr Twomey
	Establish the Future Business Board (FBB) as leading the Council's change programme and clarify its relationship to CMT and wider executive and	October 2014	Chief Executive	Future business board is continuing to monitor existing projects e.g. digital services development. The Head of Legal will be reviewing all governance arrangements over the summer to streamline and improve decision	Cllr Twomey

	partnership boards			making and to reflect revised management structures.	
	Communicate this work, include FBB updates in CMT briefing	Ongoing	Martin Rayson	FBB updates have been included in CMT briefings. There has been engagement with the top 200 managers around the future of the Council and a communications work stream will be a key element of any future programme.	Cllr Twomey
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	Complete- Cabinet agreed a revised approach to the Elevate services in December 2014. Alongside this a number of savings proposals for those services were also agreed. As a result, a number of the smaller services returned to the Council on 1 April 2015 enabling Elevate to focus on the core strengths of Agilisys.	Cllr Twomey
3.4 Staff need greater engagement and involvement generally	Review of engagement activity and internal communication tools to develop consistent approach	October 2014	Martin Rayson	Complete - New interim employee engagement role in HR/OD in place. The review of internal channels is complete and engagement strategy agreed at CMT. There is a weekly CMT briefing providing staff with all key messages and news, and a series of staff briefings through the autumn. Review of notice boards complete.	Cllr Twomey
	Staff engagement strategy and action plan agreed by CMT	October 2014			Cllr Twomey
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	Complete values project and ensure strong internal communication plan linked to vision and priorities	October 2014	Martin Rayson	Complete - The values have been agreed and are being communicated alongside the vision and priorities.	Cllr Twomey
	Senior managers to	Ongoing	All	Ongoing as part of the flexible working	Cllr Twomey

leadership need to champion and demonstrate the new values to permeate throughout the organisation	champion new ways of working e.g. co-location			project co-ordinated through Future Business Board (FBB).	
--	---	--	--	---	--

Theme 4: Role of elected members

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at May 2015	Portfolio Holder
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	Addressed at the October Managers conference.	Cllr Twomey
	Active training and leadership on an ethical culture and the Nolan principles	Nov 2014	Fiona Taylor/ Leadership	Rolling out of a new Constitution and updating of the relevant provisions. This was delayed from September 2014 to the Assembly meeting in November to allow for pre-decision scrutiny by PAASC. Agreed in November 2014.	Cllr Twomey
	Review of Member and officer relations – highlighting of the Protocol on Member and Officer Relations including relevant training	October 2014	Fiona Taylor	Complete- Review completed and new Constitution agreed at November 2014 Assembly.	Cllr Twomey
	Review Member roles on internal boards and forums	October 2014	Fiona Taylor	Complete- This has been completed under the Constitutional review. In respect of Members' roles on Outside Bodies a new chapter has been added to the Constitution for clarity.	Cllr Twomey
	Review of Personnel Board	October 2014	Martin Rayson	Officers have commenced a review of all relevant HR policies which will be formally consulted on prior to	Cllr Twomey

				presentation for formal approval. Any constitutional changes required as a result of amendments to the Council's HR policies and practices will subsequently be presented to Assembly for adoption.	
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	Informal briefing sessions have been held for Cabinet members on the budget and the pre-Assembly briefings are continuing	Cllr Twomey
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	From September 2014	Fiona Taylor	Complete- Buddy arrangements are in place	Cllr Twomey
	New structure of political support posts			This has been reviewed and implementation is in progress subject to the budget process for 2015/16	Cllr Twomey
	Clarity of integration of Member support in PA hub			This will be part of the overall review of business support across the Council	Cllr Twomey
	Consider Away Day for members and/or Cabinet Development Programme			Cabinet members meet regularly and have visited Nottingham City Council	Cllr Twomey
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	From October 2014	Fiona Taylor / Member Development Committee	Chair's Training – chiring skills for Council and community meetings Public Speaking Training – voice skills and presentation structure Role of the Community and Voluntary Sector – increase awareness of range of community organisations and how they operate Casework Training – to more effectively assist residents with their concerns The Leader and Portfolio Holder for Crime and Community Safety are both	Cllr Twomey

				enrolled on the Leadership Academy which includes a module on Community Leadership. Procurement Training – to understand the Council's procurement process.	
	See 5.1 re community engagement and growth		Jeremy Grint	See 5.1	Cllr Rodwell
	Explore opportunities through Community Networks as part of work of Future Business Board		Helen Jenner	Strong member engagement (all ward councillors) in pilot areas (Marks Gate and Thames View). 27 Community Champions and 10 Community Checkpoints established.	Cllr Rodwell

Theme 5: the Growth Agenda					
Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at May 2015	Portfolio Holder
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.	From November 2014	Jeremy Grint	<p>The borough's business engagement group has been re-shaped to become the Jobs and Growth Board. Its focussed membership includes BDCVS with a specific purpose to connect the growth agenda with local communities.</p> <p>The review of the Local Plan will entail a considerable amount of Community Engagement. A draft options and issues paper is being developed which explores the growth agenda and this will be consulted on over the summer.</p> <p>A Growth Commission benefitting from external expertise is being established to identify the focus of the growth ambition of the borough; how</p>	Cllr Geddes

				we should organise ourselves to deliver it and what lobbying/alliances we should undertake and form to ensure our priorities happen. A Growth Commission final report is expected by March 2016.	
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	Revised Growth Strategy owned by CMT and Cabinet – to be addressed through November Cabinet report and development of single common narrative around growth opportunities.	November 2014 then ongoing	Jeremy Grint	The growth narrative was agreed as part of the borough’s overall revised vision and priorities by Cabinet in August and Assembly in September 2014. Modifications have taken place since that date.	Cllr Geddes
	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			The Growth Strategy has been revised to take account of the 6 growth hubs. A film has been produced which outlines the opportunities at the 6 growth hubs. The growth statement identified the borough’s key employment sectors that are being used to shape employment and skills programme bids to the London Enterprise Panel.	Cllr Geddes
	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			Area-based cross-council groups have been established for both barking Riverside and Barking Town Centre.	Cllr Geddes
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	Review approach to business engagement			The Cabinet has agreed to the establishment of a social enterprise for the Barking Enterprise Centre which will include consideration of business support being provided through it.	Cllr Geddes
5.4 The council needs to use its influence and utilise its resources to unlock growth schemes that are stalled including developing stronger partnerships				Formal meeting between the portfolio holder and the Chamber taking place quarterly.	
	Impact assessment of current policy of placing all private rental blocks in key locations and learn from experience of other authorities			Meeting with Grainger Estates have taken place to examine the business model they and the sector apply.	Cllr Geddes
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	Jeremy Grint	This will be undertaken as part of the Chief Executive's restructure	

Theme 6: Demand on children's social care

Recommendation:	Action(s):	Timescale	Lead Officer(s)	Progress as at May 2015	Portfolio Holder
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.	Specific targets for appointments of permanent social	Helen Jenner	<ul style="list-style-type: none"> Minimum Target of 6 per month. In the 3 months to end of April 2015, a total of 10 social workers have been offered posts following interviews. Of these, 7 are new 	Cllr Turner / Cllr Twomey

	Recruitment Action Plan with targets agreed with Lead member	workers each quarter – October 2014		<p>Newly Qualified Social Worker (NQS) recruited to our ASYE programme starting in May 2015. The ASYE programme has already successfully recruited 4 NQS social workers to the September 2015 intake.</p> <ul style="list-style-type: none"> • In addition to the above, 3 other experienced SWs have started working for us. Also, 2 of our agency staff have moved to become permanent. • We have also recruited 2 senior team manager posts. One, an agency worker took up post in April and the other will take up post in June. • The housing offer is being promoted and one social worker has accepted. • The recruitment campaign includes regular adverts in the media. We have a number of agencies working with us to appoint staff on a 'temp to perm' basis. <p>In May we embarked on higher profile campaigns to raise our profile in the market and attract best professionals, not just job hunters. This involves an improved people brand to deliver new market profiling, Google and social media marketing. We are also adopting a direct media engagement plan to further</p>	
	Challenge what else can be done to enhance the corporate offer and profile,	October 2014	Martin Rayson / Marina Pirotta	The communications team are looking at introducing a wider branding campaign to support recruitment	Cllr Rodwell / Cllr Twomey

	including wider promotion of the Council and place linked to recruitment offer being developed, linked to new website			across the council, subject to the approval of a communications strategy in summer 2015.	
	Develop key worker Housing opportunities (reasonable rents/shared ownership etc.) for social workers and teachers	From November 2014	Steven Tucker	<p>A key worker strategy will be implemented to increase the supply of affordable housing and improve access to housing for key workers and local working residents on moderate incomes, across the next four year period 2015-19. A detailed policy with specific targets will be developed and implemented for 2015 onwards. We are focusing upon shared ownership products aimed at social workers, teachers and other local workers with plans to provide 1,000 shared ownership units over the four years 2015/19</p> <p>Specific actions to date include:</p> <ul style="list-style-type: none"> ▪ Established the SO Project Board, chaired by the Director of Housing, to coordinate the delivery of SO homes in B&D. ▪ Market research into the affordability of a range of SO products is completed ▪ Officers are currently appraising the impact of different ways of introducing SO options into Council stock. The impact on the HRA business plan is currently being assessed. ▪ A workshop is scheduled for late May to explore the different products and affordability ranges. Subsequently a 	Cllr Ashraf

				Cabinet report will be produced seeking authority to proceed.	
	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	<p>Exit interviews continue with staff who take up the offer. Some staff leave for the usual reasons such as moving to live in another areas and are unable to commute to B&D. Similar themes continue to arise from interviews. These are high caseloads, poor ICT, accommodation. However, staff have noticed increased stability of team and group managers and report an improved working atmosphere. This information continues to inform the recruitment strategy and action plan.</p> <p>A social care survey monkey exit strategy is operational and staff leaving are invited to complete it. The Divisional Director, Complex Needs & Social Care is holding face to face exit interviews with staff who take up the offer. This information is feeding into the recruitment programme. Key issues raised include – case loads, accommodation, IT and salary.</p>	Cllr Turner
	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	<p>The Director's Writer of the Month awards inform staff nominated for Star Awards.</p> <p>Children's Services hold mini awards event, following Star Awards, for all those nominated.</p>	Cllr Twomey
6.2 Ensure the growth agenda broadens the social and economic mix,	Integrate into November Cabinet report on growth – see 5.2		Jeremy Grint	See 5.2	Cllr Geddes

<p>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.</p>	<p>Develop clear analysis of pressures with linked information from housing colleagues</p>				
<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 Jonathan Bunt</p>	<p>Complete – the Ofsted action plan reflects these issues Ofsted Action Plan accepted by OFSTED as meeting inspection recommendations, feedback received 20/11/14 OFSTED Action Plan Update presented to Children's Trust and Select Committee. 38%, Green, 54% Amber and 8% Red progress in January. Next review due June.</p>	<p>Cllr Turner</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>October 2014</p>	<p>Ann Graham</p>	<p>Reports from external work presented to PAASC. Feeding into Chief Execs Programme Boards. Troubled Families workers project started April 2015.</p>	<p>Cllr Turner</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</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>December 2014</p>	<p>Ann Graham</p>	<p>Children's Services Financial Efficiency programme established. Reported to Cabinet 18/11/14. Staffing allocation to ensure safe levels of provision costed and agreed with Finance teams. Weekly finance briefings with deep dive work on high cost areas are programmed. Additional training has</p>	<p>Cllr Turner</p>

for reducing costs within the service				<p>been put in place to establish a team of “finance” BSO experts. A consultant from the Finance Team has worked alongside Children’s Services The implementation of the MASH has contributed to a reduction from 92% referrals progressing to assessment, to 78% progressing. This is a cost efficiency. However as the number of referrals has risen by 800, actual costs have not been realised. (190 more children in the social care system, when 508 might have been expected if performance had not changed). These effects and costs are closely monitored, as are caseloads, which are now averaging below 25 in all but 1 teams, 4 teams are between 20 and 25, and 2 teams below 20. Although hitting our average below 1:20 target involves recruiting more staff it is essential for safety and for us to attract permanent staff so that agency costs can be reduced.</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	Growth Strategy recognises demand as well as opportunity (see 5.2)	October 2014	Jeremy Grint	See 5.2	Cllr Geddes
	<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 		All – linked to actions above	<p>a) We have developed a ten year housing delivery plan (2015-2025) which lists all the major housing sites coming forward in the borough and the numbers of affordable housing and their tenure that will be delivered The Local Plan issues and options report which is going to 21 July Cabinet will build on this and set out how we will deliver 35,000 homes by 2030 and what size and tenure these</p>	Cllr Rodwell

			<p>will be. Finally Barking Housing Zone has been approved by GLA and this commits the Council to delivering 4000 homes in Barking Town Centre by 2022.</p> <p>b) Council budget and resource estimates completed though subject to ongoing review as other items are completed and announcements made.</p> <p>c) An approach to this needs to be developed and agreed with input from all and identifying key partners etc. Work has taken place in some services particularly in developing savings proposals in consultation with partners.</p> <p>d) See b) above - work is commencing to look at the future operating model in line with the priorities and resources available to deliver them and service provision following decisions on budget</p>	
--	--	--	--	--

Priority Performance 2015/16 -2016/17 Quarterly Indicators																					
Ref. No.	Key Performance Measure	Performance Contact	Corporate Priorities				Last Years Performance (2013/14)				2014/15 Current Performance Results				2014/15 Target	Performance Against Target	Target RAG	Direction Of Travel (Previous quarter)	DoT (Previous year)	Benchmarking	
			Encouraging Civic Pride	Enabling Social Responsibility	Growing The Borough	A Well Run Organisation	Qtr 1	Qtr 2	Qtr 3	End Of Year 2013/14	Qtr 1	Qtr 2	Qtr 3	End Of Year 2014/15						London Average	National Average
1	Repeat incidents of domestic violence (MARAC)	Adult and Community Services Dan James		✓			26%	23%	24%	25%	26%	22%	21%	20%	No More Than 28%	Exceeding Target	G	↑	↑	19%	24%
2	Total ASB incidents logged across all services (ASB Team, Housing, Environmental and Enforcement and Police)		✓				4482	5089 (9571)	3781 (13352)	3999 (17351/-0.8%)	3950	3376 (7326)	2279 (9604)	2224 (Q4) (11828 YTD) - 32% reduction	Reduction	Exceeding Target	G	↑	↑	N/A	N/A
3	The % of victims who are satisfied with the way their ASB complaint is dealt with (accumulative)		✓				100% (4/4 Surveys)	89% (8/9 Surveys)	93% (13/14 Surveys)	95% (19/20 Surveys)	50% (1/2 Surveys)	75% (6/8 Surveys)	73% (8/11 Surveys)	87% (13 of 15 surveys)	No Target - Monitoring Only			↑	↓	N/A	N/A
4	The % of individuals successfully completing drug treatment			✓			62%	67%	69%	72%	75%	70%	61.5%	63% at Feb 15 - Q4. DOMES report due 1st June 15	65%	Below Target	A	↑	↓	n/a	n/a
5	Total Priority Neighbourhood Crimes (MOPAC 7 - Burglary, Robbery, Criminal Damage, Theft from Person, Theft of Motor Vehicle, Theft From Motor Vehicle, Violence With Injury) 20% reduction on baseline year (11/12) = 10,398				✓		9925 (Jul 12 - Jun 13)	9178 (Oct12 - Sep 13)	8938 (Jan 13 - Dec 13)	8495 Apr 13 - Mar 14	8274 (Jul 13 - Jun 14)	8138 (Oct13 - Sep 14)	8091 (Jan 14 - Dec 14)	7,888 (-24.1% from 2011/12 baseline) Apr 14 - Mar 15	20% (On Baseline year 11/12 = 10,398) By April '16	Exceeding Target	G	↑	↑	MPS Down 15.07%	N/A
6	The number of leisure centre visits	Adult and Community Services Lisa Hodges		✓			306,907	616,954	909,741	1,244,668	332,838	327,109 (659,947)	297,092 (957,039)	325,391 (1,282,430)	1,270,000	Exceeded Target	G	↑	↑	Local Measure	
7	The number of Active Age (over 60's) leisure memberships			✓			3,260	3,324	3,293	3,513	3,649	232 (3881)	500 (4381)	457 (4838)	4,000	Exceeded Target	G	↓	↑	Local Measure	
8	The number of active volunteers		✓	✓			510	901	1,282	1,719	344 (Average 114.7)	565 (909) (Average 151.5)	640 (1549) (Average 172.1)	713 (2,262) (Average 189)	200 Per Month	Below Target	A	↑	↑	Local Measure	
9	Total number of volunteer hours		✓	✓			4,963	4222 (9,185)	4338 (13,523)	4532 (18,055)	6,335	6838 (13,173)	6725 (19,898)	5951 (25,849)	20,000 Cumulative	Exceeded Target	G	↓	↑	Local Measure	
10	The proportion of social care clients accessing care and support in the home via direct payments	Adult and Community Services Nastale Woods		✓			57.0%	65.5%	69.4%	72.3%	74.7%	75.2%	76.2%	75.7% (76.77% Q4)	Increase	Exceeding Target	G	↑	↑	Local Measure	
11	The total Delayed Transfer of Care (DTC) Days in month (per 100,000) (Better Care Fund Indicator)			✓			187.0 Average	121.8 Average	146.8 Average	143.2 Average	121.88 Average	163.07 Average	122.85 Average	109.45 (Q4 Average) 129.31 Average	225 (Average)	Exceeding Target	G	↑	↑	N/A	319.64
12	Number of successful smoking quitters aged 16 and over through cessation service	Public Health Mark Tyrie		✓			431	325 (756)	233 (909)	185 (1,174)	141	157 (298)	125 (423)	166 (603)	700 (175 Per Qtr)	Below Target	R	↑	↓	Local Measure	
13	Percentage uptake of MMR (measles, mumps and rubella) vaccination (2 doses) at 5 years old			✓			83.8%	85.4%	80.9%	82.3%	82.2%	82.2%	78.8%	Available end June 15	95%	Below Target	n/a	n/a	n/a	80.5%	88.5%
14	Percentage uptake of DTaP/IPV (diphtheria, tetanus, whooping cough and polio) vaccination at age 5			✓			85.1%	85.5%	82.4%	83.4%	82.8%	83.3%	80.9%	Available end June 15	95%	Below Target	n/a	n/a	n/a	78.0%	88.4%
15	The number of child weight referrals			✓			12	17 (29)	11 (40)	2 (42)	92	85 (177)	0 (177)	55 (232)	216	Exceeding Target	G	↑	↑	Local Measure	
16	The number of child weight referrals completed			✓			7	Not Available	20	Not Available	64	0 (64)	48 (122)	73 (185)	150	Exceeding Target	G	↑	n/a	Local Measure	
17	The percentage of land that has unacceptable levels of litter	Environment Abdull Jallow		✓			3%	3%	1%	2%	1%	2%	2%	2%	7%	Exceeding Target	G	□	□	N/A	N/A
18	ELWA waste diversion from landfill			✓			75%	74%	72%	73%	80%	67%	75%	72% (74%)	74%	On Target	G	↓	↑	Local Measure	
19	The number of applications received for private rented sector licensing		✓				Not Available - New Local Measure				483	7372 (7855)	330 (8185)	377 (8562)	9000	Below Target	A	↑	n/a	Local Measure	
20	The number of properties brought to compliance by private rented sector licensing	✓				Not Available - New Local Measure				161	816 (977)	1482 (2459)	1954 (4413)	2500	Exceeding Target	G	↑	n/a	Local Measure		
21	Number of fixed penalty notices issued for environmental crimes	✓				83	55 (138)	55 (193)	165 (358)	193	263 (456)	293 (749)	302 (1051)	1440	Below Target	R	↑	↑	Local Measure		

Ref. No.	Key Performance Measure	Performance Contact	Corporate Priorities				Last Years Performance (2013/14)				2014/15 Current Performance Results				2014/15 Target	Performance Against Target	Target RAG	Direction Of Travel (Previous quarter)	DoT (Previous year)	Benchmarking			
			Encouraging Civic Pride	Enabling Social Responsibility	Growing The Borough	A Well Run Organisation	Qtr 1	Qtr 2	Qtr 3	End Of Year 2013/14	Qtr 1	Qtr 2	Qtr 3	End Of Year 2014/15						London Average	National Average		
22	The weight of fly tipped material collected		✓	✓			263	258 (521)	404 (925)	519 (1444)	401	151 (552)	63 (615)	94 (709)	Below 1300 Tonnes	Exceeding Target	G	↓	↑		Local Measure		
23	The weight of waste recycled per household		✓	✓			95	87 (182)	65 (247)	56 (303)	94	84 (178)	63 (241)	50 (291)	325kg	Below Target	R	↓	↓		Local Measure		
24	The weight of waste arising per household		✓	✓			231	232 (463)	224 (687)	235 (922)	253	245 (498)	229 (727)	225 (952)	916kg	Below Target	A	↑	↑		Local Measure		
25	Care leavers in employment, education or training (aged 19-21)	Children's Services Vikki Box		✓			44.1%	50.0%	48.0%	51.0%	51.2%	54.4%	53.1%	54.7% (54%)	60%	Below Target	A	↑	↑		53%	45%	
26	Children's Social Care Assessments completed within timescales (45 days)			✓			48.1%	56.0%	67.0%	78.0%	70.0%	76.0%	72.9%	73% (72.6%)	80%	Below Target	A	↑	↓		79%	82%	
27	16 to 18 year olds who are not in education, employment or training (NEET)			✓			7.6%	15.3%	6.6%	5.8%	6.5%	7.2%	5.4%	6.0%	At National Level	Below Target	A	↓	↓		3.8%	5.2%	
28	The percentage of primary schools rated as outstanding or good			✓			64%	64%	64%	67%	67%	71%	73%	73%	100% By Dec 2015	On Track	A	□	↑		87.0%	82.0%	
29	The percentage of secondary schools rated as outstanding or good			✓			89%	89%	78%	67%	67%	75%	75%	75%	100% By Dec 2015	On Track	A	↔	↑		83.0%	71.0%	
30	The number of Common Assessment Frameworks / Family Common Assessment Frameworks (CAFs/FCAFs) initiated			✓			206	186 (392)	260 (652)	339 (991)	303	250 (553)	317 (870)	247 (1135)	No Target - Monitoring Only			↓	↑		N/A	N/A	
31	The percentage of children referred to Children's Social Care with Common Assessment Frameworks / Family Common Assessment Frameworks (CAFs/FCAFs) in			✓			Not Available - New Local Measure				7%	6%	6%	4.40%	No Target - Monitoring Only			↑	n/a		N/A	N/A	
32	Looked After Children with up to date Health Checks			✓			67.6%	71.1%	83.4%	94.7%	86.5%	72.8%	76.4%	92% (provisional)	95.0%	Below Target	A	↑	↓		N/A	N/A	
33	Percentage of working age residents claiming Jobseeker Allowance		Employment & Skills Terry Reagin					5.6%	5.0%	4.3%	4.2%	3.8%	3.5%	3.0%	2.9%	3.6%	Exceeding Target	G	↑	↑		2.1 LBBG Gap +0.8%	2.0 LBBG Gap +0.9%
34	Percentage of working age residents claiming health-related benefits							7.1%	7.1%	7.1%	7.1%	7.2% Gap with London +1.7%	7.3% Gap with London +1.8%	Data Available Nov 2015	Not Available	2017 LBBG Gap +1.3% (Or Less)	Below Target	n/a	n/a	n/a		5.5% LBBG Gap +1.8%	6.3% LBBG gap +1.0%
35	The number of long-term empty properties	Housing Services Tom Hart			✓		Not Available - New Local Measure				Not Available	292	245	258	< 300	Exceeding Target	G	↓	n/a		Local Measure		
36	Average time taken to re-let local authority housing (calendar days)			✓			63 Days	76 Days	68 Days	71 Days	70 Days	65 Days	58 Days	43 Days (58 Days)	30 Days	Below Target	R	↑	↑		Local Measure		
37	Percentage of eligible repair jobs where appointments were made and kept				✓		Not Available - system change	71.46%	49.14%	Not Available - system change	73.24%	89.44%	96.50%	88.24%	96.0%	Below Target	R	↓	n/a		Local Measure		
38	Average number of households in Bed & Breakfast accommodation over the year			✓			87	100	106	81	80	82	70	72	80	Exceeding Target	G	↓	↑		Local Measure		
39	Number of families in Bed & Breakfast accommodation for over 6 weeks			✓			25	31	17	12	12	3	1	4	5	Exceeding Target	G	↓	↑		Local Measure		
40	The percentage of Homeless Temporary Accommodation rent collected (Includes Previous Arrears)			✓			147.50%	123%	177.60%	205%	94.50%	97.08%	99.04%	95%	95%	At Target	G	↓	↓		Local Measure		
41	Total number of new affordable homes developed in the Financial Year				✓		Not Available - New Local Measure				---			274	324	N/A	R	n/a	n/a		Local Measure		
42	Total number of Shared Ownership homes developed in the Financial Year				✓		Not Available - New Local Measure				* 0 Homes Have Been Built To Date. It is Anticipated That Homes Will Be Developed In 2015/16			2015/16 KPI	250	Below Target	n/a	n/a	n/a		Local Measure		
43	The percentage of Council Housing rent collected				✓		97.49%	97.05%	96.73%	97.35%	97.16%	96.80%	96.51%	96.21%	97.20%	Below Target	A	↓	↓		Local Measure		
44	The percentage of Council Tax collected		Elevate Carly Pearce (Client Team)			✓		29.40%	55.60%	81.30%	94.10%	29.50%	55.70%	81.40%	94.40%	94.00%	Exceeded Target	G	↑	↑		N/A	N/A
45	The time taken to process Housing Benefit / Council Tax benefit new claims				✓		28 Days	25 Days	25 Days	25 Days	23 Days	23 Days	24 Days	25 Days	25 Days	At Target	G	↔	↔		N/A	N/A	
46	The time taken to process Housing Benefit / Council Tax benefit change events				✓		16 Days	15 Days	15 Days	9 Days	10 Days	11 Days	12 Days	9 Days	14 Days	Exceeded Target	G	↑	↔		N/A	N/A	

