

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 11 March 2003 - Civic Centre, Dagenham, 7:00 pm

Members: Councillor C J Fairbrass (Chair); Councillor C Geddes (Deputy Chair); Councillor J L Alexander, Councillor S Kallar, Councillor M E McKenzie, Councillor B M Osborn, Councillor J W Porter and Councillor T G W Wade.

Declaration of Members Interest: In accordance with Article 1, Paragraph 12 of the Constitution, Members are asked to declare any direct/indirect financial or other interest they may have in any matter which is to be considered at this meeting

28.2.03

Graham Farrant
Chief Executive

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AGENDA

1. **Apologies for Absence**
2. **Minutes - To confirm as correct the minutes of the meeting held on 25 February 2003 (circulated separately)**

Business Items

Public Items 3 to 8 and Private Items 21 to 23 are business items. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.

Any discussion of a Private Business Item will take place after the exclusion of the public and press.

3. **Leisure and Amenities Charges 2003/04 (Pages 1 - 40)**
4. **Exit Interview Procedure (Pages 41 - 63)**
5. **Fees and Charges: Births, Deaths and Marriages Registration Service (Pages 65 - 67)**

6. **Planning Post Search and other Enquiry Charges (Pages 69 - 71)**
7. **Consultation Strategy and Toolkit (Pages 73 - 121)**
8. **Removal of Public Pay Phones (Pages 123 - 131)**

Discussion Items

9. **Progress with Regards to Identifying Suitable Burial Space (Pages 133 - 152)**
10. **Best Value Review of Education Asset Management (Pages 153 - 186)**
11. **Council's Housing Strategy, Housing Revenue Account Business Plan 2003/06, Capital Strategy & Asset Management Plan (Pages 187 - 192)**
12. **Early Years Development and Childcare Partnership Implementation Plan 2003 - 04 (Pages 193 - 227)**
13. **The Council's Participation in the Draft London Plan: Examination in Public (Pages 229 - 230)**
14. **Equalities and Diversity in Employment Policy (Pages 231 - 263)**
15. **Procurement Policy Statement (Pages 265 - 269)**
16. **Social Services Charging 2003/04 (to follow)**
17. **Procurement of Capital Projects (Pages 271 - 274)**
18. **Any other public items which the Chair decides are urgent**
19. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

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

Discussion Items

20. **Capital Programme and Resource Monitoring 2003/2004 (Pages 275 - 279)**

Concerns financial matters (paragraph 8)

Business Items

- 21. John Perry Primary School - Disposal of Surplus Car Parking (Pages 281 - 283)**

Concerns a contractual matter (paragraph 9)

- 22. Revised Job Specifications & Grading - Strategic Managers, Youth Offending Team & Substance Misuse Services (Pages 285 - 308)**

Concerns a staffing matter (paragraph 1)

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

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THE EXECUTIVE**11 MARCH 2003****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

LEISURE & AMENITIES CHARGES 2003/04	FOR DECISION
<i>To this report concerns the setting of Charges, which is the responsibility of the Executive.</i>	
<u>Summary</u>	
<p>The Charging Policy Commission set a number of fundamental principles that must be considered. The Scrutiny Management Board has also agreed to set up a Leisure Facilities Scrutiny Panel, which will be considering the issue of Leisure Facilities within the Borough.</p>	
<p>As a decision now needs to be made with regard to Leisure Activity Charges and Cemetery Charges for 2003/04 financial year. This report therefore suggests a pricing structure for all Leisure Centres and for Park Sports, which it is felt will promote and further increase usage of this Borough's Leisure facilities and enable sport to be an affordable activity for all sections of the community.</p>	
<u>Recommendation</u>	
<p>The Executive is recommended to agree:</p>	
<p>(i) to the proposed Leisure Activity and Park Sports Charges as set out in <u>Appendices A and B</u>, at an overall average increase of 6%, which will result in an anticipated £1,316,820 income and £2,728,235 (67.4%) subsidy, and;</p> <p>(ii) following an initial review of the Leisure Pass:</p> <p>(a) to its extension to include Registered Adult Carers for the Disabled or the Infirm and those receiving Incapacity Benefit</p> <p>(b) that the period of validity of the Leisure Pass should be one year for all categories of entitlement and accordingly that the cost of the Leisure Pass should be increased to £3.00 per annum.</p> <p>(c) that the activities available to Leisure Pass holders should be standardised across all the sites to include Swimming, Fitness Rooms, Badminton, Squash, Table Tennis, GP Referral Sessions.</p> <p>(iii) that a report on the Cemetery Charges should be presented to us in August / September 2003 in order that stakeholders can be consulted on the proposed programme of Charges.</p>	

<u>Reason</u>			
To set the Leisure Activity Charges for the forthcoming year in accordance with the principles of the Charging Policy Commission and pending the recommendations of the Leisure Facilities Scrutiny Panel and to assist with the Council's Community Priority of <i>"Improving Health, Housing and Social Care"</i> .			
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1. **Background**

- 1.1 The Assembly on 4th July 2001 accepted the recommendations of the Charging Policy Commission. The fundamental principles of the Council's policy is that there is a starting presumption that Charges should be set to recover the full cost of the service, including all overheads, and that any subsidy must be transparent and demonstrably support or promote Council priorities and policy objectives in an effective manner.
- 1.2 The Scrutiny Management Board held on 20 November 2002, agreed to set up a Leisure Facilities Scrutiny Panel with the following Terms of Reference:
- (i) To investigate the range and provision of leisure facilities across the Borough (both Council and private) and whether these offer residents adequate choice and availability.
 - (ii) In doing so, to examine costs and usage of facilities and consider any areas of duplicated provision.
 - (iii) To explore any opportunities for better value, perhaps through joint ventures.
 - (iv) To have regard to equalities and diversity issues.
 - (v) To report back with findings and any recommendations.

At the time of writing this report it is anticipated that the Panel will complete its considerations and present its draft report to the Scrutiny Management Board in May/June 2003. This will be after the prices are set for 2003/04 financial year but would enable the recommendations and any subsequent decision by the Executive to be built into the Leisure Service and Leisure Activities Charges for 2004/05.

- 1.3 The Leisure Service is measured by way of the ex-Audit Commission Performance Indicator LPI LC1 (*The number of swims and other visits per 1,000 population*). When during 2000-01, this was a national performance indicator, the Borough ranked in the top 25% of London Boroughs. Comparative data is no longer available now that the indicator has been dropped nationally, but on a local level, attendances improved further last year.
- 1.4 The general health benefits from physical activity, whether it is casual or organised sport, are well documented. The opportunity to train, participate in sport(s) or a casual physical leisure activity on a regular basis provides not only health-related benefits but also social interaction between peers and intergenerational groups. Sport can also provide life-long learning opportunities by the gaining of new skills, which enable participants to reach their sporting potential and travel both nationally and internationally for competition purposes, thereby widening participants' horizons. Thus Leisure activities assist in achieving the Community Priorities of "*Improving Health, Housing and Social Care*", "*Better Education and Learning for All*", and through clubs "*Developing Rights and Responsibilities with the Local Community*".
2. **Pricing Strategy**
- 2.1 To remain competitive in this market, and before setting prices, consideration has to be given to a variety of information statistics. The Council's Leisure Activity Charges have for many years been reviewed annually in order that the service stays competitive whilst still trying to maximise income.
- 2.2 Where popular activities generate a profit this is used as a cross subsidy for less financially advantageous activities. This type of cross subsidy is standard practice within both the public and private sector.
- 2.3 Information has been gathered from the London Borough's Sports Amenities Directory '*On-Line*' 2002-2003 which purports to provides a comprehensive list of prices charged by the London Boroughs for all activities, together with a comparative of overall percentage increases over the past five years. This information is one tool that can be used to benchmark prices against others. However, each Authority then provides their own Membership scheme, discounts and promotions which, in reality, produces a myriad of options that makes true benchmarking of all activities and charges extremely difficult. There are areas where no comparative date is available. It should be stressed that there is no industry-agreed standard for benchmarking for Leisure Activity Charges. Therefore, wherever possible details of the '*On-Line*' London Average has been provided, together with the adult non-member charge for Havering, Newham and Redbridge. All Local Authorities provide subsidies for leisure services and allowing for the different pricing structures the evidence suggests that the Borough's prices are generally in line with the London/Local average.

2.4 To provide a further comparison Officers have contacted other surrounding Borough's and asked by what average percentage they will be increasing leisure activities fees and charges for 2003/04. The response, at the time of writing this report, is that they are considering average rises as follows:

Redbridge	2.5%
Havering	2.5%
Newham	3.0%

2.5 Part of the information, which needs to be taken into consideration, is the Council's 2003/04 inflation forecast for income, which is 3.0%

2.6 The Site Managers at each of the Borough's Leisure Sites, including Goresbrook Leisure Centre, have been consulted with regard to the increase in prices. Each of the Manager's has had the opportunity to put forward suggested price increases for activities based on their knowledge of market forces, and usage of their facilities.

2.7 In order to remain competitive whilst maximising income, it is proposed that some charges remain unchanged whilst others are substantially increased. The proposed increases will result in an overall average increase of around 6%. The anticipated average increase of the three neighbouring boroughs is 2.66%.

2.8 Attached as **Appendix E** is a list that illustrates the effect of increasing prices by the proposed increases (6% average) against a 10% or 15% increase.

2.9 If the Council's charges do not remain competitive the result could be a sharp downturn in customer attendance and usage. The customers could decide to go to other services providers but it is possible that they could just stop undertaking the activity.

2.10 There are also a high percentage of people in receipt of benefit or on low income in the Borough. If leisure activities become too expensive for them to participate the benefits associated with physical activity including health, community building and crime reduction and those outlined in paragraph in 1.4 above could be lost. For example, if the charges are increased to break even then the total cost of visiting the local swimming pool for two adult members with two children would go up from a of £5.40 to £26.64. Subsidy is essential if leisure activities are to remain regularly affordable and therefore be used to assist in increasing social inclusion and promoting equal opportunities and diversity.

3. **Costings of Activities**

3.1 Set out in **Appendices 'C' and 'D'** are spreadsheets of the estimated total costings for the provision of sporting activities within the Borough's Leisure Centres and parks. It should be noted that these costings are based on

apportionment, since these expenses cut across all activities (i.e. staffing costs, building costs etc.).

3.2 When reading **Appendices 'C' and 'D'** consideration must be given to the following factors.

- (a) Apportionment of expenditure within the Leisure Centres has been calculated across four major areas.
- Dry Sports
 - Wet Sports
 - Membership Sales
 - Secondary Spends (e.g. vending sales.)
- (b) Percentage apportionment of expenditure across these areas is an estimate based on information available from Service Trading Accounts, and managerial knowledge of the service.
- (c) Usage figures used to calculate the estimated actual cost are the actual figures for 2000/01.
- (d) Figures provided are based on the Council managed leisure facilities. Due to commercial sensitivity no expenditure figures are available for Goresbrook Leisure Centre.
- (e) The proposed charge is shown as an average based on a number of options available to customers for the purchase of one single activity, e.g. Adult, Junior, Members, Non Members, Peak, Off Peak, Leisure Card Holders etc.
- (f) Although all the major activities have been costed in **Appendices 'C' and 'D'**, as agreed by the former Leisure and Amenities Committee, some activities are not subject to price setting by the Executive. Prices are also set locally and are dependent upon the Business Case for the provision of the activity.

3.3 In summary the Council provides the following subsidies to the Leisure Centre's and Parks Sports activities.

Estimated Expenditure	Current Charges				Proposed Charges			Increased Income	
	Income	Subsidy	%	Income	Subsidy	%	£	%	
	£	£		£	£				
Leisure Centres	2,789,199	1,120,031	1,669,168	59.8	1,185,023	1,604,176	57.5	64,991	5.8
Park Sports	1,255,856	114,626	1,141,230	90.9	131,797	1,124,059	89.5	17,171	15.0
Total	4,045,055	1,234,657	2,810,398	69.5	1,316,820	2,728,235	67.4	82,162	6.7

3.4 It is clear to see from the spreadsheets attached as **Appendices 'C' and 'D'** that in many cases there is a marked difference between the subsidy required to supply the facilities and potential increase in income from the proposed pricing changes. Given this fact it would appear that if the Council wishes to continue to provide sport and leisure facilities for the community a decision must be made to subsidise the provision of activities. However, the subsidy can be minimised by the good business practices of the Leisure Centres Management Team.

4. **Leisure Pass**

4.1 Pending the Scrutiny Management Panel's forthcoming considerations, Officers have undertaken an initial review of the Leisure Pass Scheme and it is proposed that the following changes should be made.

(i) Amendment to Entitlement

At present residents of the Borough who fall into any of the categories below are entitled to apply for a Leisure Pass:

- Over 60
- Disabled
- Unemployed
- Students (over 16 in Full Time Education)
- Receivers of Family Credit/Income Support/Housing Benefit

It is proposed that the existing scheme should be amended to include the following groups

- Registered Adult Carers for the Disabled or the Infirm
- Those receiving Incapacity Benefit

(ii) Validity of the Leisure Pass

At present the Leisure Pass is valid for either one year, or two months, depending on what category the individual is entitled to receive a Leisure Pass.

- | | |
|--------------------------------------|----------|
| • Over 60 and Disabled | 1 Year |
| • Unemployed/Students/Income Support | 2 Months |

In a recent report carried out for the Institute of Sport and Recreation Managers it is documented that 78% of Local Authorities offering Leisure Pass Schemes issue all cards for one year.

It is therefore proposed that the validity of the Leisure Pass should be one year for all categories of entitlement. It is anticipated that the proposed changes will have no major financial effect overall.

(iii) Cost of the Leisure Pass

The Leisure Pass charge is currently 60p. If the scheme is to be changed to allow for all Leisure Passes to be valid for one year, then the price of a card needs to change.

At present for anyone outside of the Over 60 or Disabled category, they would need to renew their Leisure pass six times in a twelve month period which would cost £3.60 per annum.

To bring our Leisure Pass in line with other schemes across the Country, it is proposed that the cost of the Leisure Pass should be increased to £3.00. Although this is a large increase, the holders of the Leisure Pass will receive a longer duration before expiry, and increased use of facilities within the Centres.

(iv) Use of Facilities for Leisure Pass Holders

At present there is a difference in the activities that Leisure Pass holders can receive a reduction in charges between each site.

Abbey Sports Centre	Swimming Fitness Room Table Tennis
Dagenham Swimming Pool and Goresbrook Leisure Centre	Swimming Fitness Room
Wood Lane Sports Centre`	Table Tennis Badminton Squash Fitness Room

Concessions are also provided to GP Referral Patients holding a Leisure Pass.

It is proposed that activities for Leisure Pass holders should be standardised across all the sites to included:

- Swimming
- Fitness Room
- Badminton
- Squash
- Table Tennis
- GP Referral Sessions

This will enable the facilities to be used during the off-peak periods when they may not otherwise be used. (The off-peak period is between 9.00 a.m. and 5.00 p.m. Monday to Friday and 7.30 p.m. until closing time on Saturday and Sunday). This will hopefully increase participation, whilst not displacing full price paying users.

5 **Parks Sports Charges.**

5.1 In lieu of the recommendation of the Scrutiny Panel and Management Board there are a number of changes recommended for this year's Parks Sport Charges. In the main these changes will enable the Parks Sports Charges to be collected in a more equal, efficient and customer friendly way.

(i) Charges to Football Clubs

The cost per match has been increased in line with the recommended percentage.

The changes relate to the discounts offered to Clubs who take block season bookings for pitches.

Currently clubs booking for a season are charged 30 times the match rate less a 20% discount for block booking, or in the case of teams who play alternate weeks 15 times the match rate less a 20% discount for block booking. Clubs receiving this discount can still chose to pay on a week by week basis by visiting one of the sports centres or the Town Hall to pay. This obviously increases the Council's administration and processing cost. It also means that someone from the team has to ensure the monies are paid. Teams do on occasions fail to make a payment(s) and then they have to be chased or prevented from playing until payment is made.

It is recommended that clubs are offered a 15% discount for paying in full by October 1st (after an initial deposit of 10% to be paid by September 1st), or a 10% discount by paying in 6 monthly instalments between September 1st and Feb 1st. Similar dates will be established for summer football bookings.

Payments can be made by either cheque, credit or debit card or by a debtors account raised for monthly payments. This will enable the customer to pay without the inconvenience of visiting one of the Council's buildings, whilst streamlining the payment system and administration process reducing costs to the Council. It should also ensure that all monies are collected within the financial year for which it relates.

(ii) Bowls Clubs

Currently there are two methods of collecting Bowls fees. In three of the Borough's parks bowls clubs have taken out a quasi lease agreement, whereby they pay a fee for the green calculated on their membership base of approximately three years ago. In the other two parks bowlers pay an individual season ticket fee to the Council.

Problems have occurred with this two-tier system, in that all bowls clubs in the Borough are experiencing a drop off in the numbers of members playing. There is also little incentive for clubs to try and attract new members. In the case of the quasi lease additional club members means that the green fee owed to the Council increases and in the case of season ticket players the money is paid directly to the Council for that player to play.

The current season ticket has a number of options and concessions within it, which means that there are 3 different tickets available. It is down to green keepers on Greens where season tickets are valid to check with individual bowlers that they have the correct ticket for the time they wish to play on each occasion. This can be time consuming and disturb other work carried out by the green keeper.

A vast difference between the income generated on each green has been created by the different systems with one club paying nearly double what another club pays for using a green. This is understandably causing some resentment within the bowls community.

There is no security of tenure for any of the bowls clubs at present. This needs to be addressed so that clubs can take on Delegated Management Agreements and start to attempt to access outside grant funding for the development of facilities and the sport and work in partnership with the Council.

It is estimated that the annual cost to maintain a bowls green is in the region of £17,500. This is clearly more than the existing clubs could currently afford. It is therefore recommended that the bowls clubs be charged a rent for each green based on 20% of this estimated cost. The Council's policy, following the Charging Policy Commission's recommendations, is to recover the full cost of the service wherever possible. However, since bowls green require a high maintenance regime this would, if implemented, result in many clubs not continuing and result in approximately 500 people being left without a participation opportunity and the associated health and social benefits associated with taking part in sport.

In recommending a flat green fee consideration has also been given to the public who may just wish to play a game of bowls on an ad hoc basis. An hourly visitor or non- club member fee is proposed, which will be payable directly to the club(s) The clubs will be responsible for its collection.

It is also recommended that lockers that are currently rented from the Council by individuals for a season are sold to the clubs and the clubs take on the responsibility of renting these to their members and maintaining them in return for retaining all future income from the lockers.

There is no doubt that the move to a flat fee will cause concern in some clubs within the Borough, especially those with the smallest membership. However, the Council's Club Liaison Officer will offer assistance to clubs by helping them to attract new members via open days, assisting with approaching schools and general publicity of the clubs via the Sports Development Team's Sports Directory and other media.

(iii) Golf Charges

The concessionaire (Golfwise) at Central Park was consulted on the Charges. The proposed Charges are the maximum that the concessionaire can charge over the next financial year. The contractor has indicated that he will be offering special rates during the period.

6. **Equalities and Diversities**

- 6.1 Leisure Community Services are continuing to monitor and assess Equalities and Diversities within the service provision. The information that has and is being gathered will form part of the report to the Leisure Facilities Scrutiny Panel. Pending their recommendations it will also be used by the Leisure and Community Services Management Team to address any areas for improvement and ensure that under-represented groups have the full opportunities and access to the Borough's Leisure facilities.

7. **Action Plan For Future Charging Assessments**

- 7.1 In undertaking this annual review of Charges a number of problems have again been encountered namely:

- Identifying a robust and transparent basis for recharging costs across individual activities.
- Identifying income against specific activities.

As a result of these issues being identified last year there has been some work carried out by the officers, although it has been limited. A number of action points have been identified and work will continue on the below to assist in providing more accurate figures next year.

- (a) Work with the Finance Section to ensure the provision of an accurate breakdown of expenditure against income generated by individual activities.
- (b) Evaluate the current report processes on the leisure software system to ensure that relevant and appropriate reports are being obtained, thereby providing the appropriate information for future estimated costings.
- (c) To ensure that the updated leisure software is able to provide information, including use patterns and customer profile. This will help the Leisure Centres to identify and, therefore, actively promote Leisure Activities and Facilities to under represented groups in the community.

In addition, over the next 12 months a review will be undertaken with regard to Lease and Concession rates for sporting clubs.

8 **Cemetery Charges 2003-04**

- 8.1 The Cemetery Charges were reviewed last year and the increased Charges were applied from 1 October 2002. The Charges are in the process of being reviewed again and it is intended to seek the views of the stakeholders at the next Cemeteries Liaison Meeting in March 2003.

8.2 It is, therefore, proposed that a report is presented to the Executive in August / September 2003 to enable a programme of increases to be considered and implemented from 1 October 2003.

9. **Consultation**

9.1 Glendale Leisure (Goresbrook Leisure Centre), Golfwise (Golf Concessionaire) and Leisure Centre Managers have been participated in the formulation of the proposed Leisure Activity Charges.

9.2 Jason Payne, Senior Accountant and Lee Russell, Head of Finance (LESD), have seen this report and are happy with it as it stands.

Background Papers

Minutes of Scrutiny Management Board held on 20 November and 18 December 2002.

Reports to the Assembly, 4th April and 6th July 2001

Re: Charging Policy Commission Report and Fundamental Principles

Executive Minute 389, 19 March 2002.

Re: Leisure Charges 2002-03

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2003-04	Abbey Sports Centre		Goresbrook Leisure Centre		Dagenham Swimming Pool		Wood Lane Sports Centre		On Line. TABLE OF CHARGES London average			CIPFA Comparison		
	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	lower quartile	median	upper quartile			
Membership Charges														
(per annum)														
Adult	£25.00	£26.30	£25.00	£26.30	£25.00	£26.30	£25.00	£26.30	£25.00	£26.30	£20.19	£24.65	£27.13	
Junior	£13.00	£13.50	£13.00	£13.50	£13.00	£13.50	£13.00	£13.50	£13.00	£13.50	£9.00	£13.00	£15.00	
Family	£56.50	£60.00	£56.50	£60.00	£56.50	£60.00	£56.50	£60.00	£56.50	£60.00				
(Price calculated at two adults + half price junior rate)														
Off peak membership (price to be calculated at 3/4 of membership price)														
(per annum)														
Adult	£19.00	£20.00	£19.00	£20.00	£19.00	£20.00	£19.00	£20.00	£19.00	£20.00				
Junior	£9.50	£10.00	£9.50	£10.00	£9.50	£10.00	£9.50	£10.00	£9.50	£10.00				
Family	£42.75	£45.00	£42.75	£45.00	£42.75	£45.00	£42.75	£45.00	£42.75	£45.00				
Joining fee -one off payment	£5.50	£5.75	£5.50	£5.75	£5.50	£5.75	£5.50	£5.75	£5.50	£5.75				
Admission Charges (Non Members Only)														
Adult	£0.90	£1.00	£0.90	£1.00	£0.90	£1.00	£0.90	£1.00	£0.90	£1.00	£0.80	£1.00	£1.80	
Junior	£0.45	£0.50	£0.45	£0.50	£0.45	£0.50	£0.45	£0.50	£0.45	£0.50	£0.70	£1.00	£2.00	
Junior under 7 accompanied by an adult	Free	Free	Free	Free	Free	Free	Free	Free	Free	Free				
Corporate/Group Membership Discount on application														
Replacement of Lost Card														
Membership Smart Card	£5.50	£5.75												
Swipe Card	£3.25	£3.50												

	Abbey Sports Centre		Goresbrook Leisure Centre		Dagenham Swimming Pool		Wood Lane Sports Centre		On Line. TABLE OF CHARGES London average			CIPFA Comparison		
	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	standard pool	leisure pool	lower quartile	median	upper quartile	
2003-04														
Swimming														
Adult Member	£1.60	£1.70	£2.40	£2.50	£1.60	£1.70			£2.41	£2.63				
Adult Non Member	£2.50	£2.70	£3.30	£3.50	£2.50	£2.70			£2.75	£3.10	£2.65	£2.58	£2.80	
Junior Member	£1.10	£1.20	£1.30	£1.40	£1.10	£1.20								
Junior Non Member	£1.55	£1.70	£1.75	£1.90	£1.55	£1.70					£1.11	£1.30	£1.86	
Book Of 10 Tickets (price calculated at 8 single swims)														
Adult Member	£12.80	£13.60	£19.20	£20.00	£12.80	£13.60								
Adult Non Member	£20.00	£21.60	£26.40	£28.00	£20.00	£21.60								
Junior Member	£8.80	£9.60	£10.40	£11.20	£8.80	£9.60								
Junior Non Member	£12.40	£13.60	£14.00	£15.20	£12.40	£13.60								
Swimming courses (including badge and certificate)														
Adult Member	£26.00	£28.00	£26.00	£28.00	£26.00	£28.00								
Adult Non Member	£38.00	£40.00	£38.00	£40.00	£38.00	£40.00					£22.75	£22.75	£22.75	
Junior Member	£24.00	£26.00	£24.00	£26.00	£24.00	£26.00								
Junior Non Member	£30.00	£32.00	£30.00	£32.00	£30.00	£32.00					£17.95	£17.95	£17.95	
Pool hire														
Gates - Saturdays (3 hour session) per hour over run charge + vat	£142.00 + vat £65.00	£150.00 £75.00			£230.00 + vat £85.00	£240.00 £90.00								
Commercial Use														
Use of Learner Pool for Children's Birthday Parties (per session - variable for number of children attending up to maximum charge) Use of Learner Pool by Clubs (per hour) Use of Diving Bay Only by all Clubs (per hour)														
Use of Main Pools by Clubs (per hour)	£34.00 exc. vat	£36.00 exc. vat			£40.00 exc. vat	£42.00 exc. vat								

		Abbey Sports Centre		Goresbrook Leisure Centre		Dagenham Swimming Pool		Wood Lane Sports Centre		On Line. TABLE OF CHARGES London average			CIPFA Comparison		
		Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	lower quartile	median	upper quartile			
2003-04															
Centre Based Activities (individual fees)															
This would include activities like netball, volleyball, womens keep fit, junior activity sessions etc. Fees will be based on the cost of providing the activity, giving consideration to the number of staff required and subject to client officers approval															
Fitness Gym (per hour)															
Adult Member		£3.30	£3.40	£3.30	£3.40	£3.30	£3.40	£3.30	£3.40	£3.30	£3.40	£3.30	£3.40	£3.30	£3.40
Adult Non Member		£4.20	£4.40	£4.20	£4.40	£4.40	£4.40	£4.20	£4.40	£4.20	£4.40	£4.20	£4.40	£4.20	£4.61
Adult Member Off Peak		£2.50	£2.60	£2.50	£2.60	£2.50	£2.60	£2.50	£2.60	£2.50	£2.60	£2.50	£2.60	£2.50	£2.60
Adult Non Member Off Peak		£3.40	£3.60	£3.40	£3.60	£3.40	£3.60	£3.40	£3.60	£3.40	£3.60	£3.40	£3.60	£3.40	£3.60
Induction Course		£7.50	£8.00	£7.50	£8.00	£7.50	£8.00	£7.50	£8.00	£7.50	£8.00	£7.50	£8.00	£7.50	£8.00
Exclusive/junior use by negotiation dependent on group .															
Solarium															
Badminton															
Adult Member	1/2 hour	£3.80	£4.00	£3.80	£4.00					£3.80	£4.00				
Adult Non Member	1/2 hour	£4.70	£5.00	£4.70	£5.00					£4.70	£5.00				
Adult Member	1 hour	£7.30	£7.60	£7.30	£7.60					£7.30	£7.60				
Adult Non Member	1 hour	£8.20	£8.60	£8.20	£8.60					£8.20	£8.60				
Adult Mem Off peak	1/2 hour	£2.60	£2.80	£2.60	£2.80					£2.60	£2.80				
Adult N/M Off peak	1/2 hour	£3.50	£3.80	£3.50	£3.80					£3.50	£3.80				
Adult Mem Off peak	1 hour	£4.85	£5.10	£4.85	£5.10					£4.85	£5.10				
Adult N/M Off peak	1 hour	£5.75	£6.10	£5.75	£6.10					£5.75	£6.10				
Junior Mem Off Peak	1/2 hour	£1.90	£2.00	£1.90	£2.00					£1.90	£2.00				
Junior N/M Off Peak	1/2 hour	£2.35	£2.50	£2.35	£2.50					£2.35	£2.50				
Junior Mem Off Peak	1 hour	£3.60	£3.60	£3.60	£3.60					£3.60	£3.60				
Junior N/M Off Peak	1 hour	£4.05	£4.30	£4.05	£4.30					£4.05	£4.30				
Squash (per court per 40 minute session)															
Adult Member		£5.60	£5.70	£5.60	£5.70					£5.60	£5.70				
Adult Non Member		£6.50	£6.70	£6.50	£6.70					£6.50	£6.70				
Junior Member		£5.60	£5.70	£5.60	£5.70					£5.60	£5.70				
Junior Non Member		£6.05	£6.20	£6.05	£6.20					£6.05	£6.20				
Adult Mem Off peak		£4.10	£4.20	£4.10	£4.20					£4.10	£4.20				
Adult N/M Off peak		£5.10	£5.20	£5.10	£5.20					£5.10	£5.20				
Junior Mem Off peak		£2.55	£2.65	£2.55	£2.65					£2.55	£2.65				
Junior N/M Off peak		£3.00	£3.15	£3.00	£3.15					£3.00	£3.15				

2003-04	Abbey Sports Centre		Goresbrook Leisure Centre		Dagenham Swimming Pool		Wood Lane Sports Centre		On Line. TABLE OF CHARGES London average			CIPFA Comparison		
	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	lower quartile	median	upper quartile			
Table Tennis per person per hour														
Adult Member	£2.10	£2.20	£2.10	£2.20			£2.10	£2.20				£3.92 per table		
Adult Non Member	£3.00	£3.20	£3.00	£3.20			£3.00	£3.20				£4.59 per table		
Junior Member	£1.95	£2.05	£1.95	£2.05			£1.95	£2.05						
Junior Non Member	£2.45	£2.55	£2.45	£2.55			£2.45	£2.55						
Adult Mem Off peak	£1.65	£1.75	£1.65	£1.75			£1.65	£1.75						
Adult N/M Off peak	£2.55	£2.75	£2.55	£2.75			£2.55	£2.75						
Junior Mem Off peak	£1.15	£1.25	£1.15	£1.25			£1.15	£1.25						
Junior N/M Off peak	£1.65	£1.75	£1.65	£1.75			£1.65	£1.75						
Hire of Equipment (with £5.00 deposit or membership card)														
Adults	£1.20	£1.30	£1.20	£1.30			£1.20	£1.30						
Juniors	£0.60	£0.65	£0.60	£0.65			£0.60	£0.65						
Use of Changing Room and Shower														
Member	Free	Free	Free	Free			Free	Free						
Non Member	£2.90	£3.10	£2.90	£3.10			£2.90	£3.10						
Exclusive Use Hire - per hour														
Whole of Main Hall	£38.00	£40.00	£76.00	£80.00			£38.00	£40.00				£38.00	£48.50	£57.60
Whole of Main Hall - Off Peak	£26.00	£28.00	£52.00	£56.00			£26.00	£28.00						
Half of Main Hall			£38.00	£40.00										
Half of Main Hall - Off Peak			£26.00	£28.00										
Commercial and Social Use and Clubs Competition / Shows / Special Events														
Rifle Range (clubs per hour)							£14.50	£15.50						

	Abbey Sports Centre		Goresbrook Leisure Centre		Dagenham Swimming Pool		Wood Lane Sports Centre		On Line. TABLE OF CHARGES London average			CIPFA Comparison		
	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	Present Charges	Proposed Charges	lower quartile	median	upper quartile			
2003-04														
Health suite														
Market rates monitored by Client Officers														
Function Suite/ Dance/Studio														
Club/school bookings per hour subject to availability	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
1/2 Hall			£26.00	£28.00										
Whole			£52.00	£56.00										
Other bookings	To be negotiated		To be negotiated		N/A	N/A	To be negotiated							
Licensed Bar (exclusive use)	N/A	N/A	To be negotiated		N/A	N/A	To be negotiated							
Cafe (exclusive use per hour or part thereof)	N/A	N/A	To be negotiated		N/A	N/A	To be negotiated							
Wood Lane Sports Centre														
Synthetic Surface Training Areas														
Adult Clubs per hour			this facility up graded 2002 - synthetic grass - 10% increase						£19.80	£22.00				
Adult Clubs per hour - off peak									£15.60	£18.00				
Junior Clubs per hour									£9.90	£12.00				
Junior Clubs per hour - off peak									£6.50	£8.00				
Junior Clubs Time Limit 8.00pm														
Tarmac Area														
Wood Lane Sports Centre														
Adult clubs per hour									£11.50	£ 12.50				
Adult clubs per hour off peak									£8.50	£ 9.50				
Junior clubs per hour									£5.75	£ 6.75				
Junior clubs per hour off peak									£4.25	£ 5.25				
Junior Clubs Time Limit 8.00pm														
Leisure Pass			£0.60	Proposals in Report										

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APPENDIX B

PARK SPORTS AND LEISURE ACTIVITY CHARGES

2003/04

	Present Charges	Proposed Charges	On Line Charges London Average	Non-Member Price Comparison Havering Newham Redbridge
<u>Pitch and Putt Charges</u>				
Annual Season Ticket	£102.00	£107	£2.93	-
18 Holes per Round	£3.60	£4.00	N/M	N/A
Adult Smartcard member	£3.10	£3.30	£2.46	-
Juniors Smartcard member	£1.55	£1.65		
Juniors (Monday to Friday only) 18 Holes	£1.80	£2.00		
Senior Citizens 18 Holes	£1.80	£2.00		
<u>Tennis Charges</u>				
Per Court per hour	Free			£3.15
- Adult	Free			£1.80
Juniors				Free
Central Park	£2.00	£2.00		
<u>Cricket Square Hire</u>				
Adults	£50.00	£55.00		
Juniors	£25.00	£27.50		
Season Hire (Including Kitchen Facilities)	£1,920	£2,200		
Season Hire	£1,536	£1,760		

(APPENDIX B continued)
Non-Member Price Comparison
Havering Newham Redbridge

<u>Present Charges</u>	<u>Proposed Charges</u>	<u>On Line Charges</u>	<u>London Average</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
£270.00	£285.00					
£74.50	Delete*					
£37.25	Delete*					
£26.00	Delete*					
£37.00	Delete*					
Delete	Delete*					
£2.35	Delete*	£2.35	N/A	£2.20	N/A	£1.00
£1.20	Delete*	£2.35	N/A			
	£3,500					
£2.35	£2.50					
£1.20	£1.25					

Hurling Charges

Old Dagenham Park - per season

Bowling Green Charges

Season tickets may only be used at rinks designated as public rinks

Season Tickets Adult
 Junior

Senior Citizen

Weekday use up to 5pm
 Unrestricted use

Non Season Ticket Holders
 Adult - per person, per hour

Senior citizen/junior - per person, per hour

* Replace with club rental price, per green.

Club Guest Charge Adult per Hour

Club Guest Charge Child/senior citizen per Hour

Pavilion Charges, Etc.

The Leys, Old Dagenham, St Chad's, and Mayesbrook Park

Pavilions

Pavilion Lettings

	Price per hour			
Monday to Saturdays	£27.00	£30.00	N/A	N/A
Fridays, Saturdays, Sundays (2 hour minimum hire)	£27.00	Delete	N/A	N/A
Sundays and Bank Holidays per hour (3 hour minimum hire)	£27.00	£35	N/A	N/A

Mayesbrook Arena

All events schools/clubs/Regional events
This issue was considered by the Executive on 19th February 2002 as part of the Mayesbrook Arena Resurfacing report.

(APPENDIX B continued)
Non-Member Price Comparison
Havering Newham Redbridge

On Line Charges
London Average

Present Proposed
Charges Charges

Football Charges

Fee to include Pitch Dressing Rooms and Showers

Adults - Per match £43.00 £45.00 £49.13 £38.50 £48.00 £39.00

Junior Charge – Per Match Half Adult Rate £22.50

Season Charge – Every week (Based on per match charge x 30 matches less 20% Discount) Delete*

Season Charge - Alternate weeks (Based on per match charge x 15 matches less 20% Discount) Delete*

Adult Season Charge – If paid in Full by October 1st 45 X 30 Less 15% £1,147.50

Adult Season Charge – Paid in 6 monthly instalments 45 X 30 Less 10% £1,215.00

Adult alternate weekends – If paid by October 1st in Full £573.75

Adult Alternate weekends – If paid by 6 monthly instalments £607.50

Junior Charge – Half Adult Rate £10.00 £11.00

Mini Soccer (Per Match) £10.00 £11.00

Valence United Soccer (Delegated Management agreement on Pavilion) No data available

APPENDIX 'C'

Leisure Centre Services - Estimated Expenditure, Income and Subsidy Analysis 2003/04

TOTAL ESTIMATED EXPENDITURE ACROSS 3 SITES	£2,789,199
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Estimated Split of Expenditure	%	Expenditure
Wet	65	£1,812,979
Dry	25	£697,300
Memberships	5	£139,460
Secondary Spends	5	£139,460

TOTAL	£2,789,199.0
--------------	---------------------

% Split of Expenditure is an estimate based on the detailed expenditure from the service Trading Accounts and managerial knowledge of the service.

Wet Activities **£1,812,979**

(65% of the Total Expenditure)

Wet	%	% of Expenditure shown in £'s	Estimated Usage Figures	Individual Estimated Cost
		£		£
Hire of Main Pool - Non VAT	6	108,779	975	111.57
Hire of Diving Pool - Non VAT	5	90,649	450	201.44
Hire of Small Pool - Non VAT	1	18,130	300	60.43
Gala Hire - Non VAT	1	18,130	20	906.49
Birthdays Parties- charges set by Mgmt Negotiation	4	72,519	based on 2000/01 income	
Swimming	40	725,192	106,211	6.83
Adult Swimming Lessons	10	181,298	2,596	69.84
Jnr Swimming Lessons	15	271,947	3,589	75.77
Education Recharges	8	145,038	71,489	2.03
Water Aerobics - locally set	10	181,298	based on 2001/02 income	

TOTALS	100	1,812,979
---------------	------------	------------------

Current Charges		
Current Charge	Individual Current Subsidy	Total Current Subsidy
£	£	£
40.00	71.57	69,779
30.00	171.44	77,149
25.00	35.43	10,630
186.00	720.49	14,410
10,635.00		61,884
1.43	5.40	573,333
32.00	37.84	98,226
27.00	48.77	175,044
0.77	1.26	89,992
13,948.00		167,350
		1,337,796

TOTALS	100	73.79
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Proposed Charges		
Proposed Charge	Individual Proposed Subsidy	Total Current Subsidy
£	£	£
42.00	69.57	67,829
32.00	169.44	76,249
26.50	33.93	10,180
*	195.00	14,230
10,635.00		61,884
*	1.55	560,226
*	34.00	93,034
*	29.00	167,866
#	0.83	86,060
13,948.00		167,350
		1,304,907

TOTALS	100	71.98
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* = Average prices

= Centre based prices

APPENDIX 'C' (Continued)

Leisure Centre Services - Estimated Expenditure, Income and Subsidy Analysis 2003/04

Driv Activities

£697,300

(25% of the Total Expenditure)

Dry	%	% of Expenditure shown in £'s	Estimated Usage Figures	Individual Estimated Cost	Current Charges			Proposed Charges				
					Current Charge	Individual Current Subsidy	Total Current Subsidy	Proposed Charge	Individual Proposed Subsidy	Total Current Subsidy		
		£		£	£	£	£	£	£	£	%	
Squash	8	55,784	7,500	7.44	4.09	3.34	25,082	44.96	4.20	3.24	24,268	43.50
Badminton	10	69,730	5,694	12.25	3.68	8.57	48,795	69.98	3.93	8.32	47,358	67.92
Table Tennis	1	6,973	498	14.00	1.82	12.18	6,066	86.99	1.86	12.14	6,046	86.70
Changing Rooms	1	6,973	271	25.73	2.47	23.26	6,304	90.41	2.64	23.09	6,258	89.75
Hire Small Hall - Non VAT	30	209,190	3,668	57.03	32.00	25.03	91,814	43.89	34.00	23.03	84,478	40.38
Kids Activity/Saturday Club - set by mgmt negotiation	2	13,946	based on 2001/02 income		2,502.00		11,444	82.06	#	2,502.00	11,444	82.06
Outdoor Pitches	4	27,892	2,086	13.37	7.90	5.47	11,417	40.93	*	10.00	7,032	25.21
Football	3	20,919	417	50.17	27.23	22.93	9,562	45.71	*	28.94	21.23	42.32
Special Hire- charges set by Mgmt Negotiation	1	6,973	based on 2001/02 income		116.40		6,857	98.33	#	116.40	6,857	98.33
Aerobics - set locally	15	104,595	based on 2001/02 income		40,617.00		63,978	61.17	#	40,617.00	63,978	61.17
Weight Training	10	69,730	32,911	2.12	2.85	(0.73)	(24,101)	(34.56)	*	2.98	(0.86)	(40.59)
Exclusive Use	4	27,892	499	55.90	27.23	28.66	14,302	51.28	*	28.94	26.96	48.23
50+ - set locally	4	27,892	based on 2001/02 income		2,489.00		25,403	91.08	#	2,489.00	25,403	91.08
Weight Training Induction Course	7	48,811	1,220	40.01	7.50	32.51	39,661	81.25		8.00	32.01	80.00
Percentage Dry	100	697,300					336,584	48.27			316,174.82	45.34

Membership Activities

£139,460

(5% of the Total Expenditure)

Membership	%	% of Expenditure shown in £'s	Estimated Usage Figures	Estimated Actual Cost	Current Charges			Proposed Charges				
					Current Charge	Individual Current Subsidy	Total Current Subsidy	Proposed Charge	Individual Proposed Subsidy	Total Current Subsidy		
		£		£	£	£	£	£	£	£	%	
Day Membership	60	83,676	92,092	0.91	0.77	0.14	13,137	15.70	0.85	0.06	5,300	6.33
Full Membership	30	41,838	1,798	23.27	26.81	(3.54)	(6,364)	(15.21)	*	28.31	(5.05)	(21.68)
Off Peak Membership	5	6,973	631	11.05	20.21	(9.16)	(5,781)	(82.91)	*	21.28	(10.23)	(92.54)
Group Membership	5	6,973	197	35.40	23.46	11.94	2,352	33.73	*	24.78	10.62	30.00
Percentage Membership	100	139,460					3,345	2.40			(8,133)	(5.83)

* = Average prices

= Centre based prices

APPENDIX 'C' (Continued)

Leisure Centre Services - Estimated Expenditure, Income and Subsidy Analysis 2003/04

(5% of the Total Expenditure)

£139,460

Secondary Activities

Secondary	%	% of Expenditure shown in £'s	Usage Figures 2000/01	Estimated Actual Cost	Current Charges			Proposed Charges				
					Current Charge	Individual Current Subsidy	Total Current Subsidy	Proposed Charge	Individual Proposed Subsidy	Total Current Subsidy		
Bar	30	41,838	based on 2001/02 income	£	21,973	£	19,865	£	21,973	£	19,865	47.48
Vending Machines Sales	55	76,703	based on 2001/02 income	£	95,044	£	(18,341)	£	95,044	£	(18,341)	(23.91)
Sports Accessories	10	13,946	based on 2001/02 income	£	16,597	£	(2,651)	£	16,597	£	(2,651)	(19.01)
Hairdryers & Lockers	1	1,395	based on 2001/02 income	£	11,814	£	(10,419)	£	11,814	£	(10,419)	(747.1)
Equipment Hire	4	5,578	2,876	1.94	0.90	1.04	2,990	0.96	£0.98	2,774	49.73	
Percentage Secondary Spends	100	139,460					(8,557)			(8,773)	(6.29)	

Summary

	Estimated Expenditure		Current Charges		Proposed Charges		Increase	
	£	%	Estimated Subsidy	Estimated Income	Estimated Subsidy	Estimated Income	£	%
Wet Activities	1,812,979	73.79	1,337,796	508,072	1,304,907	32,889	6.92	
Dry Activities	697,300	48.27	336,584	381,125	316,175	20,409	5.66	
Membership Activities	139,460	2.40	3,345	147,593	(8,133)	11,477	8.43	
Secondary Activities	139,460	(6.14)	(8,557)	148,233	(8,773)	216	0.15	
	2,789,199	59.84	1,665,168	1,185,023	1,604,176	64,991	5.80	

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Park Sports Services - Estimated Expenditure, Income and Subsidy Analysis 2003/04

TOTAL ESTIMATED EXPENDITURE £1,255,856

Estimated Split of Expenditure	%	Expenditure
Football	20	£251,171
Bowls	18	£226,054
Cricket	5	£62,793
Rugby	4	£50,234
Pitch & Putt	10	£125,586
Tennis	1	£12,559
Hurling	1	£12,559
Arena	20	£251,171
Pavilion Hire	15	£188,378
Saleable Goods	1	£12,559
Miscellaneous	5	£62,793

100
TOTAL £1,255,856

% Split of Expenditure is an estimate based on the detailed expenditure from the service Trading Accounts and managerial knowledge of the service.