Ref. No.	Key Performance Measure	Performance Contact	Corporate Priorities				Last Years Performance (2013/14)				2014/15 Current Performance Results				2014/15 Target	Performance Against Target	Target RAG	Direction Of Travel (Previous quarter)	DoT (Previous year)	Benchmarking	
			Encouraging Civic Pride	Enabling Social Responsibility	Growing The Borough	A Well Run Organisation	Qtr 1	Qtr 2	Qtr 3	End Of Year 2013/14	Qtr 1	Qtr 2	Qtr 3	End Of Year 2014/15						London Average	National Average
47	The percentage of Stage 1 complaints responded to within deadline	Human Resources Mike Lineker/Gail Clark				✓	68%	89% (78% YTD)	95% (83% YTD)	96% (87% YTD)	97%	93% (95% YTD)	89% (93% YTD)	84% (92% YTD)	100%	Below Target	R	↓	↑		Local Measure
48	The percentage of Stage 2 complaints responded to within deadline					✓	61%	85% (71% YTD)	92% (75% YTD)	85% (78% YTD)	69%	64% (67%)	48% (63%)	54% (61% YTD)	100%	Below Target	R	↑	↓		Local Measure
49	The percentage of Stage 3 complaints responded to within deadline					✓	79%	68% (75% YTD)	82% (79% YTD)	82% (77% YTD)	100%	70% (77% YTD)	75% (76% YTD)	71% (74% YTD)	100%	Below Target	R	↓	↓		Local Measure
50	The percentage of complaints upheld					✓	34%	34% (34% YTD)	37% (35% YTD)	37% (35% YTD)	41%	47% (45% YTD)	45% (45% YTD)	37% (43% YTD)	No Target - Monitoring Only			↑	↓	N/A	N/A
51	The percentage of member enquiries responded to within deadline					✓	87%	90% (89% YTD)	98% (91% YTD)	96% (93% YTD)	99%	89% (94% YTD)	81% (91%)	77% (88% YTD)	100%	Below Target	R	↓	↓		Local Measure
52	The average number of days lost due to sickness absence	Human Resources Mike Lineker/Gail Clark				✓	8.12 Days	7.84 Days	7.81 Days	7.88 Days	8 Days	7.28 Days	7.31 Days	7.51 Days	7.31 Days Dec 15	On Track	A	↓	↑		Local Measure
53	The percentage of staff who are satisfied working for the Council					✓	65%	No Survey	62%	No Survey	72%	No Survey	69%	No Survey	70%	Below Target	A	n/a	n/a		Local Measure
54	The percentage of staff who believe change is managed well in the Council					✓	64%	No Survey	56%	No Survey	31%	No Survey	24%	No Survey	50%	Below Target	R	n/a	n/a		Local Measure
55	The percentage of staff who believe our IT systems meet the needs of the business					✓	Not Available - New Local Measure				37%	No Survey	31%	No Survey	45%	Below Target	R	n/a	n/a		Local Measure
56	The percentage of Council employees from BME communities	Finance and Resources Steve Pearson				✓	22.39%	23.66%	24.60%	25.08%	27.25%	28.98%	29.12%	28.40%	No Target - Monitoring Only			↓	↑		Local Measure
57	The current revenue budget account position (over or under spend)					✓	£1.043m Under Spend	£1.793m Under Spend	£3.193m Under Spend	£4.6m Under Spend	£2.5m Over Spend	£2.9m Over Spend	£1.6m Over Spend	£0.07m Over Spend	No Target - Monitoring Only			↑	↓		Local Measure
58	The percentage of the planned in year capital programme delivered in year					✓	100% Forecast	98% Forecast	93.8% Forecast	85.5%	99% Forecast	93% Forecast	94% Forecast	90%	No Target - Monitoring Only			↓	↑		Local Measure

This page is intentionally left blank

Commentary on Red RAG KPIs

Performance Indicator	12 – Number of successful smoking quitters aged 16 and over through cessation service
Reasons for poor performance/decline	There is a new provider for the service, London Borough of Barking and Dagenham. Performance has improved throughout the year. In quarter 4 the target for the number of people quitting was 175 and the actual number of people who did quit was 166. Performance is improving because the gap between the target and the number of people quitting is narrower in Q4 than it was in Q3 and Q2. Improvement is still needed.
Actions being taken to improve performance	<p>The specialist smoking service North 51 have put in place a remedial action plan to increase the number of tier 3 quitters (Tier 3 is for those referred from hospital and inpatient services. Also more complex cases).</p> <ul style="list-style-type: none"> • Project management is taking place to enable Culture and Sport to deliver Level 3 stop smoking service with North 51 overseeing developments • North 51 have undertaken training in face-to-face support • LBBB have agreed to fund the National Referral System in BHRUT to increase referrals from secondary care. <p>The BabyClear programme started in April with the aim of increasing in the numbers of referrals of pregnant women into the stop smoking service.</p>
Improvements in performance that are anticipated as a result of the actions taken	<p>Increased numbers of pregnant women are expected to quit through BabyClear.</p> <p>Coordination with national campaigns is expected to increase the numbers of those setting a quit date through the increased exposure</p>

Performance Indicator	21. Number of fixed penalty notices issued for environmental crime
Reasons for poor performance/decline	<p>The year end performance indicates that the team is below the target level of activity of 1440 fixed penalty notices (FPNs) issued. The team issued 1,051 FPNs, 389 FPNs below target. The reasons for decline in performance are:</p> <ol style="list-style-type: none"> 1. There are currently eight Street Enforcement officers that have a minimum level of activity objective of issuing fifteen FPNs per Month (total 120 per month). 2. Three officers are currently on informal performance management and have not been issuing FPNs allowing them to clear unprocessed work from before. 3. Staff on maternity leave have impacted on performance.
Actions being taken to improve	Previously the team's minimum levels of activity were low. The levels of activity are increasing due to recently developed internal

performance	training packages, standard operating procedures and better performance management. Agency staff have been recruited to cover staff on maternity leave.
Improvements in performance that are anticipated as a result of the actions taken	It is hoped that the staff training and recently recruited agency staff will improve performance for this indicator by bringing the service up to full staffing level. It is scheduled that they will become fully operational officers at the beginning of April which will have a positive impact on output.

Performance Indicator	23. The weight of waste recycled per household
Reasons for poor performance/decline	Considering a reduction in garden waste collection services to 8 months, contamination in recycling bins, increase in housing stock and industrial action suffered late March 2015, our recycling performance suffered a percentage change reduction of 4% if compared to last year's 303kg per household. However, Barking and Dagenham's recycling percentage recorded at the end of the year of 23% is <u>1.4 % lower</u> than the percentage registered during 2013/14 of 24.4%.
Actions being taken to improve performance	Waste Minimisation Team will continue to support residents requesting further advice regarding waste and recycling in the council. Further outreach campaigns are also required to promote recycling, domestic waste reduction and to address contamination. These campaigns will be located in schools, parks, community meetings, local markets and supermarkets.
Improvements in performance that are anticipated as a result of the actions taken	It is hoped that further residents support, behaviour change projects, outreach and communication campaigns, work with communities and bin rationalisation will help us improve our recycling performance.

Performance Indicator	27. 16 to 18 year olds who are not in education, employment or training (NEET)
Reasons for poor performance/decline	In the last year, a concerted effort to track trace and reduce unknowns has been carried out. This has been successful with the number of unknowns reducing to 6.7%, below London averages (6.9%) but just above national (6.5%). This is in the context of a rising 16 to 18 population (against national trend) and high mobility. One outcome of this successful work to reduce unknowns is that the proportion of Known NEETs has risen. The percentage of 16 to 18 year olds who are not in education, employment or training (NEET) has risen slightly to 6.0% (Nov-Jan 2014/15 figure)

	<p>compared to 5.8% for the same period in the previous year. Performance on NEETs has remained higher than national and London averages of 5.2% and 3.8% respectively, but is reducing overall. The latest monthly data (March 2015) demonstrates a shift to 6% from 7.3% NEET in March 2014, coupled with a reduction in unknowns of 10.5% to 6.7%.</p> <p>It is also important to note that, unlike most authorities, Barking and Dagenham's 16-19 cohort is continuing to rise. In September 2013, the Local Authority became a Youth Contract sub-contractor providing intensive support to young people meeting the initiative's NEET criteria and this is beginning to make an impact on our most vulnerable young people. The LA is also bidding to become a sub-contractor for the ESF NEET strand.</p>
Actions being taken to improve performance	<p>Actions to improve *performance and reduce NEETs are as follows:</p> <ul style="list-style-type: none"> • 2015 RPA plan developed, and Equality impact Assessment. • Merger with the Youth Service leading to improvements in unknown tracking and support provided to NEETs. • NEET Advisers working as an outreach service for the first time. • Risk OF NEET Indicator (RONI) tool sent to all schools to identify potential NEET young people • DWP programme funding an additional resource from Job Centre Plus to work with NEET young people not claiming benefits. • Excellent partnership working with Barking and Dagenham College, Council's Employability team and a range of providers of NEET prevention services for young people.
Improvements in performance that are anticipated as a result of the actions taken	<p>*Number of recorded NEETs to decline by 0.5% by August 2015</p> <p>*It should be noted that further improvements in reduction of unknowns may, in the short term, increase NEETs. Unknowns have reduced by 35% over the past year and 30%+ of these have been NEET</p>

Performance Indicator	34. Percentage of working age residents claiming health-related benefits
Reasons for poor performance/decline	<p>Nearly 9,000 residents are claiming either Employment & Support Allowance (ESA) or Incapacity Benefit (IB, this is being phased out and people moved onto ESA) compared to just over 3,500 claiming Jobseekers Allowance. The biggest cause by far is mental ill health (42% of ESA claimants). There are two key issues:</p> <ol style="list-style-type: none"> 1. There is very limited resource devoted to assisting this client group into work by DWP/JCP, Work Programme or other

	<p>services.</p> <p>2. The links between employment services and health provision, especially mental health, are still not well enough developed.</p>
Actions being taken to improve performance	<p>The draft 15/16 Partnership Agreement with DWP/JCP, Work Programme Providers and FE Providers has a proposed target of helping 90 IB/ESA claimants into work through non-mainstream provision. Additionally, it is hoped that NELFT will sign up the Partnership Agreement. The following actions are proposed:</p> <ul style="list-style-type: none"> • Improving Access to Psychological Therapies (IAPT) service co-location with Work Programme and Jobcentre Plus and joint working arrangements to be established. • Joint event between front-line health/employment advisors to be arranged by June 2015. • Discussions on securing European Social Fund (ESF) opportunities to be a priority. <p>Funding for a dedicated co-ordinator to take forward joint working is being sought by Regeneration.</p>
Improvements in performance that are anticipated as a result of the actions taken	<p>Limited improvements are expected in this indicator in 2015/16, with numbers rising both with the borough and nationally. ESF-funded provision is unlikely to have any delivery impact until 2016/17 on.</p>

Performance Indicator	36. Average time taken to re-let local authority housing (calendar days)
Reasons for poor performance/decline	<p>The end of year performance of 58 days fell short of the target of 30 days.</p> <p>The void properties were being totally refurbished which was not always required this resulted in additional costs along with delaying in turning the void around.</p>
Actions being taken to improve performance	<p>No 36. Average time taken to re-let local authority housing (calendar days)</p> <ul style="list-style-type: none"> - The end of year average is 58 days which is short of the 30 days target; however performance has improved throughout the year and was down to 43 days at Quarter 4. - The void team have made significant changes over the last 8 months in the way the void repairs are managed and delivered. Some of these changes are related to internal management changes with clearer roles and responsibilities being established however the real change is in the way we carry out the actual repair. Historically these repairs were completed using tradesman for each trade element, scheduled

	<p>separately in a silo fashion. We now deliver the repairs element using multi trade teams, working together collectively, supporting each other, reducing dead time with one common goal. This common goal is to complete the void in the fastest time possible, whilst maintaining quality and health and safety in accordance with the specification.</p> <ul style="list-style-type: none"> - The graph below shows (with voids that would be categorised as major removed -95) these changes have had a dramatic impact on turnaround times with a reduction of 27 days from the start to the end of 2014/15. - There are three phases to carrying out each void turn around, each have seen a reduction in turnaround time; Phase 1: Keys received to void works start (1.59 Q1 to 1.41 Q4); Phase 2: Voids works - start to completion (61.08 Q1 to 37.09 Q4); and Phase 3: Voids works - completion to let (Q1 7.31 to Q4 4.76). <p>The Director of Housing has also been scrutinising void turn around performance through his Performance call over.</p>
Improvements in performance that are anticipated as a result of the actions taken	Performance is expected to improve with the target being met.

Performance Indicator	37. Percentage of eligible repair jobs where appointments were made and kept.
Reasons for poor performance/decline	The end of year performance of 88.24% was short of the 96% target. Although performance was improving from middle of quarter two the end of year average was not able to make up for the poor performance at the start of the year. The missed appointments were largely due to IT issues and some procedural errors in manually scheduling jobs.
Actions being taken to improve performance	System issues were identified and fixed. Retraining and rebriefing schedulers on how to manually appoint repair jobs and make effective use of the appointing process has also been carried out.
Improvements in performance that are anticipated as a result of the actions taken	Performance is expected to improve in the future. Tenants have also been consulted on moving to a new appointing structure of Emergency repairs and next suitable appointment where the earliest available appointment that suits the tenant's availability is chosen.

Performance Indicator	41. Total number of new affordable homes developed in the Financial Year
Reasons for poor performance/decline	<p>The end of year figure of 274 is the total number of council owned affordable housing built in this financial year.</p> <p>The definition of the indicator requires some work.</p> <p>The 274 properties quoted are council owned new build stock that has been introduced over the last 12 months.</p> <p>If we measure all 'affordable housing' managed by the Council the figure is increased by 474 to 748 due to the RESIDE properties at William street quarter and Eastern End Thames View.</p>
Actions being taken to improve performance	
Improvements in performance that are anticipated as a result of the actions taken	

Performance Indicator	<p>47. The percentage of Stage 1 complaints responded to within deadline</p> <p>48. The percentage of Stage 2 complaints responded to within deadline</p> <p>49. The percentage of Stage 3 complaints responded to within deadline</p> <p>50. The percentage of complaints upheld</p> <p>51. The percentage of member enquiries responded to within deadline</p>
Reasons for poor performance/decline	A target of 100% will likely always result in the target being missed.
Actions being taken to improve performance	Departments need to take responsibility to ensure that they respond to deadlines. CMT members to ensure that their departments take appropriate measures to ensure compliance.
Improvements in performance that are anticipated as a result of the actions taken	A new corporate target should be agreed; suggest that this is 90%.

Performance Indicator	53. The percentage of staff who are satisfied working for the Council
Commentary	<ul style="list-style-type: none"> • Below target, but no survey since Q3 report <p>The most recent figure for this KPI was quoted in the Q3 report (69% versus a target of 70%) and comes from a Staff Temperature Check survey, sent to a representative sample of just over 800 employees. It is therefore not strictly comparable with the previous figure, from the All-Staff Survey figure from 2014. Another Temperature check is due before the end of May, which will provide like-for-like figures.</p> <p>Focus groups held following the January 2015 Staff Temperature Check suggested one of the major reasons for the current level of staff satisfaction is uncertainty about the future, especially among longer-serving employees who are less used to ongoing change within local government. The four-phase plan introduced to the workforce by the Chief Executive at the Top 200 conference on 22 April, and the summary for all employees subsequently published through internal communications have gone some way towards addressing those uncertainties.</p> <p>The 2015 Annual Appraisals also include new core competencies based on the Council's DRIVE values, and objective-setting based on the Vision and Priorities through the "Golden Thread". By making corporate objectives and values real for employees through this process, employees can feel more connected to the organisation as a whole, and understand their role within it better, which can facilitate higher satisfaction levels.</p> <p>Since the Corporate Delivery Plan Q3 Update report to Cabinet, plans HR have entered discussions with the Council's employee benefits provider, Wider Wallet, to expand the offering to the workforce in line with the Staff Charter. People Board agreed the expansion and further work is ongoing to scope and implement the new benefits, which include more options for salary sacrifice to maximise the spending power of employees' salaries.</p>

Performance Indicator	54. The percentage of staff who believe change is managed well in the Council
Reasons for poor performance/decline	<ul style="list-style-type: none"> • Below target, but no survey since Q3 report <p>The most recent figure for this KPI was quoted in the Q3 report (24% versus a target of 50%) and comes from a Staff Temperature Check survey, sent to a representative sample of just over 800 employees. It is therefore not strictly comparable with the previous figure, from the All-Staff Survey figure from</p>

	2014. Another Temperature check is due before the end of May, which will provide like-for-like figures.
Actions being taken to improve performance	<p>The actions being taken to improve performance in this KPI were set out in some depth in the Q3 report delivered to Cabinet on 24 March 2015. Since then, the Chief Executive has set out his four phase plan to take the Council to 2020, communicated to all employees as noted above, and the senior management restructure consultation has begun. Both these show a clear direction for change at the corporate level, with the Chief Executive specifically requesting input from all levels of the Council. Focus groups have revealed that a perceived lack of input on organisational change has been a matter of concern for some employees.</p> <p>In addition, more actions in the coming months will be planned to assist managers, particularly of front-line staff, engage more effectively with their staff, particularly in front-line services. This will help staff to understand the ongoing need for change at the level of individual services during these times of austerity, and feel more a part of the process.</p>
Improvements in performance that are anticipated as a result of the actions taken	This in turn is expected to lead to improved performance for the Council in this KPI.

Performance Indicator	55. The percentage of staff who believe our IT systems meet the needs of the business
Reasons for poor performance/decline	<ul style="list-style-type: none"> Below target, but no survey since Q3 report <p>The most recent figure for this KPI was quoted in the Q3 report (31% versus a target of 45%) and comes from a Staff Temperature Check survey, sent to a representative sample of just over 800 employees. It is therefore not strictly comparable with the previous figure, from the All-Staff Survey figure from 2014. Another Temperature check is due before the end of May, which will provide like-for-like figures.</p> <p>Focus groups following the January 2015 Staff Temperature Check revealed two main issues in terms of employees' opinions of corporate IT solutions. First, there was dissatisfaction with the rollout of Chrome devices due to the initial difficulties some users experienced, and more widely, several focus group members spoke of a more impersonal relationship with the IT helpdesk than in the past.</p>
Actions being taken to improve	On the former point, Elevate is working with the Council not only to improve the infrastructure around the corporate estate (such as

performance	installing new wi-fi access points in children’s centres and improving coverage in the corporate buildings), but communicating these points. Efforts have been made to support Chrome users get the most from their devices (such as internal communications on the correct way to connect Chromebooks to external screens, and using the correct browser within the Citrix environment to access corporate systems).
Improvements in performance that are anticipated as a result of the actions taken	On the latter point, it is expected the number of support calls will decrease as users become more used to recently introduced IT solutions. As the Council implements its flexible working agenda more fully, the adaptability of Chrome devices should also be seen as more of an advantage.

This page is intentionally left blank

CABINET**23 June 2015**

Title: Review of Local Welfare and Crisis Support Schemes to Vulnerable Residents with options for the Local Emergency Support Service	
Report of the Cabinet Member for Adult Social Care and Health	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Mark Tyson, Group Manager, Integration and Commissioning	Contact Details: Tel: 020 8227 2875 E-mail: Mark Tyson@lbbd.gov.uk
Accountable Divisional Director: Glynis Rogers, Divisional Director of Commissioning and Partnerships	
Accountable Director: Anne Bristow, Corporate Director of Adult and Community Services	
<p>Summary</p> <p>In 2014, the Government indicated its intention to cease funding local emergency support services through the Revenue Support Grant. As a result, Cabinet, as part of its budget deliberations at its meeting on 16 December 2014, asked for further context and options for the Local Emergency Support Service into the future.</p> <p>In February 2015, following considerable lobbying, the Government continuing funding at a reduced level for 2015/16. An options paper was submitted to Cabinet on 16 February 2015 and it was agreed that funding would continue for a Local Emergency Support Service, at a reduced level, for 2015-16, and to award a contract to the current provider for six months from 1st April 2015 by a waiver under the Council's Contract Rules. A further paper on longer term options was requested for June 2015.</p> <p>This paper sets out the current local welfare funds the Council administers and, in the continued context of no central Government funding being forthcoming, sets out the proposal to cease funding the Local Emergency Support Service and refocus the remaining additional revenue support grant for 2015/16.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the background information and context around welfare reform and the funds which the Council makes available to those in priority need; (ii) Agree to cease funding a Local Emergency Support Service in Barking and Dagenham and use the remaining additional revenue support grant to develop two pilots to support identified cohorts of vulnerable residents to build self reliance. 	

- (iii) Request that the Strategic Welfare Reform Group complete a further, more holistic assessment of welfare support across employment, housing, and general assistance, as part of the Ambition 2020 proposals, with a 3-5 year timeline, to return to Cabinet later in the year.

Reason(s)

This paper sets out the current situation with respect to funds that are intended to assist the Council in continuing to support its most vulnerable residents. Through these initiatives residents are able to sustain tenancies, meet immediate crisis and be signposted and supported to address the issues that they are facing. In doing so these funds contribute to the achievement of the Council's priority to:

- Encourage Civic Pride by:
Building civic responsibility and help residents shape their quality of life.
- Enable social responsibility by:
Supporting residents to take responsibility for themselves, their homes and their community; and
Protecting the most vulnerable, keeping adults and children healthy and safe.

1. Introduction and Background

- 1.1 In the current climate of austerity, residents in Barking and Dagenham continue to face significant challenges. The new vision of "One Borough; One Community; London's growth opportunity" and associated priorities have been developed to reflect the changing relationship between the Council, partners and the community and to seek to address the challenges together.
- 1.2 In February Cabinet requested that a paper be brought in June by the Strategic Welfare Reform Group looking at the Local Emergency Support Service in Barking and Dagenham in the context of the other schemes administered by the Council and the wider challenges faced by residents. This report outlines the range of schemes administered by the council and provides the opportunity for Members to make decisions about the Local Emergency Support Service and additional revenue support grant for 2015/16 in this wider context.

Demographic challenge

- 1.3 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 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.
- 1.4 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. London's Poverty profile shows that, when compared with other London boroughs, Barking and Dagenham still has significant challenges. For the following indicators, Barking and

Dagenham is in the 4 most challenged boroughs in London (<http://www.londonpovertyprofile.org.uk/>):

- Child Poverty
- Unemployment
- Low pay by residence (household)
- Landlord and mortgage repossessions
- Lack of qualifications at 19
- Limiting long-term illness

The overall approach to welfare reform and support

- 1.5 Across the borough there are a range of initiatives that seek to support residents in these challenging times as they look to take responsibility for themselves, their homes and their community. These include: housing and homelessness support; advice through the Citizen's Advice Bureau, Council services and other partners; Discretionary Housing Payments; employment support initiatives; adult and children social care payments; children's centres; and a wide range of other initiatives.
- 1.6 Within this context the authority, with its partners, is seeking to address the challenges to the Borough's most vulnerable residents. The Strategic Welfare Reform Group within the Council has been looking at the impact of the welfare reforms on residents and will continue to do this, particularly as Universal Credit is rolled out in Barking and Dagenham in July 2015. A workshop has been held in April with statutory and voluntary sector providers and a work plan is being established to take the work forward.
- 1.7 The Children's Trust is reviewing the Child Poverty Strategy for the borough and the last trust board focused on this, asking members to outline actions currently being taken and future intentions to address the issues.
- 1.8 The BanD Together initiative has been established with key voluntary sector providers in the borough, to co-ordinate support in tackling the complex issues that are faced by some of the borough's residents. A Strategic Leadership Board has been established, including all partners and the Council, to take the initiative forward. To support this, the London Borough of Barking and Dagenham has identified funding for a post, to be hosted by the Barking and Dagenham Council for Voluntary Service, to co-ordinate BanD Together initiatives, including supporting Community hubs; providing information and referring residents; putting on events; and identifying need and evidencing impact.
- 1.9 In parallel with the BanD Together initiative and in partnership with the voluntary and community sector, the Council is developing the 'Community Checkpoints' and 'Community Champions' initiative. Community Checkpoints are any building or organisation that is willing to support local people to access services that will help them. Each Checkpoint will have at least two people (Community Champions) who have been trained and assessed in providing support to access information and guidance, the majority of which will be online, in line with the Council's 'digital by design' strategy. Each checkpoint will be able to support access to the Council and other websites. The plan is to identify 50 Community Checkpoints by December 2015.