Expenditure in relation to Income/Prices

Activity	%	% of Expenditure shown in £'s	Estimated Usage Figures	Individual Estimated Cost
Football - VAT on single match price	19	£238,613	2130	£112
Mini Soccer - VAT on single match price	1	£12,559	180	£70
Bowls (green fees 2003/4) - Non VAT	16	£200,937	7	£28,705
Bowls (daily ticket) - VAT	2	£25,117	117	£215
Cricket (Season Ticket) - Non VAT	4	£50,234	2	£25,117
Cricket - VAT	1	£12,559	6	£2,093
Rugby - VAT - charges set by mgmt negotiation	4	£50,234	1	£50,234
Pitch & Putt - run on concession basis	10	£125,586	concession income	
Tennis	1	£12,559	No Income received	
Hurling (Season) - Non VAT	1	£12,559	1	£12,559
Arena-charges set by Mgmt Negotiation	20	£251,171	based on 2001/02 income	
Pavilion Hire - VAT	15	£188,378	60	£3,140
Saleable Goods	1	£12,559	based on 2001/02 income	
Miscellaneous	5	£62,793	based on 2001/02 income	

TOTALS 100 **£1,255,856.00**

Proposed Charge	Current Charges		Proposed Charges	
	Current Charge	Individual Current Subsidy	Individual Proposed Subsidy	Total Current Subsidy
£36.60	£75.43	£160,664	£73.73	£157,038
£8.51	£61.26	£11,027	£60.41	£10,873
£1.51	£213.17	£189,000	£25,205.28	£176,437
£1,728.00	£23,389.12	£24,940	£213.08	£24,930
£31.91	£2,061.18	£46,778	£23,137.12	£46,274
£815.32	£49,418.92	£49,419	£2,057.99	£49,419
£4,600.00	£120,985.60	£120,986	£120,985.60	£120,986
£270.00	£12,288.56	£12,289	£12,559	£12,559
£7,132.00	£244,039.20	£244,039	£12,273.56	£12,274
£22.98	£3,116.66	£187,000	£244,039.20	£244,039
£388.00		£12,171	£3,111.98	£186,719
£4,800.00		£57,993	£12,171	£12,171
		96.91		96.91
		92.36		92.36

** approx subsidy levels, previously two methods for collecting fees
* average prices

APPENDIX 'D'

Summary

	Estimated Expenditure £	Current Charges		Proposed Charges		Increase	
	£	Estimated Income £	Estimated Subsidy £	Estimated Income £	Estimated Subsidy £	£	%
Football	251,171	79,481	171,690	83,260	167,912	3,779	4.75
Bowls	226,054	12,114	213,940	24,687	201,367	12,573	103.79
Cricket	62,793	3,647	59,145	4,171	58,622	523	14.34
Rugby	50,234	815	49,419	815	49,419	-	-
Pitch & Putt	125,586	4,600	120,986	4,600	120,986	-	-
Tennis	12,559	(0)	12,559	(0)	12,559	-	-
Hurling	12,559	270	12,289	285	12,274	15	5.56
Arena	251,171	7,132	244,039	7,132	244,039	-	-
Pavillion Hire	188,378	1,379	187,000	1,660	186,719	281	20.37
Saleable Goods	12,559	388	12,171	388	12,171	-	-
Miscellaneous	62,793	4,800	57,993	4,800	57,993	-	-
	1,255,856	114,626	1,141,230	131,797	1,124,059	17,171	14.98
							89.51

2003-04

On Line.
TABLE OF
CHARGES
London average

Present Charges Proposed Charges Increase by 10% Increase by 15%

CENTRE BASED ACTIVITIES

MEMBERSHIP CHARGES

(per annum)				
Adult	£25.00	£26.30	£27.50	£28.75
Junior	£13.00	£13.50	£14.30	£14.95
Family	£56.50	£60.00	£62.15	£64.98

(Price calculated at two adults + half price junior rate)

Off peak membership (price to be calculated at 3/4 of membership price)

(per annum)			
Adult	£19.00	£20.00	£20.90
Junior	£9.50	£10.00	£10.45
Family	£42.75	£45.00	£47.03

Joining fee -one off payment £5.50 **£5.75** £6.05 £6.33

Admission Charges (Non Members Only)

Adult	£0.90	£1.00	£0.99	£1.04
Junior	£0.45	£0.50	£0.50	£0.52
Junior under 7 accompanied by an adult	Free	Free		

Corporate/Group Membership Discount on application

Replacement of Lost Card

Membership Smart Card	£5.50	£5.75	£6.05	£6.33
Swipe Card	£3.25	£3.50	£3.58	£3.74

	CIPFA Comparison			
	lower quartile	median	upper quartile	
	£20.19	£24.65	£27.13	
	£9.00	£13.00	£15.00	
	£0.80	£1.00	£1.80	
	£0.70	£1.00	£2.00	

SWIMMING

Goresbrook

	£2.40	£2.50	£2.64	£2.76	standard pool £2.41	leisure pool £2.63	lower quartile	median	upper quartile
Adult Member									
Adult Non Member	£3.30	£3.50	£3.63	£3.80	standard pool £2.75	leisure pool £3.10	£2.65	£2.58	£2.80
Junior Member	£1.30	£1.40	£1.43	£1.50					
Junior Non Member	£1.75	£1.90	£1.93	£2.01			£1.11	£1.30	£1.86

Book Of 10 Tickets

(price calculated at 8 single swims)

Adult Member	£19.20	£20.00	£21.12	£22.08					
Adult Non Member	£26.40	£28.00	£29.04	£30.36					
Junior Member	£10.40	£11.20	£11.44	£11.96					
Junior Non Member	£14.00	£15.20	£15.40	£16.10					

Abbey and DSP Pool

	£1.60	£1.70	£1.76	£1.84	standard pool £2.41	leisure pool £2.63	lower quartile	median	upper quartile
Adult Member									
Adult Non Member	£2.50	£2.70	£2.75	£2.88	standard pool £2.75	leisure pool £3.10	£2.65	£2.58	£2.80
Junior Member	£1.10	£1.20	£1.21	£1.27					
Junior Non Member	£1.55	£1.70	£1.71	£1.78			£1.11	£1.30	£1.86

Book Of 10 Tickets

(price calculated at 8 single swims)

Adult Member	£12.80	£13.60	£14.08	£14.72					
Adult Non Member	£20.00	£21.60	£22.00	£23.00					
Junior Member	£8.80	£9.60	£9.68	£10.12					
Junior Non Member	£12.40	£13.60	£13.64	£14.26					

CENTRE BASED ACTIVITIES

(individual fees)

This would include activities like netball, volleyball, womens keep fit, junior activity sessions etc. Fees will be based on the cost of providing the activity, giving consideration to the number of staff required and subject to client officers approval

Fitness Gym (per hour)

Adult Member	£3.30	£3.40	£3.63	£3.80	£4.34
Adult Non Member	£4.20	£4.40	£4.62	£4.83	£4.61
Adult Member Off Peak	£2.50	£2.60	£2.75	£2.88	
Adult Non Member Off Peak	£3.40	£3.60	£3.74	£3.91	
Induction Course	£7.50	£8.00	£8.25	£8.63	

Exclusive/junior use by negotiation dependent on group .

Solarium

	£4.60	£4.60	£5.06	£5.29	£5.22
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Badminton

Adult Member	1/2 hour	£3.80	£4.18	£4.37	
Adult Non Member	1/2 hour	£4.70	£5.17	£5.41	
Adult Member	1 hour	£7.30	£8.03	£8.40	£7.52
Adult Non Member	1 hour	£8.20	£9.02	£9.43	£8.10
Adult Mem Off peak	1/2 hour	£2.60	£2.86	£2.99	
Adult N/M Off peak	1/2 hour	£3.50	£3.85	£4.03	
Adult Mem Off peak	1 hour	£4.85	£5.34	£5.58	
Adult N/M Off peak	1 hour	£5.75	£6.33	£6.61	
Junior Mem Off Peak	1/2 hour	£1.90	£2.09	£2.19	
Junior N/M Off Peak	1/2 hour	£2.35	£2.59	£2.70	
Junior Mem Off Peak	1 hour	£3.60	£3.96	£4.14	
Junior N/M Off Peak	1 hour	£4.05	£4.46	£4.66	

		lower quartile	median	upper quartile	
		£4.60	£5.00	£5.50	

Squash

(per court per 40 minute session)

Adult Member	£5.60	£5.70	£6.16	£6.44	£6.54
Adult Non Member	£6.50	£6.70	£7.15	£7.48	£7.54
Junior Member	£5.60	£5.70	£6.16	£6.44	
Junior Non Member	£6.05	£6.20	£6.66	£6.96	
Adult Mem Off peak	£4.10	£4.20	£4.51	£4.72	
Adult N/M Off peak	£5.10	£5.20	£5.61	£5.87	
Junior Mem Off peak	£2.55	£2.65	£2.81	£2.93	
Junior N/M Off peak	£3.00	£3.15	£3.30	£3.45	

CIPFA Comparison
lower quartile median upper quartile

Table Tennis

(per person per hour)

Adult Member	£2.10	£2.20	£2.31	£2.42	£3.92
Adult Non Member	£3.00	£3.20	£3.30	£3.45	£4.59
Junior Member	£1.95	£2.05	£2.15	£2.24	
Junior Non Member	£2.45	£2.55	£2.70	£2.82	
Adult Mem Off peak	£1.65	£1.75	£1.82	£1.90	
Adult N/M Off peak	£2.55	£2.75	£2.81	£2.93	
Junior Mem Off peak	£1.15	£1.25	£1.27	£1.32	
Junior N/M Off peak	£1.65	£1.75	£1.82	£1.90	

per table
per table

Hire of Equipment

(with £5.00 deposit or Membership Card)

Adults	£1.20	£1.30	£1.32	£1.38	
Juniors	£0.60	£0.65	£0.66	£0.69	

Use of Changing Room and

Shower

Member	Free	Free	Free	Free	Free
Non Member	£2.90	£3.10	£3.19	£3.34	£3.34

Exclusive Use Hire		CIPFA Comparison		
(per hour)		lower quartile	median	upper quartile
Whole of Main Hall	£38.00	£40.00	£41.80	£43.70
Whole of Main Hall - Goresbrook	£76.00	£80.00	£83.60	£87.40
Whole of Main Hall - Off Peak - Gr	£26.00	£28.00	£28.60	£29.90
Whole of Main Hall - Off Peak	£52.00	£56.00	£57.20	£59.80
Half of Main Hall	£38.00	£40.00	£41.80	£43.70
Half of Main Hall - Off Peak	£26.00	£28.00	£28.60	£29.90

Commercial and Social Use and Clubs
 Competition / Shows / Special
 Events

Rifle Range (clubs per hour) £14.50 £15.50 £15.95 £16.68

Health suite

Market rates monitored by Client Officers

Function Suite/ Dance/ Studio

Club/school bookings per hour subject to availability				
1/2 Hall	£26.00	£28.00	£28.60	£29.90
Whole	£52.00	£56.00	£57.20	£59.80
Other bookings	N/A	N/A	To be negotiated	
Licensed Bar (exclusive use)	N/A	N/A	To be negotiated	
Cafe (exclusive use per hour or part thereof)	N/A	N/A	To be negotiated	

Wood Lane Sports Centre

Synthetic Surface Training Areas

(This facility up graded in 2002 synthetic grass)

Adult Clubs per hour	£19.80	£22.00	£21.78	£22.77
Adult Clubs per hour - off peak	£15.60	£18.00	£17.16	£17.94
Junior Clubs per hour	£9.90	£12.00	£10.89	£11.39
Junior Clubs per hour - off peak	£6.50	£8.00	£7.15	£7.48

Junior Clubs Time Limit 8.00pm

Tarmac Area

Adult clubs per hour	£11.50	£ 12.50	£12.65	£13.23
Adult clubs per hour off peak	£8.50	£ 9.50	£9.35	£9.78
Junior clubs per hour	£5.75	£ 6.75	£6.33	£6.61
Junior clubs per hour off peak	£4.25	£ 5.25	£4.68	£4.89

Junior Clubs Time Limit 8.00pm

LEISURE PASS

£0.60

Proposals in report

£0.69

CIPFA Comparison	
lower quartile	upper quartile

PARK SPORTS

Pitch and Putt Charges

Annual Season Ticket	£102.00	£107	£112.20	£117.30
18 Holes per Round	£3.60	£4.00	£3.96	£4.14
Adult Smartcard member	£3.10	£3.30	£3.41	£3.57
Juniors Smartcard member	£1.55	£1.65	£1.71	£1.78
Juniors (Monday to Friday only)	£1.80	£2.00	£1.98	£2.07
Senior Citizens 18 Holes	£1.80	£2.00	£1.98	£2.07

£2.93 N/M £2.46

Tennis Charges

Per Court per hour	Free	£3.15	£1.80 Free
- Adult	Free		
- Juniors			
Central Park	£2.00	£2.00	£2.30

Cricket Square Hire

Adults	£50.00	£55.00	£55.00	£57.50
Juniors	£25.00	£27.50	£27.50	£28.75

Season Hire (Including Kitchen Facilities)

Season Hire	£1,920	£2,200	£2,112.00	£2,208.00
	£1,536	£1,760	£1,689.60	£1,766.40

Non-Member Price Comparison
 Havering Newham Redbridge

£2.20 N/A

N/A

Football Charges

Fee to include Pitch Dressing Rooms and Showers		£43.00	£45.00	£47.30	£49.45	£49.13
Adults - Per match						
Junior Charge – Per Match Half Adult Rate			£22.50			
Season Charge – Every week						
(Based on per match charge x 30	£1,032.00	Delete*				
Season Charge - Alternate weeks						
(Based on per match charge x 15	£516.00	Delete*				
Adult Season Charge –						
If paid in Full by October 1st						
45 X 30 Less 15%			£1,147.50			
Adult Season Charge –						
Paid in 6 monthly instalments						
45 X 30 Less 10%			£1,215.00			
Adult alternate weekends –						
If paid by October 1st in Full			£573.75			
Adult Alternate weekends –						
If paid by 6 monthly instalments			£607.50			
Junior Charge – Half Adult Rate						
Mini Soccer (Per Match)		£10.00	£11.00			
Valence United Soccer						
(Delegated Management agreeme	£10.00	£11.00				

Non-Member Price Comparison		£38.50	£48.00	£39.00
Having	Newham			
	Redbridge			

No data available

THE EXECUTIVE

11 MARCH 2003

REPORT OF THE BOROUGH PERSONNEL OFFICER

PEOPLE MATTER - EXIT PROCEDURE		FOR INFORMATION
<p><i>This report is presented to the Executive as it provides details of a new Exit Procedure that will assist the Council in developing its employment practice, by learning from staff who are leaving our employment.</i></p> <p><u>Summary</u></p> <p>This report contains details of the Council's new Exit Procedure that will become operational from the 1st April 2003., the reasons for its implementation and how the information that it provides will be monitored and used.</p>		
<p>Contact Officer Alan Beadle</p>	<p>Borough Personnel Officer</p>	<p>020 8227 2366(Telephone) 020 8227 2776 (Fax) 020 8227 2865 (Minicom) e-mail: alan.beadle@lbbd.gov.uk</p>

1. Background

- 1.1 Exit Procedures are used to obtain information about what drives a member of staff to leave an organisation, which in turn can be analysed to establish what an organisation needs to do to:
- Reduce staff turnover
 - Improve recruitment and induction practices
 - Improve development and training opportunities
 - Highlight any underlying discrimination
- 1.2 The Council does not currently have a Corporate Exit Procedure. Some departments have implemented their own procedure but this makes it very difficult to monitor leavers on a Council wide level as the departmental procedures are not the same.
- 1.3 The Council should have a Corporate Exit Procedure so that it can be used to establish patterns and trends, which can assist the Council/ departments in developing appropriate recruitment, retention and staff motivation strategies. This will also prove particularly helpful in areas where it is difficult to recruit. An Exit Procedure will also help us to identify any aspects of employment that are not promoting equality and aid

compliance with the monitoring aspects of the Race Relations (Amendment) Act 2000 in recording the level of staff from black and minority ethnic communities leaving the Council and their reasons for leaving.

- 1.4 The development of an Exit Procedure was part of the action plan agreed through last year's Annual Report on Equal Opportunities in Employment (22.01.02).

2. The Exit Procedure

- 2.1 The procedure has been designed to allow a flexible approach where staff will have the option of taking part in an Exit Interview or completing an Exit Questionnaire. They will also have choice of who will conduct their interview / receive their completed questionnaire. Staff who do not wish to participate in either the interview or complete a questionnaire will, as a minimum, be asked to confirm their main reason for leaving the Council.
- 2.2 The procedure is attached as Appendix A. This includes the:-
- Information regarding the Exit Procedure that will be given to staff by their line manager
 - The tear-off slip stating a member of staff's main reason for leaving
 - The Exit Interview framework
 - The Exit Questionnaire
- 2.3 The procedure will be offered to all members of staff who voluntarily leave (by resigning) the Council, regardless of their length of service or type of contract. Staff employed in schools and staff moving internally will not be included in the process.
- 2.4 The procedure also highlights the line managers responsibility for ensuring that all Council property is retrieved from the member of staff before they leave the Council.
- 2.5 The procedure was developed in consultation with representatives from the Human Resource Services across the Council.

3. Monitoring

- 3.1 The results from the Exit Interviews and/or Questionnaires will need to be monitored so the information can be fully utilised to help inform future developments.

Monitoring will take place on 2 levels:

- The information obtained through the Exit Procedure will be monitored by departments to identify and address issues relating to recruitment, retention and other aspects in their particular service areas. This will be reported to their DMT's.
- The main reason people leave the Council will be monitored corporately using Oracle. This information will particularly be used to monitor equalities and

diversity in employment. This information will be included in the Annual Report on Equalities & Diversity in Employment and recommendations will be made to deal with any emerging patterns, etc.

4. Implementation

- 4.1 The Exit Procedure will become operational from the 1st April 2003.
- 4.2 All Council managers will receive a copy of the procedure and its attachments accompanied by a Guidance Sheet to assist Managers with their responsibilities under the procedure. The procedure and guidance sheet will also be available on the HR Section of the Intranet.
- 4.3 The Exit Questionnaire will also be available on the HR Section of the Intranet, staff will be able to complete and send this on-line.

Background Papers used in the preparation of this Report

- Annual Report on Equal Opportunities in Employment - Executive 22.01.02

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PEOPLE MATTER

The Organisational Development Plan



Exit Procedure



Exit Procedure

Purpose

An Exit Procedure can provide a valuable range of qualitative and quantitative data and information on why staff leave the Council. If reasons can be identified it may be possible to:

- Reduce staff turnover
- Improve recruitment and induction practices
- Improve development and training opportunities
- Highlight any underlying discrimination

Scope

All staff (excluding staff employed in Schools, who come under the management of governing bodies) voluntarily leaving the Council will be invited to take part in the exit procedure, regardless of their length of service or type of contract. Staff moving internally will not be included in this process.

Procedure

1. Managers will inform their Departmental Human Resource Service when they receive a resignation from a member of staff in their service area.
2. Managers will issue the member of staff with details of the Exit Procedure (see Appendix 1).
3. The member of staff chooses how they wish to take part in the procedure from the following options :
 - Participate in an Exit Interview, with their Line Manager, their Line Manager's Manager or an independent person (Staff Welfare Officer, representative from their Departmental Human Resource Service).
 - Complete Exit Questionnaire (paper or intranet based)

The member of staff will inform their manager of their chosen option. If the member of staff wishes to choose an independent person, other than those detailed, to conduct their Exit Interview, they should contact their Departmental Human Resource Service who will advise them as to whether their choice is appropriate.

4. Managers / Independent person will carry out the option chosen by the member of staff, and that, where appropriate, relevant issues are addressed / learnt from.
5. Managers should ensure that individuals return all Council property on their last day of service such as, ID Cards, Card Entry Security passes, mobile phones, laptop computers etc. The Council Property Leavers Checklist should be completed to record the receipt of such property (see Appendix 2).
6. When the Departmental Human Resource Service or line manager (dependant on current department procedure) are informed of a member of staff's resignation they

will issue the member of staff with a letter confirming their resignation details. This letter will also confirm that the individual has been advised of the options available to them to take part in the procedure.

If the member of staff has chosen not to take part in an Exit Interview or complete an Exit Questionnaire they will be asked to complete a tear off slip at the bottom of the letter indicating their main reason for leaving. (see Appendix 3)

Exit Interview

The Exit Interview is the Council's preferred option, and has been designed to gather valuable qualitative and quantitative information. Individuals will feel valued by this process and are likely to provide much more information by being given the opportunity to discuss the factors that may have influenced their decision to leave the Council. A copy of the Exit Interview is attached as Appendix 3.

Exit Questionnaire

Whilst the Exit Questionnaire will not provide the qualitative information that the Exit Interview does, it will still provide quantitative information relating to a member of staff's main reason for leaving as well as some of the factors that may have influenced their decision to leave. A copy of the Exit Questionnaire is attached as Appendix 5.

Monitoring

The information obtained through the Exit Procedure will be monitored by Departments to identify and address issues relating to recruitment and retention in their particular service areas.

Corporate monitoring will also be undertaken as part of the Council's Equalities and Diversity in Employment monitoring. The Exit procedure will allow the Council to provide statistical information in relation to the ethnicity, age and gender of members of staff leaving the Council.

Data Protection

To ensure the security of information is maintained, all completed Exit Questionnaires and Exit Interview forms will be returned to the Departmental Human Resource Service in a sealed envelope marked **Private and Confidential**. The information contained in the Exit Questionnaire/Interview forms will be transferred onto a password protected computerised system and all original paperwork will then be securely destroyed.



EXIT PROCEDURE

Thank you for informing us of your decision to leave the Council.

The Council has an Exit Procedure so that we can gather information from staff who are leaving the Council that will help us to:

- Reduce staff turnover
- Improve recruitment and induction practices
- Improve development and training opportunities
- Highlight any underlying discrimination

We would be most grateful if you would participate in the Exit Procedure.

There are various ways you can participate in the Procedure as detailed below:

1. Exit Interview

You can participate in the Exit Procedure by having an “Exit Interview”, this can be conducted by:

- Your line manager,
or
- Your line manager’s manager,
or
- An independent person (Staff Welfare Officer, Human Resource Service representative)

This interview will give you the opportunity to discuss your employment and experiences with the Council, and the factors that may have influenced your decision to leave the Council.

If you wish to choose an independent person, other than those detailed, to conduct your Exit Interview you should contact your Departmental Human Resource Service who will advise you as to whether your choice is appropriate.

This is the Council’s preferred option for gathering “Exit Information”.

2. Exit Questionnaire

You can participate in the Exit Procedure by completing an “Exit Questionnaire”. If you choose this option, rather than an “Exit Interview”, your line manager can give you a copy of the “Exit Questionnaire”, you can print a copy from the HR section of the

Intranet (please go to.....) or you can complete it on-line on the HR Section of the Intranet.

Your completed "Exit Questionnaire" can be returned to (by post or e-mail if completed on-line):

- Your line manager,
or
- Your line manager's manager,
or
- The Head of your Departmental Human Resources Service

This questionnaire will give you an opportunity to rate some of the aspects and experiences of your employment with the Council, and provide the reasons for your decision to leave.

3. Tear - Off Slip

Your Departmental Human Resource Service or line manager will confirm your resignation in writing and at the bottom of this letter there will be a tear-off slip that gives various reasons why people leave their jobs.

If you choose not to participate in an "Exit Interview" or to complete the "Exit Questionnaire", please indicate on the tear-off slip the reason that most represents the reason you chose to leave the Council.

The tear-off slip should be returned to your Departmental Human Resource Service.

Confidentiality

If you decide to provide information specifically to the Departmental Human Resource Service, unless serious poor practice is disclosed, the information will be confidential and only presented to others in an anonymous statistical form. Issues of poor practice will have to be discussed with Senior Management.

The information you provide through participating in the Exit Procedure will in no way influence future references or re-employment with the Council.

What Next

Please inform your line manager of your chosen way of participating in the Exit Procedure.

If you wish to participate in an "Exit Interview" with someone other than your line manager, your line manager will contact the appropriate person and inform you of who this is. They will then contact you to make a convenient appointment for the interview.



Council Property - Leavers Checklist

Employees Name:.....

This form is to be completed by the line manager/supervisor of the member of staff. It is then to be returned to the departmental human resources section.

The departmental human resources section will integrate this document with their general processes in relation to staff leaving their employment with the Council.

Item	Issued	Returned	Managers Initials
1. Security			
ID Pass	<input type="checkbox"/>	<input type="checkbox"/>
Door Entry Pass	<input type="checkbox"/>	<input type="checkbox"/>
Keys	<input type="checkbox"/>	<input type="checkbox"/>
Car Park Pass	<input type="checkbox"/>	<input type="checkbox"/>
Car Park Entry Fob	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>
2. Information Technology			
(i) Equipment			
Lap top computer/router	<input type="checkbox"/>	<input type="checkbox"/>
'Securid' for lap top computer	<input type="checkbox"/>	<input type="checkbox"/>

Continued

Item	Issued	Returned	Managers Initials
Electronic storage media (e.g. floppy disks/CD-Roms containing Council information/files)	<input type="checkbox"/>	<input type="checkbox"/>
Palm/handheld computer	<input type="checkbox"/>	<input type="checkbox"/>
Electronic notebook/diary	<input type="checkbox"/>	<input type="checkbox"/>
Pager	<input type="checkbox"/>	<input type="checkbox"/>
Radio	<input type="checkbox"/>	<input type="checkbox"/>
'Dictaphone'	<input type="checkbox"/>	<input type="checkbox"/>
Mobile telephone	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Access to Facilities			
Access to email/intranet/internet facilities	<input type="checkbox"/>	<input type="checkbox"/>
Official telephone line at home address	<input type="checkbox"/>	<input type="checkbox"/>
ISDN Line	<input type="checkbox"/>	<input type="checkbox"/>
3. Personal Protective Equipment			
(Please itemise on a separate list and attach to this form)	<input type="checkbox"/>	<input type="checkbox"/>
4. Uniform			
(Please itemise on a separate list and attach to this form).	<input type="checkbox"/>	<input type="checkbox"/>
5. Other Property			

(Please itemise on a separate list and attach to this form).	<input type="checkbox"/>	<input type="checkbox"/>
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I certify that all items issued to the above named member of staff have been returned and that notice of termination of access to IT systems/databases has been notified to IS&T.

Signed:.....Name:.....(Manager)

Signed:.....Name:.....(Staff)

Resignation Letter

>-----

If you decide not to participate in an Exit Interview or complete an Exit Questionnaire, please complete this slip and return it to your Departmental Human Resource Service.

Name	
Current Post	

Please select one of the following as your main reason for deciding to leave the Council.

Lack of job satisfaction	Long Working Hours	Pay / Benefits
Inaccurate job specification	Taking up a part time post / reduced hours	Poor work environment / conditions
Relationship with work colleagues	Sideways move to another organisation	Relationship with line manager
Taking up full / part time education / study	Moving to Private Sector	Career Change
Maternity leave – not returning / ceasing work after 3 months	Lack of training / development opportunities	Wanted a new challenge
Lack of career prospects	Home relocation / travel	Taking up promotion
Health	Caring responsibilities	Other personal reasons

My main reason for leaving the Council is.....

Signature..... Date.....