1.10 In addition, Community Resources has been funded from within the welfare reform grant to develop an initiative – initially called ‘CommunityConnect’ – which currently seeks to connect people with local services. Community Resources is now developing a website that provides individuals and practitioners with a single diagnostic tool that takes account of multiple or complex needs and delivers relevant and accurate signposting to appropriate services including benefits, local agencies and other support organisations. The web-based initiative will feature the ‘BanD Together’ branding and will be called, ‘BanD Together Routemaster’. The plot was launched on 4th June, and it will now be accessible through the Community Checkpoints and to frontline staff across the borough.

2. National context for welfare support

- 2.1 The new Government has indicated its intention to continue to reform welfare benefits and reduce the spend over the next five years by £12 billion. Local authorities will face major financial pressures over the next parliament, with austerity measures continuing. This will put local welfare provision under increased pressure. Further clarity will be provided in the emergency Budget announcement that the Chancellor of the Exchequer has earmarked for 8 July. Within this context it would seem unlikely that the current level of funding Barking and Dagenham received for 2015/16 will be maintained, and the expectation is that the funding will be removed.
- 2.2 Currently the Department for Work & Pensions are responsible for assessing residents’ eligibility for a number of benefits, such as Job Seeker’s Allowance, Employment and Support Allowance, disability benefits such as Disability Living Allowance, and pensioner benefits such as Pension Credit. The DWP also continues to operate certain elements of the old Social Fund arrangement, including Budgeting Loans, Funeral Payments, Sure Start Maternity Grants, Cold Weather Payments and Winter Fuel Payments.
- 2.3 In July 2015 Universal Credit will begin to be rolled out in Barking and Dagenham. This will replace the system of means tested benefits and tax credits for working age adults including Income Support, income-related Job Seeker’s Allowance and Employment, and Support Allowance, Working Tax Credit, Child Tax Credit and Housing Benefit. Roll out will start with single working age people in July, with the addition of couples and families around 6 to 18 months later. The impact of Universal Credit is considerable as it places responsibility on claimants to budget and manage their finances prudently.
- 2.4 In the Queen’s Speech, further measures for the reduction of welfare support were signalled, which indicates that it would be wise for the Council to consider a longer-term view on the impact of reducing welfare support. It is recommended that this should: be led by the Strategic Welfare Reform Group; consider a time horizon of 3-5 years; and, report (as part of Ambition 2020 work) to Cabinet later in 2015/16.

Funding for local welfare schemes

- 2.5 When funding for local welfare schemes (called the “Local Emergency Support Service” in Barking & Dagenham) was removed in 2014/15, a national campaign to “Save the Safety Net” was established, which contributed to the partial reinstatement of the funding for 2015/16. The campaign is being reviewed, and the lead partners in the charity sector will decide in the next month whether to continue

to lobby Government for funding for local welfare schemes such as the Local Emergency Support Scheme.

- 2.6 In addition, the National Audit Office is now beginning a review of local welfare funds, particularly looking at the “invest to save” argument behind such support schemes. The findings of the research will not be published until the autumn. This may further influence Government thinking.
- 2.7 There are three main streams of funding in relation to welfare reform that the Local Authority is responsible for administering:
- Children’s and Families Section 17 Payments
 - Discretionary Housing Payments
 - Local Emergency Support Service (LESS)
- 2.8 Some information and background on these schemes is set out below, with more information on eligibility contained in Appendix 1.

Children’s and Families Section 17 Payments

- 2.9 Section 17 of the Children Act 1989 gives local authorities the power to provide accommodation and financial support to families with ‘children in need’, even if they have ‘no recourse to public funds’.
- 2.10 Section 17 payments are focused primarily on safeguarding children and seek to provide a statutory duty of child protection until it is deemed that the child is no longer in need of these services, for whatever reason. They are not time limited. The assessment of need and the criteria are entirely linked to children’s social care.

Discretionary Housing Payments

- 2.11 The Discretionary Housing Payments fund is intended to alleviate acute hardship. It allows residents who face a variety of challenges time to find alternative solutions to shortfalls in income. It helps with housing costs on a short term and temporary basis. There will be exceptional cases where a DHP is required in the long term. However, its primary use is as a temporary measure, and not a permanent solution. Each individual case is considered on its own merits in accordance with DHP legislation and DWP guidance.
- 2.12 The scheme is wholly discretionary and the claimant does not have a statutory right to payment - the level of payment will be decided by the Council and administered via the Housing Benefit System. Discretionary Housing Payments are an effective tool to prevent homelessness, to safeguard people in their homes, or enable tenants to find more suitable accommodation.
- 2.13 In addition, Council Tax Support is conferred to those on benefits or in work who apply for it. For 2014/2015 residents received £16,185,515.69 in Council Tax Support. From April 2015 the scheme has been amended, with a minimum contribution of 25% rather than 15% of the Council tax charge for all residents. In light of this an additional budget of £50,000 per annum has been identified through DHP as this will further impact tenants facing welfare reform changes (see Appendix 1).

Local Emergency Support Service (LESS)

- 2.14 On 1st April 2013, the Government delegated to local authorities the power to set up their own local welfare schemes or choose other ways of providing flexible help. The Department for Work and Pensions (DWP) paid the amount that would have been available for local welfare support for the remainder of the current spending review period (i.e. up to 2015) to local authorities through grants under section 31 of the Local Government Act 2003, for the financial years 2013/14 and 2014/15. There was no statutory requirement placed on local authorities to introduce these local welfare/emergency support schemes and the funding provided by the Government was not ring-fenced. However, it was expected that councils would use the funding to support those in unavoidable need.
- 2.15 The fund from Central Government was due to be cut for 2015/16 but after a significant lobby the Final Local Government Finance Settlement for 2015-16 provided an additional £74m to upper-tier authorities to recognise that councils have asked for additional support, including continuing support for local welfare needs. This is included in the additional Revenue Support Grant to the authority of £415,000.
- 2.16 On 16 February 2015, Cabinet considered a range of proposals for the additional Revenue Support Grant and agreed, alongside other proposals, that £300,000 would be allocated to a Local Emergency Support Service for Barking and Dagenham for 2015/16. The funding was in two parts: a grant fund for residents of £210,000 and a delivery cost of £90,000.
- 2.17 Due to the late notification from central Government, Cabinet agreed to a six month contract with the current voluntary sector provider for the reduced fund. This has now been put in place.
- 2.18 The LESS is a significant intervention which gives support to residents in areas such as contributing to fuel payments, food vouchers and furniture vouchers for people who do not have funds to support the basics of living. The LESS gives help and support to those in a situation of extreme difficulty, where the risk of harm to themselves or their family is immediate and significant. The model delivered has sought to promote dignity rather than create dependence for residents facing financial hardship by providing grants and seeks, through the CAB, to direct residents to the most appropriate fund in their individual circumstances.
- 2.19 However, it is important to note that there are a range of models for local welfare support in operation in other areas in the country. These range in size and perspective from schemes such as that in the London Borough of Islington, with one portal for all applications within the Council for all of the local schemes described here, to boroughs where no funding is available directly to residents for some of the funds, such as in the London Borough of Bexley and Nottinghamshire County Council. Some further information on these schemes and options is included for Members' information in Appendix 2.

3. Expenditure on local welfare schemes

- 3.1 Expenditure on the three main local welfare support schemes (under Section 17, Discretionary Housing Payment and the Local Emergency Support Service) is as set out in the table below.

Year	Section 17 ¹		DHP		LESS		Total
	Spend	%	Spend	%	Spend	%	
2011/12	£1,186,425	92%	£105,245	8%	- ³	-	£1,291,670
2012/13	£1,846,703	86%	£293,585	14%	-	-	£2,140,288
2013/14	£2,239,793	54%	£1,289,696	31%	£628,432	15%	£4,157,921
2014/15	£2,248,521	54%	£1,174,715	28%	£750,213	18%	£4,173,449
2015/16	-	-	£749,453 ²	-	£210,000 ⁴	-	£959,453 ⁵

Notes:

¹ Represents combined figures on payments for no recourse to public funds and child safeguarding care management.

² Represents reduced budget available for 2015/16.

³ LESS was launched in 2013. Figures are for the amounts disbursed in grants, excluding the management overhead.

⁴ Budget set for 2015/16 for LESS.

⁵ Total excludes amount of Section 17 funding, which is yet to be determined based on presenting need.

- 3.2 Over the first six weeks of the reduced LESS in Barking and Dagenham there have been 321 applications, of which 243 have been awarded, with a total spend on these grants of £15,900.
- 3.3 Taking account of the reduction in the Discretionary Housing Payment, and assuming a similar level of spend on Section 17 provision as last year, it will be seen that the reduced spend on the Local Emergency Support Service would amount to 7% of the total spent by the Council on these three forms of welfare funding. In the absence of any announced funding from central Government, to continue the current level of support would require an additional budget line to be committed for the current year (beyond October 2015) and for future years, and this would have to include the appropriate running costs for the service.

4. Proposal and issues

- 4.1 The government has made a number of announcements about its intentions to reduce welfare spending by £12billion. Whilst there is not yet definitive information about how this will be achieved early announcements include reducing the benefits cap to £23,000 and withdrawing in whole or part working families tax credits. In this context the very limited funding available through the council not mitigate the impact of welfare reform in any meaningful way. The proposal is therefore to cease funding the LESS from 30 September 2015. It is proposed that final consideration is given on how to use the remaining grant after the Chancellor's Emergency budget on 8th July 2015. However, given the need to consider across the authority as a whole how we can best assist vulnerable residents within the funding likely to be available between now and 2020 that some of the funding is used to support that programme of work once a detailed costed programme is available
- 4.2 In the context of the Council's overall spend, the LESS in its current form is a much reduced fund and therefore the impact of removing this final tranche of funding appears to be relatively small. However, it does make a continued contribution to ameliorating the effects of welfare reform and austerity. It is not possible to assess confidently how many of the potential LESS recipients will approach the Council through other means (such as under Section 17 of the Children's Act) if the LESS is not in place.
- 4.3 In ceasing to fund the LESS, it is the case that there may be alternative sources of

support in some limited instances, principally rent support for tenants and support for families where children are deemed in need. However, there would be a broader cohort of individuals and families who would no longer have access to emergency funds for fuel and food, or a limited contribution towards resettlement (such as furnishing a new tenancy).

- 4.4 Members should also note that, since the implementation of the Care Act 2014, the Council is under a duty to prevent, reduce and delay social care needs within its resident population. For some vulnerable individuals who have benefited from the support of the Local Emergency Support Service, it is possible that their needs could be considered to fall within this duty. Therefore, social care budgets may be required to replace the support provided by the LESS for those most serious of cases.

5. Options for the remaining additional revenue support grant fund from October 2015

- 5.1 The following options for the additional revenue support grant from October 2015 were considered:
- a) Option 1 – Retender the LESS commission for October 2015.
This is not recommended due to the uncertainty of further funding from April 2016 and the budget pressures the Council is faced with. *Not Recommended.*
 - b) Option 2 – Cease funding the LESS and take the remaining budget as an in year saving.
This would mean that the potential impact of the fund on addressing issues for vulnerable residents would not be achieved. *Not Recommended.*
 - c) Option 3 – Allow the current contract for the LESS to cease on 30 September 2015 with the remaining budget fund the programme of work on support for vulnerable residents and or respond to the Chancellor's Emergency July budget.
Recommended.

6. Consultation

- 6.1 This report was requested by Cabinet on the 16 February 2015. Within the timescales officers have consulted with partners and local authority staff to consider the impact of the changes to the service. A workshop on welfare reform was convened on 29 April to look at mapping the existing support and relationships.

7. Financial Implications

Implications completed by: Roger Hampson, Finance Group Manager

- 7.1 This report seeks a decision from Cabinet on whether or not to fund a Local Emergency Support Service from October 2015 from within the broad parameters of the existing scheme. Given the need to assess the implications of the Budget Statement to be made on 8 July 2015, and the impact of other changes in Local Welfare support, Members may wish not to commit the authority to funding an Emergency Support Service beyond March 2016. In this event, Members are asked to consider extending the contract to the current provider for 6 months by a waiver under the council's Contract Rules.

8. Legal Implications

Implications completed by: Kayleigh Eaton, Contracts and Procurement Solicitor, Legal and Democratic Services

- 8.1 This report is not currently seeking any firm recommendations from Cabinet for a procurement process to be conducted or a contract awarded. This report is seeking the advice from Cabinet Members on how they wish to proceed.
- 8.2 Should Cabinet Members proceed with a recommendation for a service to be outsourced then a Procurement Strategy Report will need to be prepared and approved with appropriate recommendations.
- 8.3 The report author and responsible directorate are advised to keep Legal Services fully informed. Legal Services will be on hand and available to assist and answer any queries that may arise.

9. Other Implications

- 9.1 **Risk Management** - The continuing maintenance of a Local Emergency Support Service at a lower level of funding than from 2014/15 has the following associated risks, which are in turn heightened by its complete cessation.

Challenges and Risks	Opportunities and Mitigating Factors
Reduced number of residents funded with rent deposits	Frontline staff will be advised of changes.
No funding for furniture to help sustain new tenancies	Officers and residents will be made aware of local ReUse schemes for recycled furniture options.
No emergency food and fuel services	Where the Council has a statutory duty this will create an additional pressure on those budgets. Other residents will be referred to alternative schemes such as Food Banks where appropriate.
Residents unable to access support when and where needed	The development of CommunityConnect and the Community Checkpoints are widening the information and locations where residents will be able to access information and support.

- 9.2 **Contractual Issues** - The contract for the LESS ends on 30th September 2015. So there are no contractual issues to be considered.
- 9.3 **Staffing Issues** - The removal of the LESS fund will, result in staff within the current providers potentially being made redundant.
- 9.4 **Corporate Policy and Customer Impact** - An impact assessment has been

completed for this report considering the potential impact of the reduced funding through the LESS in relation to race, gender, disability, sexuality, faith, age and socio economic deprivation.

If the fund is removed in its entirety this will have an adverse impact on residents facing significant challenge and will create demand pressures potentially for voluntary sector providers, revenues and benefits teams and children's social work teams.

The providers will deliver the service in line with the Council's policies and ensure that information is suitable protected and funding is targeted in line with the community strategy in supporting residents to take responsibility for themselves.

- 9.5 **Safeguarding Children and Vulnerable Adults** - Whilst there is funding available under the statutory duties in Section 17 of the Children Act, the removal of the LESS funding will put pressure on these service budgets. This will be mitigated in part by the development of the CommunityConnect online site and the Community Checkpoints.

If Cabinet is minded to remove this funding to vulnerable adults, then there will be additional pressure on adult social care budgets in terms of delivering the new Care Act 2014 duty to prevent, reduce and delay social care needs.

- 9.6 **Health Issues** - The removal of the Local Emergency Support Service will potentially negatively impact on meeting the health needs of vulnerable residents in crisis, including in sustaining them in homes which are well-heated and with sufficient food. In particular some of our most vulnerable residents are supported in this way.
- 9.7 **Crime and Disorder Issues** - There is a potential – though un-quantified – impact on crime and disorder through the reduction of destitution in adults without recourse to other sources of support, which may be considered a driver for crime.

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

List of appendices:

- Appendix 1: Overview of criteria for different sources of Council welfare support
- Appendix 2: Overview of best practice and other models of delivering Local Emergency Support Services.
- Appendix 3: Equalities Impact Assessment.

Overview of criteria and data for different sources of Council welfare support

Criteria for Assistance under Section 17 of the Children's Act

Section 17 of the Children Act 1989 (S.17) gives local authorities the power to provide financial support to families with 'children in need', and to provide accommodation where families with children have 'no recourse to public funds'.

The main eligibility criterion for Section 17, established through a formal social care assessment, is whether a child is considered to be 'in need'. The assessment is completed by a social worker and addresses all aspects of a child's life, particular where there is a risk of significant harm to a child, or if the child is disabled. The assessments result in a 'plan' to reduce the likelihood of significant harm. If the harm cannot be reduced then there is the potential for the child to become looked after. In order to keep a child within the home, Section 17 funding can be provided to support the family. This support can include the following: support to parents to enable them to develop their parenting skills; funding for a specialist assessments as part of care proceedings when there is consideration of removing the child from the care of its parents; financial support for one off items such as a cot and bedding; provision of funds to a relative or family friend to support a child/ children temporarily removed from their parents; or even rent deposits in exceptional circumstances. These types of actions are usually agreed through care proceedings at court to prevent children becoming looked after.

Families with children with no recourse to public funds can be provided with accommodation when they are considered to be destitute. Destitution can cause a child to be considered 'in need' for the purposes of Section 17 if it is likely to affect his or her development or health and well being. There is no legal definition of destitution. However, it is a high threshold (much higher than the test for welfare benefits). The test most commonly used is that there is no adequate accommodation (through general circumstances or domestic violence) or the family are unable to meet basic living needs.

Criteria for DHP

Discretionary Housing Payments are an effective tool to prevent homelessness, to safeguard people in their homes, or enable tenants to find more suitable accommodation. The criteria are that the resident should be claiming Housing Benefit (HB) or Universal Credit (UC); or has a rental liability and requires further financial assistance with housing costs. Supporting documents are required at the point at which the application is made. This will include evidence on income, outgoings and any savings. DHP seeks to help people who are: actively seeking employment - applying for jobs and attending interviews; moving towards work readiness through the gaining of employment skills; taking positive steps to reduce their overheads/outgoings; able to prove genuine hardship; and, those actively looking to downsize and move properties.

Reasons for award of DHP

DHP Reason for Award	Count	Sum of DHP Reason Amount
Baby due	3	£1,737.44
Benefit Cap	215	£307,586.82
Change of address	1	£1,500.00
Combination of Reforms	1	£255.00
Disability	10	£5,279.29
Income tapers	321	£267,867.05
Legislation change	3	£2,000.00
LHA reforms	122	£83,613.35
No Impact	68	£58,848.75
Non-dependent deduction	202	£175,949.03
other	112	£39,540.43
Reduction in housing benefit entitlement	3	£582.88
Removal costs	2	£2,337.80
Rent deposit	7	£16,835.00
Rent in advance	3	£2,800.00
Rent restrictions	86	£50,073.06
Social Size Criteria	348	£208,040.43
Grand Total	1507	£1,224,846.33

DHP and Council Tax Relief

Discretionary Housing Payment (DHP) has been used in support of residents who have been in difficulty with their housing costs. In 2013/14 over 98% of the received funding was paid to claimants to support them through the Welfare reform changes. The Council is able to “top up” from its own funds up to 2.5 times the Government funding, and increase the overall DHP fund. There are proposals to look at this option as Welfare Reform continues to be a risk to households. There is also provision under S10 / 13A (1)(c) Local Government Act 2012 to reduce Council Tax liability by a discretionary hardship scheme, this further supports existing Council Tax legislation. Each case considered must be treated on its own merits, if it is assumed that there would be exceptional financial hardship.

The budget proposals for 2015/16 include a number of changes to Council Tax Collection. From April 2015 the scheme has been amended, with a minimum contribution of 25% of the Council tax charge for all residents. It was therefore recommended that a discretionary fund for exceptional hardship, **initially of £50,000** could be created. Due to the nature of a discretionary fund it is difficult to be very specific on the instances in which it could be applied but examples highlighted during the consultation meetings were for disabled residents unable to work or to assist in clearing historic debts which may have previously been covered by the backdating provisions and where the resident was meeting the ongoing payments. A policy is being developed.

Criteria for the LESS

Applications can be made to the LESS by local residents, aged 18 and over. They can be made online or via telephone provided they are supported by verification documentation. The LESS is designed for those on benefits or on an extremely low income. The criteria states that the applicant should have no savings and not be entitled to any other monies or support that would meet the presenting need. They should not be in essential or emergency need as a result of a DWP disallowance or sanction and not be subject to immigration control, and must be without sufficient resources which would cause serious risk to their own, or their family's health or safety. The applicant must require essential assistance to establish themselves, or to remain, in the community (e.g. furniture, white goods, or the applicant must require assistance with travel costs in an emergency (e.g.: illness/emergency). Repeat applications are generally disallowed.

Following the reduction from 1 April 2015 of the grant fund by £540,000 and the delivery fund by £50,000, the funding was reprofiled around the following:

- Reduced support to applicants through the CAB
- Reduced opportunities for applications through the CAB due to changes in opening hours
- More applications referred through frontline staff to the LESS with appropriate validations on identity and need.
- Increased time from application to decision, now 48 hours on average.
- The food and fuel payments have been maintained at the previous level.
- Vouchers for furniture when moving into a tenancy, whether new or recycled goods are now at a maximum of £250.
- The fund no longer supports rent deposits for single homeless people, which has caused some challenges to teams supporting these residents in particular.

Grants under the LESS

Type of Grant 2014/15	No of Applications	Spend
Furniture	820	626,706
Food and Utilities (Gas/Electricity)	2167	106,916
Others	47	16,595
Total Referrals/Advice	3034	£750,217

Referrals from the LESS for additional support

Type of Client Advice/Referrals 2014-15	Number of Clients Advised/Referred
Welfare Benefits	504
Mental Health	30
Debt Advice	453
Housing	60
Food Banks	596
Credit Union	108
Total Referrals/Advice	1751

Demographic data on applicants: 2014-15

The single largest applicant group was the White population of UK origin, representing 66% of the total applications. This is about a 10% increase on last year's 55.45% of the total applications. The census 2011 data shows this group to make up 49.46% of the population of Barking and Dagenham.

The second largest group (as with last year) are Black African and Black British of African origin who made 10.22% of all applications. This is a decrease from 13.6% applications made by this group last year. The Census data shows them to be 15.4% of the borough population.

The next largest identifiable group are Asians of Bangladeshi, Indian, Pakistani and Chinese origin and British Asians. This group totalled together made 3.27% of all applications. When combined in the same way from the Census statistics the grouping makes up 15.9% of the borough's population. Applications from this group are also down from last year when they made 6.30% of all applications.

Overview of best practice and models of delivering Local Emergency Support Services

Local welfare provision – best practise from HM government’s Summary

The Department for Work and Pensions’ review, published on 5 November 2014 found that local authorities have used their funding to help people experiencing an unexpected emergency or crisis, or who need help and support to live independently in the community. Local authorities have used the funding to:

- Provide emergency support for vulnerable adults to move into or remain in the community;
- Help families under exceptional pressure stay together.
- Provide household goods (including furniture) to people fleeing domestic violence, care leavers or who had previously been homeless.

Many local authorities work in partnership with other agencies and have aligned support with existing services, e.g. with local credit unions, homeless charities or domestic violence charities.

This has led to the establishment of wide ranging models to deliver these services; some delivering wholly in-house using internal teams, some delivered wholly by external providers, and others a combination of the two.

Local authorities have also developed many methods to facilitate payment of provision. Some use cash-based systems (for both grants and loans) with payments being made electronically to a bank account or kiosk in a local shop. Others use alternative payment methods including pre-paid cards; vouchers; travel cards; provision of furniture/equipment; and food parcels or vouchers or via a foodbank.

What is provided?

As you would expect with each local authority designing its own model, what the provision is used for varies although there are some common themes:

- Food
- Utilities
- Travel
- Clothes
- White goods
- Household items

A number of areas have formed partnerships to bulk buy items, negotiate discounts with large retailers or provide a full installation service of white goods. Since white goods and beds are most commonly requested buying in bulk has reduced costs.

Pre-paid food gift cards with some major supermarkets have also been provided, with some areas negotiating a discount on the cash face value of the cards.

A number of the local authorities also use the provision for rent in advance; making the link to preventing and reducing homelessness as well as speeding up tenancies by being able to provide household goods.

Who has been helped?

Each area will have its own criteria but most include some or all of the following:

- Be resident in the local authority area or been placed in another area by the local authority
- Resident in the country for at least 6 months.
- 16 years old or over
- Frail elderly (for example, reliant on carer(s), not independently mobile, suffering from dementia)
- Disabled
- Chronically sick
- Terminally ill
- Leaving institutional or residential care or undergoing resettlement
- Pregnant
- Responsible for children or young people
- A carer
- Suffering domestic abuse/fleeing domestic violence
- People being treated for severe and enduring mental illness
- Families under exceptional financial pressure
- People who are homeless or rough sleepers
- People moving to supported accommodation / independent living
- People who are leaving prison or detention centres
- People with alcohol or drug issues
- People with learning difficulties

Partnership Working

Several local authorities work in partnership with local Credit Unions or the Money Skills Agency (or similar service) to help educate claimants to budget in the longer term; sometimes only granting an award after the claimant had received advice from them.

Some places have established a referral route to the provision through social landlords who are trained and have access to an online system to make applications on behalf of their tenants. Some local authorities have also made the link to other areas of their core business, e.g. preventing homelessness.

Other examples include working in partnership with:

- Citizens Advice Bureaux (CAB)
- Children's Centres
- Social Services
- Homeless charities/agencies
- Domestic Violence charities

Accessing support

How claimants access the provision varies. Some accept on-line applications only, where others provide either telephone based system, a face to face system or a combination of these routes including postal applications. For online applications some local authorities provide access to computers or support from their Welfare Reform Advisers, whilst others encourage applications to be supported by the claimants support worker.