Exit Interview

Please ask the member of staff the following questions. Please probe as appropriate.

Their Name			
Their Current Post		Current Grade	
Section			
Department			

Their start date with the Council		Their last day of service	
--	--	----------------------------------	--

1. Does your current job description give a true reflection of the duties you are required to undertake?

Yes		No	
-----	--	----	--

If no, how does it differ?

2. Which part of your job do you enjoy the most or find the most rewarding?

3. Which part of your job do you least enjoy or find the least rewarding?

4. Are there any consistent issues that prevent you from achieving your objectives/goals/job satisfaction?

Yes		No	
-----	--	----	--

If yes, please give details

5. Were your expectations of working for Barking and Dagenham met.

Yes		No	
-----	--	----	--

If no, how did they differ?

6. Do you feel you were sufficiently inducted into the Council and your job role?

Yes		No	
-----	--	----	--

If no, how could your induction have been improved?

7. Do you feel your training and development needs have been met during your time with the Council?

Yes		No	
-----	--	----	--

If no, please indicate what the gaps have been / how this could have be improved.

8. What factors initially influenced your decision to seek alternative employment?

9. Is your new job (please tick):

A Promotion		A sideways move	
A Change of Career		With another Local Authority	
With the Private Sector		With the Voluntary Sector	

10. Please detail what attracted you to your new job?

11. Would you consider returning to Barking and Dagenham in the future if a suitable position became available?

Yes		No	
------------	--	-----------	--

If no, why

12. Is there anything else you would like to add that you feel has not already been covered in this questionnaire?

Ratings

Please discuss the following areas with the member of staff and them rate each area using the scale – “very good”, “good”, “fair”, “poor”, “very poor”. Please make comments regarding what the member of staff says regarding each area if appropriate.

	very good	good	Fair	poor	very poor	Comments
Job satisfaction						
Fairness of work Allocation						
Morale/working atmosphere within team						
Management & organisation of the Council						
Sharing of knowledge, experiences and resources						
Feedback on your performance						
Job security						
Training & Development						
Salary for the job						
Relationship with line manager						
Flexible Working						
Accuracy of job specification						
Office accommodation, equipment & facilities						
Career Prospects						
Staff Benefits						
Health & Safety						

Reason for Leaving

Please ask the member of staff to indicate which of the following reasons have influenced their decision to leave.

Job

1. Lack of Job Satisfaction	
2. Inaccurate job specification	
3. Pay/Benefits	
4. Taking up a part time post/reduced hours	
5. Long Working Hours	
6. Poor Work Environment/Conditions	
7. Relationship with Work Colleagues	
8. Relationship with Line Manager	

Training & Career Development

9. Lack of Training/Development Opportunities	
10. Lack of Career Prospects	
11. Taking up a Promotion	
12. Taking up Full/Part Time Education/Study	
13. Career Change	
14. Moving to Private Sector	
15. Sideways move to another organisation	
16. Wanted a new challenge	

Personal

17. Health	
18. Home Relocation/Travel	
19. Caring responsibilities	
20. Maternity Leave – not returning/ceasing work after 3 months	
21. Other Personal Reasons	

Please ask the member of staff to indicate which of the above is their main reason for leaving :

Main Reason : _____

If the member of staff's main reason is not returning after maternity leave, please ask the following:

Was their reason for resigning (please tick)

Wanted to stay at home		Could not afford child care costs	
Lack of Council Family Friendly Policies		Needed to change working hours	
Other		Not related maternity	

Please explain that the Council is committed to ensuring equalities and diversity in employment. The completion of this section will assist the Council in monitoring the effectiveness of its Equalities and Diversity in Employment Policy. The information will be used for statistical purposes only.

Gender (please ✓)	Male		Female	
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Age (please ✓)	0 - 24		25 – 49		50 & over	
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Do you consider yourself to be disabled (please ✓)	Yes		No	
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Ethnic Origin (please ✓)			
Asian or Asian British - Bangladeshi		Mixed - Other	
Asian or Asian British - Indian		Mixed - White & Asian	
Asian or Asian British - Pakistani		Mixed - White & Black African	
Asian or Asian British - Other		Mixed - White & Black Caribbean	
Black or Black British - African		Other Ethnic Group	
Black or Black British - Caribbean		White British	
Black or Black British - Other		White Irish	
Chinese		White Other	

Interview and form completed by (name).....

Date of interview.....

Interviewer’s Signature.....

Leaver’s Signature.....

Please return the completed form to the Departmental Human Resource Service in an envelope marked Private & Confidential.



Exit Questionnaire

We are sorry to hear of your decision to leave the London Borough of Barking and Dagenham. The following questionnaire has been designed to enable the Council to examine the reasons why people leave the organisation and to identify any improvements in employment practice that could be made.

Name			
Current Post		Current Grade	
Section			
Department			

Your start date with the Council		Your last day of service	
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Ratings

Please rate the following according to your experience, using the scale – “very good”, “good”, “fair”, “poor”, “very poor”. Please make comments regarding each area if appropriate.

	very good	good	Fair	poor	very poor	Comments
Job satisfaction						
Fairness of work Allocation						
Morale/working atmosphere within team						
Management & organisation of the Council						
Sharing of knowledge, experiences and resources						
Feedback on your performance						
Training and development						
Job security						

	very good	good	Fair	poor	very poor	Comments
Salary for the job						
Relationship with line manager						
Flexible working						
Accuracy of job specification						
Office accommodation, equipment & facilities						
Career Prospects						
Staff Benefits						
Health and Safety						

Your Reason for Leaving

Please indicate which of the following reasons have influenced your decision to leave.

Job

1. Lack of Job Satisfaction	
2. Inaccurate job specification	
3. Pay/Benefits	
4. Taking up a part time post/reduced hours	
5. Long Working Hours	
6. Poor Work Environment/Conditions	
7. Relationship with Work Colleagues	
8. Relationship with Line Manager	

Training & Career Development

9. Lack of Training/Development Opportunities	
10. Lack of Career Prospects	
11. Taking up a Promotion	
12. Taking up Full/Part Time Education/Study	
13. Career Change	
14. Moving to Private Sector	
15. Sideways move to another organisation	
16. Wanted a new challenge	

Personal

17. Health	
18. Home Relocation/Travel	
19. Caring responsibilities	
20. Maternity Leave – not returning/ceasing work after 3 months	
21. Other Personal Reasons	

Please indicate here which of the above is your main reason for leaving

Main Reason : _____

If your main reason is “not returning after maternity leave”, please answer the following:

Was your reason for resigning because (please tick)

Wanted to stay at home		Could not afford child care costs	
Lack of Council Family Friendly Policies		Needed to change working hours	
Other		Not related to maternity	

The Council is committed to ensuring equalities and diversity in employment. The completion of this section will assist us in monitoring the effectiveness of our Equalities and Diversity in Employment Policy. The information will be used for statistical purposes only.

Gender (please ✓)	Male		Female	
-------------------	------	--	--------	--

Age (please ✓)	0 - 24		25 - 49		50 & over	
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Do you consider yourself to be disabled (please ✓)	Yes		No	
--	-----	--	----	--

Ethnic Origin (please ✓)			
Asian or Asian British - Bangladeshi		Mixed - Other	
Asian or Asian British - Indian		Mixed - White & Asian	
Asian or Asian British - Pakistani		Mixed - White & Black African	
Asian or Asian British - Other		Mixed - White & Black Caribbean	
Black or Black British - African		Other Ethnic Group	
Black or Black British - Caribbean		White British	
Black or Black British - Other		White Irish	
Chinese		White Other	

Signature.....

Date.....

The completed questionnaire can be returned to (by post or e-mail if completing on line):

- Your line manager
or

- Your line manager's managers
or
- The Head of your Departmental Human Resources Services

as soon as possible.

If you send your questionnaire to the Head of your Departmental Human Resource Service, unless serious poor practice is disclosed, the information will be confidential and only presented to others in an anonymous statistical form. Issues of poor practice will have to be discussed with Senior Management.

The information you provide through completing this Exit Questionnaire will in no way influence future references or re-employment with the Council.

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THE EXECUTIVE**18 MARCH, 2003****REPORT OF THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

FEES AND CHARGES: BIRTHS, DEATHS AND MARRIAGES REGISTRATION SERVICE		FOR DECISION
<i>This report is submitted in response to the instruction given by the Charging Policy Commission that all charges for Services are reviewed by the Executive.</i>		
<u>Summary</u> This report identifies the costs of running the Births, Deaths and Marriages Registration Service and recommends increases to the charges associated with civil marriages at the Approved Premises in the Borough for the next financial year.		
<u>Recommendation</u> The Executive is recommended to agree the increase in Charges for 2003/04 for performing a civil marriage ceremony at Approved Premises as set out in paragraph 1.5 of this report.		
<u>Reason</u> To enable the required annual increase to take place.		
Contact Officer: Valerie Harding	General Administration Manager	Telephone: 020 8227 3222 Fax: 020 8227 3288 Minicom: 020 8227 3040 E-mail: val.harding@lbbd.gov.uk

1. Births, Deaths and Marriages Registration Service

- 1.1 The Registration Service based at Arden House is provided for the Registration District of Barking and Dagenham for the Registrar General. The service is administered as statutory provision by the local authority under the regulations set by the Registrar General. Fees are set by the General Register Office (GRO) for all fees associated with the registration of Births and Deaths, giving notice of and conducting Marriages at the Register Office.
- 1.2 From 1 April 2003, these are:
- (i) Registration of Births and Deaths - £3.50 per certificate issued by Registrar.
 - (ii) Superintendent Registrar issue of certificate for Births, deaths and marriages - £7.00
 - (iii) Issue of short form birth certificate - £5.50
 - (iv) Notices of marriage - £30 per person.
 - (v) Registration of marriage fee - £34 plus certificate fee of £3.50.

- 1.3 Other premises, which meet the Approved Premises criteria, may be used for civil marriages. In this borough, Eastbury Manor House, Barking and City Limits, Collier Row are designated as Approved Premises. For civil marriages conducted there, the local authority sets the fee charged for the marriage ceremony and the fee paid to the Registrars who perform the ceremony.
- 1.4 Two Registrars are required at each ceremony (by law), a Superintendent Registrar and a Registrar. The General Register Office recommends allowing up to 3 hours per marriage. Consequently, the former General Purposes Committee agreed, on 9 June 1999, that the Registrars should be paid a session fee for conducting marriages outside normal office hours, which equates to this.
- 1.5 The proposed increase in charges for 2003/04 takes account of the prevailing charges for Approved Premises marriages around London. The present and proposed charges for 2003/04 for conducting a marriage ceremony are:

	<u>Present Charge 2002/03</u>	<u>Proposed Charge 2003/04</u>
Monday to Friday	£180.00	£186.00
Saturday	£250.00	£260.00
Sundays/Bank Hols	£320.00	£330.00

- 1.6 It is proposed to retain the existing session fees of £65 for the Superintendent Registrar and £55 for the Registrar for 2003/04. Car allowance costs of £3 per marriage are also incurred.
- 1.7 Most marriages at the Approved Premises take place on Saturday and the aim has been to make a small profit on each marriage conducted. For 2002/03, this is £127.00 and the increased charge produces a profit of £137.00 per marriage.

2. **Financial Implications**

- 2.1 The Births, Deaths and Marriages Registration Service is based at Arden House. The gross cost of the service for 2003/04, which includes staffing, premises related, central support and Capital charges is £184,740.
- 2.2 The level of income anticipated is £98,910, producing a net cost of £85,830. Of the income received, around 94% is generated from the fees described in para 1.2, which are all set by the GRO. In addition a very small sum is received from the GRO, which represents payment from the Department of Work and Pensions for the issue of certain certificates. Approximately 6% of registration service income is generated from civil marriages performed at Approved Premises.
- 2.3 Although a larger registration district, for comparison purposes, the net cost of the registration service in the London Borough of Newham for the current year is estimated to be £325,400.
- 2.4 The service, in its current form is set to face radical change. The government aims to give customers a far wider choice than currently on how they register births and deaths and when and where they are able to marry and for the staff to become local

authority employees, which they are not currently. A consultation document is expected during early summer 2003, with the aim of the new legislation being on the statute book in 2005. Prior to this, the service is being required to organise and conduct Citizenship ceremonies from 2004.

- 2.5 Discussion is taking place on the guidelines for these and the fee to be paid to local authorities for conducting these ceremonies. There is also discussion currently on how the registration service might become involved with administration involved with the provision of Entitlement (ID) Cards, should these be introduced. Further information is required before the implications for the service can be determined.

Background Papers

Minutes and report to the former General Purposes Committee held on 9 June 1999.

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THE EXECUTIVE**11 MARCH 2003****REPORT OF THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

PLANNING POST SEARCH AND OTHER ENQUIRY CHARGES		FOR DECISION
<i>This report is submitted to the Executive as it proposes new fees and charges for Planning Post and Other enquiry Charges.</i>		
<u>Summary</u> In accordance with the guidelines laid down by Charging Policy Commission, this report considers proposed Planning enquiry charges to be adopted for 2003/2004.		
<u>Recommendation</u> The Executive is asked to approve the increased charges for Planning Post Search and Consultancy enquiries for 2003-04 as detailed in this report.		
<u>Reason.</u> The increase reflects the cost of the service provided.		
Contact Officers Tim Lewis	Development Manager	Control Telephone: 020 8227 3706 fax: 020 8227 3916 email: tim.lewis@lbbd.gov.uk

1. Post Search Enquiries

- 1.1 Charges are made to solicitors or members of the public following a request for additional information resulting from Land searches. Under the Local Authorities (Charges for Land Searches) Regulations 1994, as well as a charge for the initial search, Local Authorities are empowered to charge for any information as a result of the sale of property. The charge currently levied for this service is £29.60 (inclusive of VAT) where no site visit is required and £44.50 where it is required. This service was previously provided free of charge but from April 2001 a charge was introduced, and was set having regard to what constituted a reasonable charge for the service provided
- 1.2 The projected hourly cost to the Council of providing this service in 2003-04 is £33.00 for non-site visit and £49.50 with site visit.

2. Consultancy Enquiries

This service is very similar to the post search Enquiry cost detailed above. This charge occurs where a consultant in preparing a report for private clients will request research work from the Local Planning authority. The Council currently charges for this work on an hourly basis at £60.00 per hour based on market rates.

3. Proposed Charges

Attached at **Appendix A** are the current and proposed charges for Planning Post search and other enquiries for 2003-04. By implementing these charges the service will be covering its full costs.

Background Papers used in the preparation of this Report

None

APPENDIX A**PROPOSED CHARGES FOR PLANNING POST SEARCH AND CONSULTANCY ENQUIRIES 2003-2004**

		<u>CURRENT CHARGES (INCL. VAT)</u>	<u>PROPOSED CHARGES (INCL. VAT)</u>
		<u>£</u>	<u>£</u>
Post Search Enquiries	without site visit	29.60	33.00
	with site visit	44.50	49.50
Charges to Consultants		60.00	60.00

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THE EXECUTIVE

11 MARCH 2003

REPORT OF THE BOROUGH POLICY OFFICER

CONSULTATION STRATEGY AND TOOLKIT		FOR DECISION
<p><i>This report asks the Executive to agree the Consultation Strategy and toolkit.</i></p> <p><u>Summary</u></p> <p>Attached is the final draft of the Council's Consultation Strategy. A consultation toolkit is attached to the strategy at appendix 2.</p> <p>The consultation strategy sets out the basic principles for consultation, the context within which all the Council's consultation should take place and the plans for improving consultation within the Council. The strategy is aimed at external stakeholders, citizens, members and Council staff</p> <p>The toolkit provides practical guidance for all consultation practitioners, but particularly those with limited experience of consultation work, it shares good practice and encourages consistent high standards through all stages of consultation exercises. It is aimed at anyone conducting consultation.</p> <p>Both the strategy and the toolkit have been developed in consultation with the Council's Corporate consultation working group and all Heads of Service.</p> <p><u>Recommendation/ Reason</u></p> <p>That the Executive agree the strategy and toolkit in order to maximise the effectiveness and minimise repetition of the Council's consultation.</p>		
<p>Contact Officer: Joanne Redwin</p>	<p>Policy and Review Officer</p>	<p>Tel: 020 8227 2260 Fax: 020 8227 2806 Minicom: 020 8227 2685 Email: Joanne.redwin@lbbd.gov.uk</p>

1. Background

2.1 The Council is committed to opening up its decision making processes and making the work of the Council more accessible to citizens and all other partners and stakeholders. The Council recognises services can only be excellent if they are responsive to customer views and aspirations. Consultation is key to this commitment. This includes developing consultation with 'hard to reach' groups such as young people, ethnic minorities and the vulnerable. Alongside this local commitment, is the national priority

that has been placed on all local authorities to consult. This can be seen in a number of national initiatives e.g. Best Value, Community Safety and Housing Strategy.

- 2.2 In addition the recent final IDeA peer review visit highlighted the need for the Council to develop a consultation strategy.

2. The Strategy and Toolkit

- 2.1 The Council has produced this Consultation Strategy and toolkit to set out the key principles of consultation within the Council to maximise the effectiveness of our consultation and minimise repetition and 'consultation fatigue'. Appendix 1 of the strategy sets out an action plan.
- 2.2 The toolkit is at appendix 2 and provides practical guidance for all consultation practitioners.

Background papers

The London Borough of Barking and Dagenham Draft Consultation Strategy March 2003.

DRAFT

London Borough of Barking and Dagenham

CONSULTATION STRATEGY

March 2003

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Section 1: Introduction

The London Borough of Barking & Dagenham is committed to opening up its decision making processes and making the work of the Council more accessible to citizens and all other partners and stakeholders. In our capacity as community leader, we are committed to listening, responding and learning from the participation of the local community. The Council recognises services can only be excellent if they are responsive to customer views and aspirations. Consultation is key to this commitment. This includes developing consultation with 'hard to reach' groups such as young people, ethnic minorities and the vulnerable. Alongside this local commitment, is the national priority that has been placed on all local authorities to consult. This can be seen in a number of national initiatives e.g. Best Value, Community Safety and Housing Strategy.

"We believe it is key that many more people are encouraged and supported to be active in their community" (Barking and Dagenham 2020 Vision)

This strategy sets out:

- a set of basic principles for consultation
- the context within which all the Council's consultation should take place
- plans for improving consultation within the Council.

Executive Summary

- Barking and Dagenham Council's Consultation strategy outlines a set of basic principles for public consultation.
- The strategy provides the context within which all the Council's consultation should take place and provides a framework for improving consultation within the Council.
- This strategy deals with public consultation i.e. 'here are our options, ideas and what we provide, what do you think?'
- The Council's balanced scorecard contains the measure '**the percentage of people who feel consulted and involved**'. Consultation is therefore a key tool for the effective management of the Council.
- There is a range of methods that the Council has developed over the past 4 years to consult with the community and other stakeholders. The Strategy document describes all of these.
- Current resources which support consultation include:
 - the Corporate Consultation group
 - a Policy and Review Officer dedicated to supporting consultation work
 - a dedicated corporate consultation budget and Best Value budget
 - a dedicated Community Development Worker for hard to reach groups
 - the Tenant Participation team
 - Consultation Toolkit
 - A London wide Consultation Network.
- The strategy includes a full list of key actions and a detailed action plan.

The Council's Consultation Principles

The following principles are key to the development of consultation within the Council. Consultation should be:

- planned well in advance
- targeted to secure views of the whole community including hard to reach groups
- cost effective and of a consistent high quality
- fed-back to participants
- accessible to the whole Council and its partners
- used to improve policies and service delivery.

What is Consultation?

Consultation takes place at a number of levels:

1. Public information *'Here is what we are going to do'*
2. Public consultation *'Here are our options, ideas and what we provide, what do you think?'*
3. Public participation *'We want you to be part of the process of developing options and making decisions'.*

This strategy deals with the second level – public consultation. Public information is dealt with by the Council's Communication, Reputation and Branding Strategy and manual. Work around public participation has started at Community Forums, Neighbourhood Management, the Community Housing Partnerships, the Barking and Dagenham Partnership and via the Council's policy commission on Community Empowerment and Engagement. As this work develops and views become clearer, this strategy will need to be updated.

The type of consultation that is undertaken will vary from service to service. Issues and guidance on specific methods of consultation is covered in the Consultation Toolkit.

Our definition of Public Consultation is...

"the process by which people are invited to express their views, usually where a range of options are available to the authority and the authority is willing to use public opinion as an important criteria for deciding upon a particular course of action".

Consultation is not something only undertaken externally; most of the departments within the Council have both internal and external stakeholders and customers. The principles contained within this strategy and the toolkit have equal validity for internal and external customers.

Previously consultation may have been used to inform and discuss ideas in the public arena. Currently, it has been recognised that consultation within local government should be a more sophisticated process that opens up debate. Consultation is now one of the best tools that we have to develop our policies and services. It is also a necessary market research tool, ensuring that as an

organisation we understand what our customers want, and what policies and services they want us to deliver.

Section 2: Where we are now?

The Corporate Policy Context

One of the Council's Community Priorities that is also included in the balanced scorecard is '**developing rights and responsibilities within the local community**'. To measure this objective the Council has developed the indicator '**the percentage of people who feel consulted and involved**'. Consultation is therefore regarded as a key tool for the effective management of the Council.

Alongside the scorecard, the Council's management competencies place a clear responsibility on managers to consult. The main competencies which direct managers to consult are:

- Put community first
- Share a common purpose.

The CPA action plan has also identified the need to:

- Make consultation and equalities part of the day job through the implementation of the Equalities and Consultation strategies
- Develop a timetabled consultation and participation strategy.

Existing Consultation Methods

The Council has developed a range of methods to consult citizens and other stakeholders over the past 4 years. This process will continue to develop.

Current methods include:

- Community forums
- Members – feeding back their experiences from surgeries and meetings with local people
- The Citizens' Panel (a representative group of 1000 local people who are called upon from time to time to engage in consultation processes) managed by MORI
- Various user groups e.g. User/Carer Group, The Youth Forum
- Regular school surveys
- Statutory satisfaction surveys
- Tenant participation processes including the development of the Community Housing Partnerships
- Various consultation arrangements are in place to ensure that citizens and stakeholders are engaged in the regeneration of the borough including the development of a neighbourhood management model and capacity building within the community
- The recognition that market research will be a key factor in developing the new Customer First (public interface) model for the Council
- The Voluntary Sector Compact that defines how and when the Council should consult with voluntary organisations.

Resources which Support Consultation

A Corporate Consultation group has been set up to share best practice and to co-ordinate and develop consultation across the Council. Departmental representatives on this group are also available to provide support within their department to officers.

A Policy and Review Officer within the Policy and Performance team is dedicated to supporting the work of the Corporate Consultation Group, providing support to officers on consultation exercises, co-ordinating consultation, managing the Citizens' Panel and maintaining and developing the Council's consultation database. This service is available to all departments on request.

A dedicated corporate consultation budget and a Best Value budget exists and is managed by the Head of Policy and Performance. This is allocated for specific consultation exercises.

Currently a number of services do not have specific budgets for consultation. Nevertheless managers do use their budgets to undertake consultation as many are aware that they cannot improve their services unless they know what customers and stakeholders want.

A dedicated Community Development Worker for hard to reach groups has been appointed. This post is joint funded by the Council and Neighbourhood Renewal funding. It will have a key role to play in improving contact with the borough's hard to reach groups.

The Council's Tenant Participation team's main aim is to set up Tenants and Residents Associations and a Tenants Federation for the purpose of localised consultation.

The Consultation Toolkit has been developed to help officers undertake surveys and focus groups, set up user groups and one off meetings. It also includes other information such as the membership of the Consultation group and the Barking and Dagenham Citizens' Panel (see appendix 2).

The Council's Employee Development Programme includes various training courses on consultation.

A London wide Consultation Network has been developed and led by the London Borough of Barking & Dagenham to share best practice and ideas for improvement.

Section 3: The Future of Consultation

The Council recognised that consultation was still not part of the “day job” in its self assessment for the 2002 Comprehensive Performance Assessment. To encourage the whole Council to understand the importance of consultation the following key actions are planned:

- *Develop the shared consultation database so that it is more effective.*
The database holds information on past present and planned consultation exercises. It needs to be accessible to everyone who needs to use it. The Council needs to ensure that this is updated on a regular basis.
- *Develop clear processes for consulting hard to reach groups.*
Establish links and appropriate mechanisms for consultation and engagement with the wide range of hard to reach groups in the borough.
- *Develop a central database that holds information about local organisations that are willing to be consulted and which issues they want to be consulted about.*
This would provide easy links between the Council and organisations who want to be consulted on particular issues.
- *Establish consultation budgets for every service.*
Resources need to be identified from existing budgets.
- *Develop an Engagement Strategy and action plan that focuses on actively engaging and empowering the local community.*
This will be achieved through the Community Empowerment and Engagement Policy Commission.
- *Develop clear processes for feeding back the results of consultation to participants.*
Monitoring of this process must occur.
- *Ensure that the results of consultation are used.*
Develop clear processes for storing and evaluating results and using them to review services and policies.
- *Provide consultation documents in the appropriate format for the audience.*
Ensure that the Translation and Interpretation Service (TIS) is used when necessary.
- *Avoid consultation overload.*
Develop processes to monitor planned consultation exercises and encouraged joined up working.
- *Develop innovative processes.*
Encourage people to use new effective methods for consultation.

- *Continue to improve consultation training opportunities for staff.*
Enhance the Employee Development Programme and encourage joint training programmes with other boroughs.
- *Assess the viability of mapping consultation results.*
This would allow detailed analysis of consultation on an area basis. However it maybe too expensive and complex taking into consideration current resources.
- *Develop the Consultation Toolkit.*
Update the toolkit and make it available to all services.
- *Encourage joined up working.*
Encourage joined up working by including our partners in the planning and conducting of consultation exercises. A good example of this is the Primary care Trust and Social Services.

A detailed action plan is attached at appendix 1.

Appendix 1: Action Plan

Action	Lead	Timescale	Output
Produce a procedure for use of the shared consultation database.	Head of Policy and Performance	December 02	All lead officers on consultation updating database as a matter of course. Procedure in place.
Clear processes for consulting all hard to reach groups.	Head of Policy and Performance and Head of Regeneration	May 03	Processes and mechanisms in place.
Develop a central database of local organisations that want to be consulted.	Head of Policy and Performance	December 03	A comprehensive database of contacts available to all staff.
All heads of services to identify budgets for consultation.	All Heads of Service/Head of Financial Services	April 04	Budgets of at least £500 identified by all service heads for consultation.
Develop an Engagement Strategy and action plan through the Community Empowerment and Engagement Policy Commission.	Head of Policy and Performance	April 04	Strategy and action plan agreed.
Develop clear processes and mechanisms for feeding back results to participants.	Head of Policy and Performance	April 03	The results of all consultation exercises are fed back to participants with an explanation of what will be done with the findings. Procedure and monitoring processes in place. Shared consultation database in place which shows how results have been fed back.
Develop clear processes for storing and evaluating results and using them to review services and policies.	Head of Policy and Performance	May 03	Evidence that consultation has been used to change and review services and policies. Shared consultation database in place which shows how results have been used.
Ensure the TIS	All Heads of	April 03	All consultation documents

Service is being used when necessary.	Service		available in alternative formats on request.
Enhance processes to monitor planned consultation and encourage joined up working.	Head of Policy and Performance	April 03	The public do not feel that they are being overloaded with requests for consultation. Processes in place for monitoring the feedback of results to participants and the use of results.
Using new effective methods for consultation.	All Service Heads	April 04	New methods used.
Continue to improve consultation training opportunities for Council staff.	Head of Corporate Human Resources (Development and Training)	April 03	Staff that are better equipped to conduct consultation exercises. Training available on consultation issues.
Access viability of mapping consultation results.	Head of Policy and Performance and Head of Legal Services	April 03	Viability assessed.
Develop the Consultation Toolkit.	Head of Policy and Performance	April 03	A comprehensive toolkit available to all services.
Encourage joined up working by including our partners in the planning and conducting of consultation exercises.	All Heads of Service	April 03	More consultation exercises developed in collaboration with our partners.

Appendix 2

London Borough of Barking and Dagenham

CORPORATE CONSULTATION TOOLKIT

March 2003

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CHAPTER 1: INTRODUCTION

1.1 Aims of this Guidance Document

Consultation takes place at a number of levels:

- a. Public information *'Here is what we are going to do'*
- b. Public consultation *'Here are our options, ideas and what we provide, what do you think?'*
- c. Public participation *'We want you to be part of the process of developing options and making decisions'*.

This toolkit deals with the second level – public consultation. Public information is dealt with by the Council's Communication, Reputation and Branding Strategy and manual. Work around public participation has started at Community Forums, Neighbourhood Management, the Community Housing Partnerships, the Barking and Dagenham Partnership and via the Council's policy commission on Community Empowerment and Engagement. Other external forums also exist such as the Patients Forum set up by the NHS.

The key objectives of this toolkit are:

- To accompany the Council's Consultation Strategy
- To provide practical guidance for all consultation practitioners, but particularly those with limited experience of consultation work
- To promote good practice
- To encourage consistent high standards through all stages of consultation exercises.

The Guidance is aimed at providing useful advice for all consultation work across the Council, including consultation for Best Value Reviews. There are specific sections referring to the additional issues affecting consultation within the BV regime, where relevant.

1.2 How to use this Guidance Document

The first part of the Guidance consists of a set of checklists for each of the main types of consultation (postal questionnaires, focus groups, etc.). These are intended to be printed/photocopied to use during the course of the consultation exercise. They are marked with the relevant section number to refer to, in the main body of the text, for more detail on each stage.

The main part of the document provides more detailed guidance for each stage of consultation work, from the initial planning through to reporting and evaluation. There is also a section at appendix A outlining the six easy steps to consultation.

If you have any queries or would like more information or advice on any aspect of consultation, please contact:

Joanne Redwin
Telephone number: 020 8227 2260
Email: Joanne.redwin@lbbd.gov.uk

1.3 Survey checklists

A set of checklists for the main types of survey is provided below. The numbers in the reference column refer to the sections where each element is discussed in more detail.

The checklists are intended to be a practical document to print/photocopy for use during the course of your consultation exercise

POSTAL QUESTIONNAIRE SURVEY: CHECKLIST		
Task	✓(date)	Reference/Notes
Survey Planning		
Set up Steering Group (where appropriate)		Section 2.1
Allocate resources		Section 2.1.1
Agree timetable		Section 2.1
Identify consultees		Section 2.1.2
Report consultation to Consultation Group departmental rep so that they can place exercise on database		Section 2.1
Survey Design		
Decide sampling procedure and sample size		Section 2.2/2.2.5
Take equalities issues into account (hard to reach groups, language requirements, etc)		Section 2.2.1
Check sample database		Section 2.2.2/2.2.3
Design questionnaire		Section 2.2.1
Design questionnaires		Section 2.2.5/Appendix C
Agree appropriate formats		Section 2.2.5
Design monitoring and analysis systems		Section 2.3.3/2.4
Check stationery		Section 2.2.6
Arrange reply-paid envelopes		Section 2.2.5
Survey Implementation		
Pilot survey		Section 2.3
Publicise survey internally and externally (notify Public Relations if appropriate)		Section 2.3.2
Print survey forms, covering letters, address labels, etc.		Section 2.3.1
Envelope stuffing and mailout		Section 2.2.5
Monitor responses		Section 2.1.4/2.3.3
		Section 2.3.3
Data Processing and Analysis		
Check and code questionnaires		Section 2.4
Complete data entry		Section 2.4.1
Analyse data		Section 2.4.1
		Section 2.4.2
Reporting and Evaluation		
Report results of survey and circulate to Consultation Officer (Joanne Redwin) and your departmental Consultation Group departmental rep		Section 2.5
Feedback to consultees		Section 2.5
Consider publicising results		Section 2.5.1
Evaluate success of survey		Section 2.5.1
Circulate examples of good practice/lessons learned		Section 2.6
		Joanne Redwin (020 8227 2260)

Update database		Section 2.1
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FACE TO FACE INTERVIEW SURVEY: CHECKLIST		
Task	✓(date)	Reference/Notes
Survey Planning		
		Section 2.1
Set up Steering Group (where appropriate)		Section 2.1.1
Allocate resources		Section 2.1.1
Agree timetable		Section 2.1
Identify consultees		Section 2.1.2
Report consultation to Consultation Group departmental rep so that they can place exercise on database		Section 2.1
Survey Design		
		Section 2.2/2.2.5
Decide sampling procedure and sample size		Section 2.2.1
Take equalities issues into account (hard to reach groups, language requirements, etc)		Section 2.2.2/2.2.3
Decide interview locations		Section 2.2.7
Check sample database		Section 2.2.1
Design interview proforma		Section 2.2.7
Recruit, brief/train interviewers		Section 2.2.7
Check security/identification issues		Section 2.3.4
Design monitoring and analysis systems		Section 2.4
Survey Implementation		
		Section 2.3
Pilot survey		Section 2.3.2
Publicise survey internally and externally (notify Public Relations if appropriate)		Section 2.3.1
Print proformas		Section 2.2.7
Monitor fieldwork		Section 2.2.7
Data Processing and Analysis		
		Section 2.4
Check and code questionnaires		Section 2.4.1
Complete data entry		Section 2.4.1
Analyse data		Section 2.4.2
Reporting and Evaluation		
		Section 2.5
Report results of survey and circulate to Consultation Officer (Joanne Redwin) and your departmental Consultation Group departmental rep		Section 2.5
Feedback to consultees		Section 2.5.1
Consider publicising results		Section 2.5.1
Evaluate success of survey		Section 2.6
Circulate examples of good practice/lessons learned		Joanne Redwin (020 8227 2260)

Update database		Section 2.1
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FOCUS GROUPS: CHECKLIST		
Task	✓(date)	Reference/Notes
Survey Planning		
Set up Steering Group (where appropriate)		Section 2.1
Allocate resources		Section 2.1.1
Agree timetable		Section 2.1.1
Identify consultees		Section 2.1.2
Report consultation to Consultation Group departmental rep so that they can place exercise on database		Section 2.1
Survey Design		
		Section 2.2/2.2.5
Decide group recruitment procedure		Section 2.2.7
Take equalities issues into account (hard to reach groups, accessibility of venues, etc)		Section 2.2.2/2.2.3
Identify and book appropriate venues		Section 2.2.7
Draw up proforma, invitations and any explanatory documents for participants		Section 2.2.4/2.2.7
Identify/recruit facilitators		Section 2.2.7
Decide method of recording, analysis and reporting		Section 2.2.7
Survey Implementation		
		Section 2.3
Publicise survey internally and externally (notify Public Relations if appropriate)		Section 2.3.1
Invite participants (initial phone call followed up by written invitation with explanatory documents if required)		Section 2.2.7
Arrange refreshments		Section 2.2.7
Reminder phone call to invitees		Section 2.2.7
Check venues, signage, equipment, etc		Section 2.3.5
Data Processing and Analysis		
		Section 2.4
Transcription of notes/tape recording		Section 2.4
Analyse results		Section 2.4.2
Reporting and Evaluation		
		Section 2.5
Report results of survey and circulate to Consultation Officer (Joanne Redwin) and your departmental Consultation Group departmental rep		Section 2.5
Feedback to consultees		Section 2.5.1
Consider publicising results		Section 2.5.1
Evaluate success of survey		Section 2.6
Circulate examples of good practice/lessons learned		Joanne Redwin (020 8227 2260)
Update database		Section 2.1

CHAPTER 2: STEP BY STEP APPROACH TO CONSULTATION

Summary of the Key Points

- Plan consultation exercises well in advance
- Aim for consistency and high standards
- Ensure co-ordination with other surveys to avoid duplication and minimise costs
- Integrate consultation as a mainstream activity not an add-on
- Regard consultation as a dialogue – feedback results to consultees

Do you need to consult?

Before you start, be clear about what information you need and whether you really need to undertake consultation to acquire it. Consultation can give useful results and may have the added benefit of raising your profile and building a better relationship with consultees.

On the other hand, consultation is resource intensive and the information you require may already be available. Check that you are not duplicating efforts with other departments/organisations. Bombarding people with questionnaires (especially if there is no obvious change resulting from it) may upset them and deter them from participating in future exercises.

2.1 Stage 1: Planning Consultation

Once you have decided to embark on your consultation project, be clear from the outset about what your objectives are. You will also need to allow sufficient time to plan your consultation project.

Remember to contact your Consultation Group departmental rep (a list of representatives can be found at appendix E) at an early stage to inform them of your plans. Information about the consultation exercise can then be logged on the shared central database.

You will need to consider:

- Who are the people or organisations you are going to need to consult?
- What might be the most appropriate way to ask them?
- How are you going to use the information?
- Beware of raising expectations or unnecessary anxieties (e.g. about future provisions of services)
- Is the issue that you are consulting on likely to be contentious or sensitive or is it a local issue which affects a particular ward or number of wards? If so Members will need to be briefed about what you are doing in advance and you may need to consult them directly.

What are the resource implications of the consultation work?

- To undertake effective, meaningful consultation is likely to be resource intensive.

Do you have the capacity/expertise to undertake the work?

- Will you need specialist support or training? The Employee Development Programme runs training courses on consultation (see section on resources, page 8 of the Consultation Strategy)
- Can this take place before the consultation exercise?
- Will you need specialist software?
- Will there be support available to ensure best use of the software?

What will be the timescale for the consultation?

- The more time you can allow at the planning stages, the more successful the consultation is likely to be
- Make sure you will be undertaking the fieldwork at an appropriate time, i.e. not during peak holiday seasons
- Allow sufficient time for all stages of the work, from questionnaire design through to analysis, reporting and feeding back.

View consultation as a dialogue rather than one-way data collection.

Ensure that your consultation exercise is co-ordinated with other Council consultation work (and with other agencies/partners if appropriate).

2.1.1 Project management

- Consider whether a steering group is appropriate to oversee the consultation work
- Specify the expected outputs and outcomes for the consultation work at the outset
- Set a budget and monitor expenditure especially “hidden” costs, such as officer time
- If you are planning a programme of consultation consider setting out a brief strategy
- Make sure that the proposed consultation is fully integrated with other elements of your work (i.e. not just an afterthought, or an “add-on”). This is particularly important for Best Value Reviews – you need to be sure how your consultation will complement the other 3 ‘C’s.

2.1.2 Who to consult

How are you going to identify the potential consultees?

- Make sure you are including all the relevant service-users, stakeholders, residents, etc
- Consultation may also need to include internal stakeholders, particularly staff
- You need to consult Councillors as appropriate on issues of local concern.

2.1.3 How to consult

You will need to decide whether you are going to undertake the consultation in-house or will you contract out all or part of the work to external consultants. Points to consider:

- The resources and time available for the consultation
- The in-house capacity and expertise
- Whether the project represents an opportunity for developing in-house expertise – specialist training and software may be required
- The advantages to having consultation undertaken by someone seen as independent of the Council.

2.1.4 Contracting out

Contracting out all or part of the survey will still require input from Council officers to manage and oversee the survey. You may also need to be involved in designing the questionnaire, which can be time consuming. The tendering process can take longer than you expect so start planning well in advance.

Check on the correct approach to tendering with the Corporate Procurement Officer Stefanie Goldsmith 020 8227 2941. Check with colleagues and Corporate Procurement for lists of potential contractors.

Draw up a research brief that sets out clearly the objectives of the research and what the results will be used for. Include any relevant information on the required sample, research technique (interviews, postal questionnaires, etc) and arrangements for data analysis and reporting. Set out a timescale for the survey and say how you will feedback the results to participants.

Proposals in response to the brief can be judged on a combination of costs and quality. It may help to draw up a matrix for judging understanding of the issues, technical expertise, relevant experience, etc. Get advice on this from the Corporate Procurement Officer.

Once a company has been selected, make sure that the contractual arrangements are clear and that good lines of communication are established and maintained.

It may also be possible to contract out parts of your consultation work. For example you could consider arranging for temporary staff to help stuff envelopes, enter the data from completed forms, etc. It may be helpful to bring in external consultants to undertake the fieldwork and/or data analysis for you. This may be appropriate if the issues are sensitive and require someone seen as independent of the Council to get a good response.

2.1.5 Appropriate means of consultation

For a full list of different alternatives see Appendix B. The most widely used methods of consultation are:

- Postal/self-completion questionnaire surveys
- On-line surveys
- Interviews (telephone and face-to-face)
- Focus Groups

There may also be existing mechanisms, e.g. service user groups, tenants and residents associations, events such as the Town Show, which you could use as a platform for your consultation. When planning your consultation you should consider the appropriateness of the various methods. You may want to pursue an on-line form of consultation. In this case you will need to plan this in advance with the IT section (contact David Evans on 020 8227 6701 for the internet and Chris Oakley on 020 8227 2090 for the intranet). This will also need to be widely publicised but remember not everyone has access to the internet therefore you may need to consider a variety of methods.

The Citizens' Panel

In February 2000 an independent market research company recruited a Citizens' Panel on behalf of Barking and Dagenham Council. The Panel comprises a representative cross-section of 1,000 local residents who have agreed to take part in further survey work. Since 2000 the Panel has been "refreshed" and completely renewed. This gives more local people the opportunity to have their say. Panellists complete a questionnaire via face to face recruitment and the demographic information of recruits is recorded. This means that we have the information to target particular sub-groups of the Panel (based on age group, ethnicity, location, employment status, Council service use). The Panel can be used by the Council to conduct surveys (postal, telephone, face-to-face), focus groups and workshops.

For further information on how to use the Citizens' Panel contact Joanne Redwin 020 8227 2260.

Community Forums

Community Forums have been established since September 2000. There are six forums and they meet approximately six times a year. They are aimed primarily at encouraging community participation and involvement in the Council's decision making processes. It may be possible to gain insights into community perceptions through the debate which takes place at meetings. However, Community Forums are not necessarily representative of the local community and should not be used for representative sample surveys. They are only one of many methods of consulting the community and shouldn't be relied upon.

2.1.6 Advantages and disadvantages of different methods

The following list is intended to provide a general overview. You will also need to consider the nature/circumstances of your consultees in selecting an

appropriate method. You may need to use a range of different methods to get a good range of responses.

Postal questionnaires

<p>Pros Cost effective Straightforward to undertake in-house Can include explanatory text and give people time to think about their response</p>	<p>Cons Low response rates Even if questionnaire is sent to a random sample, respondents will be self-selecting Long field-work period</p>
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Telephone surveys

<p>Pros Short field-work period Generally higher response rates than postal surveys</p>	<p>Cons Expensive Cannot use visual aids Not so easy to explain complex issues Time limited</p>
--	--

Face-to-face interviews

<p>Pros Good for explaining complex and/or sensitive issues Good for longer questionnaires Good for tackling “open” questions Can use visual aids Generally have a high response rate May be more appropriate for targeting “hard to reach”/excluded groups</p>	<p>Cons Expensive and labour intensive Results may be biased due to “interviewer effect”</p>
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Focus Groups

<p>Pros Good for getting views on complex issues Gives people the opportunity to come up with ideas you may not have thought of</p>	<p>Cons Difficult to get people to turn up Hard work to facilitate Difficult to analyse qualitative outputs Facilitators and incentives can be costly</p>
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2.1.7 Consultation for Best Value

Consultation and the other 3 'C's

There is no set order in which to address the 4 'C's but you will need to consider from the earliest planning stages how the consultation element of your review will fit with the other elements of your Review

Most of the consultation for BV is likely to focus on customer satisfaction issues. However, it may be possible to include questions that relate to more 'challenging' issues.

Consultation can also provide useful material for benchmarking. It is worth the effort to find out early on if any other local authority or organisation is undertaking similar surveys, whether for Best Value or not. Then you have the opportunity to ensure that the wording of your questions is consistent and it will be much more straightforward to compare the results.

Planning Consultation for Best Value

The scale of the consultation work required will be driven by the size and complexity of the service area under review and the number of potential consultees.

Under the Best Value regime the primary objective must be **putting the community first**. Councils are required to consult:

- Council tax and National Non Domestic Rate (business rate) payers
- Those who use Council services
- Those who are likely to but do not use, Council services (non-users/ex-users)
- Those who appear to the authority to have an interest in any area within which it carries out functions
- Other Best Value authorities (i.e. other councils, police, fire service, ELWA, etc) and commercial and other businesses
- Good practice would also include other "interested parties" such as those who deliver, or could deliver, the service, existing and potential partners in the community, the voluntary sector, employees, trade unions, etc.

It may be useful to draw up a matrix as part of your scoping exercise to help identify the best ways to consult different groups of stakeholders.

Barking and Dagenham Veterinary Service: Consultation Matrix

Stakeholders	Services				
	Emergency service	Surgery	Animal welfare advice	Inoculations	Statutory testing
Pet owners	1	1	1	1	
Farmers	3				3
Local zoo	2		2	2	
Schools			4		
Staff	2	2	2	2	2

1 = Exit survey

2 = Interviews

3 = Discussion groups

4 = Postal questionnaire

You may also need to plan for a programme of different consultation exercises throughout the course of the Review.

2.2 Stage 2: Survey Design

Before you start on the design, take into account any statutory specifications or criteria. Be sure that the methodology you use (i.e. sampling, analysis, etc.) will meet any likely auditing requirements. Take specialist advice early on, if required.

2.2.1 Sample

Make sure that the sample to be consulted is as representative as possible of the target population.

Aim for a sample size large enough to give you a representative sample of views.

Avoid consultation methods that are likely to give a greater voice to vested interests, the articulate, self-appointed spokes people (even if it is easier to consult these groups). The more “self-selecting” a method is, the more likely the sample is to be unrepresentative.

Sampling Frames

Hopefully you will have a reasonably up-to-date, comprehensive database of the people you want to include in your survey. This will act as a sampling frame for your target population.

If you are aiming to survey the general population, possible sampling frames are:

- PAF (postal address file) available from the Post Office. This lists all addresses which may be useful, but may also include vacant buildings, scout huts, etc. It will not give the names of people living at the addresses so you will not necessarily know who has filled the form in and may lead to biases i.e. the forms may be more likely to be filled in by head of households
- Electoral Register. This will allow you to send questionnaires to named individuals but will not include all addresses and will vary in accuracy depending on when the register was last updated.

It may also be appropriate to use the Citizens' Panel. For further information on the Panel (suitability, costs, timescales, etc) contact Joanne Redwin on 020 8227 2260.

Sampling Techniques

Technically, there are two main forms of sampling – probability (random) and non-probability (quota).

Probability samples are where everyone in the target population has an equal chance of being included for selection in the survey. This is usually based on random selection (there are computer programmes that select database cases at random for you).

Non-probability sampling is where an individual's chance of being selected is not equal. Usually, this is because quotas are set for the type of respondents required e.g. to correspond to the characteristics of the population as per the Census, to target particular sections – women, young people etc.

2.2.2 How to include “hard to reach” groups

Hard to reach groups are typically:

- Ethnic minorities
- Young people
- People with disabilities
- Socially excluded groups
- Homeless people
- Drug and alcohol users

You may need to think creatively or try non-traditional methods to reach these groups, for example, using web based surveys to engage young people or text messaging reminders of meetings.

More obvious methods of reaching these groups include:

- Making sure that the format of forms is appropriate, e.g. translations, large print, audio versions
- Using existing community/voluntary groups or workers in the field to assist you in accessing hard to reach groups

- Taking your consultation to these groups rather than expecting them to come to you
- Over sampling.

The Council has already made some progress in setting up mechanisms for consulting with hard to reach groups.

The Council is part funding a specialist Community Development Worker (hard to reach groups). The work of this post is overseen by a multi agency steering group composed of the Councils Corporate Equalities and Diversity Advisor, Community Development Manager and representatives from the PCT and EMPA. Over the next two years the post holder will be developing relationships between the Council, its partners and hard to reach communities. In addition the council has developed a network of link persons from the black and minority ethnic communities who will engage with the full range of communities via specific consultation exercises. This network was developed as an outcome of our consultation work around the Council's Race Equality Scheme (RES).

The Barking and Dagenham Youth Forum (know as the BAD Youth Forum) is made up of approximately 55 nominated representatives from the age of 11 to 19. The forum works as five smaller sub groups that focus on issues important to young people i.e. education, leisure and youth facilities, social services, crime and safety and health. The emphasis is on consulting about issues relevant and meaningful to these young people and giving them the power to make changes within the Council and in the community.