Local authorities have developed innovative approaches to facilitate payment of provision. Whilst a few use cash based systems (for both grants and loans) with payments being made by BACS, faster BACS or by PayPoint. Other Local Authorities use alternative payment methods, including:

- Cash via pre-paid cards
- All Paid cards (a card credited with a certain amount that can be used to buy goods or withdraw cash)
- Clothing vouchers
- Supermarket vouchers or on-line shopping delivered direct to the individual
- Top up credit/pay point vouchers for utilities
- Food banks
- Travel cards
- Household items via a voucher system direct with the supplier
- Furniture, household and white goods provided directly by various organisations/contractors, with some contractors providing an element of choice through "vouchers"
- Several source "recycled" or "pre- loved" household items through external contractors

Summary of the 'Islington Model'

1. Islington's Resident Support Scheme offers temporary financial support to residents facing severe difficulties as a result of government cuts to welfare benefits. It helps them to improve their situation, for example by moving into employment or moving home.
2. The Council works in partnership with Cripplegate Foundation – a local independent charitable fundraising organisation - to integrate their grant making resources and

experience into the scheme.

3. The Resident Support Scheme brings together a number of different funding streams to try to ensure effective targeting of spend, reduce duplication of support and ensure that the appropriate funds are used. This includes elements of the Department for Work and Pensions' Social Fund which were devolved to local authorities in April 2013, Discretionary housing payments and the section 17 fund.
4. The Resident Support Scheme targets those at risk rather than those simply in need. It will have universal eligibility criteria that will determine whether a resident qualifies for support.
5. In order to respond to the expected high demand for support there is referral-only access into the Resident Support Scheme which is administered by the Council. However, there are a number of access points, including through the council's Statutory Services, through 'Trusted Partners' and through identified referral agencies including other council services.
6. The council's statutory services - Housing, Adult Social Services and Children's Services and some key partner organisations such as Housing Associations will be able to recommend Islington residents for financial support from the Residents Support Scheme if they identify a need through their existing assessment processes. Each of the statutory services and partner organisations will be allocated a notional budget which they will manage and make recommendations of spend on behalf of service users.
7. The Council also enables designated local referral organisations, such as the Citizens Advice Bureau to make applications on behalf of a resident. These organisations will not have notional budgets in order to prevent conflicts of interests with their role as advocates for individuals who ask for their assistance.
8. The Resident Support Scheme is administered by a team based in the Council's Financial Operations service. The team will verify and process recommendations and referrals, and make award decisions.
9. The Resident Support Scheme will use a number of payment methods including a payment card, payment direct to suppliers, payment direct to landlords/housing associations, reducing council tax liability, grocery vouchers and fuel payments.
10. The Resident Support Scheme will offer residents additional support that will attempt to improve their long-term circumstances and help build their financial resilience. There is an opportunity to link them to financial capability advice, the credit union, advice agencies, employment services, the Income Maximisation Team and other support services.

Summary of the 'Redbridge Model'

1. Redbridge's Emergency Support Scheme (RESS) offers financial support in two

ways to residents facing severe difficulties:

- a. Where urgent short term help is needed in exceptional circumstances, for example after an emergency or disaster, or to prevent serious risk to a person's or their immediate family's health or safety.
 - b. Where a person needs help to establish themselves in Redbridge after being in institutional care, as part of a planned resettlement programme, for example after leaving prison or residential care.
2. RESS can also provide free advice and information on income maximisation and how residents can make their budgets go further.
3. Applicants must be:
 - a. Aged 18 or over
 - b. Have lived continuously in Redbridge for at least 6 weeks, or will be returning to Redbridge after leaving care, unless exceptional circumstances apply.
 - c. Are on a low income (see qualifying benefit information box) or will be getting one within the next eight weeks if leaving care.
 - d. Are unable to get help from any other source (for example from own savings, family, friends, other public or voluntary organisation)
 - e. Are able to claim public funds i.e. not subject to immigration controls.
 - f. Have not received an emergency support from RESS or any Local Authority for any reason in the previous 6 months or for the same reason in the previous 12 months.
 - g. Are not subject to a DWP sanction or disallowance
 - h. Have not been housed in Redbridge by another council
4. RESS will help in different ways depending on the type of support needed. For example, the following may be provided:
 - a. Recycled furniture or reconditioned white goods may be provided
 - b. Essential household items such as crockery, cutlery, kitchen utensils, towels and bedding
 - c. Gift vouchers or payment cards for certain supermarkets and shops
 - d. Income maximisation and money management advice
5. No cash payments will be made unless exceptional circumstances apply.
6. The RESS received 856 applications in 2013/14 and made 658 awards for a total spend of £ 149,313. The service was retendered for 2015/17 and per annum the

grant fund budget is up to £200,000 and the delivery fund up to £85,000.

Summary of the 'Portsmouth Model'

1. The Local Welfare Assistance scheme in Portsmouth provides for help for people following a disaster or crisis and in respect of community care type needs. In respect of its crisis assistance, there is no need for people to be in receipt of a qualifying benefit, although people seeking help with community care requirements do need to be in receipt of Income Support, Income based Jobseekers Allowance, Income related Employment Support Allowance, Pension Credit or Housing Benefit – or have received a payment on account of one these benefits following a new claim.
2. Crisis support is provided in respect of daily living costs, including food, fuel and travel, whilst community care support is focused on furniture, white goods and essential household items.
3. The Portsmouth scheme has a number of specific restrictions. The maximum number of awards is two in any 12 month period, and there are maximum amounts for both crisis (£250) and community care (£1,400). It is also notable that the scheme specifically states that the scheme is the 'last port of call' and that consideration should be given to whether or not the applicant can access Short Term Budgeting Advances, Budgeting Loans and "any sources of credit such as cash cards, store cards, credit cards, cheque cards, cheque accounts, overdraft facilities, and loan arrangements".
4. The scheme is administered by Northgate Public Services on behalf of the Council and in 2013/14 the number of applications the scheme received totalled just 2,271: only one fifth of the number of Crisis Loan and Community Care Grant applications made in the city in 2010/11. Further to this, the refusal rate was high, with only 706 awards made (just 31 percent of all applications).
5. In 2013/14, Portsmouth spent three quarters of its allocation for local welfare, with £440,000 spent on crisis and community awards and a further £27,000 allocated to food banks. The average award was £600 per application.

Summary of the 'Barking and Dagenham Model'

1. The service is designed to be delivered in two parts. Referrals are made through the Citizens Advice Bureau, where help in completing the form can be provided and documentation confirming proof of eligibility is verified, or through trusted professionals.
2. All paperwork is then passed to the Assessment Officers at Harmony House for a decision. Officers from Harmony House may call the client for further clarification. Visits to Harmony House are not available to the applicants, as it is purely an administrative centre not able to deal with the public on site.
3. Applicants are advised of their decision by the Assessment Officer directly.

4. When awarded emergency cash the applicant is advised, through their mobile phone, of a code number which can be presented at any local Paypoint outlet in exchange for the cash amount. The CAB office has a phone which can be used by applicants who don't have their own mobile phone.
5. If appropriate gift vouchers, exchangeable at a local supermarket for food only, will be posted to the applicants house on the same day.
6. The Assessment officers will make arrangements to pay large bills or rent deposits directly to the supplier.
7. Furniture, white goods and household goods are provided through a local supplier. All the suppliers we used are based in the borough: with one also having a small factory in the borough making the furniture that is supplied to L.E.S.S. applicants. In this way monies spent on the support service are reinvested in the borough.
8. Following their initial application to the Citizen's Advice Bureau applicants will, if appropriate, be offered debt advice or help with financial budgeting.
9. Where appropriate applicants are encouraged to open a savings account with the local Credit Union. The L.E.S.S. has a fast track referral system for these clients and provides them with the initial £5 deposit needed to open the account. When an applicant has saved £30 of their own money the L.E.S.S. will add a further £30 to help them establish a habit of regular saving.
10. Applicants who have a negative decision may appeal against that decision to the Support Service's Independent Appeals Officer.

This page is intentionally left blank

Equality Impact Assessment - Local Emergency Support Service

Section 1: General information

- 1a) Name of the savings proposal:
Local Emergency Support Service
- 1b) Services Area:
Adult and Community Services
- 1c) Divisional Director:
Glynis Rogers
- 1d) Name and role of officer/s completing EIA:
Joe Gillam, Commissioning Manager - Market Development.

Section 2: Information about changes to the services

2a) In brief please explain the proposals and the reason for this change:

The Local Emergency Support Service (LESS) in Barking and Dagenham provides grants to residents in crisis for various reasons. Grants range from £40 for food or fuel through to vouchers for furniture for a new tenancy.

The Local Emergency Support Service is one of a range of options by which local residents can be supported in times of extreme hardship and need. Referrals are taken from Council frontline staff, the local voluntary sector and directly through the Citizen's Advice Bureau. In each case other emergency support services available are considered in conjunction with the referral.

Funding from Central Government has substantially reduced, and this EIA looks at the impact of a reduced scheme being funded by the Council.

The contract for the provision of the service is with Harmony House until the 30th September 2015. They are the lead organisation and have a sub-contractual relationship with the Barking and Dagenham Citizens Advice Bureau.

The Cabinet on 16 December 2014 asked for a further report in June 2015 on options for continuing the Local Emergency Support Service from 2015/16 following the confirmed removal of specific funding for the Local Welfare Provision by Central Government. The report will consider the future of the LESS given the reduction in funding, and its context within the myriad of schemes designed to support vulnerable people in the borough. The EIA is an appendix to the aforementioned June report which considers the options for funding and the associated implications for Barking and Dagenham residents.

2b) What are the equality implications of your proposals

This EIA is being conducted to consider the impact of a reduction of the fund, rather than a removal. The Council will continue to fund this service, up until September 2015 in a reduced way. However a reduction in funding will still impact on the most vulnerable.

The model currently delivered has sought to promote dignity rather than create dependence for residents facing financial hardship by providing grants and seeks through the CAB to direct residents to the most appropriate fund in their individual circumstances as well as signposting to debt advice, money management courses and encouraging the opening of a savings account with Liberty Credit Union.

Section 3. Equality Impact Assessment.

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Race	Will the change in your policy/ service have an adverse impact on specific ethnic groups?																																							
<i>Identify the effect of the policy on different racial groups</i>	<p><i>Please describe the analysis and interpretation of the evidence to support your conclusion</i></p> <p>According to the 2011 Census just over half (50.5%) of the population in Barking and Dagenham are from Black and Minority Ethnic (BME) groups.¹ The largest single BME category in Barking and Dagenham is Black African at 15.4% of the population. The next largest is Other White (7.8%), followed by Pakistani (4.3%), Bangladeshi (4.1%) and Indian (4.0%). Black/Black British categories make up 20.0% of the population, and are the largest non-White group, followed by Asian/Asian British (15.9%).</p> <p>Service monitoring by ethnicity Apr 2014- March 2015</p> <table border="1"> <thead> <tr> <th>ETHNIC GROUP</th> <th>Total</th> <th>% of applications</th> </tr> </thead> <tbody> <tr> <td>Asian/Asian British: Bangladeshi</td> <td>65</td> <td>1.8</td> </tr> <tr> <td>Asian/Asian British: Chinese</td> <td>4</td> <td>0.1</td> </tr> <tr> <td>Asian/Asian British: Indian</td> <td>41</td> <td>1.2</td> </tr> <tr> <td>Asian/Asian British: Pakistani</td> <td>49</td> <td>1.5</td> </tr> <tr> <td>Asian/Asian British: Other Asian</td> <td>30</td> <td>0.9</td> </tr> <tr> <td>Black/African/Caribbean/Black British: African</td> <td>387</td> <td>9.2</td> </tr> <tr> <td>Black/African/Caribbean/Black British: Caribbean</td> <td>184</td> <td>4.4</td> </tr> <tr> <td>Black/African/Caribbean/Black British: Other Black</td> <td>37</td> <td>1.0</td> </tr> <tr> <td>Mixed/multiple ethnic groups: White and Asian</td> <td>5</td> <td>0.1</td> </tr> <tr> <td>Mixed/multiple ethnic groups: White and Black African</td> <td>53</td> <td>1.5</td> </tr> <tr> <td>Mixed/multiple ethnic groups: White and Black Caribbean</td> <td>208</td> <td>3.1</td> </tr> <tr> <td>Mixed/multiple ethnic groups: Other Mixed</td> <td>34</td> <td>1.1</td> </tr> </tbody> </table>	ETHNIC GROUP	Total	% of applications	Asian/Asian British: Bangladeshi	65	1.8	Asian/Asian British: Chinese	4	0.1	Asian/Asian British: Indian	41	1.2	Asian/Asian British: Pakistani	49	1.5	Asian/Asian British: Other Asian	30	0.9	Black/African/Caribbean/Black British: African	387	9.2	Black/African/Caribbean/Black British: Caribbean	184	4.4	Black/African/Caribbean/Black British: Other Black	37	1.0	Mixed/multiple ethnic groups: White and Asian	5	0.1	Mixed/multiple ethnic groups: White and Black African	53	1.5	Mixed/multiple ethnic groups: White and Black Caribbean	208	3.1	Mixed/multiple ethnic groups: Other Mixed	34	1.1
ETHNIC GROUP	Total	% of applications																																						
Asian/Asian British: Bangladeshi	65	1.8																																						
Asian/Asian British: Chinese	4	0.1																																						
Asian/Asian British: Indian	41	1.2																																						
Asian/Asian British: Pakistani	49	1.5																																						
Asian/Asian British: Other Asian	30	0.9																																						
Black/African/Caribbean/Black British: African	387	9.2																																						
Black/African/Caribbean/Black British: Caribbean	184	4.4																																						
Black/African/Caribbean/Black British: Other Black	37	1.0																																						
Mixed/multiple ethnic groups: White and Asian	5	0.1																																						
Mixed/multiple ethnic groups: White and Black African	53	1.5																																						
Mixed/multiple ethnic groups: White and Black Caribbean	208	3.1																																						
Mixed/multiple ethnic groups: Other Mixed	34	1.1																																						

¹ BME includes White Irish, Gypsy and Irish Traveller, and Other White categories

Other ethnic group: Arab	12	0.3
Other: Any other ethnic group	186	5.8
Traveller – Romany	3	0.1
Traveller - White Irish	5	0.2
White: English/Welsh/Scottish/Northern	2503	66.0
White Irish	12	0.4
White Other	67	1.5

The data for the service in the period above shows that the service is accessed by all groups within the community and is reflective of the proportional make up for each group. White, (English, Welsh, Scottish, Northern Irish, and British) and African (Black, African, Caribbean, Black, British) respectively make up 66 % and 16.3% of the individuals that accessed the service. This shows that based on population data there is a proportionately higher usage of the service by the White British community.

However, the service is accessed across by residents across the demographic profile of the borough and therefore a reduction in this service will therefore have a **negative impact** on the all ethnic groups, particularly African (Black, African, Caribbean, Black British).

<p>Disability</p> <p><i>Identify the effect of the policy on different disability groups</i></p>	<p>Will the change in your policy/ service have an adverse impact on disabled people?</p>								
	<p><i>Please describe the analysis and interpretation of the evidence to support your conclusion.</i></p>								
	<p>The 2011 census indicated that 30,460 people described themselves as having a long term health problem or disability which limits their day-to-day activities either a little (14,876) representing 8% of the population or a lot (15,584) representing 8.4% of the population.</p>								
	<p>A snapshot from May 2014- March 2015 shows the breakdown of applicants in receipt of Disability Living Allowance, (DLA), or Personal Independence Payment (PIP).</p>								
	<table border="1"> <thead> <tr> <th></th> <th>% of applicants</th> </tr> </thead> <tbody> <tr> <td>Not working and not receiving DLA/PIP</td> <td>95.2</td> </tr> <tr> <td>Starting work</td> <td>0.5</td> </tr> <tr> <td>Not working and in receipt of DLA/PIP</td> <td>4.3</td> </tr> </tbody> </table>		% of applicants	Not working and not receiving DLA/PIP	95.2	Starting work	0.5	Not working and in receipt of DLA/PIP	4.3
	% of applicants								
Not working and not receiving DLA/PIP	95.2								
Starting work	0.5								
Not working and in receipt of DLA/PIP	4.3								
	<p>The data in the table above shows that 4.23% of applicants in 2014 -15 were in receipt of DLA/PIP. This reflects the number of people that are claiming the DLA/PIP. However, it does not reflect the total number of people who described themselves as having a long term health problem</p>								

	<p>or disability, which limits their day-to-day activities.</p> <p>The provider estimates that the number of applicants who have approached the LESS may identify themselves as having a long term health problem or disability, which limits their day to day activities is around 50%. This would therefore mean that a higher proportion of people with disabilities have been supported by the service and therefore a reduction in the service would have a negative impact on people with disabilities.</p>
--	--

<p>Gender</p> <p><i>Identify the effect of the policy on different gender(inc Trans) groups</i></p>	<p>Will the change in your policy/ service have an adverse impact on men or women?</p> <p><i>Please describe the analysis and interpretation of the evidence to support your conclusion</i></p> <p>The 2011 Census shows that 48.5% of the local population are male and 51.5% are female.</p> <p>The LESS data shows that between April 2014 –March 2015 the breakdown by gender of applicants is shown as:</p> <ul style="list-style-type: none"> • 49% male • 51% female <p>This is reflective of the population breakdown for the borough therefore there is no particular impact on the reduction of this service on gender.</p>
--	---

<p>Sexual orientation</p> <p><i>Identify the effect of the policy on members of the LGB community</i></p>	<p>Will the change in your policy /service have an adverse impact on gay, lesbian or bisexual people?</p> <p><i>Please describe the analysis and interpretation of the evidence to support your conclusion</i></p> <p>There is no information LGB community requesting welfare support services as this is not monitored. However, as these services are available to all residents irrespective of their sexual orientation, it is anticipated that there will be negative impact in terms of sexual orientation on accessing financial support in an emergency.</p>
--	---

<p>Religion and belief / those of no belief</p> <p><i>Identify the effect of the</i></p>	<p>Will the change in your policy /service have an adverse impact on people who practice a religion or belief?</p> <p><i>Please describe the analysis and interpretation of the evidence to support your conclusion</i></p> <p>According to the 2011 Census the people living in Barking and Dagenham identify themselves to be predominantly Christian (56.0%). Those with no</p>
---	---

<i>policy on different religious and faith groups</i>	<p>religion make up 18.9% of the population and 13.7% are Muslim. The remaining 11.4% includes those who prefer not to say (6.4%), Hindu (2.4%), Sikh (1.6%), Buddhist (0.5%), other religions (0.3%) and Jewish (0.2%).</p> <p>There is no information regarding the religion or belief of people requesting emergency support , however given the demographic characteristics of the residents accessing the service and 81% of residents in the census stated they had a faith it is likely that there this service will have a negative impact on people with the full range of religions and beliefs locally.</p>
---	---

<p>Age</p> <p><i>Identify the effect of the policy on different age groups</i></p>	<p>Will the change in your policy/ service have an adverse impact on specific age groups? <i>Please describe the analysis and interpretation of the evidence to support your conclusion</i></p> <p>There are 185,911 people living in Barking and Dagenham based on the latest population estimates, of whom 10.4% (19,321) are aged 65 plus.² Barking and Dagenham has the highest proportion of children aged 0 to 4 years and 0 to 14 years in England with one in four of the population under the age of 15, and one in ten under the age of five years.³</p> <p>The data for April 2014- March 2015 shows that the service is accessed by all age groups; however the age group with the largest number of applications are for 20-49 years old making up 78.3% of the applications.</p> <table border="1" data-bbox="445 1173 944 1464"> <thead> <tr> <th>Age</th> <th>LESS Applicants (%)</th> </tr> </thead> <tbody> <tr> <td>18-19</td> <td>2.8</td> </tr> <tr> <td>20-29</td> <td>29.4</td> </tr> <tr> <td>30-39</td> <td>28.1</td> </tr> <tr> <td>40-49</td> <td>20.7</td> </tr> <tr> <td>50-59</td> <td>14.5</td> </tr> <tr> <td>60+</td> <td>4.3</td> </tr> </tbody> </table> <p>The borough is among the four worst boroughs for half of the poverty indicators in the London Poverty Profile. Child poverty in the borough for 2013 runs at 30.2% as compared to Child Poverty for London of 23.5%.</p> <p>Working towards reducing child poverty is particularly important in Barking and Dagenham. Comparative assessments of neighbouring boroughs show that the child poverty figures for Havering (18.5%) and Redbridge (19.3%) are significantly lower when compared to Barking and Dagenham which is significantly higher at 30.2%.</p> <p>Although data is not collected on individual children the data for LESS shows</p>	Age	LESS Applicants (%)	18-19	2.8	20-29	29.4	30-39	28.1	40-49	20.7	50-59	14.5	60+	4.3
Age	LESS Applicants (%)														
18-19	2.8														
20-29	29.4														
30-39	28.1														
40-49	20.7														
50-59	14.5														
60+	4.3														

² Mid-2012 Population Estimates (ONS, 2013)

³ Public Health Annual Report 2012

that there are:

- 34% of applicants with children
- 66% of applicants without children

Although there are more applicants without children, the numbers of applicants with children generally have more than one child and are supported with basic items such as furniture and white goods, when being accommodated. A reduction in this service will have a **negative impact on the children** of the borough.

Socio-economic

Identify the effect of the policy in relation to socio economic inequalities

Will the change in your policy /service have an adverse impact on people with low incomes?

Please describe the analysis and interpretation of the evidence to support your conclusion

The London Poverty profile demonstrates the heightened levels of deprivation in Barking and Dagenham.

Barking and Dagenham was the London borough hit hardest by the recession⁴. In the updated Index of Multiple Deprivation (2010), Barking and Dagenham continues to be in the bottom 7% of most deprived boroughs. In a population weighted ranking of its areas (LSOAs' rank of average rank), the borough is ranked 8th worst in England⁵

In Barking and Dagenham a total of 12,370 residents have been claiming out of work benefits for one year or more. This represents 10.4% of the working age population, compared to the London figure of 7.3%. Over the last 10 years the rate in the borough has consistently been at least 3% higher than the London figure. Almost 6,000 residents have been claiming for five years or more. More recently there has been a rise in people in work who are in poverty as wages are lower than the living wage.

When Barking and Dagenham is compared to other London boroughs across the series of indicators reported by the London Poverty Profile, it is amongst the worst four boroughs for 10 (almost half) of the indicators, this is summarised in the table below⁶: Further comparisons have been made with both Havering and Redbridge to give a local perspective. In all the comparisons Barking and Dagenham remains the borough with the highest percentage across all indicators.

Indicator	LBBDD	London	Havering	Redbridge
Percentage of children in poverty (2012)	30.2	23.5	18.5	19.3
Modelled Percentage of unemployment (July 2013 – June 2014)	11.2	7.4	6.4	7.7
Percentage of low pay by residence (those paid under the London living wage, 2011-2013)	27	20	19	20

⁴ London's Poverty Profile 2010 [www.lon](http://www.london.gov.uk/press-releases/npr/2010/04/2010-poverty-profile)

⁵ JSNA <http://www.jsna.gov.uk/>

⁶ Health and Wellbeing Board 2013/14 - London Poverty Profile 2013 <http://modern.gov.barking-dagenham.gov.uk/documents/g7091/Public%20reports%20pack%20Tuesday%2025-Mar-2014%2018.00%20Health%20and%20Wellbeing%20Board.pdf?T=10>

Landlord repossession (per 1,000 households) for 2011Q4 to 2012Q3	23.5	14.0	9.1	11.8
Mortgage repossession orders (per 1,000 households buying homes with mortgage)2010/11	15	8	6	8
Percentage of childhood obesity 2013/13	26.3	22.4	20.5	22.9
Percentage of people with a limiting long-term illness or disability (limited daily activity), 2011	8.4	6.7	8.2	7.0
19 year olds lacking level 3 (equivalent to A-levels) qualifications, 2013	47	37	42	27
Percentage of people receiving Job seekers allowance. Claimant count 13 th November 2014	3.6	2.6	2.1	1.9
Proportion claiming out of work benefits (may 2014)	13.7	9.6	8.5	7.9
Percent of household claiming LHA(Local Housing Allowance), 2013	48	27	39	34

The percentage of households claiming Local Housing Allowance, (LHA), in 2013 is the highest for Barking and Dagenham (48%) when compared to both London (27%) and neighbouring boroughs of Havering (39%) and Redbridge (34%). This means that just under half of the boroughs population is in receipt of LHA based on this data. As applicants that are eligible for support under LESS would also be eligible for support from the LHA, (Housing Benefit) there is a direct correlation.

Due to the multiple indices above in relation to Barking and Dagenham residents it is clear that the borough has a significantly higher number of people on low incomes. The LESS funding is targeted at these residents and referrals are made by agencies that work primarily with people on lower incomes with the CAB, LBBD housing services and the Job Centre being the highest referral agencies.

Based on the information above a two thirds reduction in the LESS fund will have a **negative impact on people on low incomes**.

<p>Other</p> <p>Identify if there are groups other than those already considered</p>	<p>Will the change in your policy /service have an adverse impact on any other people (e.g. carers/ socio-economic wellbeing)</p> <p><i>Please describe the analysis and interpretation of the evidence to support your conclusion</i></p> <p><u>Carers</u></p> <p>In Barking and Dagenham there are at least 16,201 carers. The Government's national carers' strategy, 'Carers at the heart of 21st-century</p>
---	---

<p>that may be adversely affected by the policy e.g. Carers</p>	<p>families and communities'⁷, and 'Recognised, valued and supported: the next steps for the Carers Strategy'⁸, includes amongst others the following priorities;</p> <ul style="list-style-type: none"> • Carers will be supported so that they are not forced into financial hardship by their caring role • Supporting carers to remain mentally and physically well <p>Although data on carers is not collected for this service, given the number of carers identified in the borough a reduction in the service will have a negative impact on carers in the borough.</p> <p><u>Prison Discharges</u> Between April and December 2014 the service has supported 56 vulnerable individuals who have left prison and potentially reduced re-offending behaviour in this cohort due to the delays in accessing benefit payments on discharge.</p> <p>A reduction in the service could potentially lead to re-offending behaviour as the individual waits for welfare payments to come through for food and gas and electricity. With the other vulnerabilities associated with the offenders, this may also result in an increase in associated negative behaviours such as anti-social behaviour.</p> <p>A reduction in the LESS service will have a negative impact on prison leavers and remove a support at a time when the individual could be support to have a positive outcome</p>
---	---

<p>Staff <i>Identify if there are any staff groups that maybe adversely affected by the policy</i></p>	<p>Will the change in your policy /service have a particular adverse impact on staff from any of the equalities categories? <i>Please describe the analysis and interpretation of the evidence to support your conclusion</i></p> <p>Not applicable</p>
---	--

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the

⁷ Carers at the heart of 21st-century families and communities 2008

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/136492/carers_at_the_heart_of_21_century_families.pdf

⁸ Recognised, valued and supported: Next steps for the Carers Strategy 2010

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/213804/dh_122393.pdf

change which has less of an adverse impact. You will be required to provide updates on the actions until they are completed, so it is important they are SMART.

Adverse impact	Please describe the actions that will be taken to mitigate impact	Outcomes
On people with the protected characteristics of: race, disability and socio-economic deprivation	<p>Work with the current providers to support relevant referrals</p> <p>The Strategic Welfare reform group will look at the funding to residents through various sources to residents accessing support schemes</p>	<p>A reduced number of residents receive a service, but this is focused on those with greatest need</p> <p>Increased coordination of the support residents facing financial challenges receive</p>
Reduced number of residents demonstrating the protected characteristics funded with rent deposits	Frontline staff will be advised of changes in the fund level and criteria will be revised as appropriate	Residents will be signposted to the most appropriate funds, to seek to mitigate the impact
Reduced number of residents demonstrating the protected characteristics receive furniture or rent deposits to help sustain new tenancies	The service provider will continue to work with voluntary sector and businesses to achieve the most economically viable options for the provision of furniture and white goods	Impact of the fund maximised
Reduced funding to deliver the service therefore less accessible	Further work will be done to look at the use of online applications and referrals via professionals and key times for staffing the service will be identified to minimise impact.	Access to the fund improved

Section 5: Future Review and Monitoring.

<p>Please explain how and when the impact of these changes will be reviewed</p> <ul style="list-style-type: none"> • The LESS contract will be monitored on a quarterly basis, and part of the monitoring will be the number of rejections and where residents have been signposted • The Council’s strategic and Local Welfare Reform Groups will look at the impact of all funds to residents to ensure maximum benefit for residents.
--

This page is intentionally left blank

CABINET**23 June 2015**

Title: Estate Renewal Decant Assistance Scheme	
Report of the Cabinet Member for Housing	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Authors: Anne Baldock, GM, Housing Options Danny Caine, GM, Housing Business Services Jennie Coombs, Regeneration Manager	Contact Details: Tel: 020 8227 5186 Tel: 020 8227 3363 Tel: 020 8227 5736 E-mail: jennie.coombs@lbbd.gov.uk
Accountable Divisional Director: Jeremy Grint, Divisional Director of Regeneration	
Accountable Director: Steve Tucker, Interim Director of Housing	
Summary	
<p>This report is seeking authority to establish a Cash Incentive Scheme primarily to accelerate the current Estate Renewal decant programme and to establish a delivery approach and approval for the recommended targeting and cascade strategy. By offering this scheme the Council will be removing these households from the overall decant requirement and thus free up properties that can go to other households awaiting decant or general needs lettings.</p> <p>The Council has approved a challenging programme of decants to facilitate its ambitious Estate Renewal programme. The main factor limiting delivery of Estate Renewal new homes is the speed and quantity of decants that can be achieved. This scheme seeks to increase the options available to current tenants.</p> <p>In order to deliver this scheme, the Council has successfully bid for £1.2 million funding from the Department of Communities and Local Government (DCLG). The bid was for 40 x £30,000 cash incentive payments which the Council would then 'top up' with £400,000 from the existing Estate Renewal budget to create 40 x cash incentive payments of £40,000. Confirmation of the outcome of the bids is available on https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/418717/successfulBidders.pdf</p> <p>The funding is to be distributed as a cash incentive payment to households to enable them to buy a property on the open market. The applications would be administered via LBBD's Home Ownership Team, the Regeneration service and solicitors - no cash payments would be made directly to tenants. All tenants would have to meet an eligibility criteria that ensures that they qualify for the payment, are able to meet the one off costs and understand the responsibilities that homeownership brings.</p>	

Recommendation(s)

The Cabinet is recommended to:

- (i) Authorise the establishment of a Cash Incentive Scheme, aimed primarily at accelerating the Council's Estate Renewal decant programme;
- (ii) Approve the delivery approach for the scheme as set out in section 2 of the report; and
- (iii) Approve the recommended targeting and cascade strategy as set out in section 2 and Table 1 of the report.

Reason(s)

LBBB does not currently have a Cash Incentive Scheme and officers do not have the authority to administer payments in this way. Therefore, this report seeks the required approvals to proceed with delivering the scheme.

Government launched this Fund as a way to help tenants, who have the Right to Buy but cannot access their discount, for certain reasons, to benefit from a discount.

1. Introduction and Background

1.1 Government launched the 'Right to Buy Social Mobility Fund' of £84 million for 2015/16 and 2016/17 in February 2015. The core objective of the scheme is to extend the opportunity for households entitled to the Right to Buy to purchase a property and is aimed at:

- Older tenants wishing to move to a different area to be closer to family or into more suitable accommodation;
- Working age tenants who may want to move closer to employment opportunities
- Tenants struggling to get a mortgage, for example because they live in a property of non-standard construction.

1.2 The Fund is not open to tenants with the Right to Acquire.

1.3 The cash incentive is intended to support eligible social tenants who can exercise their Right to Buy but whose home may be unsuitable for their needs or difficult to obtain a mortgage for to purchase a new home on the open market. Tenants should vacate their social property when they receive the cash incentive; and should not return to social housing whilst they own a property for which they received a cash incentive.

1.4 LBBB officers successfully bid for £1.2 million of the Fund. We bid for a pilot scheme of 40 cash incentives of £40,000 each. The bid was for 40 x £30,000 cash incentive payments which LBBB would then 'top up' with £400,000 from the existing Estate Renewal budget to create 40 x cash incentive payments of £40,000.

- 1.5 The funding is to be distributed as a cash incentive payment to households to buy a property on the open market. The payments would be administered via LBBD's Home Ownership Team, regeneration service and solicitors, no cash payments would be made directly to tenants.
- 1.6 As we have a large number of Tenants whose current homes are in designated Regeneration areas our bid was focused on funding which would be targeted at tenant households in these areas whose homes have a demolition order.
- 1.7 This proposal is consistent with Asset Management Strategy of optimising and ensuring the best use of our stock and the Core Housing Objectives:
- Good quality and well maintained homes that people are proud to live in
 - Prevent / tackle homelessness and provide best available options
- 1.8 The key benefits of this successful bid are:
- We can pilot an approach to tenant decanting with additional funds from the Government.
 - We can accelerate the Estate Renewal Decant Programme, particularly the redevelopment of Gascoigne and Sebastian Court.
 - If the scheme becomes available to non-Decant households, the scheme will create empty properties for applicants on the housing register.

2. Delivery Approach

- 2.1 At the Gascoigne Estate, there are 800 homes currently subject to demolition orders and this number has been divided into development phases, there are 240 homes in the current phase of decanting, with the remaining 760 being phased over the next 5 years. We believe that due to the suspension of normal Right to Buy due to the demolition orders a reasonable proportion of these households would take up this opportunity. Within the target groups, we are aware of 50 households who would consider this option and if we were successful we would start to promote the scheme to those households.
- 2.2 One Regeneration Officer and two Housing Decant Officers are already in place delivering the decant programme and we plan for the cash incentive to be promoted by these officers alongside other Decant options.
- 2.3 Officers across the Housing Department and the Regeneration service have drawn up an action plan for delivering the scheme.
- 2.4 As there is no scheme in place, we do not know how popular the scheme might be with eligible households. Therefore, in order to manage demand, we have created 3 stages for promoting the option, based on the Estate Renewal Programme and the households' situation – these are set out in **Table 1** below. Officers recommend that the option is targeted initially at Stage 1 and then Stage 2, which are currently in the Estate Renewal programme. Households in Stage 1 will be given 28 days to express interest in the scheme. If there is insufficient interest in the scheme for Stage 1, officers will recommend to the New Build Project Board that households in the next stage are contacted. After this, all other eligible households will be invited to apply for the scheme:

Table 1

Stage	Block	Rationale for priority
1. Approx 100 eligible households	Sebastian Court	Housing Investment Group has agreed that the roof will not receive major repairs prior to demolition. Therefore we have a significant responsibility for the block to be decanted before Winter 15/16. This pilot could accelerate the decant process.
	Gascoigne West	Part of Housing Zone and therefore part of a timed delivery programme linked to agreed funding.
	Earlsdown House	Phase 4 of Gascoigne and therefore tenants are unlikely have significant priority for moving to a more suitable property in the next 3 years.
	Crisp House	Phase 4 of Gascoigne and therefore tenants are unlikely have significant priority for moving to a more suitable property in the next 3 years.
2. Approx 100 eligible households	Tasker House	Phase 4 of Gascoigne and therefore tenants are unlikely have significant priority for moving to a more suitable property in the next 3 years.
	Wheelers Cross	Phase 4 of Gascoigne and therefore tenants are unlikely have significant priority for moving to a more suitable property in the next 3 years.
	Dovehouse Mead	Phase 4 of Gascoigne and therefore tenants are unlikely have significant priority for moving to a more suitable property in the next 3 years.
	Longreach Court	Phase 4 of Gascoigne and therefore tenants are unlikely have significant priority for moving to a more suitable property in the next 3 years.
3.	All other eligible households.	They meet the overall bid criteria.

2.5 Within each of the stages targeting these blocks, officers recommend the following priority cascade:

- Older people
- People wishing to stay in the Borough
- All others within the stage

2.6 If the scheme is not initially popular we can also consider using the 'bulk texting' promotion function available within both Housing Services and Housing Options.

2.7 Within each element, we will take a 'first come, first served' approach.

- 2.8 Officers propose that subject to scheme approval, tenants in the first stage are written to with a 28 day response time to express interest. If sufficient interest is received from this stage, officers will pursue cases just from this stage. If insufficient interest is received, the cash incentive will be cascaded to the next stage.
- 2.9 Officers propose that Regeneration and Decant Officers promote the scheme to tenants and that the Home Ownership team administer the applications as there would need to be Right to Buy type assessments.
- 2.10 In order to process the application, LBBD officers will develop an application procedure which will be similar to that of the RTB process as those applying will need to satisfy the RTB eligibility criteria.
- 2.11 If applicants met the criteria, LBBD would administer a standard confirmation letter to households which could provide evidence to solicitors and mortgage lenders of an intention of the household to use the Cash Incentive.
- 2.12 Applicants would then be given a period of time (3 months) to find a property and confirm that they have had an offer accepted on a property and have instructed solicitors. After this time officers will review on a case by case basis to assess progress and decide if the offer should be withdrawn.

3. Eligibility and Affordability

- 3.1 Applicants for this scheme will be assessed for eligibility (which will include an affordability assessment) and the scheme will be responsibly promoted to ensure that applicants understand the full implications of homeownership, including responsibility for repairs, maintenance and all household costs.
- 3.2 Affordability, linked to a lack of suitable affordable properties in the local market and the schemes appeal compared to a straight forward Right to buy are the key risks to the schemes success. The examples below show the cost to a tenant for a 1 bedroom flat and a 3 bedroom house using both schemes. The average prices have been taken from Right to Buy and recent valuations data and the mortgage payments have been calculated using the BBC Money website mortgage calculator.

Example 1 – 1 bedroom flat

Right to Buy option

Average Property Price (1 bedroom flat)	£155,000
Average % Discount	42%
Average Discount	£65,000
Average total purchase price	£90,000
Loan to Value (LTV)	58%
Monthly mortgage payment including product fee (overall cost for 3.5% APR repayment over 25 years)	£455.05

Right to Buy Social Mobility Option

Average Property Price (1 bedroom flat)	£155,000
One off Cash incentive payment	£40,000
Percentage value of Cash incentive payment	25.8%
Average total purchase price	£115,000
Loan to Value (LTV)	74.1%
Monthly mortgage payment including product fee (overall cost for 3.5% APR repayment over 25 years)	£581.45

Example 2 – 3 bedroom house

Right to Buy Option

Average Property Price (3 bedroom Hse)	£275,000
Average % Discount	31.63%
Average Discount	£87,000
Average total purchase price	£188,000
Loan to Value (LTV)	68.36%
Monthly mortgage payment including product fee (overall cost for 3.5% APR repayment over 25 years)	£950.55

Right to Buy Social Mobility option

Average Property Price (3 bedroom Hse)	£275,000
One off Cash incentive payment	£40,000
Percentage value of Cash incentive payment	14.54%
Average total purchase price	£235,000
Loan to Value (LTV)	85.45%
Monthly mortgage payment including product fee (overall cost for 3.5% APR repayment over 25 years)	£1188.19

- 3.3 Whilst the examples show that the Right to Buy Social Mobility Scheme is less affordable when compared to standard Right to Buy it gives more flexibility and choice to tenants over the property they purchase.

4. Options Appraisal

- 4.1 Set out below is an assessment of the options:

Do nothing	The Council has been awarded £1.2m in funding for this project. Without authority to proceed, officers cannot implement the project and the funding would be returned.
Do not establish a priority cascade	Officers have considered not using a priority cascade and promoting the scheme to all eligible households. However, this could create high expectations for 100s of households which might be disappointed. The purpose of the cascade is to co-ordinate the funding with the Council's wider regeneration objectives.

Establish more and smaller deposits	Officers have considered delivering more, smaller deposits. For example, we could establish a scheme of 64 deposits of £25,000. However, given the target groups are older people and households which are working but may not have large incomes, we believe the scheme will be more effective if the Cash Incentive can act as a significant deposit for a home.
-------------------------------------	--

5. Consultation

- 5.1 An internal staff group from across the Housing and Regeneration Teams have been consulted on these proposals and the Lead Member for Housing has signed off the procedure and staged approach to the offering of the incentive payments.

6. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 6.1 The council has been awarded £1.2m of the Right to Buy Social Mobility Fund to be utilised in 2015/16. The bid was for forty £30k cash incentive payments which will be 'topped up' with £400k from council resources to create forty cash incentive payments of £40k. The budget for the top up element of the cash incentive is available within the Estate Renewal capital budget for 2015/16 (£6.4m as agreed at February 2015 Cabinet). There is no additional budget pressure as a result of this bid.
- 6.2 Receipt of the £1.2m from the DCLG will be via two grant payments, one in quarter 2 of 2015/16 and one in quarter 4. The payment in quarter 2 will be subject to the provision of satisfactory evidence of completed purchases (i.e. contracts signed) or purchases in the conveyancing pipeline. The payment in quarter 4 will be subject to the provision of satisfactory evidence of completed purchases or purchases that have exchanged contracts. DCLG have stated that any funding that becomes available in quarter 2 as a result of lack of demonstrable take-up and forecast take-up by quarter 2 will be offered to other successful bidders who can demonstrate over-subscription of their local scheme.

7. Legal Implications

Implications completed by: Alison Stuart, Principal Solicitor

- 7.1 Strict governance arrangements will need to be in place to ensure that the tenant is eligible and qualifies for the scheme. Legal advice and assistance should be sought where necessary.

8. Other Implications

- 8.1 **Risk Management** – there is a risk that the scheme is not popular with the target group. To mitigate this risk we have the option to promote the scheme to all eligible households. The grant is claimed quarterly in arrears.

- 8.2 **Contractual Issues** – the Cash Incentive will be initially promoted as an option for tenants who are in the latter phases of current redevelopment programmes and will be administered by the Conveyancing Team. The cash incentive is confirmed to the customer’s solicitor who administers the sale. No cash payments will be made to customers; as such there are no contractual issues
- 8.3 **Staffing Issues** – There are no staffing implications arising from this report. Administration of the Cash Incentive will be carried out by current staff within the Housing and Regeneration Teams
- 8.4 **Customer Impact** – This proposal will give more choice to current Council tenants and especially those impacted upon by the current Regeneration Programmes as it creates a new housing option for households eligible for the Right to Buy but who are not able to purchase their own home.
- 8.5 **Safeguarding Children** – This scheme could release council homes for those on the waiting list. This could benefit households currently on the housing register.
- 8.6 **Health Issues** – This scheme contributes to the Councils overall all objective of improving the housing standards by adding additional options open to those in identified redevelopment areas thus increasing the pace of the the decanting and enabling identified sub standard housing to be replaced.
- 8.7 **Property/Asset Issues** – This proposal could accelerate the pace of the Estate Renewal Decant Process which will have a positive effect on the long term condition of our stock.

Public Background Papers Used in the Preparation of the Report:

- Right to Buy Social Mobility Fund Prospectus: [https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/405851/Right to Buy Fund - Bidding Guidance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/405851/Right_to_Buy_Fund_-_Bidding_Guidance.pdf)
- Estate Renewal Cabinet Report February 2015: <http://moderngov.barking-dagenham.gov.uk/documents/s87233/Estate%20Renewal%20Programme%20Report.pdf>

List of appendices: None

CABINET

23 June 2015

Title: Equalities and Diversity in Employment Policy - Action Plan	
Report of the Cabinet Member for Central Services	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Martin Rayson, Divisional Director of Human Resources and Organisational Development	Contact Details: Tel. 02 08227 3113 Email: martin.rayson@lbbd.gov.uk
Accountable Divisional Director: Martin Rayson, Divisional Director HR & OD	
Accountable Director: Chris Naylor, Chief Executive	
<p>Summary</p> <p>At the Cabinet meeting of 16 February 2015, Members reviewed the Equality and Diversity in Employment policy and agreed targets for year on year recruitment and the representation in the workforce as a whole. Since that time, officers have reviewed the challenges that exist in achieving the targets and present in this paper proposals for further action and the additional resources required to deliver those actions.</p> <p>Analysis of the data shows that the Council currently does not have a workforce which is, at all levels, representative of the local community. In looking at the data available in more detail, it is evident that there is a particular need to address the following issues :</p> <ul style="list-style-type: none"> - The ability to attract candidates from the local community who are from protected groups, as defined by equality law; - Tackling the fall-out rate of people from the BME community through the recruitment process (i.e. % of BME applicants compared to the % of BME staff appointed); - Ensuring there is a higher percentage of BME staff and women in more senior positions in the Council (PO7 and above). <p>The proposed programme seeks though to take a more holistic approach towards diversity in the Council's workforce and will cover the following issues:</p> <ul style="list-style-type: none"> - Improving recruitment rates – attraction, recruitment process - Enhancing skill levels and opportunities for talented individuals - Emphasising how our values reflect our principles around equality - Understanding why people exit the organisation <p>The actions proposed are set out in Appendix B. The cost of delivering the Action Plan is estimated to be £200,000 spread over the two financial years 2015/16 and 2016/17. There will be a need to appoint to an additional temporary post in the</p>	

Council's Job Shop, plus some external spend to support key initiatives, such as the talent programme and exit interview process.

Progress will be reported to Cabinet on a six monthly basis.

Recommendation(s)

Cabinet is asked to:

- (i) Note the progress to date in respect of the implementation of the Equalities and Diversity in Employment Policy; and
- (ii) Agree the Action Plan at Appendix B to the report.

Reason(s)

To support the ambition of the Council to employ a workforce that is representative of the community it serves.

1. Introduction and Background

1.1 At its meeting on 16 February, Cabinet received a report on the Equality in Employment Policy and agreed the following:

- i) Agree the following targets as part of the Council's Equality and Diversity in Employment Policy:
 - (a) That recruitment in any one year reflects the breakdown of the working population in the Borough;
 - (b) To achieve an annual 10% increase in 2015/16 to 2017/18 in the proportion of the workforce from the BME community (i.e. a 2.7% increase in 2015/16 on the baseline of 27%, that is increasing the current figure of just under 1000 to around 1030);
 - (c) To reduce the number of staff who do not declare whether they have a disability or not by 30% in 2015/16, in order for a suitable target to be set for future years to increase the number of people with disabilities working in the organisation.
- (ii) Support a campaign to promote tolerance of all nine groups recognised as "protected characteristics in the Equality Act 2010" equally.

1.2 It is recognised that change will take some time. LBBDD has a fairly stable workforce and change in its profile will be incremental. The workforce has been slowly changing to reflect the community we serve, but if we wish to increase the pace of change, we will need to take additional actions and target some resources on the issue.

2. What Additional Actions Should We Take?

2.1 Since the February Cabinet report, we have undertaken an in-depth review of the statistics that are available in order to better understand the issues and the actions we need to take. This statistical analysis is included at Appendix A.

2.2 Based on this statistical analysis, if our aim is to increase the diversity of our organisation, we need to look at four areas in particular:

- Improving recruitment rates – attraction, recruitment process
- Enhancing skill levels and opportunities for talented individuals
- Emphasising how our values reflect our principles around equality
- Understanding why people exit the organisation

2.3 Whilst there was an emphasis in the Cabinet Report on increasing BME representation in the workforce, the actions that we take should address issues around all the protected characteristics. These actions can be reflected in the Council's Single Equalities scheme, which is currently being refreshed.

3. Proposed Action Plan

3.1 The proposed actions are set out below under each of the four headings in paragraph 2.2. The action plan at Appendix B shows when and by whom the action will be taken.

Recruitment – Supply

- Promote the brand that LBBDD is a “Borough of Opportunities”, ensuring that the brand is attractive to all parts of the community
- Ensure posts are advertised in places that the BME community will look, e.g. the Trumpet newspaper published every Friday, or ensure the community gets used to looking on the Council's website for vacancies with the Council.
- Work with groups active in the BME community to identify and overcome any recruitment barriers.
- Work with the job-shops to host job fairs where we can sell the Council as an employer and explain where to access details of vacancies and the recruitment process (potentially working alongside BHRUT, Redbridge and Havering)
- Explore working with schools and colleges to promote careers in the Council to school and college leavers.
- Include on adverts a statement that we “encourage in particular applications from people living in the Borough.”
- Ensure that recruitment adverts and job details, including the job description and person specification, are written in plain language and are free of unnecessary jargon.

Recruitment – Process

- In evaluating options to replace i-grasp as our recruitment software, ensure that the views of applicants from all part of the community are taken into account
- Target failed applicants for Council jobs using i-grasp to invite them to personal statement workshops.
- Ensure there is at least one member of the recruitment panel from outside the service area. We will initially do this in those areas where statistics show there is a large percentage drop-out through the recruitment process.
- Continue to seek to create talent pools for roles, working alongside Job Centre Plus and other relevant agencies
- Monitor training of recruiting managers

Skills and Talent

- Ensure that the Council's new approach to progressing talent and understanding the skill mix in the Council, is focused on identifying and progressing staff who are under-represented at more senior levels.
- Review and revamp the arrangements for staff support networks (currently for BME, disability and LGBT staff) so that they become more representative and can play a more proactive role in supporting the talent management agenda. Consider whether other staff groups may have value. There could be one overall network for issues affecting BME, disabled or female staff or on specific issues, such as coping with Cancer.

Work on Values

- Create key messages about how our commitment to equalities and diversity is reflected in our new values (and vision)
- Create opportunities for the Leader and other senior leaders to promote that commitment (building on "in their shoes", the gender equality charter) and /or act as "champions"
- Run once more the "effective customer conversations" training for staff, which previously sought to counter the influence of the BNP and the noise around community disharmony, but was equally valid in reminding staff of the behaviours and attitudes we expect to see displayed at work.
- Run more dignity at work training for front-line staff and ensure that it has our values at its heart.
- Promote the social model of disability and provide more information on disability awareness.

Understanding Reasons For Leaving

- We are seeking to improve our approach on exit interviews. The form within Oracle is rather simplistic and the data cannot easily be brought together and interpreted. Completion is also voluntary. We are looking to introduce a Survey-Monkey tool to enhance the process, but there is the potential to set up a particular arrangement for groups where we feel there may be an issue, where an exit interview is conducted by an external third party and thereby concerns about anonymity can be overcome.

4. Resourcing this programme

- 4.1 This area of work has increased in priority for this Council. The resources available to support equality work have reduced significantly in the last five years. Whilst most of the actions can be taken by LBBd staff, there is a need to boost the resources available in the Job Shop and HR to do so.
- 4.2 Some of the activity will be commissioned from external organisations, such as the exit interview procedure, refresher training for staff around equalities issues and support to the talent management programme (assessment centres etc). The cost of the additional temporary staff is known, but the external work has yet to be commissioned. Our estimate is that the spend will be no more than £200k over two financial years and a budget of that amount has been allocated to cover the additional costs.