The Access Group is open to anyone who has a disability or is concerned about the issues that disabled people face. The group offers support to people with a disability, they offer information about the services available to them and they offer advice to the Council about these types of issues. The group meet bi-monthly at the St Georges Centre in Dagenham. Please contact the Access Office on 020 8592 9661 for further information.

More obvious methods of reaching these groups include:

- Making sure that the format of forms is appropriate, e.g. translations, large print, audio versions
- Using existing community/voluntary groups or workers in the field to assist you in accessing hard to reach groups
- Taking your consultation to these groups rather than expecting them to come to you
- Over sampling.

For further information about consulting and engaging with hard to reach groups in the borough contact Bill Coomber on 020 8227 2105.

2.2.3 Equalities

Equalities in sampling

Unless there are specific requirements, ensure that the way you construct your sample does not accidentally exclude sections of the community. For example, if you make a random sample using an alphabetical list of names, you may miss all the Patels or Singhs.

Equalities in survey design

Make sure that you provide questionnaires in appropriate formats. If you organise focus groups, make sure that the venue is accessible to everyone attending.

2.2.4 Survey instruments

Allow sufficient time to draft questionnaire/interview proforma/focus group proforma (see suggestions below).

Plan the systems for monitoring the survey e.g. logging responses to postal questionnaires and analysing the data to ensure that they are compatible with the survey instrument. (See the section on Analysis and Reporting below, especially Data Coding.)

A convention is to give each questionnaire a unique identification number so that it can be tracked.

2.2.5 Postal questionnaire design

General Points

At present, there is no “house” style for questionnaires. However, you should try and make the layout as attractive and simple as possible. Aim for 12 or 14 point Arial font throughout, if possible. If appropriate, put the Barking and Dagenham logo in a prominent position on the form.

Always include a contact name and telephone number and reply by date. To encourage response you could include a reply-paid envelope.

There are specialist questionnaire software packages such as Pinpoint or Snap but for simple forms there are some helpful features in the Microsoft Word “forms” option. For example, select *View – Toolbars – Form* to give you neat tick boxes - .

The questionnaire should have an introductory statement or covering letter setting out the following details:

- The background/context/reasons for the survey
- Who is responsible for/has generated/commissioned the survey

- Why the individual consultee has been included (i.e. random, service user etc)
- What the information will be used for
- Who will have access to the information and whether respondents are identifiable or anonymous, i.e. the confidentiality status and any Data Protection Act considerations
- The reply-by date, return address and contact details.

If the subject of the consultation is likely to be contentious or sensitive (e.g. questions about service provision may lead vulnerable users to assume that you are planning to cut the service) try and address this in the introductory statements.

Also make it clear in the letter or on the front of the form if it is available in different formats i.e. community languages, large print, audio, etc. For translation into community languages, contact Fatima Mirza at Barking and Dagenham Translating and Interpreting Service on 020 8591 0080. To book the tape machine to make audio copies, contact the Social Services customer care section 020 8227 2224 or customer services in the Chief Executives department on 020 8227 2136.

Bear in mind that a covering letter can easily become detached from the form so you may need to repeat key details on the form itself (reply-by date and return address). However, a letter (especially if signed by someone with a high profile - Leader, Chief Executive) can give authority to the survey which may improve response rates.

You could even offer a prize draw i.e. £50 cash or vouchers to boost response rates.

Remember to finish the questionnaire with a statement thanking people for completing it.

Appropriate language

Use language and terminology that consultees will understand. Avoid Council "jargon". For advice on using plain English contact Anita Curcio on 020 8227 2797.

Symbols can be used to help people understand, especially where there may be problems of literacy, language or comprehension –

E.g. *Are you happy with your accommodation?* 🏠 Yes 😊 No ☹️

Question format

Keep questions as short and succinct as possible.

“Open” questions e.g. -

Q1a. What do you think of the Council? _____

- are less likely to produce useful information in a self-completion questionnaire. Respondents do not know what sort of information is required of them. They are also much more difficult to analyse than more specific, multiple choice/ranked answer type questions e.g. –

Q1b. Are you satisfied with the way the Council provides services?

- | | |
|---|--|
| <input type="checkbox"/> Very satisfied | <input type="checkbox"/> Fairly dissatisfied |
| <input type="checkbox"/> Fairly satisfied | <input type="checkbox"/> Very dissatisfied |
| <input type="checkbox"/> Neither satisfied nor dissatisfied | <input type="checkbox"/> Don't know |

However, it is good practice to include space for additional comments at the end of questions or at the end of the questionnaire. Space for “*Any other comments*” will ensure that no important issues are left unaddressed.

Numbering questions clearly will help with the subsequent data inputting and analysis. For information on coding multiple choice and open questions, see the section on Analysis and Reporting below.

For examples of different question formats, see Appendix C.

Demographic/Socio-economic data

You will need to include questions relating to demographic/socio-economic status in order to check whether responses to questions vary according to the age, gender, ethnic/social group, etc of the respondent.

Appendix D contains examples of question formats, though you may still need to tailor them to your specific requirements.

2.2.6 Response rates

Typically, the response rate to a postal survey can be around 20%-30% although companies such as MORI usually achieve 40-50% response rates. There are a variety of ways of improving response rates. Methods include:

- Keeping the questionnaire short
- Publicising the survey
- Making sure the questionnaire looks attractive and is straightforward to complete

- Making the form available in different formats, if appropriate
- Sending the form to a named individual if possible, rather than “Dear Occupier”
- Using white envelopes and good quality stationery
- Including reply-paid envelopes

- Setting a realistic reply-by date
- Sending out reminders
- Setting up a helpline/giving contact details
- Using incentives, such as inclusion in a prize draw.

2.2.7 Design issues - other methods of consultation

Online Surveys

You may wish to consider on-line surveys as another method of consulting. However remember not everyone has access to the internet therefore you may need to consider using a variety of methods and publicising the survey.

Similar rules apply as with postal surveys i.e. keeping the questionnaire short, using simple language and including a short introductory statement.

You must also consider access implications such as the use of flash and refer to the RNIB guidelines for websites.

Interviews

If the questionnaire is to be delivered face-to-face (rather than self-completion) then questions can be more complicated. Interviewers can probe for views on sensitive issues, though they will need to be properly trained/briefed to ensure consistency of approach and to avoid “leading” the interviewee. It also allows the option of using visual aids. For example, you can list possible answers on a show card and ask the interviewee to point to the correct response.

Telephone interviews are more limited – but interviewers still have more scope to probe for answers to open ended questions.

In both cases, it may help to have interviewers who are independent of the Council, if the issues involved are sensitive.

The optimum length of time for a telephone interview is about 15-20 minutes. Face-to-face interviews may be a little longer, but you should always inform the interviewee at the outset how long the whole process is likely to take.

It might be useful to consider adding a section to the questionnaire to include the time, date and location of each interview. If you are using external interviewers, you may wish to include an interviewer’s “honesty” declaration on the forms, i.e. *I have undertaken this interview face to face with the person named asking each relevant question in full (signed)*.....

Focus Groups

The optimum size of group and length of time for a discussion will depend on the numbers involved and the likely significance of the subject matter. On

average, a group of about 8 to 12 is enough to get a good discussion going without being unmanageable. Two hours is about as long as most people will concentrate for and is not too long for people to give up their time.

Make sure that the venue for the meeting is appropriate and easily accessible. Holding meetings in Council committee rooms may be too formal to encourage a relaxed and open sharing of views. The time of the meetings will also need to be as convenient as possible for participants. If you plan to hold a meeting during the day you will immediately exclude all those people that go to work.

If you need advice on accessibility and communication i.e. hiring a loop system contact Grant Power on 020 8227 2313.

You will need a proforma of the issues that you want to cover with the group. In some instances it may be advisable to send this out, together with any other background material, to participants in advance of the meeting.

It may also be advisable to recruit an experienced facilitator for the discussion. Again, the possible sensitivity of the issues involved may make it more important to have someone independent of the Council.

You need to be clear how you will record the meeting. Will someone be taking notes, will tape recorders be acceptable.

You may want to offer incentives to participants (such as cash, gift vouchers, travel expenses). If so, be very clear about the arrangements for paying these, in order to avoid any embarrassment.

It is notoriously difficult to get people to attend a meeting. In addition to the initial invitations, it is advisable to telephone participants the day before the meeting to remind them and check that they are still available.

2.2.8 Internal surveys

Most of the points included in this guidance are equally relevant for internal and external surveys.

There may be particular sensitivities involved in consulting staff, especially if any suspicions about job security are likely to be raised. There may be a case for bringing in external interviewers or facilitators to ensure confidentiality.

2.3 Stage 3: Survey Implementation

2.3.1 Publicity

Publicity in advance of a survey, (through user groups, local press, etc) can increase response rates and also allay concerns, for example about bogus callers.

You may also need to inform relevant staff that a survey is taking place.

2.3.2 Piloting

Ideally, all survey instruments should be piloted to ensure that questions are easy to understand and are not open to different interpretations. It will also help to check how long it takes to fill in the form/ask the questions. As a minimum it is advisable to get a second opinion on your form/questionnaire from someone working in a different department.

A large scale pilot exercise for a postal survey can also give an indication of likely response rates.

2.3.3 Postal Questionnaires

Mailout and Monitoring

It is advisable to have effective systems in place to monitor the exact number of forms despatched and the number of responses so that the response rate can be calculated accurately.

It may be helpful to monitor the number of responses received each day so that once the peak has been reached a reasonable cut-off date can be set to start the data entry and analysis.

You can start to input data from completed forms as soon as they come in as this can save time (see section below).

2.3.4 Interviews

Additional points you will need to consider:

- Safety of interviewers – will they need to work in pairs?
- If interviewers are calling door-to-door are they easily identifiable (to dispel fears about bogus callers)? If interviewees are particularly vulnerable, is it possible to make appointments in advance? If the survey is large scale, should the Police be informed?
- Need for consistency if more than one interviewer is used
- Need to brief interviewers thoroughly.

2.3.5 Focus Groups

Additional points you will need to consider:

- Get to the venue early to ensure everything is set up – refreshments, signage, audio-visual equipment.
- If you are giving participants a “thank you” (cash, gift vouchers) make sure that these are ready in advance.

2.4 Stage 4: Data Processing and Analysis

Allow sufficient time for thorough analysis and reporting of the results. For a large scale survey with a reasonable response rate this can represent a major undertaking.

2.4.1 Data processing

Ideally, you will convert the responses from completed forms into an electronic format. The approach you choose will depend on the size of the survey and your level of expertise on the available software.

The elements of data processing you need to consider are set out below.

Data Coding

The simplest way is to give each answer to each question a specific number, e.g.

Q1b. Are you satisfied with the way the Council provides services?

- 1 *Very satisfied*
- 2 *Fairly satisfied*
- 3 *Fairly dissatisfied*
- 4 *Very dissatisfied*
- 5 *Don't know*

This can then be transferred onto a spreadsheet and a “1” entered into the appropriate cell for each answer.

Data Analysis

Question 1					
Answer codes	1	2	3	4	5
Respondents					
Ms A	1				
Mr B		1			
Ms C		1			
Mr D			1		
Frequency (total responses)	1	2	1	0	0
Percentage	25	50	25	0	0

It is then straightforward to total the answers to each question and work out the percentage of respondents giving each answer. Percentages can be worked out on the total number of respondents or the total who have answered a particular question – some respondents may not answer all

questions. The percentage that is usually reported is the one that does not count “missing” values.

You can also set up coding for open questions by banding similar responses together and coding as above. For example, the responses to the question:

Q1a. What do you think of the Council? _____

might fall into the following areas:

- 1 Thinks the Council is doing a good job
- 2 Thinks the Council is doing a bad job
- 3 Don't know
- 4 Other.

2.4.2 Data input and analysis

Check all the completed forms – you may find that some people have given inconsistent answers or that some questions have been interpreted differently. If it is possible to be sure what the intended answer was then you could consider altering it. Otherwise it will have to be entered as a non-response.

You may need to consider “weighting” data. For example, if a questionnaire has been sent to equal numbers of men and women but twice as many women than men respond, you could multiply the results of the women’s forms by 0.5 to correct the bias. More sophisticated survey software packages, such as SPSS, can carry out weighting functions.

Work out the response rate (the total number of forms despatched divided by the number returned multiplied by 100 to give the percentage).

It is easy to incorporate bias in your analysis. Approach the data as objectively as possible.

2.5 Stage 5: Reporting

You will need to think about what results you need to report and to whom. Hopefully the results will meet your original objectives but they may be of wider interest, for example to other colleagues, Members and local residents.

The potential audience will dictate the format of the report to a certain extent. In most cases you will want to consider ways of presenting complex sets of information in a simple way, for example using graphs and charts.

2.5.1 Feedback

One group who is likely to be very interested in the results of your survey are your consultees. This would include external stakeholders as well as internal stakeholders such as elected Members and staff. People will be encouraged to take part in surveys if they are part of the whole process. Make an effort to let them know what the results are and, more importantly, what you are going to do about it. Generally speaking, people would much rather know what the outcomes are, even if they are negative. For example, if all consultees vote for extending the operating hours of a particular service but this is impossible to put into practice due to lack of funds, then it is better to communicate this to survey participants rather than leave them in the dark.

It may be practical to send out a newsletter to individual participants outlining the main results. Other options include a presentation at a public meeting or user group meeting, or articles in relevant publications (including the *Citizen*).

2.6 Stage 6: Evaluation

Allow time at the end of a consultation exercise to evaluate its success. This does not need to be a complicated exercise but in the long term it will help if lessons can be learned from the survey work that we undertake.

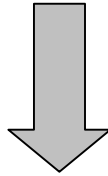
If your survey (or elements of it) have been particularly successful, or involved any innovative features, then let the corporate consultation support function know about it (Joanne Redwin 020 8227 2260). There may be other departments that can benefit from using a similar methodology. Similarly, if you have had serious problems with any aspect of your survey, others may be able to avoid making the same mistakes.

HOW CAN WE IMPROVE THIS GUIDANCE DOCUMENT?

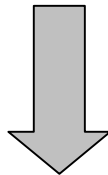
If you have any comments or suggestions on the content or format of this guidance document that would improve its usefulness, please contact Joanne Redwin on 020 8227 2260.

Six Easy Steps to Consultation

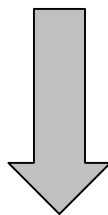
Planning the Consultation



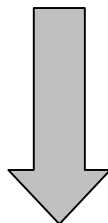
Designing the survey



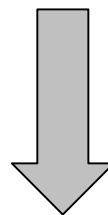
Implementing the survey



Data processing and analysis



Reporting of results and feedback



Evaluation of the project

APPENDIX B

Different types of consultation mechanisms

Type of Consultation Mechanism	Purpose
Questionnaire survey	For gathering quantitative data on people's views/perceptions e.g. customer satisfaction survey. Usually posted or handed out
One-to-one interviews (telephone or face-to-face)	For gathering quantitative and/or more qualitative data on people's views/perceptions
Exit Survey	To ascertain immediate quantitative views about a service provided. Usually a written form is handed out or interviews are undertaken
Focus Group	To discuss and gain qualitative views from a representative group of the community/users or non-users about a specific issue/proposal in a structured discussion undertaken by a neutral facilitator
Citizens' Panel	A panel of representative volunteers from the community who can be surveyed or used for discussion/focus groups over a 2-3 year period
User Forum	To discuss and gain qualitative views from users about the service provided and future priorities with service providers
Citizens' Jury	A representative jury brought together over a number of days to discuss a thorny issue where there is no clear or coherent community view, carried out by a neutral facilitator
Deliberative Poll	To ascertain qualitative community views on issues after background information has been given out.
Exhibition/Event/Roadshow	Can be used to publicise a project and gain feedback on plans and proposals
Public Meeting	To discuss and gain qualitative views from the community about a specific issue

APPENDIX C

Different Question Formats

Q1. How satisfied are you with the Lifeboat Service?

(Please tick)

- Very satisfied
 Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied
 Very dissatisfied

Q2. How would you rate the Lifeboat Service?

(Please tick)

- | | |
|-----------------------|--------------------------|
| Very good | <input type="checkbox"/> |
| Good | <input type="checkbox"/> |
| Neither good nor poor | <input type="checkbox"/> |
| Poor | <input type="checkbox"/> |
| Very poor | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q3. How important are these elements of the Lifeboat Service to you *(please circle)*?

	<i>Very Important</i>	<i>Very Unimportant</i>
Value for money	1.....2.....3.....4.....5	
Speed of response	1.....2.....3.....4.....5	
All weather capability	1.....2.....3.....4.....5	
Using latest technology	1.....2.....3.....4.....5	
24 hour cover	1.....2.....3.....4.....5	

Q4. Do you agree or disagree with the following statements about your contact with the Lifeboat Service? *(Please circle)*

<i>The telephone is always answered promptly</i>	Agree	Disagree	N/A
<i>I always get straight through to the right person</i>	Agree	Disagree	N/A
<i>The staff are always helpful</i>	Agree	Disagree	N/A
<i>The staff are always courteous</i>	Agree	Disagree	N/A
<i>The staff always treat me with respect</i>	Agree	Disagree	N/A
<i>The staff have plenty of time to deal with my query</i>	Agree	Disagree	N/A
<i>The staff always deal with my query efficiently</i>	Agree	Disagree	N/A

Comments.....

APPENDIX D

Socio-economic and Demographic Questions: Suggested Formats

AGE (please tick)

- 25 or under
- 26-35
- 36-45
- 46-55
- 56-65
- 66-75
- 76-85
- 86 and over

GENDER (please tick)

- Male
- Female

YOUR WORKING STATUS (please tick)

- Working – full-time
- Working – part-time
- Self-employed
- Unemployed and available for work
- Full-time carer/Looking after the home
- Permanently sick/disabled
- In full-time education/training
- Wholly retired from work
- Other (please state) _____

IN WHICH OF THE FOLLOWING BANDS WOULD YOU PUT YOUR TOTAL ANNUAL HOUSEHOLD INCOME? (total income from all sources, before tax and other deductions)?
(please tick)

- Under £9,999
- £10,000-£19,999
- £20,000-£29,999
- £30,000-£39,999
- £40,000-£49,000
- £50,000 and over
- Don't know

HOW WOULD YOU DESCRIBE YOURSELF?

(please tick)

I am Black

- UK
- African
- Caribbean
- Other Black

I am White

- UK
- Irish
- Other European
- Other White

I am Asian

- UK
- Bangladeshi
- Indian
- Pakistani
- Chinese
- Other Asian

I am Mixed

- White and Black Caribbean
- White and Black African
- White and Asian
- Other Mixed

- Other

WHAT DO YOU CONSIDER TO BE YOUR FIRST LANGUAGE?

(please tick)

- English
- Other (please state) _____

HOW WOULD YOU DESCRIBE THE COMPOSITION OF YOUR HOUSEHOLD?

(please tick)

- Single adult under 60 years
- Single adult over 60 years
- Two adults both under 60 years
- Two or more adults - one only aged over 60 years
- Two adults - both over 60
- Three adults all over 16 years
- 1-parent family, with child/ren, at least one under 16 years
- 2-parent family, with child/ren, at least one under 16 years

APPENDIX E**Consultation Group Representatives**

Lead Officer	Contact	Area/Department
Claire Adams	020 8227 2161	Regeneration (CE)
Mick Beackon	020 8227 2030	Community Development (CE)
Jane Bufton	020 8227 2108	Corporate Communications (CE)
Bill Coomber	020 8227 2105	Policy and Review (CE)
Anita Curcio	020 8227 2797	Democratic and Legal Services (CE)
Philip Walcott	020 8227 2886	Finance (CE)
Paul Dawson	020 8227 2842	Housing/Tenant Participation (DHH)
Argiri Papatthos	020 8227 5592	Housing and Health (DHH)
Alana Hughes	020 8227 2143	Corporate Human Resources (CE)
John Archer	020 8227 3252	Leisure and Environmental Services (DLES)
Lesley Millis	020 8227 5720	Housing and Health (DHH)
Vanessa Orekan	020 8227 3444	Education (DEAL)
Fiona Power	020 8227 2129	Democratic and Legal Services (CE)
Joanne Redwin	020 8227 2260	Policy and Review (CE)
Sue Ryan	020 8227 2664	Social Services
Amanda Johnson	020 8227 2884	Social Services – Supporting People

APPENDIX F

Useful references

1. The Cabinet Office - Guidance on Government Research into Public Attitudes and Opinions
<http://www.cabinet-office.gov.uk/central/2000/guidanceongovernmentresearchattitudes.htm>
2. The cabinet Office - Consultation Best Practice guides
<http://www.cabinet-office.gov.uk/servicefirst/2001/consultation/bestpractice/guides.htm>
3. Good Practice Guidance on Consultation with Equalities groups
<http://www.scotland.gov.uk/library5/social/gpgc-00.asp>
4. LB Barking & Dagenham Department of Housing and Health, Tenant Participation Team - Tenants Participation Good Practice Guidance
Contact Paul Dawson on 020 8227 2842
5. LB Barking and Dagenham – Barking and Dagenham Futures - Best Value Performance Plan 2002/03
<http://www.lbbd.gov.uk/9-council/performance-plan/perf-plan-menu.html>
Contact Sandy Hamberger 020 8227 2343
6. LB Barking and Dagenham - Best Value Toolkit
Contact Naomi Goldberg 020 8227 2248
7. Office of the Deputy Prime Minister – Best Value Performance indicators
<http://www.local-regions.odpm.gov.uk/bestvalue/indicators/indicatorsindex.htm>
8. The Audit Commission and Improvement and Development Agency (IDeA) library of quality approved local performance indicators.
<http://www.local-pi-library.gov.uk>

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THE EXECUTIVE**11 MARCH 2003****REPORT OF THE BOROUGH FOR DEMOCRATIC SUPPORT
AND LEGAL SERVICES**

REMOVAL OF PUBLIC PAY PHONE SERVICES	FOR DECISION
<i>This report is submitted to the Executive at the request of the Chief Executive.</i>	
<u>Summary</u>	
<p>British Telecom has written to the Council explaining that they are reviewing the number of street phone boxes because of the drop in use of more than one third. They are obliged to keep kiosks in line with their licence conditions and are committed to maintaining existing services to all communities, particularly those pay phones that serve remote communities.</p>	
<p>They are looking at 30,000 phone boxes across the Country that no longer meet the needs of customers or have another pay phone serving the same locality. BT anticipate that around 12,000 phone boxes will be removed nationwide in the coming year, which represents less than 10% of the pay-phones operating in the UK.</p>	
<p>Following the review, work to remove phone boxes in Barking and Dagenham and Romford areas will begin shortly. The intention is that under the current phase of the review to remove 24 street pay phones located in the Borough, specifically Dagenham. Some sites involve the removal of only one box from a group location, meaning that at least one public pay-phone service will remain on site.</p>	
<p>BT has written to the Council, who has, within a period of 42 days (expires 14 March 2003), to confirm that interested parties have been advised and that any comments have been passed on for their consideration.</p>	
<p>A decision was taken to consult those local residents attending Community Forums, local Ward Councillors and the Portfolio holder seeking any specific views they may have on the proposals of BT,</p>	
<p>Set out as Appendix A is a list of phone box sites proposed to be removed. Please note that those marked with an asterix indicate single sites where no pay box will remain. Appendix B is a summary of the public's responses received to date.</p>	
<p>The Director of Leisure and Environmental Services has also been consulted, but has no comments on the basis that that Department's interest only lies with the installation of phone boxes and in that respect the effects on sightlines and other highway considerations.</p>	
<u>Recommendation/ Reason</u>	
<p>Members are asked to consider the responses to the consultation on the removal of the phone boxes and, together with any other comments, to agree that it forms a collective</p>	

response, so that BT can take account of local views.