- 4.3 Making such an allocation in the current financial climate demonstrates the commitment of this administration to equality and diversity and the recognition that the quality of our services and our ability to effectively respond to our financial challenges depends on having a workforce at all levels which is representative of the community in Barking and Dagenham that the council serves. Members will be able to review through the action plan and the achievement of the targets set, whether this additional investment is delivering the returns expected.
- 4.4 We will seek to learn from other organisations who have faced the same challenges and will potentially seek some external challenge or audit activity from a suitably-qualified individual or organisation.

5. Financial Implications

Implications completed by: Carl Tomlinson, Finance Group Manager

- 5.1 The proposals in this paper are expected to cost £200,000 across 2015/16 and 2016/17. This will be funded through the budget surplus. Human Resources budgets have reduced due to savings commitments and as such will not be able to bear any additional cost in respect of these proposals, therefore, the equality and diversity proposals will need to be contained within the allocation. There is no anticipated financial burden on any other service or departmental budget from the work outlined from the proposals in this paper.

6. Legal Implications

Implications completed by: Chris Pickering, Principal Solicitor

- 6.1 The policy and actions proposed ensure that that the Council complies with the requirements of the Equality Act 2010 including the Public Sector Equality Duty. However the Council recognises the importance, from a customer service perspective, of having a workforce that is representative of the community it serves and the actions here support that priority.

7. Other Implications

- 7.1 **Customer Impact** – The quality of services to the customer will be enhanced if the Council has a workforce which is representative of the community.

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

List of appendices:

- **Appendix A** – Statistical Analysis
- **Appendix B** – Equality & Diversity in Employment Action Plan

This page is intentionally left blank

Equality & Diversity in Employment – Statistical Analysis

1. Summary

1.1 The following table provides a summary of the workforce by age, disability, ethnicity gender, and sexual orientation, as at the end of 2014:

Workforce Summary - 31 December 2014 (Excludes schools employees)										
Gender					Disability					
Female		Male		Total	Disabled*	Not disabled	Not disclosed*		Total	
2,167 (60.77%)		1,399 (39.23%)		3,566	152(4.26%)	2,250 (63.09%)	1,164 (32.64%)		3,566	
F. time	P. time	F. time	P. time		* Employees self-disclosed as disabled			* Employees chose not to disclose "yes" or "no"		
1,002 (28.10%)	1,165 (32.67%)	1,151 (32.28%)	248 (6.95%)	3,566						
Ethnicity										
Asian/Asian British	Black/Black British	Chinese	Mixed	Not disclosed	Other	White	Total			
207 (5.80%)	532 (14.92%)	13 (0.36%)	62 (1.74%)	16 (0.45%)	183 (5.13%)	2,553 (71.59%)	3,566			
Sexual Orientation										
Bi-sexual	Gay Man	Heterosexual	Lesbian / Gay Woman	Not Known	Other	Prefer not to say	Total			
14 (0.39%)	31 (0.87%)	1,805 (50.62%)	12 (0.34%)	1,197 (33.57%)	23 (0.64%)	484 (13.57%)	3,566			
Age										
16-19	20-29	30-39	40-49	50-59	60-65	66-74	75+	Total		
75 (2.10%)	452 (12.67%)	669 (18.76%)	954 (26.75%)	1,029 (28.86%)	301 (8.44%)	80 (2.24%)	6 (0.17%)	3,566		
Faith/Religion										
Buddhist	Christian	Hindu	Jewish	Muslim	No Religion	Not disclosed	Other	Prefer not to say	Sikh	Total
13 (0.36%)	1,225 (34.35%)	24 (0.67%)	7 (0.20%)	111 (3.11%)	44 (1.23%)	1,822 (51.09%)	260 (7.29%)	36 (1.01%)	24 (0.67%)	3,566
% are of all 3,566 Council employees										

1.2 These statistics are explored in more detail for each of the protected characteristics in the paragraphs below.

2. Employee breakdown by age

- 2.1 2,370 (66.46%) of the workforce are aged 40 or over, 1,121 (31.44%), 20-39 and 75 (2.10%), 16-19. There are 86 (2.41%) over the former default retirement age 65, down from 94 (2.46%) for the corresponding period in 2013. 527 (14.78%) are aged under 30 and of these, 75 (2.10%) age 16-19, down from 103 (2.69%) for the corresponding period last year.
- 2.2 The following table provide a summary of the work-force across the age bands, with comparative information for the corresponding period last year.

Age bands	December 2014		December 2013	
16 - 19	75	2.10%	103	2.69%
20 - 29	452	12.67%	545	14.24%
30 - 39	669	18.76%	734	19.18%
40 - 49	954	26.75%	1,031	26.95%
50 - 59	1,029	28.86%	1,035	27.05%
60 - 65	301	8.44%	284	7.42%
66 - 74	80	2.24%	88	2.30%
75+	6	0.17%	6	0.16%
Total	3,566		3,826	
	% of all Council employees			

- 2.3 Local government traditionally has an older workforce than other sectors. This is potentially exacerbated by the fact that there is no default retirement age and people are living longer. Whilst wishing to ensure that we are attractive as an employer to younger people, we need to reflect this balance in the workforce and ensure that our employment deal is differentiated and is seen as positive by people from different generations.

3. Employee breakdown by disability

- 3.1 We have been dependent in the past on staff advising us if they have a disability. We are now able to draw down additional information from Oracle R12, which is why the figures have increased from the previous year.

Department	December 2014		December 2013	
Adult and Community Services	71	46.71%	29	21.64%
Chief Executives	17	11.18%	16	11.94%
Children and Young People	49	32.24%	47	35.07%
Housing and Environment	15	9.87%	42	31.34%
Total	152		134	
	% of all employees in the equality group			

- 3.2 152 (4.26%) of the workforce are currently shown as self-assessed disabled. 67 (44.08%) of disabled employees currently shown on Oracle are at Scale 4 - SO2; 30 (19.74%) at Scale 1a-3; 23 (15.13%) at PO1-6; and 18 (11.84%) in "other grades.

3.3 There is still an issue with “under-reporting” of disability, with 1,164 (32.64%) employees currently “not disclosed” and we believe it is important to seek to reduce that number year on year.

4. Employee breakdown by ethnicity

4.1 2,553 (71.59%) of employees are White and 997 (27.96%) BME, compared to 2,779 (72.63%) /1,037 (27.10%) respectively, in the corresponding period in 2013. 16 (0.45%) were “non-disclosed”, compared with 10 (0.26%) in 2013.

4.2 There is a higher percentage of BME employees, compared to the overall workforce at: “Other grades”, 259 (39.85%) and Scales PO1-PO6 (middle management and professional grades), 171 (32.02%) but less at Chief Officer, 2 (14.29%); PO7-13 level, 21 (17.94%); Scale 4-SO2, 278 (21.73%); and Apprentices, 8 (11.94%).

4.3 Approximately 27.88% of BME employees are represented at Scale 4-SO2; 25.98% in ‘Other Grades; 25.88% at Scale 1a-3; 25.27% and 17.15% at PO1-6.

Grade Bands	Ethnicity									
	December 2014		BME employees				Non-BME employees			
			2014		2013		2014		2013	
Chief Officers	14	0.39%	2	0.20%	1	0.10%	12	0.47%	15	0.54%
PO7-13	117	3.28%	21	2.11%	14	1.35%	96	3.74%	72	2.58%
PO1-6	534	14.97%	171	17.15%	182	17.55%	363	14.13%	380	13.62%
Scale 4 - SO2	1,279	35.87%	278	27.88%	286	27.58%	1,001	38.96%	1,054	37.79%
Scale 1a – 3	905	25.38%	258	25.88%	281	27.10%	647	25.18%	792	28.40%
Apprentice grades	67	1.88%	8	0.80%	14	1.35%	59	2.30%	79	2.83%
Other grades	650	18.23%	259	25.98%	259	24.98%	391	15.22%	397	14.23%
Total	3,566		997		1,037		2,569*		2,789	
% of all Council employees			% of all employees in the equality group (*16 non-disclosed in Apprentices/Other grades/Scale 1a-3)							

4.4 The latest statistics on the ethnic mix amongst working age people in the Borough (closest we can get is 18 to 65 year olds) is set out in the table below. The statistics show the percentage of 18 to 65 year olds in the Borough.

GLA Ethnic Group projections for 2014

Note: GLA 2012 definitions of ethnic group used (specifically the “White” group includes “White British” and “White Other” and they are not available separately).

GLA Ethnic Group Projection 2014 - age range 18 to 65 years						
AEG	Male	Female	Persons	Male	Female	Persons
White	33,650	33,600	67,250	54.9%	52.9%	53.9%
Black Caribbean	1,950	2,150	4,100	3.2%	3.4%	3.3%
Black African	10,650	11,400	22,050	17.4%	18.0%	17.7%
Black Other	2,150	2,450	4,600	3.5%	3.9%	3.7%

Indian	3,050	3,250	6,300	5.0%	5.1%	5.1%
Pakistani	2,750	3,000	5,750	4.5%	4.7%	4.6%
Bangladeshi	2,650	2,800	5,450	4.3%	4.4%	4.4%
Chinese	600	600	1,200	1.0%	0.9%	1.0%
Other Asian	2,200	2,400	4,600	3.6%	3.8%	3.7%
Other	1,600	1,850	3,450	2.6%	2.9%	2.8%
	61,250	63,500	124,750	100.0%	100.0%	100.0%

Source GLA EEGP Trend Central 2012

4.5 The breakdown of the Council's workforce by ethnic group is shown below:

ETHNICITY (SUMMARY)													
Asian/Asian British		Black/Black British		Chinese		Mixed		Not disclosed		Other		White	
207	5.80 %	532	14.92%	13	0.36 %	62	1.74 %	16	0.45 %	183	5.13%	2,553	71.59%
All percentages detailed above are of the total Council employees													

4.6 What this shows is that we have a higher proportion of white people and a lower proportion than the population of all other ethnic groups. This is particularly true of Asian (5.8% compared to 20.6% in the 18 to 65 age group in the Borough) and Black (14.92%, compared to 21.4%).

5. Employee breakdown by gender

5.1 2,167 (60.77%) of the workforce are female, 1,399 (39.23%) male, compared to 2,332 (60.95%) /1,494 (39.05%) respectively in the corresponding period in 2013.

5.2 There are more female than male employees at; PO1-6, 324 (60.67%); Scale 4-SO2, 689 (53.87%); and Scale 1a-3, 756 (83.54%). There are more male than female employees at PO7-13, 71 (60.68%) and apprentices, 48 (71.64%); and proportionately more in terms of the overall workforce at PO7 and above, 80 (61.07%). There are the same numbers of female and male employees at Chief Officer level, 7 (50%) and in "Other" grades, 326 (50.15%) and 324 (49.85%) respectively.

6. Leavers

6.1 In the last year a higher percentage of total BME leavers have resigned (rather than been made redundant, left due to sickness, retired etc). Resignation may

demonstrate a lack of engagement with the Council and we have sought to explore this in more depth by looking at a breakdown of the results of the last staff survey.

- 6.2 Overall in that survey, there is little variance on the engagement scores between the different ethnic groups. Those classifying themselves as Bangladeshi and African score the engagement questions more positively and this is reflected in the way they have responded to other questions as well.
- 6.3 Outside of the engagement questions White and Black Caribbean, Other/Mixed/Multiple Ethnicity and Other Asian are overall less positive than the norm.
- 6.4 Questions where there are consistently less positive scores from non-White British respondents include:
 - We react to feedback from customers
 - I have the opportunity to contribute my views
 - Satisfaction with the benefits package
 - Adequacy of induction
 - Council living up to expectations on recruitment
 - Health and safety being taken seriously
 - Awareness of health and well-being initiatives
- 6.5 There is evidence from the survey to suggest there should be an issue of turnover or morale amongst BME groups in the Council, particularly as scores on the question "Considering everything, I am satisfied to be working for the Council" are close to the whole survey figure of 72% positive. However we do not have a system whereby we can collect comprehensive exit interview data. Completion rates are very low and we are therefore proposing to employ an external agency to conduct interviews for a period of time as a means to reassure ourselves that there are no recurring issues that might cause higher turnover among BME groups.

This page is intentionally left blank

Equality & Diversity in Employment Action Plan

Action	Lead	By When	Sub-Actions
Recruitment – Supply Issues:			
<ul style="list-style-type: none"> Promote the brand that LBBDD is a “Borough of Opportunities”, ensuring that the brand is attractive to all parts of the community 	Martin Rayson working with Penna to adapt the current branding. As part of this we will consider its attractiveness to under-represented groups	Sept 2015	
<ul style="list-style-type: none"> Ensure posts are advertised in places that the BME community will look, or ensure the community gets used to looking on the Council’s website for vacancies with the Council. 	Job Shop Martin Rayson	Oct 2015 July 2015	Will work with CVS to identify sites. Potentially Children’s Centres and at Community Based Events Liaise with Mktg Comms to promote the website as the place to search for Council positions
<ul style="list-style-type: none"> Work with groups active in the BME community to identify and overcome any recruitment barriers 	Job Shop	Oct 2015	Contact CVS – Erica Jenkins
<ul style="list-style-type: none"> Host job fairs where we can sell the Council as an employer and explain where to access details of vacancies and the recruitment process (potentially working alongside BHRUT, Redbridge and Havering) 	Job Shop + Jackie Cleary	Two by end of 2015/16	Review what is taking place and planned Liaise with potential NHS partners and Care City
<ul style="list-style-type: none"> Explore working with schools and colleges to promote careers in the Council to school and college leavers 	Job Shop	For Autumn term 2015	

<ul style="list-style-type: none"> • Include on adverts a statement that we “encourage in particular applications from people living in the Borough.” 	Annette Cardy & Recruitment Team	June 2015	
<ul style="list-style-type: none"> • Review the support that is given to managers to ensure that recruitment exercises are fair and equitable. This takes the form of either training or guidance Ensure in particular that job descriptions and person specifications are written in plain English 	Training – Josie Okafor	Nov 2015	Review current training on recruitment and eliminating bias
	Guidance – Neil James and Paul Gilham	Nov 2015	Guidance for recruiting managers on writing JDs and PS without jargon etc and means of reducing/removing barriers to recruitment
	Audits – Annette Cardy	Dec 2015	Amend the audit process to ensure this is assessed. Report back at end of 2015
<ul style="list-style-type: none"> • Improve the representation of BME groups and females in the apprentices LBBB recruits (whilst recognising the low achievement levels of young white males) 	Job Shop	Broader representation in next in-take - Dec 2015	
<ul style="list-style-type: none"> • Promote work experience opportunities for young people + the long-term unemployed (people on health-related benefits) at the Council and other local employers 	Job Shop/ Neil James	Dec 2015	Build on the Trident programme Understand what need is and match with the capacity that the Council has to support this
Recruitment – Process Issues:			
<ul style="list-style-type: none"> • In evaluating options to replace i-grasp as our recruitment software, ensure that the views of applicants from all part of the community are taken into account. 	Iain Marshall	March 2016	Engage staff networks in assessing options

<ul style="list-style-type: none"> Target failed applicants for council jobs using i-grasp to invite them to personal statement workshops Explore option of contacting in advance to support application process. 	Job Shop working with the Recruitment Team	Start in Sept 2015	Impact report at end of first six months
<ul style="list-style-type: none"> Ensure there is at least one member of the recruitment panel from outside the service area. We will initially do this in those areas where statistics show there is a large percentage drop-out through the recruitment process. 	Martin Rayson	Sept 2015	Agree current areas that we wish to focus on Identify potential support to selected panels
<ul style="list-style-type: none"> Continue to seek to create talent pools for roles, working alongside Job Centre Plus and other relevant agencies 	Job Shops	Progress report at end of 2015/16	
<ul style="list-style-type: none"> Monitor training of recruiting managers 	Jenny O'Hanlon supported by Recruitment Team	Quarterly reporting in place by Sept 2015	Link recruiting managers database with those that have had training – and refreshers/and or assessment of prior knowledge.
Skills and Talent:			
<ul style="list-style-type: none"> Ensure that the Council's new approach to progressing talent and understanding the skill mix in the Council, is focused on identifying and progressing staff who are under-represented at more senior levels 	Gail Clark/Josie Okafor	Oct 2015 Dec 2015	Procurement of assessment centre/promotion/ programme. Review current best practice in other London Boroughs, including LB Islington to ensure that our talent management offer is of a high quality. First cohort to start by December

<ul style="list-style-type: none"> Review and revamp the arrangements for staff support networks (currently for BME, disability, sexual orientation staff) so that they become more representative and can play a more proactive role in supporting the talent management agenda. Consider whether other staff groups may have value. There could be one overall network for issues affecting BME, disabled or female staff or on specific issues, such as coping with Cancer 	Neil James/Teresa Evans (supported by Job Shop to provide capacity)	Dec 2015	<ol style="list-style-type: none"> Facilitated discussions with the staff networks – how they can be more representative/issues on role and remit. Are there any gaps – issue specific networks, groups to address particular issues Report back to CMT
<ul style="list-style-type: none"> Ensure that we are promoting family friendly working and its benefits and that this is having the desired benefit in terms of recruitment and retention 	Gail Clark (Job Shop to provide capacity)	Dec 2015	
Work On Values:			
<ul style="list-style-type: none"> Create key messages about how our commitment to equalities and diversity is reflected in our new values (and vision) 	Paul Gilham	Nov 2015	<ol style="list-style-type: none"> Seek, with support from BME network, staff quotes on workplace diversity and work into values posters (one quote per poster). Ask new inductees for feedback on process and their view on how values affected their initial LBBB experience – compile into document for use in future recruitment. Review best practice in diversity comms from other organisations.

<ul style="list-style-type: none"> • Create opportunities for the Leader and other senior leaders to promote that commitment (building on “in their shoes”, the gender equality charter) 	Paul Gilham	Nov 2015	<ol style="list-style-type: none"> 1. Ensure Gender Equality Charter is reviewed to confirm with LBBD guidelines and publicised alongside Single Equality Scheme by senior leaders. 2. Link relevant community, national and international dates(e.g. White Ribbon Day, International Day of Disabled People) with Leader and CE Thank You email, link to CMT briefing in a meaningful way. 3. Diarise senior leadership participation in relevant events (e.g. Walk a Mile in Her Shoes) and publicise internally/externally 4. Diarise senior leadership attendance at equality-related events (e.g. Black History Month talks, International Women’s Day exhibitions)
<ul style="list-style-type: none"> • Run once more the “effective customer conversations” training for staff, which previously sought to counter the influence of the BNP and the noise around community disharmony, but was equally valid in reminding staff of the behaviours and attitudes we expect to see displayed at work. 	Josie Okafor	Early 2016	Run train the trainer sessions and establish a programme of multiple cohorts through out the year, supported by e-learning resource.
<ul style="list-style-type: none"> • Run more dignity at work training for front-line staff and ensure that it has our values at its heart. 	Penny Robinson	Nov 2015	Start programme in the Autumn 2015

<ul style="list-style-type: none"> • Make two-tick employer a reality - Challenge managers around reasonable adjustments 	Neil James/ Job Shop	Dec 2015	Review progress at end of year
Understand Reasons For Leaving:			
<ul style="list-style-type: none"> • We are seeking to improve our approach on exit interviews. The form within Oracle is rather simplistic and the data cannot easily be brought together and interpreted. Completion is also voluntary. We are looking to introduce a survey-monkey tool to enhance the process, but there is the potential to set up a particular arrangement for groups where we feel there may be an issue, where an exit interview is conducted by an external third party and thereby concerns about anonymity can be overcome. 	Separate action plan exists around exiting and transfer of knowledge	Pilot to be running from Sept 2015	Approximate costings - maximum £5,000 per year. This could be considered a pilot service running for one year.

CABINET

23 June 2015

Title: Procurement of 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme	
Report of the Cabinet Member for Adult Social Care and Health	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Matthew Cole, Director of Public Health	Contact Details: Tel: 0208 227 3657 E-mail: matthew.cole@lbbd.gov.uk
Accountable Divisional Director: Matthew Cole, Director of Public Health	
Accountable Director: Anne Bristow, Corporate Director for Adult & Community Services	
Summary:	
<p>From 1 October 2015, the Government intends that local authorities (LAs) take over responsibility from NHS England for commissioning public health services for children aged 0-5, under section 6C of the NHS Act 2006 (as amended by the Health and Social Care Act 2012).</p> <p>This paper proposes that NHS England (London) puts in place a 6 month NHS England contract for the period between April and September 2015 and the Council puts in place a new contract from 1st October 2015 with North East London NHS Foundation Trust.</p> <p>This proposal was presented to the Health and Wellbeing Board on 17th March 2015 and to the Procurement Board in June 2015.</p> <p>Given the procurement timeline led by NHS England, it was agreed that the paper for decision is to be presented to the Cabinet as the Health and Wellbeing Board does not meet in the month of June. A direct award to the current provider North East London NHS Foundation Trust provides the best available protection against the risk in establishing a new service/transition of existing service for the following reasons:</p> <ul style="list-style-type: none"> • Having our own contract in place affords us greater flexibility and local control by not tying us into NHS England's 12 month notice period and in delivery of the statutory Sunset clause of 18 months, during which mandation outcomes must be achieved, as a minimum. • The integrated early years offer needs to be part of the Ambition 2020 review programme and the direct award of a 2 year contract will allow us the opportunity to take a more evidence based approach to 'new model' and market development. • Future allocations for the public health grant are expected to move towards a distribution based on population needs, determined using a fair shares formula based on advice from the Advisory Committee on Resource Allocation (ACRA). The 2015/16 	

allocation will be used as a starting point and Local Authorities will move incrementally toward their target share of the overall allocation over a number of years. The total amount of funding available for public health in 2016/17 will depend on the outcome of the 2015 Spending Review.

- The commissioning of the 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme is part of sustaining our consistently high performing and sustainable early years' services.
- This option provides the opportunity to ensure commissioning for children aged 0-5 is joined up with commissioning for those aged 5-19, so that the needs of everyone aged 0-19 are comprehensively addressed. This cannot be done within a shorter timescale as contract end points will need to be synchronized.
- Previous Public Health procurements in the last 18 months have shown that without a market tested specification and implementation plan, the Council may be exposed to operational, financial and reputational risk, because the available markets are under developed.

Recommendation(s)

The Cabinet is recommended to:

- (i) Waive the requirement to tender for the commissioning of the 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme, in accordance with the Council's Contract Rules; and
- (ii) Delegate authority to the Corporate Director for Adult and Community Services, in consultation with the Director of Public Health, Corporate Director of Children's Services, Chief Finance Officer and the Head of Legal and Democratic Services, to procure a direct award of a two-year contract from 1 October 2015, with an option to extend for up to 12 months, to North East London NHS Foundation Trust in accordance with the strategy set out in the report.

Reason(s)

To assist the Council to achieve its priority "Enabling Social Responsibility" and meet its future obligations under section 6C of the NHS Act 2006 (as amended by the Health and Social Care Act 2012).

1. Introduction and Background

- 1.1 On 28 January 2014 the Parliamentary under Secretary of State for Health, Dr Dan Poulter MP, confirmed the transfer of 0-5 public health commissioning. The transfer of commissioning responsibilities will now take place on 1 October 2015.
- 1.2 Local authorities have a responsibility to promote and protect health, tackle the causes of ill health and reduce health inequalities (Local Government's new public health functions Department of Health 2011). Commissioning high-quality public health services for those aged 0-5 (as part of the Healthy Child Programme) can help to achieve this. The funding for 0-5 public health commissioning is a stated resource allocation within the ring fenced Public Health Grant.

- 1.3 The scope of the transfer includes the 0-5 Healthy Child Programme (Universal/ Universal Plus), specifically:
- Health Visiting services (universal and targeted services)
 - Family Nurse Partnership services (targeted services for teenage mothers).
- 1.4 The following commissioning responsibilities will remain with NHS England:
- Child Health Information System (CHIS)
 - The 6-8 week GP check (Child Health Surveillance (CHS)).
- 1.5 Responsibility for commissioning the CHIS will remain with NHS England in order to improve system functionality nationally, although a commitment has been made by the Department of Health (DH) to review the responsibility for commissioning in 2020.
- 1.6 Responsibility for commissioning the 6-8 week GP check will remain with NHS England due to the nature and complexity of commissioning arrangements which suggest there is both risk and little or no return to be gained from transferring this responsibility.
- 1.7. The Government announced on 22 August 2014 that certain universal elements of the Healthy Child Programme will be mandated in regulations in the same way it has mandated for sexual health and some other public health services. The DH have published a [factsheet](#) on mandation to explain what this means for local authorities and to set out next steps. The universal elements which will be mandated are:
- antenatal health promotion review
 - new baby review, which is the first check after the birth
 - 6-8 week assessment
 - 1 year assessment
 - 2 to 2.5 year review

2. Transfer of Health Visiting and Family Nurse Partnership – Contract Position agreed with NHS England (London)

- 2.1 NHS England issued guidance in October 2014 to support local areas with contract transition. This guidance was tested with the DH, Local Government Association (LGA) and Public Health England (PHE) to ensure that it supports a smooth transition of responsibilities and sustainability of services, complies with legal requirements and enables local authorities and area teams to work effectively together in commissioning sustainable services for the whole of 2015/16 and beyond. The guidance can be found on the following link <http://www.england.nhs.uk/wp-content/uploads/2014/12/0-5-trans-guid-temp-let-stg2.pdf>
- 2.2 The Council was afforded two options for consideration:-
- **Option 1: Novation:** NHS England (London) puts in place a single contract for 2015-16 with a Deed of Novation being approved by the Council at the same

time the contract is signed to confirm the contract will transfer to the Council on 1 October 2015.

- **Option 2: New contract from 1 October 2015.** NHS England (London) puts in place a 6 month NHS England contract for the period between April and September 2015 and helps the Council to put in place a new contract from 1 October 2015.

- 2.3 Under Option 2, it should be noted that the NHS England Standard Terms and Conditions will be used as the basis for negotiations with North East London NHS Foundation Trust (NELFT).
- 2.4 Under Option 1, there is an increased risk of financial liability with the NHS England contractual term and condition of a 12 month notice period as we are not yet in a fully informed position on any potential shortfall and uncertainty around the level of the total Public Health Grant from 2016/17.
- 2.5 Under Option 2, there is also the potential for financial liability to arise which is important for the Council to be aware of, although the risk is significantly reduced.
- 2.6 We have considered a 6 month contract as well as joint proposals with the London boroughs of Havering and Redbridge. However, with the size of allocation within the ring fenced Public Health Grant and the rapid increase in our 0-5 population the benefits of taking a single borough approach for a period of 2 years is advised.
- 2.7 Following discussion between Officers and NHS England (London) a paper was presented to the Health and Wellbeing Board on 17 March 2015 agreeing to Option 2 a new contract from 1 October 2015.
- 2.8 The provision of a new contract with the Council for a 2 year period from 1 October 2015 with an option to extend for a year should give NELFT assurance of stability and continuity; we therefore do not anticipate such liabilities arising.
- 2.9 The market is at an early stage of development and subsequently there are no other providers in the Councils geographic location.
- 2.10 The Council has agreed contract particulars with NHS England (London).
- 2.11 Under the Council's Contract Rules all procurements above £500k as defined in clause 28.8 shall be taken before the Cabinet, or in some specific cases relating to Health and Social Care, the Health and Wellbeing Board for ratification.
- 2.12 The requirement for the service will need to be presented to both the Procurement Board and Corporate Management Team prior to issue to the Health & Wellbeing Board. The Board does not meet in June so in order to comply with the NHS England timeline for transition responsibilities the Cabinet will make the decision on the direct award of a contract to NELFT.

3. Proposed Procurement Strategy

- 3.1 **Outline specification of the works, goods or services being procured - Direct award to North East London NHS Foundation Trust.**

- 3.2 **Estimated Contract Value, including the value of any uplift or extension period** - For the London Borough of Barking and Dagenham our allocation for 2015/16 part year commencing 1 October 2015 is **£2,512,000**. This equates to a full year effect of **£5,024,000**. Therefore, the estimated contract value is £15,072,000 for 2 years with an option to extend for a year (**3 years in total**).
- 3.3 **Duration of the contract, including any options for extension** - Two years with an option to extend for a year.
- 3.4 **Is the contract subject to the (EU) Public Contracts Regulations 2006? If Yes, and contract is for services, are they Part A or Part B Services** - Revised EU procurement regulations were introduced into UK law by the Public Contract Regulations 2015 (PCR 2015). These are effective from 26 February 2015. The subject matter of this report comes within an exemption by virtue of s.120 (PCR 2015) as a contract award procedure that relates to the procurement of health care services for the purposes of the NHS and will be executed before 18 April 2016.

The exemption cited above means that the procurement regulations governing the subject matter of this report are the previous PCR 2006 and that this would be considered a “part B service”. PCR 2006 part B services are exempt from the rigours of a full EU procurement process but must still satisfy principles enshrined in the Treaty for the Functioning of Europe (TFEU). These state that any procurement must demonstrate equality, fairness, transparency, and openness.

- 3.5 **Recommended procurement procedure and reasons for the recommendation** - The recommended route to market is a direct award as the market is relatively under developed as the services have historically been performed within the NHS and as such the private sector and non-geographic NHS providers are limited.
- 3.6 **The contract delivery methodology and documentation to be adopted** - The Contracts will be made as follows;
- Novated until October 2015 – NHS England Terms
 - October 2015 forward – Council terms and conditions
- 3.7 **Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract** - Given the significant increase in the 0-5 population any savings or efficiencies will in the main not be outlined as cashable, however with the service being in the control of the Council, this can be maximised to deliver higher quality services in terms of deliverables/outcomes. The full extent of the service improvements will not be known until the first full year has been conducted.
- 3.8 **Criteria against which the tenderers are to be selected and contract is to be awarded** - Not applicable as a direct award process is being conducted.
- 3.9 **How the procurement will address and implement the Council’s Social Value policies** - The Council’s social value responsibilities are taken through its vision: One borough; One community; London’s growth opportunity. The Council’s priorities around enabling social responsibility frames the Council’s intentions around supporting fully integrated services for vulnerable children, young people and families: protecting the most vulnerable and ensuring that everyone can access good quality healthcare when they need it.

The vast majority of the resource for these two services is spent on the family nursing and health visiting workforce. In terms of the service contract, we will work with the provider to seek to identify local opportunities for apprenticeships, training and recruitment for residents. A requirement for the payment of London Living Wage (LLW) will be included as a condition of the contract. All staff currently employed to provide this service are already above the LLW, so there we do not anticipate any implications for the current provider.

- 3.10 **Market Development Strategy** - The Council's priorities around enabling social responsibility commits us to providing fully integrated services for vulnerable children, young people and families: protecting the most vulnerable and ensuring that everyone can access good quality healthcare when they need it. This can only be achieved through a detailed and comprehensive understanding of commissioned services and a commitment to contract with only those providers who commit to delivering exceptional early years outcomes.

Over the next 12 months we will be setting out a market development strategy that describes the approach the Council will adopt in the analysis and management of the early years health and care system in our borough.

This strategy will ensure that a systematic approach is taken to understand the needs of our population and to determine future market priorities. It will inform our investment decisions in future years as we drive further improvements in quality outcomes, choice and service redesign. We will work with a range of responsive and high quality providers to deliver the Council's ambition. These providers could be existing organisations who share our commitment to delivering the very highest standards of early years services in the borough, or new market entrants.

Where a new service model is needed we will deliver this through a clear and transparent procurement process that ensures compliance with legal and policy requirements within the timeframe outlined in the report.

4. Options Appraisal

- 4.1 The following four options in regards to the services were discussed at the Health and Wellbeing Board on 17 March 2015:

- **Option 1: Novation:** NHS England (London) puts in place a single contract for 2015-16 with a Deed of Novation being approved by the Council at the same time the contract is signed to confirm the contract will transfer to the Council on 1 October 2015.
- **Option 2: New contract from 1 October 2015.** NHS England (London) puts in place a 6 month NHS England contract for the period between April and September 2015 and helps the Council to put in place a new contract from 1st October 2015.
- **Option 3: Do nothing;** this option has been discounted as the services required are mandated to be provided by the Council.

- **Option 4: Open Framework**, at time of this report being constructed there are no open frameworks available to the Council.

4.2 The Health and Wellbeing Board recommended Option 2 a new contract from 1 October 2015.

5. Waiver

5.1 Approval is sought to waive Contract Rule 28.8 in terms of conducting a formal procurement process. The justification for the waiver is to be judged under the following relevant points of the Contract Rules:

Para. 6.6.2 That there is clear evidence the goods, services or works to be procured are of a specialist technical, artistic or proprietary nature, or

Para 6.6.3 That there is only one supplier in the market capable of providing the service, goods or works(e.g. a specific artist with intellectual property rights in a work of art) such that there is no benefit to be gained from competition.

6. Other Considerations and Implications

6.1 **Risk and Risk Management** - The key business risks associated with this procurement strategy are related to delays or other issues with the transfer of health visiting contracts to the Council, as well as the financial allocation to the Council to support the future commissioning of the health visiting service.

To capture and mitigate all these risks, a robust project plan for the transition of Health Visiting is in place with clear objectives, deliverables and timescales, and an Integrated Governance Framework has been agreed with NHS England (London) which allows the Council to be co-commissioners of the service in the period leading up to the transition. A due diligence process relating to the financial aspects of the transfer is currently being carried out.

6.2 **TUPE, other staffing and trade union implications** – There are no specific implications for this contract period.

6.3 **Safeguarding Children** - Health visiting teams provide expert advice, support and interventions to all families with children in the first years of life (National health visiting service specification 2014/15 NHS England 2014). They are uniquely placed to identify the needs of individual children, parents and families (including safeguarding needs) and refer or direct them to existing local services, thereby promoting early intervention. They can also have a role in community asset mapping, identifying whether a particular community has any specific needs.

Health visiting is a universal service and because it is valued and accepted by parents it offers an opportunity to give support and advice to parents and promote positive parenting, emotional attachment and bonding (National health visiting service specification 2014/15 NHS England 2014).

We also have the Family Nurse Partnership available. This is a programme aimed at families in which the mother is aged 19 or under, which aims to provide intensive support through regular, structured home visits (Family Nurse Partnership 2014).

6.4 **Health Issues** - The Council's vision and priorities for Barking and Dagenham are intended 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. Children having the best possible start in life from conception, so breaking the link between early disadvantage and poor outcomes throughout life is integral to the delivery of our joint Health and Wellbeing Strategy.

6.5 **Equalities and other Customer Impact** - The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010).

The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

In respect of this, the commissioning of the 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme is part of the solution in developing a consistently high performing and sustainable children's service. In this context a 12 month period is required to evaluate the current service landscape, decide on the specific role that health visiting will play and how this service may integrate with other relevant local services to improve and protect the health of young people and ensure that local families thrive. Also we need to ensure commissioning for children aged 0-5 is joined up with commissioning for those aged 5-19, so that the needs of everyone aged 0-19 are comprehensively addressed.

NHS England (London) has completed an impact assessment as part of their due diligence. As our plans for a new integrated early year's model develop, we will be conducting a full assessment as part of this prior to a procurement strategy being published in April 2017 and hence it is still too early to conduct our equalities and customer impact assessment. A full equalities and other customer impact will be carried out prior to the procurement process.

7. Consultation

7.1 The proposals in this report have been discussed with relevant Cabinet Members and have been endorsed by the Health and Wellbeing Board, the Corporate Management Team and the Council's Procurement Board.

8. Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement and Accounts Payable, Elevate East London

8.1 The procurement routes to market can be viewed by two processes:

- **Novation** – The novation between NHS England and the Council is an approved and legitimate route to market due to the shift in responsibility with the ownership being transferred to the Council.
- **Direct Award** – The services are covered by the previous regulations (2006 revised in 2009) which outlines that the service would be considered as a Part B service, which is not mandated to be conducted using the full formal process. The market is at an early stage and subsequently there are no other providers in the Councils geographic location as the service has not been conducted outside of the NHS.

8.2 In order to ensure a full service can be appraised and future market warming can occur, I support the methodologies detailed in this paper as being the ones that offer value for money and continue to ensure the Council keeps to its corporate and social responsibilities.

9. Financial Implications

Implications completed by Roger Hampson, Group Manager Finance (Adults and Community Services)

9.1 This report seeks authority to waive the requirement to advertise the contract for 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme for the reasons set out in the report. The contract will be for two years from October 2015, with an option to extend for a year.

9.2 Barking and Dagenham was one of a small number of local authorities which raised specific issues in respect of whether the amounts transferring to the Council from NHS England are an accurate reflection of lift and shift principles. After examination, the Department of Health considered these concerns merited further analysis and understanding prior to concluding final allocations. Barking and Dagenham's allocation for the six months from October 2015 has been confirmed at £2,512,000, equating to a full year effect of £5,024,000; the total estimated (lifetime) value of the contract is potentially around £15m if the option to extend to a third year is exercised. Although it is not confirmed what the level of Public Health grant will be over the next 3 years, and whether it will continue to be ring-fenced, public health services for children aged 0-5 will be mandated, and therefore have priority in allocating the Public Health resources available,

9.3 Although the final allocation is £102k higher than previously announced, in the view of officers there is a potential pressure of around £270k which will have to be contained within the overall public health grant.

- 9.4 The resource allocation is outlined in the following link:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417433/0-5_Public_health_allocations.pdf

10. Legal Implications

Completed by Allan Donovan, Interim Senior Projects Lawyer

- 10.1 Revised EU procurement regulations were introduced into UK law by the Public Contract Regulations 2015 (PCR 2015). These are effective from 26 February 2015.
- 10.2 However, BDT Legal consider that the subject matter of this report comes within an exemption by virtue of s.120 (PCR 2015) as a contract award procedure that relates to the procurement of health care services for the purposes of the NHS and will be executed before 18 April 2016.
- 10.3 The exemption cited above means that the procurement regulations governing the subject matter of this report are the previous PCR 2006 and that this would be considered a “part B service”.
- 10.4 PCR 2006 part B services are exempt from the rigours of a full EU procurement process but must still satisfy principles enshrined in the Treaty for the Functioning of Europe (TFEU). These state that any procurement must demonstrate equality, fairness, transparency, and openness.
- 10.5 Additionally, Members are reminded of the need for strict adherence to the Council’s constitution and in particular the Contract Rules contained in Part 4 of that constitution.
- 10.6 BDT Legal understand that it is the intention of the report author to directly award the contract for continued provision of services to NELFT upon transfer from NHS (E) on 1 October 2015. BDT Legal are instructed that provision of the services in question are currently funded at some **£5,024,000** million per annum and that it is intended to offer directly to NELFT a contract term of 2 years with an option to extend for a further period of 1 year. The total (lifetime) value of the contract therefore would be £15 million (3 years x **£5,024,000** million)
- 10.7 Contract rule 28.5 states that contracts with an estimated value in excess of £500,000 MUST be let following publication of an appropriate advertisement and subsequent competitive tendering process except where a formal waiver has been obtained in accordance with rule 6 of the rules.
- 10.8 Contract rule 6 states, so far as is relevant, “Where a contract value exceeds £500,000 approval to waive [the requirement of a formal tender exercise] MUST be obtained from Cabinet / Health & Wellbeing Board except in an emergency in which case the Chief Executive can issue the waiver.”
- 10.9 Given that future funding allocation has yet to be determined and that Local Authorities are mandated to assume commissioning responsibilities from NHS England whilst adhering to a timeframe over which they have no control, it is arguable that “genuinely exceptional circumstances” exist so that a waiver from the

Council's contract rules requiring a competitive tender exercise to be followed is justified, as anticipated by rule 6.6.8

Background Papers Used in the Preparation of the Report:

- Transfer of 0-5 children's public health commissioning to local authorities: 0-5 public Health allocations 2015/16:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417433/0-5_Public_health_allocations.pdf
- The preparation for transfer of the 0-5 year Healthy Child Programme (Health Visiting) Service and Family Nurse Partnership Programme from NHS England to London Borough of Barking and Dagenham. Health and wellbeing Board 17th March 2015
<http://moderngov.barking-dagenham.gov.uk/documents/g8146/Public%20reports%20pack%20Tuesday%2017-Mar-2015%2018.00%20Health%20and%20Wellbeing%20Board.pdf?T=10>
- London Borough of Barking and Dagenham Health and Wellbeing Board (September 2014). Update on the preparation for transfer of the 0-5 year Healthy Child Programme (Health Visiting) Service from NHS England to London Borough of Barking and Dagenham. <http://moderngov.barking-dagenham.gov.uk/documents/g7564/Public%20reports%20pack%20Tuesday%2009-Sep-2014%2018.00%20Health%20and%20Wellbeing%20Board.pdf?T=10>
- NHS England (December 2014). Public health services for 0-5 year-olds. Transfer of commissioning responsibilities to local authorities. Additional contracting guidance for NHS commissioners. <http://www.england.nhs.uk/wp-content/uploads/2014/12/0-5-trans-guid-temp-let-stg2.pdf>

List of appendices: None

This page is intentionally left blank

CABINET**23 June 2015**

Title: Treasury Management Annual Report 2014/15	
Report of the Cabinet Member for Finance	
Open	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: David Dickinson, Group Manager Pensions and Treasury	Contact Details: Tel: 020 8227 2722 E-mail: david.dickinson@lbbd.gov.uk
Accountable Director: Jonathan Bunt, Chief Finance Officer	
<p>Summary</p> <p>Changes in the regulatory environment now place a greater onus on Elected Members for the review and scrutiny of treasury management policy and activities. This report (the Treasury Management Annual Report) is important in that respect, as it provides details of the outturn position for treasury activities, significant new borrowing proposed, and highlights compliance with the Council's policies previously approved by the Assembly prior to the start of each financial year.</p> <p>This report presents the Council's outturn position in respect of its treasury management activities during 2014/15. The key points to note are as follows:</p> <ul style="list-style-type: none"> ➤ Investment income for the year was £1.6m (2013/14: £1.3m); ➤ £89m was borrowed from the European Investment Bank to fund the urban regeneration and economic growth programme of Gascoigne Estate (East) Phase 1 and Abbey Road 2; ➤ There was no further General Fund borrowing in 2014/15 to finance the capital programme as the Council utilised internal borrowing; ➤ A £10m Public Works Loan Board was repaid during the year and was not replaced; ➤ The Council did not breach its 2014/15 authorised borrowing limit of £650m or its Operational Boundary limit of £500m; and ➤ The Council complied with all other set treasury and prudential limits. 	
<p>Recommendation(s)</p> <p>The Cabinet is asked to recommend the Assembly to:</p> <p>(i) Note the Treasury Management Annual Report for 2014/15;</p>	

<p>(ii) Note that the Council complied with all 2014/15 treasury management indicators;</p> <p>(iii) Note £89m was borrowed from the European Investment Bank to fund an urban regeneration and economic growth programme of Gascoigne Estate (East) Phase 1 and Abbey Road 2;</p> <p>(iv) Approve the actual Prudential and Treasury Indicators for 2014/15; and</p> <p>(v) Maintain the delegated authority given to the Chief Finance Officer, in consultation with the Cabinet Member for Finance, to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement to take into account the additional cash holdings resulting from the £89m borrowed from the European Investment Bank.</p>
<p>Reason(s)</p> <p>This report is required to be presented to the Assembly in accordance with the Revised CIPFA Code of Practice for Treasury Management in the Public Services.</p>

1. Introduction and Background

1.1. The Council is required by regulations issued under the Local Government Act 2003 (as amended 2010) to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2014/15.

1.2 The report has been produced in accordance with the Revised CIPFA Code of Practice for Treasury Management in the Public Services 2009 adopted by this Council on 16 February 2010 and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

1.3 For the 2014/15 period Assembly received the following reports:

- an annual treasury strategy in advance of the year (Assembly 19/02/2014);
- a mid-year (minimum) treasury update report (Assembly 25/11/2014); and
- an annual review following the end of the year describing the activity compared to the strategy (this report).

1.4 This Annual Treasury Report covers:

- The Council's treasury position as at 31 March 2015;
- Economic Factors and Interest rates in 2014/15;
- Investment Strategy and Performance in 2014/15;
- Borrowing Outturn;
- Treasury Management costs in 2014/15;
- Compliance with Treasury limits and Prudential indicators;
- Lending to Commercial and External Organisations; and
- Prudential Indicators for 2014/15.

2. Treasury Position as at 31 March 2015

2.1 The Council's treasury position at the start and end of 2014/15 can be found in Table 1:

Table 1: Council's treasury position at the start and end of 2014/15

	31-Mar-2014	Average Return	Average Life	31-Mar-2015	Average Return	Average Life
	£'000	%	Yrs	£'000	%	Yrs
Fixed Rate Debt						
PWLB	275,912	3.52	37.68	265,912	3.50	40.81
Market	40,000	4.01	54.61	40,000	4.02	53.61
EIB				89,000	2.21	29.83
Total Debt	315,912	3.59	39.45	394,912	3.26	39.34
Investments						
In-House*	121,258			217,926	1.08	
Total Investments	121,258	0.98		217,926	1.08	

* excludes a prepayment made to Elevate and external school cash balances.

2.2 The Council manages its debt and investment positions through its in-house treasury section in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities.

2.3 Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices.

3. The Economy and Interest rate in 2014/15

3.1 Economic Outlook

The original market expectation at the beginning of 2014/15 was for the first increase in Bank Rate to occur in Q1 2015 as the unemployment rate had fallen faster than expected through the Bank of England's initial forward guidance target of 7%. In May, however, the Bank revised its forward guidance. A combination of very weak pay rises and inflation above the rate of pay rises meant that consumer disposable income was still being eroded and in August the Bank halved its forecast for pay inflation in 2014 from 2.5% to 1.25%. Expectations for the first increase in Bank Rate therefore receded as growth remained dependent on consumer demand.

During the second half of 2014 financial markets were caught out by a halving of the oil price and the collapse of the peg between the Swiss franc and the euro. By the end of 2014, it was clear that inflation in the UK was going to head towards zero in 2015 and possibly turn negative. This made it clear that the MPC would have great difficulty in raising the Bank Rate in 2015 while inflation was around zero and so market expectations for the first increase receded back to around quarter 3 of 2016.

3.2 Interest Rate Forecast

Gilt yields were on a falling trend for much of the last eight months of 2014/15 but were then pulled in different directions by increasing fears after the anti-austerity

parties won power in Greece in January; developments since then have increased fears that Greece could be heading for an exit from the euro. While the direct effects of this would be manageable by the EU and ECB, it is very hard to quantify quite what the potential knock on effects would be on other countries in the Eurozone once the so called impossibility of a country leaving the EZ had been disproved.

Another downward pressure on gilt yields was the announcement in January that the ECB would start quantitative easing, purchasing EZ government and other debt in March. On the other hand, strong growth in the US caused an increase in confidence that the US was well on the way to making a full recovery from the financial crash and would be the first country to start increasing its central rate, probably by the end of 2015. The UK would be closely following it due to strong growth in 2013 and 2014 and good prospects for a continuation into 2015/16.

4. Investment Strategy and Performance in 2014/15

4.1 Annual Investment Strategy 2014/15

4.1.1 All investments were managed in-house and were invested with institutions of high credit standing listed in the Council's approved lending list and specified limits. The Council invested over a range of periods from overnight to two years and in some cases over two years dependent on the Council's cash flows, its treasury management adviser's view, its interest rate view and the interest rates on offer.

4.1.2 The Council meet quarterly with its Investment Adviser to discuss financial performance, objectives and targets in relation to the investments and borrowing managed on behalf of the Council. A monthly treasury meeting was held between the Chief Finance Officer (CFO) and the treasury section to discuss strategy and to ensure close monitoring of investment decisions.

4.1.3 The Council's investment policy is governed by CLG guidance, which was implemented in the annual investment strategy for 2014/15, approved by the Assembly on 19 February 2014. The policy sets out the Council's approach for choosing investment counterparties.

4.1.4 The key points relating to the annual investment strategy were:

- Eurozone sovereign debt difficulties remain, with concerns as to how these will be managed over the next few years. Counterparty risks remain elevated and as a result the Council's strategy of using higher quality UK Bank and Building Societies for shorter time periods will remain in place during 2014/15.
- Investment returns are forecast to remain low during 2014/15, with an average target return of 1% for the in-house Treasury section.

4.2 Investments decisions during 2014/15

4.2.1 When making investment decisions the Council must have regard to its investment priorities being:

- (a) The **security** of capital;
- (b) The **liquidity** of its investments; and

(c) **Yield** (after ensuring the above are met).

- 4.2.2 Using the above as the basis for investment decisions does mean that investment returns will be lower than would be possible were yield the only consideration. During 2014/15 the Council ensured that all investments were made with appropriately rated counterparties and that liquidity was maintained. On occasion short term borrowing was also used to allow the Council to take advantage of investment opportunities.
- 4.2.3 During 2014/15 rates of return offered by financial institutions continued to decline for the first part of the year. However as economic conditions improved, rates picked up towards the end of the year, presenting opportunities for the Council to invest over a longer duration at much improved rates.
- 4.2.4 For 2014/15 an investment return target of 1% was used by the treasury section.
- 4.2.5 The 2014/15 cash flow ended over £97m higher (£218m) than the 2013/14 closing cash balance of £121m. During the year £18m was transferred out of the Council's bank account and into the newly created pension fund bank account. As a result of this transfer, the Council no longer holds the pension fund cash but the treasury functions remain with the in-house treasury team
- 4.2.6 The main reasons for the increase in the cash balance include:
- i. £89m of EIB borrowing;
 - ii. a reduced pre-payment to Elevate; and
 - iii. delays in capital expenditure.
- 4.2.7 During the year amounts available for investment varied due to:
- Investment maturity dates;
 - Profile for the receipt of grants;
 - Temporary use of internal cash to fund new capital projects rather than borrowing at periods of high borrowing interest rates; and
 - Cash flow management.

Cash flow forecasts for 2015/16 indicate a more even distribution of income compared to previous years but also an increase in expenditure as the EIB borrowing is spent.

4.3 Strategy Changes in 2014/15

- 4.3.1 The Council's investment policy was agreed in the annual investment strategy approved by the Assembly on 19 February 2014. During the year Members agreed the following changes to the investment strategy:
- to increase the period the Council can invest with the Royal Bank of Scotland (RBS) from one year to a maximum of two years;
 - approve the borrowing of up to £150m through a loan facility from the European Investment Bank (EIB) to fund the urban regeneration and economic growth programme described below; and

- To prevent the need to return to Cabinet to agree the increase and to ensure any increase in counterparty limits are linked to the increase cash available to invest, Cabinet are asked to delegate authority to the Chief Finance Officer in consultation with the Cabinet Member for Finance to proportionally amend the counterparty lending limits agreed within the Treasury Management Strategy Statement to take into account the potential additional £150m from the EIB.