Contact Officer:

John Dawe

Democratic and Electoral
Services Manager

Telephone: 020 8227 2135

Fax: 020 8227 2171

Minicom: 0208 227 2685

E-mail: john.dawe@lbbd.gov.uk

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Phase 2 Unitary Authority : Romford Sites

TelNo	SiteReference	Address	PostCode	Unitary Authority	WARD
02085926890	ROM003	Junction Of Wood Lane, Kiosk, Valence Ave, Dagenham	RM8 3QH	BARKING AND DAGENHAM	* PARLSLOES
02085922548	ROM004	O/s Post Office, Kiosk, Parsloes Ave, Dagenham	RM9 5NT	BARKING AND DAGENHAM	ALIBON
02085925499	ROM005	O/s Dagenham Po, Kiosk, Five Elms Rd, Dagenham	RM9 5TS	BARKING AND DAGENHAM	HEATH
02085920099	ROM006	Junc Valence Wood Rd, Kiosk, Winmill Rd, Dagenham	RM8 3AA	BARKING AND DAGENHAM	* PARLSLOES
02085930529	ROM007	Jctn Beverley Road, Kiosk, Halbutt St, Dagenham	RM9 5AA	BARKING AND DAGENHAM	HEATH
02085924434	ROM008	O/s Education Offices, Kiosk, Heathway, Dagenham	RM10 8RA	BARKING AND DAGENHAM	* ALIBON
02085930431	ROM010	Nr Jct With Bury Rd, opp Alexander Court, Rainham Rd South, Dagenham	RM10 7TA	BARKING AND DAGENHAM	EASTBROOK
02089849035	ROM019	O/s School Jt Becontree Ave, Kiosk, Green Lane, Dagenham	RM8 1BP	BARKING AND DAGENHAM	* VALENCE
02089849746	ROM019	O/s School Jct Becontree Ave, Kiosk, Whalebone Lane South, Dagenham	RM8 1AA	BARKING AND DAGENHAM	WHALEBONE
02089849976	ROM020	O/s Safeways/morris Rd, Kiosk, Wood Lane, Dagenham	RM10 7RP	BARKING AND DAGENHAM	HEATH
02085930592	ROM021	Junction Of Rainham Rd, Kiosk, Stour Rd, Dagenham	RM10 7JA	BARKING AND DAGENHAM	HEATH
02085927162	ROM022	1/s Central Plk Adj Toilets, Kiosk, Rainham Rd North, Dagenham	RM10 7DX	BARKING AND DAGENHAM	* HEATH
01708727309	ROM023	Near Rush Green Hospital, Kiosk, Dagenham Rd, Romford	RM7 0YA	BARKING AND DAGENHAM	EASTBROOK
02085924499	ROM024	Junc Dagenham Rd, Kiosk, Valentines Way, Romford	RM7 0YB	BARKING AND DAGENHAM	* EASTBROOK
02089838939	ROM104	Adj Chadwell Heath Station, Kiosk, Station Rd, Chadwell Heath, Romford	RM6 4BU	BARKING AND DAGENHAM	WHALEBONE
02085973456	ROM105	Jct.freshwater Rd, Kiosk, Station Rd, Chadwell Heath, Romford	RM6 4BE	BARKING AND DAGENHAM	WHALEBONE
02085905567	ROM106	O/s 1-2 Tudor Parade, Kiosk, High Rd, Romford	RM6 6PS	BARKING AND DAGENHAM	WHALEBONE
02085925090	ROM107	O/s No. 1a, Kiosk, Stanley Ave, Dagenham	RM8 1JA	BARKING AND DAGENHAM	* WHALEBONE
02085931520	ROM108	Jct Parland Close, Kiosk, Whalebone Lane South, Dagenham	RM8 1AA	BARKING AND DAGENHAM	WHALEBONE
02089838184	ROM127	Jct Hainault Gore, Kiosk, Whalebone Lane North, Romford	RM6 6RD	BARKING AND DAGENHAM	CHADWELL HEA
02085901595	ROM128	Junction Of East Rd, Kiosk, South Rd, Little Heath, Romford	RM6 4YT	BARKING AND DAGENHAM	* CHADWELL HEA
02085976314	ROM129	O/s Sainsburys High Rd Opp, Kiosk, St. Chads Rd, Romford	RM6 6JB	BARKING AND DAGENHAM	WHALEBONE
02085971490	ROM130	O/s No 194, High Rd, Romford	RM6 6LU	BARKING AND DAGENHAM	WHALEBONE
02085907785	ROM131	O/s Whalebone Lane Library, Kiosk, High Rd, Romford	RM6 6AS	BARKING AND DAGENHAM	* WHALEBONE

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APPENDIX B**SUMMARY OF RESPONSES TO CONSULTATION**

Street Reference	Location	Comment
ROM 129	O/S Sainsburys, High Road opposite St Chads Road, Romford	Should be retained as a useful service for calling taxis etc when people shop in the High Road.
ROM 019	O/S School JT Becontree Avenue/Whalebone Lane South, Dagenham	This will remove a public phone facility for children using the local school.
ROM 022	I/S Central Park adjacent toilets/Rainham Road North, Dagenham	Represents a safety concern in terms of the park users needing to use a phone in an emergency, as well as also serving an adjacent old people's home.
ROM 131	O/S Whalebone Lane Library, High Road, Romford	The loss of a phone box outside the library will be missed as it is regularly used by young and old people alike. In addition the removal of boxes in the surrounding area could lead to an increased use of the pay phone and therefore make it cost effective.
ROM 128	Junction of East Road/South Road, Little Heath, Romford	<p>Question mark around the suggested lack of viability of the phone box at this location. Also being placed at a busy junction it allows instant access to a phone in the event of a road traffic accident.</p> <p>General comment that the remove of phone boxes in the Chadwell Heath/ Whalebone Lane area will further isolate the Marks Gate Estate, which has few public phone boxes.</p>
ROM 003	Junction of Wood Lane/ Valence Avenue, Dagenham	Different bus services cross each other at this point. A passenger in transit may wish to phone someone about delays.

Report to Executive-11--3-03:file JD

Street Reference	Location	Comment
ROM 008	O/S Education Offices, Heathway, Dagenham	Examples of the loss of phone boxes on main roads, leading to concerns that in the event of an emergency i.e. car accident, the community will lose a vital facility. A general comment that of those phone boxes remaining, it is important that they are able to take both cash and phone cards.
ROM 020	O/S Safeways/Morris Road/Wood Lane, Dagenham	
ROM 024	Junction of Dagenham Road/ Valentines Way, Romford	
ROM 104/105	104 Adjacent to Chadwell Heath Station 105 Junction of Freshwater Road/ Station Road, Chadwell Heath	These boxes, which are placed near to Chadwell Heath Station, are necessary for lone travellers, especially women who might be concerned about their safety late at night.
ROM 006	Junction to Valence Wood Road/Windmill Road	This box is situated within a high density of housing.
ROM 107	Outside No. 1a Stanley Avenue, Dagenham	The nearest box to this is across a busy trunk road.
All single site boxes		<p>If BT is unable to justify retaining boxes on the basis of their financial viability, cannot single site boxes be converted for emergency services use only?</p> <p>Additionally BT claim that the pay phones which they intend to take out of service no longer meet the needs of customers, justified by their supposed drop in use. How many of the boxes take cash as opposed to phone cards, and in assessing their individual viability, how can BT tell how much has been spent on phone cards. Surely it would be advisable to convert pay phones to card</p>

		payment only, which would negate the need to empty them of cash and reduce vandalism?
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THE EXECUTIVE**11 MARCH 2003****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

PROGRESS WITH REGARDS TO IDENTIFYING SUITABLE ADDITIONAL BURIAL SPACE	FOR DECISION
<i>This report includes issues of a strategic and financial nature on which a policy indication is sought.</i>	
<u>Summary</u>	
The report provides information on the findings of the feasibility studies carried out at a number of sites to ascertain whether they are suitable for burial purposes. The report presents two sites for the Executive to consider for designation for burial purposes. The report also summarises the actions that need to be taken by the Council to enable the opening of the site for use.	
<u>Recommendation</u>	
The Executive is asked to consider the two sites, indicate a preference and:	
<p>(i) if supporting the The Field extension proposal to:</p> <p>(a) "approve the appropriation of the field north of Chadwell Heath Cemetery site for burial purposes pursuant to Section 214 of the Local Government Act 1972", subject to the necessary Town Planning consents being given.</p> <p>(b) authorise the Director of Leisure and Environmental Service to take any actions necessary to permit the re-siting of the Kingston Hill Avenue Recreation Ground to an area nearer to Gibbfield Close, including giving notice of intention to appropriate the Recreation Ground for burial purposes pursuant to Section 214 of the Local Government Act 1972.</p> <p>(ii) if supporting the Bridport Avenue site to:</p> <p style="padding-left: 40px;">"approve the appropriation of the Bridport Avenue site for burial purposes pursuant to Section 214 of the Local Government Act 1972", subject to the necessary Town Planning consents being given.</p> <p>(iii) If not supporting the immediate development of the Bridport site as a cemetery, to advise if they wish to</p> <p>(a) consider designating this site, on a long-term strategic basis, for future burial needs</p> <p>(b) or placing it on the disposal register.</p>	

- (iii) agree to the Director of Leisure and Environmental Services undertaking the necessary actions up and to tender stage.

Reason

To facilitate the provision of burial facilities in the Borough to meet demand for the next 50 years and helps to meet the Council’s Community Priority of “*Raising General Pride in the Borough*”.

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Jack Knowles	Director of Leisure & Environmental Services	Fax	020 – 8227 3149
		Minicom	020 – 8227 3034
		E-mail	jack.knowles@lbbd.gov.uk
Allan Aubrey	Head of Leisure & Community Services	Telephone	020 – 8227 3576
		Fax	020 – 8227 3129
		E-mail	allan.aubrey@lbbd.gov.uk

1. Background

1.1 By Minute No. 454, May 2002 a report was received by the Executive, which highlighted a number of key issues.

- That the Borough had between 6 & 8 years of Burial space remaining.
- Following an extensive public consultation exercise it was it was apparent that the majority of those who responded to consultation agreed that the Council should provide future burial space.
- The aim of the Council is now to secure addition land for burial purposes to meet the need of the community for the next 50 years.

1.2 From a list of twenty-six sites the Executive agreed that further investigations should be conducted at six sites these being:

- Hainault Road Allotment Site
- Gale Street Allotment Site. A section of the site that is no longer used for allotments.
- Rose Lane (former school playing fields - also known as The Field or Kingston Hill site). North of the existing Chadwell Heath Cemetery.
- Eastbrookend Cemetery. Possible extension into the paddock area, east of the existing site/East Minister Riding School.
- Central Park. Golf Course area
- Oaks Centre and adjoining fields

- 1.3 Investigations into the Oaks Centre and adjoining fields revealed that the Diocese of Chelmsford owns the Oaks Centre and it was at that time occupied by the Education, Arts and Libraries and Social Services Departments. In addition, approaches were made to the Crown Commissioners about the adjoining land, however, no response has been received to date.

As a result of the above a further scoping exercise was undertaken on the Bridport Avenue site. This site had met most elements of the original criteria but was originally discounted, as it is located just outside the Borough boundary in the London Borough of Havering. The site is just within the Green Belt and amounts to about 9 acres. The site has been the subject of protracted discussions with the Diocese since 1995 as a potential school extension site. Feasibility studies have now been conducted at Hainault Road Allotment Site, Gale Street Allotment Site, Rose Lane site, sites adjacent to Eastbrookend Cemetery, Central Park and Bridport Avenue.

- 1.4 A map that indicates all the evaluated sites is attached as **Appendix A**.
- 1.5 Whilst a section of Parsloes Park had originally been tested for ground suitability, the results of the test indicated that the ground conditions were not ideal in so far as a burial depth for more than two burials could not be achieved across the entire site. There was considerable opposition from the local community to the investigations being conducted at Parsloes Park and two petitions containing 177 and 1,624 individual signatures were received and presented to the Assembly on 5 September 2001.
- 1.6 The ground investigations conducted at other sites around the Borough have identified similar restrictions with regards to potential burial depth. Since the initial investigations were conducted at the Parsloes Park site the area has been marked out and used as playing fields for the pupils of the Jo Richardson's temporary school site in Cannington Road. The site is designated in the Unitary Development Plan as Metropolitan Open Land. Section PPG2 (Green Belts) identifies both open sports fields and cemetery use as an appropriate use of such land and in planning policy terms there is no objection. However, PPG17 Planning for Open Space, Sport and Recreation, states that where playing fields are to be lost any application must be the subject of Consultation with Sport England. Objections may be raised but given the temporary nature of the sports field use, this is not a certainty. There is also the question of public access, which would need to be maintained to meet Green Belt Principles.
- 1.7 Since the petition against part of Parsloes Park being used as a Cemetery was reported to the Assembly an extensive public consultation exercise has been conducted. The consultation exercise included articles in the Citizen, a MORI poll survey of the Citizens Panel and presentations to each of the six Community Forums. The feed back from the public consultation is that the majority of respondents wish the Council to provide additional burial facilities in the Borough. The results of the consultation programme were reported to the Executive as part of the Cemetery Site Strategy (Appendix E) on 14th May 2002 (Executive Minute 454 refers).

2 Current Position

- 2.1 Enclosed as **Appendix B** is a summary of the findings of the Geophysical Survey and ground investigations undertaken as part of the feasibility studies. Copies of the full feasibility studies are available in the Members Rooms at the Civic Centre and Town Hall.
- 2.2 Based upon the findings of the feasibility studies on the above sites, conducted by MRH Geotechnical Ltd in November 2002, the two sites below are now being proposed for consideration.
- 2.3 **The Field Extension**
The Field site has also been referred to as the Rose Lane or Kingston Hill Avenue site in the past). The Field could become an extension of the existing Chadwell Heath Cemetery, which is an established cemetery and already has the bulk of infrastructure in place (e.g. road access, toilets, water supply and Chapel in place). Although the infrastructure costs would be lower than the other sites, there is contamination that will need to be dealt with. This is the site that is being recommended to deal with the Borough's demand for burials for the next 50 years.
- 2.3.1 In the East of the proposed site is an area designated as an Open Space, and is included in the Schedule for Byelaws as Kingston Hill Avenue Recreation Ground (**Appendix C** indicates the current location of the Recreation Ground). It would be beneficial to the cemetery layout if the Recreation Ground were re-sited within the land packet to an area closer to new residential estate. This would also move it closer to the community that it serves and would be more accessible to the community. The current Recreation Ground does not provide any formal play facilities or have any aesthetic features. This proposed relocation will hopefully provide an opportunity to create an enhanced site for recreation, in partnership with Groundwork Trust. As the current Recreation Ground is an Open Space it will be necessary to give Public Notice of intention to appropriate the land in accordance with Section 122 of the Local Government Act 1972 and to consider any objections prior to proceeding with the appropriation. An amendment of the Council's Byelaws relating to Pleasure Grounds, Public Walks and Open Spaces will need to be made, by the Assembly, in due course to remove the existing area from the Byelaws and to include the new area in lieu.
- 2.4 **Bridport Avenue Site**
Bridport Avenue, the smaller of the two sites, could be pursued as a new cemetery site. As this is outside our Borough's Boundary the London Borough of Havering would be the Planning Authority.
- 2.5 A sketch plan for the Bridport site is attached as **Appendix D** and the sketch plan for The Field site is attached as **Appendix E**.
- 2.6 Depending on the Executive's wishes either The Field North of Chadwell Heath Cemetery and/or the Bridport Avenue would need to be removed from the land disposal register and be appropriated for burial use.

3. Financial Implications

3.1 Capital Issues

- 3.1.1 A sum of £1,500,000 has been set aside in the Capital programme for financial year 2003/2004 for the development of future additional burial space.

Site	Estimated Cost of Providing Additional Burial Space
The Field	£1,745,567
Bridport Avenue	£ 600,000

- 3.1.2 The above estimated costs were prepared in isolation of the results of the ground condition surveys. The feasibility surveys at The Field site have revealed that extent of filled land is not as wide spread as had previously been thought. Therefore, the estimated cost of preparing The Field site for its intended use is likely to be closer to £1,500,000 Capital allocation.

3.1.3 Capital Receipt Valuation

The Field:

At current prices the estimated Capital receipt valuations (in 2004/05) for The Field (in the past this has sometimes been referred to as the Rose Lane site) is £3.5m.

Bridport Avenue:

The Bridport site falls within the Green Belt. Therefore, it is likely to produce a lower Capital receipt if it sold than The Field. The Bridport site was not included in the Capital Receipt Programme as it was intended at the time to negotiate a land swap with the Diocese of Chelmsford for the Oaks Centre. However, the Education, Arts and Libraries Department (DEAL) has indicated that they do not intend to pursue this at the present time; mainly due to the cost of bringing the Oaks Centre up to standard.

3.2 Revenue Issues

The table attached as **Appendix F** below provides an estimate of the income and expenditure on a potential grave layout for the Bridport Avenue and The Field sites.

4 Project Programme

- 4.1 Subject to the Executives approval of a site, a planned programme of action will be required. For example if The Field, north of the current Chadwell Heath Cemetery, Officers is chosen the programme below is proposed. A similar programme would apply for the Bridport site.

Issue	Action required	Required outcome
Submit an application to the Planning Authority to seek Town Planning permission for the development of the site for burial purposes.	Submission of initial Town Planning application by end of March 2003.	Town Planning Permission granted. July 2003
Advise neighbouring & interested parties of our intent to develop the site	Write to neighbouring residents and interested parties informing them of our intent.	Standard consultation as part of the Town Planning process June 2003
Re-siting of Kingston Hill Avenue Recreation Ground	Public Notice of Intention to Appropriate Open Space. Seek consent from the relevant body/bodies	Consent granted to relocate Recreation Ground June 2003
Identify the most favourable procurement option for the development of the burial site and any potential Tender and Contract process.	Investigate Market to identify options.	That the site is developed & subsequently maintained in a commercially sustainable manner that meets the requirements of this Burial Authority. December 2003 Report to the Executive to seek consent to tender option(s). February 2004 Seek tenders March 2004
Amend Byelaws Relating to Kingston Hill Recreation Ground and apply them to new site.	Report to the Assembly	December 2003 (subject to public consultation outlined above)
Award contract for the development of the site. (Contract will be based upon favoured procurement option)	Prepare a tender based upon favoured procurement option	Contract awarded May 2004
Infrastructure works commence		September 2004
Infrastructure works completed.	Site developed & ground settling period.	Completion of works and planting. Potential opening date late Autumn 2005.

4.2 This is an ambitious timetable and it is likely that the Capital Programme will need to be split over a three-year period, which is anticipated to be:

2003/04	2004/05	2005/06
£100,000	£900,000	£500,000

5. Consultation

The people listed below have seen this report and are happy with it as he stands.

Chief Executive's Department:

Robin Hanton, Democratic Support and Legal Services.

Grint Jeremy, Policy and Review

Leisure and Environmental Services Department:

Lee Russell and Jason Payne, LESD Finance

Dick Trott and Julian Stanyer, Property Services

Simon Swift and Parkin Peter, Leisure and Community Services

Cliff Francesca, Gordon Glenday and Tim Lewis, Planning

Director of Education Arts and Libraries:

Andy Carr, Assets and Administration.

Background Papers

Local Authorities Cemetery Order 1977.

Disability Discrimination Act 1995.

Institute of Burial and Cremation Administration (IBCA) Charter for the Bereaved.

The former London Planning Advisory Committee (LPAC) report "*Planning for Burial Space in London*" – August 1997.

Minute 320, 20th September 1999, (former Leisure and Amenities Committee)

Re: Future Burial Needs – Redbridge Proposal and Preparation of a Draft Strategy.

Executive Minute 470, 20th February 2001,

Re: Cemetery Service Best Value Review Action Plan.

The Environment, Transport and Regional Affairs Select Committee into Cemeteries – (March 2001).

Assembly 5th September 2001: Availability of Future Cemetery Sites and Petitions Re: Use of Part of Parsloes Park.

Report to the Leisure and Amenities Committee, 17th January 2000

(Minute 794, January 2000)

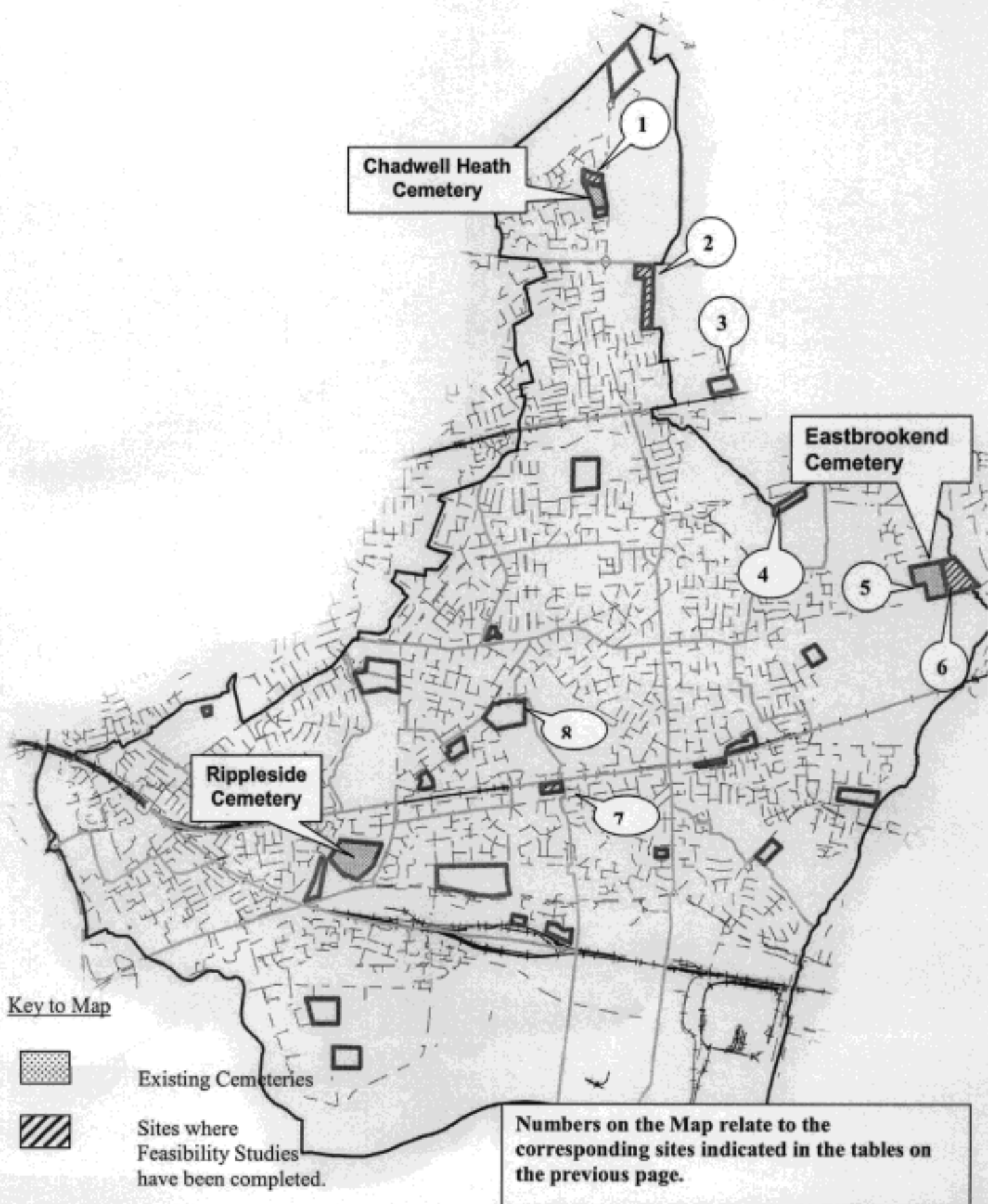
Minute 161 25th September 2001

Re: Report to Executive on Cemetery Site Draft Strategy.