4.3.2 Medium and long term investments

In relation to long term investments (investment over one year), the treasury strategy during 2014/15 was to take advantage of periods where rates were higher due to improved market sentiment regarding rate increases. This strategy resulted in a number of two years investments being made at rates between 1.1% and 1.5%.

As UK Government Gilts yields continued to fall throughout the year the Council sold its £5.8m holding in a 5 year Gilt, which it transferred from its external fund manager when the Council's investments were withdrawn towards the end of 2013. As a result as at 31 March 2015 the Council did not hold any UK government debt.

4.3.3 Short Term investments

To ensure that the Council maintained sufficient liquidity a number of investments were made in overnight and one year deposits. Returns over the shorter durations were low throughout the year and varied between 0.46 and 1.00%.

The Council holds a high percentage of its investments with the two part government owned banks, Lloyds and RBS. Both banks provided competitive returns throughout the year. It is likely that during 2015/16 the government will sell its remaining holdings in Lloyds of approximately 20% and as it is likely that the Council's total exposure to Lloyds will be reduced accordingly.

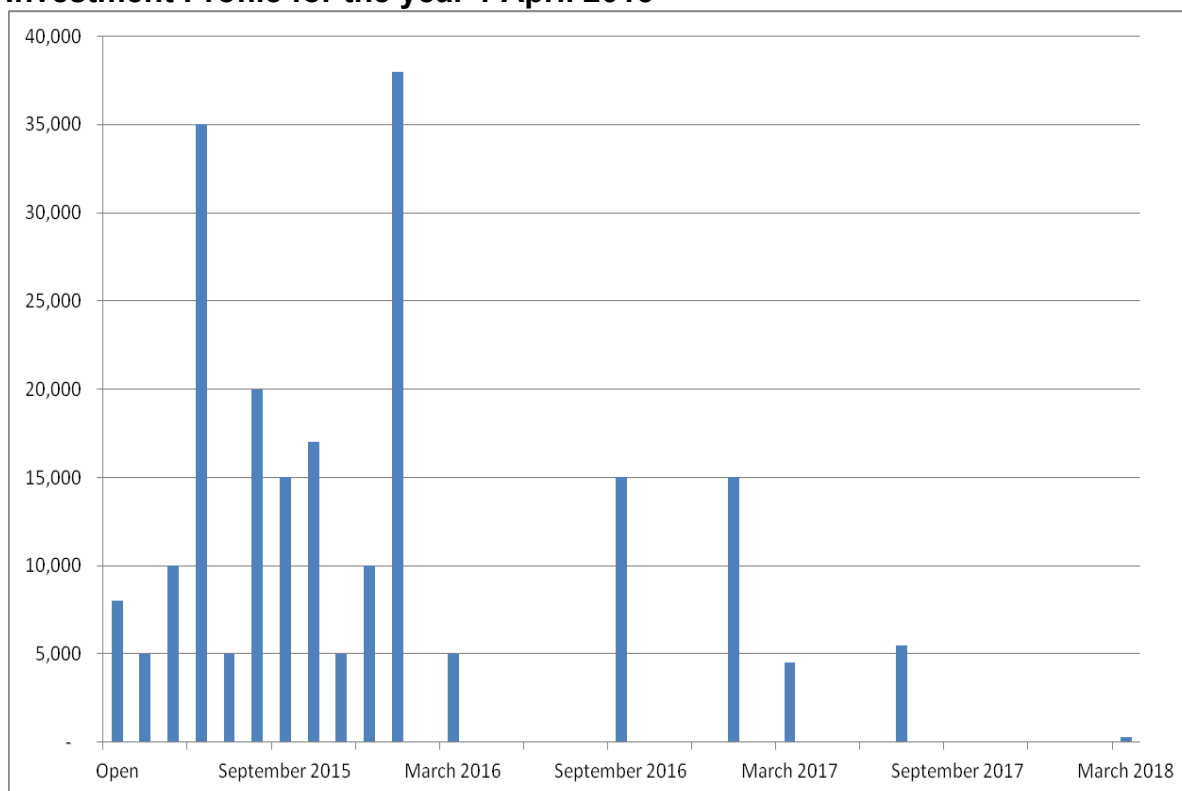
4.4 Performance Measurement in 2014/15

The interest return for the year was 1.08% on an average cash balance of £150m resulting in gross interest of £1.60m, £0.5m higher than budget. The increase in interest income was negated by the increase in borrowing costs from the £89m borrowed from the EIB. The interest earned was distributed as follows:

- £920k to the General Fund;
- £593k to the Housing Revenue Account; and
- £100k to Schools.

4.5 The maturity profile of the Council's investments is shown in the Chart below. Some longer term investments at higher rates of return were made in 2014/15. The higher rates achieved with these longer dated investments will support treasury to achieve the more challenging return target for 2015/16. There is an expectation that rates will start to increase in the coming months and the reinvestment rates of maturing investments should improve.

Investment Profile for the year 1 April 2015



4.6 Investments Held as at 31 March 2015

A schedule of the investments held by the Council as at 31 March 2015 as set out at **Appendix 1**.

5. **Borrowing Outturn**

5.1 The key points relating to the 2014/15 borrowing strategy, as agreed within the TMSS, were:

- To set an authorised borrowing limit of £650m for 2014/15;
- The Council will borrow up to £89m from the EIB to fund the urban regeneration and economic growth programme of Gascoigne Estate (East) Phase 1 and Abbey Road 2
- The Council's borrowing strategy, excluding EIB borrowing, will give consideration to the following when deciding to take-up new loans:
 - Use internal cash balances, while the current rate of interest on investments remain low, with consideration given to weighing the short term advantage of internal borrowing against potential long term costs if long term borrowing rates begin to increase more than forecast;
 - Using a range of durations for long term fixed rate market loans where rates were significantly less than PWLB rates for the equivalent maturity period;
 - Use short dated PWLB variable rate loans where rates are expected to be significantly lower than rates for longer period;

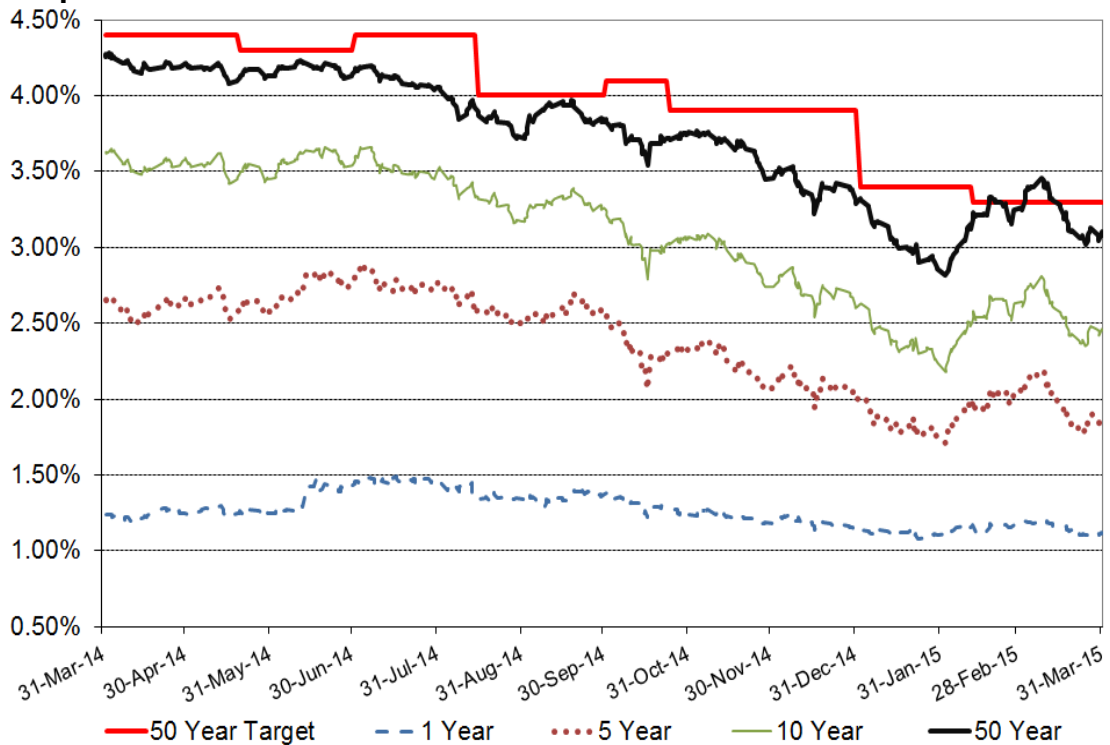
- Ensure that new borrowing, if required, is timed at periods when rates are expected to be low; and
- Consider the issue of stocks and bonds if appropriate.
- The Council will continue to utilise internal borrowing rather than external borrowing as the opportunity arises.

5.2 PWLB borrowing rates

PWLB borrowing rates - the graph below shows how PWLB certainty rates have fallen to historically very low levels during the year.

The Council borrowed £89m from the EIB, with a duration of 30 years, in January 2015. As outlined in the graph below, January 2015 was a period when longer term rates were particularly competitive.

Graph 1: PWLB rates 2014/15



5.3 Debt Rescheduling, Repayment and New Borrowing

On 28 April 2014 a £10m PWLB loan at an average rate of 4.25% was repaid and was not refinanced. This helped reduce the borrowing costs by £393k for the year.

On 15 January 2015 the Council entered into a contractual agreement with the EIB to borrow £89m at a rate of 2.207%, with first and full distribution received on 30 January 2015.

5.4 Borrowing Owed as at 31 March 2015

The Council held the following loans as at 31 March 2015

Counterparty	Loan Type	Start Date	Maturity Date	Principal	Interest Rate (%)
Barclays	LOBO loan - Fixed	30-May-08	30-May-78	10,000,000	3.98
Dexia	LOBO loan - Fixed	30-Jun-08	30-Jun-77	10,000,000	3.98
RBS	LOBO loan - Fixed	26-Mar-10	27-Feb-60	10,000,000	4.07
RBS	LOBO loan - Fixed	26-Mar-10	26-Mar-59	10,000,000	4.05
PWLB	PWLB loan - Maturity	28-Mar-12	28-Mar-42	50,000,000	3.50
PWLB	PWLB loan - Maturity	28-Mar-12	28-Mar-62	65,912,000	3.48
PWLB	PWLB loan - Maturity	28-Mar-12	28-Mar-61	50,000,000	3.49
PWLB	PWLB loan - Maturity	28-Mar-12	28-Mar-52	50,000,000	3.52
PWLB	PWLB loan - Maturity	28-Mar-12	28-Mar-60	50,000,000	3.49
European Investment Bank	Loan - Fixed	30-Jan-15	31-Mar-44	89,000,000	2.21
				394,912,000	

6. Treasury Management Costs

- 6.1 The costs associated with the Treasury Management function comprise of a recharge of a proportion of the internal team's salary, software, treasury management advisers fees and external managers fees.
- 6.2 A one off cost of £120k was paid in fees to complete the EIB borrowing.
- 6.3 Treasury management costs are summarised in table 2 below:

Table 2: Treasury Management costs for 2014/15

Salary Recharge	30,800
Software and other costs	8,245
Capita Treasury Limited	17,000
EIB Charges	120,000
	176,045

7. Compliance with Treasury limits and Prudential Indicators

- 7.1 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordable limits) are included in the approved Treasury Management Strategy (TMSS).
- 7.2 During the financial year to date the Council has operated within and complied with the treasury limits and Prudential Indicators set out in the Council's annual TMSS. The Council's prudential indicators are set out in **Appendix 2** to this report. In 2014/15, the Council did not breach its authorised limit on borrowing of £650m.
- 7.3 The Operational limit set in the 2014/15 TMSS was £500m, which was not breached.

8. Lending to commercial and external organisations

- 8.1 As part of the Council's mitigation of risk strategies around delivering and continued value for money services with external organisations, the Council should from time to time have the ability to make loans to external organisations.
- 8.2 Section 2 of the Local Government Act 2000 (power of well-being) gives authorities the power to lend as part of promotion or improvement of economic /social wellbeing of the Borough. The guidance encourages local authorities to use the well-being power as the power of first resort removing the need to look for powers in other legislation. Further the power provides a strong basis on which to deliver many of the priorities identified by local communities and embodies in community strategies. The Chief Finance Officer determines the rates and terms of such loans.

9. Conclusions

- 9.1 The key conclusions to draw from this report are as follows:
- a) That the Council complied with prudential and treasury indicators in 2014/15;
 - b) That the value of investments as at 31 March 2015 totalled £217.9 million; and
 - c) That value of long term borrowing as at 31 March 2015 totalled £394.9m. This comprised market, PWLB and EIB loans.

10. Options Appraisal

- 10.1 There is no legal requirement to prepare a Treasury Management Annual Report, however, it is good governance to do so and meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

11. Consultation

- 11.1 The Chief Finance Officer has been informed of the approach, data and commentary in this report.

12. Financial Implications

Implications completed by: Jonathan Bunt, Chief Finance Officer

- 12.1 This report sets out the outturn position on the Council's treasury management position and is concerned with the returns on the Council's investments as well as its short and long term borrowing positions.

13. Legal Implications

Implications completed by: Eldred Taylor-Camara, Legal Group Manager

- 13.1 The legal and governance provisions have been incorporated in the body of this report. There are no further legal implications to highlight.

14. Risk Management

14.1 The whole report concerns itself with the management of risks relating to the Council's cash flow. The report mostly contains information on how the Treasury Management Strategy has been used to maximise income throughout the past year.

14.2 EIB funded urban regeneration programme

The urban regeneration programme will be governed by a programme delivery board established in the Regeneration department. A programme manager will be identified within the Council who will be responsible for delivering each scheme within the investment programme.

Background Papers Used in the Preparation of the Report:

- Treasury Management Strategy Statement - Assembly Report 19 February 2014 and 24 February 2015
- Capita Asset Management Economic and Interest Rate Report
- CIPFA – Revised Treasury Management in the Public Sector
- CIPFA – Revised Prudential Code for Capital Finance in Local Authorities

List of appendices:

- **Appendix 1** – Investments Held as at 31 March 2015
- **Appendix 2** - Treasury Management Outturn Report 2014/15: Prudential Code
- **Appendix 3** - Glossary of Terms

This page is intentionally left blank

Investments Held as at 31 March 2015

Investments Held	Lowest Long Term Rating	Interest Rate	Call A/C	Principle £000s	Issue Date	Repayment Date
Federated MMF	AAA	0.46%	Variable	8,000.00		
Lloyds Bank	A	0.95%	Fixed	5,000.00	13/04/2014	13/04/2015
Goldman Sachs Interna.	A	0.53%	Fixed	10,000.00	19/02/2015	19/05/2015
Lloyds Bank	A	0.95%	Fixed	5,000.00	05/06/2014	05/06/2015
City of Glasgow	AA+ Equivalent	1.00%	Fixed	5,000.00	17/12/2013	17/06/2015
RBS	BBB+	0.95%	Fixed	20,000.00	27/06/2014	26/06/2015
Lloyds Bank	A	0.95%	Fixed	5,000.00	04/07/2014	03/07/2015
Nationwide Building Society	A	0.66%	Fixed	10,000.00	05/02/2015	05/08/2015
Standard Chartered Bank	A+	0.95%	Fixed	10,000.00	22/08/2014	21/08/2015
Nationwide Building Society	A	0.66%	Fixed	10,000.00	04/03/2015	04/09/2015
Standard Chartered Bank	A+	0.67%	Fixed	5,000.00	18/03/2015	18/09/2015
Lloyds Bank	A	1.00%	Fixed	5,000.00	03/10/2014	02/10/2015
Greater London Authority	AA+ Equivalent	1.03%	Fixed	2,000.00	06/01/2014	06/10/2015
Doncaster MBC	AA+ Equivalent	1.07%	Fixed	5,000.00	10/10/2014	09/10/2015
GatesHead Council	AA+ Equivalent	1.05%	Fixed	5,000.00	09/10/2014	09/10/2015
Lloyds Bank	A	1.00%	Fixed	5,000.00	28/11/2014	27/11/2015
Aylesbury Vale District	AA+ Equivalent	1.03%	Fixed	5,000.00	02/12/2013	02/12/2015
Lloyds Bank	A	1.00%	Fixed	5,000.00	09/12/2014	09/12/2015
Lloyds Bank	A	1.00%	Fixed	5,000.00	08/01/2015	08/01/2016
Staffordshire Moorlands	AA+ Equivalent	1.10%	Fixed	3,000.00	24/01/2014	22/01/2016
Lloyds Bank	A	1.00%	Fixed	30,000.00	30/01/2015	29/01/2016
Lloyds Bank	A	1.00%	Fixed	5,000.00	03/03/2015	01/03/2016
Lloyds Bank	A	1.00%	Fixed	5,000.00	13/04/2015	13/04/2016
RBS	BBB+	1.85%	Fixed	15,000.00	19/09/2014	19/09/2016
RBS	BBB+	1.32%	Fixed	15,000.00	30/01/2015	30/01/2017
Lloyds Bank	A/F1	1.15%	Fixed	4,500.00	31/03/2015	31/03/2017
Newport City Council	AA+ Equivalent	1.50%	Fixed	2,000.00	10/11/2014	11/05/2017
Newport City Council	AA+ Equivalent	1.10%	Fixed	2,000.00	09/02/2015	10/07/2017
Newport City Council	AA+ Equivalent	1.10%	Fixed	1,500.00	09/03/2015	10/07/2017
Valence School	Not on Credit List	3.00%	Variable	300.00	12/02/2015	31/03/2018
BRL	Not on Credit List	3.50%	Variable	4,625.63	15/10/2014	01/04/2020
			Total	217,926		
			Average Return	1.08%		
			Average excluding short term cash	1.11%		

This page is intentionally left blank

The Prudential Code for Capital Investment in Local Authorities

Treasury Management Outturn Report 2014/15

1. Introduction

1.1 There are a number of treasury indicators which previously formed part of the Prudential Code, but which are now more appropriately linked to the Revised Treasury Management Code and guidance 2009. Local authorities are still required to “have regard” to these treasury indicators.

1.2 The key treasury indicators which are still part of the Prudential Code are:

- Authorised limit for external debt;
- Operational boundary for external debt; and
- Actual external debt.

2. Net borrowing and the Capital Financing Requirement

2.1 To ensure that borrowing levels are prudent over the medium term the Council’s external borrowing, net of investments, must only be for a capital purpose. This essentially means that the Council is not borrowing to support revenue expenditure.

2.2 Net borrowing should not therefore, except in the short term, have exceeded the Capital Financing Requirement (“CFR”) for 2014/15 plus the expected changes to the CFR over 2014/15 and 2015/16 from financing the capital programme. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2014/15.

2.3 **The authorised limit** – This sets the maximum level of external borrowing on a gross basis (i.e. Not net of investments) and is the statutory limit determined under Section 3 (1) of the Local Government Act 2003 (referred to in the legislation as Affordable Limit).

2.4 **The operational limit** – This links directly to the Council’s estimates of the CFR and estimates of other cash flow requirements. This indicator is based on the same estimates as the Authorised Limits reflecting the most likely prudent but not worst case scenario but without the additional headroom included within the Authorised Limit for future known capital needs now. It should act as a monitor indicator to ensure the authorised limit is not breached.

2.5 The total CFR as at 31 March 2015 was £493.25m, which is lower than the Approved Authorised Limit of £650m set for 2014/15.

2.6 The Operational and Authorised Limit relates to external borrowing only and Council’s CFR has large internal borrowing element. Total external borrowing as at 31 March 2015 was £394.9m which was inside the Operational and Authorised Limit.

- 2.7 The actual 2014/15 borrowing requirements and estimates for authorised limits and operational boundary limit set out in Table 1. Capital Programme Borrowing Requirement increases significantly in 2015/16 and 2016/17 as a result of the urban regeneration and economic growth programme of Gascoigne Estate (East) Phase 1 and Abbey Road 2.

Table 1: Operational Limit and Authorised Borrowing Limits

	2014/15 Estimate	2014/15 Actual	2015/16 Estimate	2016/17 Estimate
	£'000	£'000	£'000	£'000
Capital Programme Borrowing Requirement (Cumulative)	187,867	167,450	185,072	203,966
HRA Self Financing Debt	267,722	267,722	270,922	281,672
Alternative Financing Arrangements:				
- PFI Schemes on Balance Sheet	53,781	53,781	52,427	50,969
- Finance Leases	4,411	4,297	2,818	1,339
Total Alternative Financing	58,192	58,078	55,245	52,308
Total CFR	513,780	493,250	511,239	537,946
External Borrowing (Cumulative)	394,912	394,912	394,912	394,912
Operational Boundary on Borrowing	500,000	500,000	500,000	500,000
Authorised Limit (affordable limit)	650,000	650,000	650,000	650,000

3. Limits for Fixed and Variable Interest Exposure

The following prudential indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget.

The Council's existing level of fixed interest rate exposure is 100.0% and variable rate exposure is 0.0%. The high fixed interest rate is as a result of locking in low long-term rates for the HRA borrowing. The table 2 below shows the fixed and variable interest rate exposure.

Table 2: Fixed and variable rate exposure 2014/15 to 2017/18

Interest Rate Exposures	2014/15 Actual %	2015/16 Estimate %	2016/17 Estimate %	2016/17 Estimate %
Upper limit for fixed interest rate exposure	100.0	100.0	100.0	100.0
Upper limit for variable interest rate exposure	70.0	70.0	70.0	70.0

4. Maturity Structure of Fixed Rate Borrowing

This prudential indicator deals with projected borrowing over the period and the rates that they will mature over the period, as summarised in table 3.

Table 3: Borrowing as at 31 March 2015

Maturity structure of fixed interest rate borrowing 2014/15			
	Actual Position	Lower	Upper
Under 12 months	0%	0%	20%
12 months to 2 years	0%	0%	40%
2 years to 5 years	0%	0%	70%
5 years to 10 years	0%	0%	70%
10 years and above	100%	0%	100%

The fixed rate borrowing over 10 years was 100.00%, which is within the limits outlined below:

Table 4: Maturity Structure of Borrowing for 2013/14

	Upper Limit	Lower Limit
Under 12 months	20%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	70%	0%
5 years and within 10 years	70%	0%
10 years and above	100%	0%

5. Investments over 364 days

- 5.1 The overriding objective of the investment strategy is to ensure that funds are available on a daily basis to meet the Council's liabilities. Taking into account the current level of investments, and future projections of capital expenditure, the following limits will be applied to sums invested:

Maximum principal sums invested > 364 days £'000s	2014/15 £000's Actual	2015/16 £000's Estimate	2016/17 £000's Estimate	2017/18 £000's Estimate
Principal sums invested > 364 days	44,926	120,000	120,000	120,000

6. Summary Assessment

- 6.1 The outturn position is set out above in respect of the Prudential Indicators approved by Assembly in February 2014.
- 6.2 The outturn figures confirm that the limits and controls set for 2014/15 were applied throughout the year, and that the treasury management function adhered to the key principles of the CIPFA Prudential Code of prudence, affordability and sustainability. The treasury management indicators were regularly monitored throughout 2014/15.

This page is intentionally left blank

Glossary of Terms

1. **Authorised Limit** –represents the limit beyond which borrowing is prohibited, and needs to be set and revised by the Council. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable. It is the expected maximum borrowing need, with some headroom for unexpected movements.
2. **Bank Rate** – the rate at which the Bank of England offers loans to the wholesale banks, thereby controlling general interest rates in the economy.
3. **Counterparty** – the other party involved in a borrowing or investment transaction.
4. **Capital Financing Requirement (CFR)** – the level of capital expenditure to be financed from borrowing.
5. **Liquidity** – The ability of an asset to be converted into cash quickly and without any price discount. The more liquid a business is, the better able it is to meet short term financial obligations.
6. **LIBID** – London Interbank Bid Rate - The interest rate at which London banks ask to pay for borrowing Eurocurrencies from other banks. Unlike LIBOR, which is the rate at which banks lend money, LIBID is the rate at which banks ask to borrow. It is not set by anybody or organisation, but is calculated as the average of the interest rates at which London banks bid for borrowed Eurocurrency funds from other banks. It is also the interest rate London banks pay for deposits from other banks.
7. **LOBO** (Lenders Option Borrowers Option) - Long term borrowing deals structured which usually has a short, initial period (anything from 1 year to 7 years), followed by a “step rate” to a higher rate of interest (the “back end” interest rate), which is to be charged for the remainder of the loan period.

The overall length of LOBO’s is usually 50 or 60 years but can be shorter or longer periods. After the “step up” date, and at set intervals thereafter, the lender (the bank) has the option of increasing the “back end” interest rate. Whenever this option is exercised, if the proposed new rate is unacceptable, the borrower (The Council) can redeem the loan without penalty.
8. **Monetary Policy Committee** – independent body which determines the Bank Rate.
9. **Operational Boundary** – This indicator is based on the probable external debt during the course of the year; it is not a limit and actual borrowing could vary around this boundary for short times during the year. It should act as an early warning indicator to ensure the Authorised Limit is not breached.
10. **Prudential Code** – The Local Government Act 2003 requires the Council to ‘have due regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable.

11. PWLB – Public Works Loan Board. An institution managed by the Government to provide loans to public bodies at rates which reflect the rates at which the government is able to sell gilts.