Minute 454 14th May 2002

A cemetery Site Strategy & Outcome of Public Consultation

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Appendix B

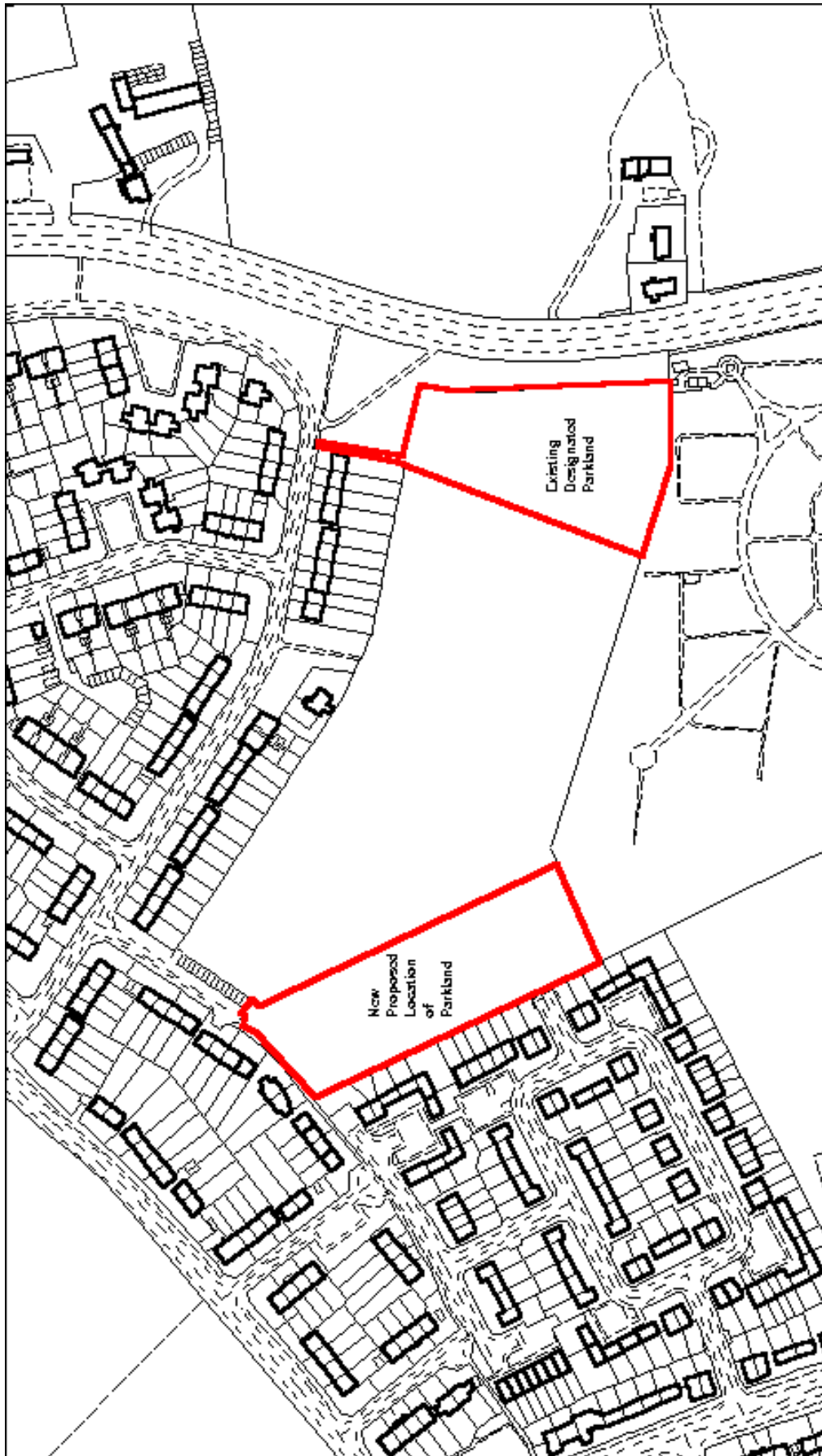
Summary of Geotechnical Feasibility Surveys

<u>Site</u>	<u>Water Table</u>	<u>Contamination</u>	<u>Other Key Issues</u>
<p>Chadwell Heath Field North of the existing cemetery site. (No. 1 on map attached as Appendix A)</p>	<p>The water table appears to be 2.5 meters below current ground level (Sept 2002). N.B. This site is underlain by Made Ground, associated with former gravel pit workings.</p>	<p>Soil tests indicate that a substantial clean up operation would be necessary to make the area suitable for any development. The area adjacent to the Northern boundary is partially undisturbed and could be considered suitable for conventional earth burial.</p>	<p>Former gravel pit which has been backfilled with unknown sources. If this site is chosen prefabricated burial chambers, similar to Victorian vaults, would be installed. These would be placed upon the site after it has been levelled, and earth would then be imported to raise the and soften the boundaries of the burial area.</p>
<p>Hainault Road Former Allotment Site (No. 2 on map attached as Appendix A)</p>	<p>High water levels would limit depth of excavations, in some areas to single depth burial.</p>	<p>Slight elevated levels of Total Petroleum Hydrocarbons (TPH). (Could be removed)</p>	<p>The Crown owns this site and despite several approaches to the Crown Commissioners no response has been forthcoming to our tentative request for alternative uses.</p>
<p>Bridport Avenue Located in LB Havering (No. 3 on map attached as Appendix A)</p>	<p>The ground conditions appear favourable for two depth burials.</p>	<p>This site does not exhibit any degree of contamination.</p>	<p>In LB Havering. Owned by LBBD and in close proximity to LBBD boundary.</p>

<u>Site</u>	<u>Water Table</u>	<u>Contamination</u>	<u>Other Key Issues</u>
Central Park Golf Course (No. 4 on map attached as Appendix A)	Very high ground water levels (less than 30 cm. below ground in some areas) make this site unsuitable for burial purposes.	Site appears to be clean.	
Eastbrookend Apiary Site (No. 5 on map attached as Appendix A)	Depth for two burials maximum	Slightly elevated levels of TPH. (Could be removed).	Small site. Cost of decontamination would exceed the potential income
Eastbrookend East of existing Cemetery (No. 6 on map attached as Appendix A)	The Area adjacent to the brook is liable to flooding and therefore unsuitable. The South-Western part of the site could be suitable because of the more cohesive nature of the clay.	Slightly elevated levels of arsenic and TPH. (Could be removed).	This would entail negotiations with the existing tenant on land exchange in lease.
Gale Street Unused part of Allotment site. (No. 7 on map attached as Appendix A)	Water table is approximately 1.7m across the site.	Site appears clean.	This site has a considerable land sale value.
Parsloes Park Section of. (No. 8 on map attached as Appendix A)	Depth for two burials only and in some areas three.	Evidence that areas of the site have been previously built upon. Remnants of former service runs and foundations found.	Large site Metropolitan Open Space Designation. Petition opposing use as a cemetery. Area now marked out for sports for Joe Richardson School.

Appendix C












Plan indicating the location of the designated parkland site at "The Field Site" (Rose Lane).



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APPENDIX D

Key:

-  Site boundary
-  Key views
-  Access points
-  Existing trees
-  Existing scrub
-  Vegetation for removal
-  Proposed trees
-  Proposed ornamental mix
-  Proposed native planting
-  Proposed lawn grass
-  Proposed meadow grassland



Project: **LBBB cemeteries**
Feasibility study

Drawing: **SKETCH DESIGN**
Site 6: Bridport Avenue












Drawing: 02424/site6/03 North
 Scale: 1:1000
 Date: November 2002
 Drawn: BY
 Checked: DW

Bedford (01234) 261 315
 London (020) 7515 4188
 Woodbridge (01394) 380 509




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Key:

-  Site boundary
-  Key views
-  Access points
-  Vegetation for removal
-  Banks
-  Ornamental planting
-  Native planting mix
-  Proposed trees
-  Pedestrian paving
-  Pedestrian/vehicular paving
-  Loose gravel

Project: **LBBD cemeteries**
 Feasibility study
 Drawing: **SKETCH LAYOUT**
 Site 1: **Rose Lane Field**

Drawing: 02424/stel/03 North
 Scale: 1:1000 
 Date: November 2002
 Drawn: BY Checked: DW

Bedford (01234) 261 315
 London (020) 7515 4188
 Woodbridge (01394) 380 509



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BUSINESS CASE FOR THE FIELD SITE

REVENUE IMPLICATIONS

	Traditional	Lawn	Total
Cost of Maintaining sites #	£12,326	£22,890	£35,216
Premises #	£1,190	£5,810	£7,000
Equipment #	£340	£1,660	£2,000
Capital Charges on Estimated Initial Capital Cost	£18,224	£86,510	£104,734
TOTAL RUNNING COSTS FOR SITE	£32,079	£116,870	£148,950
TOTAL RUNNING COSTS FOR SITE FOR 50 YEARS	£1,603,963	£5,843,520	£7,447,483
NO. OF GRAVES WITHIN PROPOSED SITE	1,085	7,200	
ALLOCATED AREA FOR GRAVES	3800 m2	18000 m2	
ESTIMATED TOTAL RUNNING COSTS PER GRAVE (50 years)	£1,478	£812	
ANTICIPATED CHARGES FOR NEW SITE 2005/6	£1,600	£812	
TO ACHIEVE BREAK-EVEN			
TOTAL INCOME FROM GRAVES	£1,736,000	£5,846,400	£7,582,400
TOTAL COSTS	£1,603,963	£5,843,520	£7,447,483

This indicates that by 2005/6 we will need to increase the charge for the exclusive rights of burial in Lawn type graves by £62 (8.3%) to break even.

= This site is equivalent to approximately 10% in area of all the existing cemetery sites. As The Field site is adjoining the existing Chadwell Heath Cemetery it means that the existing Chadwell Heath Cemetery Chapel and equipment can be used, with only marginal cost implications. Therefore the estimates are based upon 10% of the existing costs.

INITIAL CAPITAL IMPLICATIONS

Estimated Initial Capital Cost	£1,745,561
Estimated Loss of Capital Receipt	£3,500,000
TOTAL	£5,245,561

BUSINESS CASE FOR BRIDPORT SITE

REVENUE IMPLICATIONS

	Traditional	Lawn	Total
Cost of Maintaining sites *	£7,043	£28,173	£35,216
Premises *	£2,310	£20,790	£23,100
Equipment *	£200	£1,800	£2,000
Capital Charges on Estimated Initial Capital Cost	£3,630	£32,670	£36,300
TOTAL RUNNING COSTS FOR SITE	£13,183	£83,433	£96,616
TOTAL RUNNING COSTS FOR SITE FOR 50 YEARS	£659,160	£4,171,640	£4,830,800
NO. OF GRAVES WITHIN PROPOSED SITE	205	2,421	
ALLOCATED AREA FOR GRAVES	720 m2	6690 m2	
ESTIMATED TOTAL RUNNING COSTS PER GRAVE (50 years)	£3,215.41	£1,723.106	
ANTICIPATED CHARGES FOR NEW SITE 2005/6	£3,216	£1,723	
TO ACHIEVE BREAK-EVEN			
TOTAL INCOME FROM GRAVES	£659,280	£4,171,383	£4,830,663
TOTAL COSTS	£659,160	£4,171,640	£4,830,800

This indicates that by 2005/6 we will need to increase burial charges to those proposed above if we are to break even. This could be achieved by increasing charges by 32% per year over the next 3 years.

* = Premises costs are based upon a third of existing costs for all current sites as there will be a need to provide a Chapel and supporting equipment on this site. Maintenance and Equipment costs are based on 10% of existing estimates, as the total area of the site is approximately 10% in area of existing cemetery sites.

INITIAL CAPITAL IMPLICATIONS

	TOTAL
Estimated Initial Capital Cost	£605,000
Estimated Loss of Capital Receipt	£250,000
TOTAL	£855,000

THE EXECUTIVE**11 MARCH 2003****REPORT OF THE DIRECTOR OF EDUCATION, ARTS AND LIBRARIES**

BEST VALUE SERVICE REVIEW OF EDUCATION ASSET MANAGEMENT		FOR DECISION
<p><i>This report sets out the findings of the Best Value Review. The report makes reference to recommendations on the future of Education Asset Management. Decisions relating to Best Value are reserved to the Assembly for final decision.</i></p>		
<p><u>Summary</u></p> <p>The Best Value Review for Education Asset Management was undertaken over a period of 21 months between January 2001 and September 2002. In accordance with statutory guidance the review included a number of stages, namely challenge, consult, compare and compete for the future delivery of the service.</p>		
<p><u>Recommendation</u></p> <p>The Executive is asked to recommend to the Assembly to agree the recommendations outlined in the Action/ Improvement Plan included in the main report.</p>		
<p><u>Reason</u></p> <p>The preferred option for future service delivery is in line with the principles of best value. The proposed Action/ Improvement Plan will lead to significant improvement over the next five years.</p>		
Contact Officer: Mike Freeman	Head of Assets and Administration	Tel: 020 8227 3492 Fax: 020 8227 3274 Minicom: 020 8227 3180 e-mail: mike.freeman@lbbd.gov.uk
Andy Carr	Assets Manager	Tel: 020 8227 3031 020 8227 3148 020 8227 3180 e-mail andy.carr@lbbd.gov.uk
Councillor J Porter	Lead Member	Tel: 020 8491 5025

1 Outline of Service Under Review

- 1.1 The service provides support to schools and other establishments for all building related issues. It sets a goal to ensure capital projects are delivered utilising professional technical support and manages the information held for the Education Asset Management Plan. The service also acts as agent for letting school accommodation.

2 Main Findings

2.1 Challenge

2.1.1 Challenge exercises were undertaken utilising the Best Value Group and extended to include other interested parties and the staff in the section.

2.2 Consultation

2.2.1 The Best Value Review utilised information gathered from the survey conducted from users of the service, the annual survey of schools and the information gathered as part of the Ofsted inspection of the LEA last year.

2.3 Compare

2.3.1 Attempts were made to make comparisons with benchmarking data. However, this process was not particularly fruitful. What was useful was information from the DfES demonstrating that Barking and Dagenham have the lowest backlog of condition work. This information underpins the investment made in the fabric of our schools.

2.3.2 The survey carried out by the Audit Commission as part of the Ofsted inspection showed that the service provided through the Assets Section was valued in the top quartile when compared to 102 other LEAs.

2.4 Compete

2.4.1 In order to undertake this exercise, the true cost of the service had to be established and compared with that of other providers. As the service undertaken differs from Authority to Authority, establishing comparative costs proved to be difficult.

2.4.2 As part of the procurement process to secure new building, alterations and maintenance provision elements of the procurement process are tested and subjected to best value principles.

3 Achievements of the Review so far

3.1 During the course of the Best Value Review, improvements to the service have been undertaken as follows:

- The LEA's **Annual Consultation with Schools** survey shows an increase in overall satisfaction level with Property and Facilities Services from 52% in 2000 to 67% in June 2001. This had further improved when OFSTED surveyed schools in November 2001 and the service was deemed to be performing at top quartile compared to 102 Authorities nationally.

- The section has been instrumental in the development, in partnership with schools and DLES, of redrafted term maintenance contracts which now offer greater flexibility and value for money by tailoring them to individual school's needs.
- The initial development of the Assets Management Plan has been acknowledged, by the DfES, OFSTED, the Audit Commission and the Government Office for London, as being robust and producing demonstrable improvements in the targeting of resources.
- The Section has instigated a more diverse and responsive set of procurement options in response to the varying demands created by projects involving multiple funding streams and partnering client groups. By drawing upon a combination of internal and external expertise the Section can identify the most appropriate methods for delivering projects and blockages in the delivery of the capital programme are beginning to be eased.
- The section has contributed to the securing of external funding through the Private Finance Initiative and New Opportunities Fund streams and will continue to pursue capital and revenue to be invested in the authority's property portfolio.
- Working closely with, and in response to, the demands of the Headteachers' Assets Working Group the section has formulated a new role of Schools Property Officer which will take the responsibility and burden of routine premises management issues away from the headteacher. The service is due to be piloted and will be offered to schools at cost.
- The School Premises Lettings service has increased its turnover whilst simultaneously reducing its staffing resource. Improvements in publicity and awareness have yielded greater interest and demand from the community leading to the need to increase the range of facilities being made available for hire. Proposed new lettings software system will further streamline the service.

4 Conclusion

4.1 The Best Value Review Group considered the seven options available to them and using the evidence gathered under challenge, compare, consult and compete, together with the appraisal matrix, favoured:

Action 1: Continue market testing via the tendering of term contracts for repairs and maintenance.

Seek and test alternative providers in the supply chain for the delivery of the capital programme in conjunction with DLES.

Action 2: Continue to pursue alternative procurement methods as part of the capital strategy and subject to the Council's approval.

- Action 3: Restructure of the existing service and staffing resource to better reflect the needs of both the Council and the schools as stakeholders.
- Action 4: Continue to represent stakeholders interests through the periodic renegotiation of term contracts
- Action 5: Continue to monitor and explore the developing opportunities for joint commissioning and partnership with other authorities/agencies e.g. early years/ childcare/ health/ adult education provision

Background Papers
Best Value Review Report

BEST VALUE REPORT INTO ASSET MANAGEMENT

Introduction

Background

The Asset Management Review is submitted under the Council's five year Best Value Review programme. The Review commenced in January 2001 and was completed by September 2002.

The Review Team consisted of:

Councillor H Collins	Elected Member
Councillor J W Porter	Elected Member
Councillor F C Jones	Elected Member
Mike Freeman	Lead Officer
Andy Carr	Project Manager
Richard Hills	Deputy Project Manager
Jane Tricker	Critical Friend (LB Waltham Forest)
John Clark	Junior Headteacher
Gary Wilder	Junior Headteacher
Bill Coley	Assets Manager, Secondary School
Michele Moloney	BV Improvement & Development Team
Duncan Blackie	Head of Property Services (<i>since left the Authority</i>)
Ian Saxby	Head of Architectural Services
Alan Russell	Head of Audit
Derek Butcher	Union Convenor

Scope of the Review

Asset Management within the Department of Education, Arts and Libraries was identified as a second year Best Value Review. It covers the following areas:

- Asset Management Condition, suitability, sufficiency, monitoring and review.
- Supporting schools Repairs and maintenance, lettings agent.
- Capital programme New build, external funding, major maintenance, preparation of bids for the DfES, Private Finance Initiatives.
- All premises-related services, outlined above, provided by DEAL Assets Section.
- How to maintain and develop an excellent premises management service, suited to its clients' needs and to ensure competitiveness in the delivery of school places.

Objectives of the Review

- To review the service using the four principles of Best Value:
 - Challenge
 - Consult
 - Compare
 - Compete
- To carry out a comprehensive review of the activities/responsibilities currently undertaken by the Assets Section.
- To produce a Service Provision Statement of the existing structure and service, together with costings.
- Through a consultation process, with the selected Review Team, to gain insight into the relative merits of the service provided. Considering alternative methods of delivering a service more effectively, whilst fulfilling the needs of both client users and the statutory requirement of Local and Central Government.
- Using recognised performance indicators/benchmarking assess the provision and cost of service against other comparable Authorities/ organisations. Identify areas for potential service improvement/cost savings.
- To produce an action plan and to ensure the effectiveness of the service delivery for the future.

Self Evaluation of Current Position

In the Business Review phase the Section undertook a self-evaluation of the service to determine its current position and performance. The full findings of this evaluation can be found in the Service Position Statement; the main points considered are summarised below;

- **What is the service?**

The Assets Section of the Department of Education, Arts & Libraries performs the practical role of creating, improving and maintaining the premises necessary to provide school places. This function is in direct response to the statutory requirement placed upon the Council's LEA under the terms of the School Standards and Framework Act of 1998 and the Department for Education and Skills (DfES) Assets Management Plan (AMP) strategy.

The section operates from Barking Town Hall and staffing currently comprises six permanently established posts, two temporary posts and two unfilled posts

- **How much does the service cost to provide?**

The cost to the Council of providing the Assets Section's services is £280,090, this price base is at May 2002. This is made up of the following components:

Item	£
Salaries	218,930.00
"Vacancy Factor"	-4,229.00
Accommodation	17,710.00
Central Personnel	1,280.00
Computer Services	7,310.00
Indirect Employers Expenses	8,872.00
Car Allowance/Travel	4,000.00
Furniture/Equipment	940.00
Other Suppliers/Services (Direct)	13,600.00
Other Suppliers/Services (Indirect)	11,677.00
Total	280,090.00

Since the introduction of the Fair Funding in 1998 budgets for the upkeep of premises have been delegated directly to individual schools. This has given schools the freedom to source professional/technical services required to maintain and improve their premises outside of the LEA structure or the Council's organisation. Schools have the opportunity to "buy back" the Assets Section's services and to date all have elected to do so. The total income received by the LEA for these "buy-back" services stands at £67,520. This sum is equivalent to 24% of the total cost of the service, and is equal to the estimated value of work performed by the section which relates to a delegated function or responsibility, which falls under the management of schools. This service is set out in a Service Level Agreement agreed with schools. The balance of the funding relates to the cost of statutory duties of the LEA.

In a comparison exercise with other London Boroughs Barking and Dagenham's arrangement with schools was found to be cost effective and positive. Apart from support to secure repairs, improvements and address general building difficulties, the service also extends to a lettings agent for community activities where schools feel able to facilitate such activities.

- **Does the service overlap with other services?**

The Assets Section undertakes the landlord's function on behalf of the LEA, a duty that is shared with the Diocesan Boards or Trustees in the case of voluntary aided schools. The amalgamation of the Department of Education, Arts & Libraries will bring the responsibility for all premises into the Assets Section. There exists a possibility of a duplication of roles within job descriptions for a small number of officers (one or two) who have property related functions as part of their role, once the Assets Section assume full responsibility for all of the amalgamated property portfolio. Discussion about this issue is taking place.

Letting of Heritage properties is carried out by other parts of the Education, Arts & Libraries Department. There is also within the Chief Executive's Department a role in letting Community Halls premises. These roles are similar and as a direct result of this review there mutual cross department management of facilities. It is intended to expand on this development.

- **How does the service impact on the Council's vision and priorities?**

The Section strives to create better opportunities for all by creating learning facilities suitable for wider community use.

The Section is one of two pilot areas instigating an Environmental Management System and preparing the service for ISO14001 accreditation. By responsible and informed commissioning the Section will be able to honour the Council's commitment to a cleaner, greener and safer borough.

Working with external partners and client organisations the Section is instrumental in the securing and delivery of projects which offer social and economic opportunities across the community.

By improving the quality of the built environment the Section raises general pride in the borough and projects a positive image.

- **What are the Council's requirements for the service?**

The Section is responsible for the strategic management of DEAL's property portfolio and the development and implementation of the Assets Management Plan. Its core responsibility is to deliver suitable and sufficient premises to provide school places in keeping with the Council's statutory obligation under the Schools Standards Framework Act 1998.

- **How is the service monitored/benchmarked?**

The service is subjected to both national and the Council's own corporate performance indicators.

- **National Indicators**

- Each stage of the Assets Management Plan process is subject to a nationally benchmarked audit/appraisal by the DfES and, at a corporate level, and DTLR as part of the ACG Single Pot Allocation
- OFSTED Inspection of the LEA's performance cross-references with the AMP. This showed the LEA to be in the top quartile overall.

- **Council/ Local Indicators**

LPI A&A1: Project Delivery Targets - measured as delivery 90% of projects within time and under budget.

LPI A&A2: External funding bid completion targets – these were 100%

These local PI's have been superseded by the integrated approach of the Balanced Scorecard as they were considered not to be sufficiently robust.

How good is the service?

The main strengths of the service are;

- Continuing commitment by the Council to improve and invest in educational premises
- Quality of Assets Management Plan – good levels of data
- Good and effective links with the schools
- High standard of maintenance and repair of school buildings, (nationally the lowest backlog repairs)
- Highly valued and well-used Hall Lettings service

The main weaknesses of the service;

- Acknowledged shortcomings in current methods of delivering the capital programme leading to slippage and under-spending.
- Need for adequate staff resources to meet increased programme of internal/external expenditure.
- Strategic Asset Management Planning – interpretation of AMP data.
- Securing external funding.
- Meeting the raised expectations of client users.
- Exploring alternative procurement methods

How likely is the service to improve?

The service has already demonstrated the capacity to improve:

- The LEA's **Annual Consultation with Schools** survey shows an increase in overall satisfaction level with Property and Facilities Services from 52% in 2000 to 67% in June 2001. This had further improved when OFSTED surveyed schools in November 2001 and the service was deemed to be performing at top quartile compared to 102 Authorities nationally.
- The section have been instrumental in the development, in partnership with schools and DLES, of redrafted term maintenance contracts which now offer greater flexibility and value for money by tailoring them to individual school's needs.
- The initial development of the Assets Management Plan has been acknowledged, by the DfES, OFSTED, the Audit Commission and the Government Office for London, as being robust and producing demonstrable improvements in the targeting of resources.

The Section have instigated a more diverse and responsive set of procurement options in response to the varying demands created by projects involving multiple funding streams and partnering client groups. By drawing upon a combination of internal and external expertise the Section can identify the most appropriate methods for delivering projects and blockages in the delivery of the capital programme are beginning to be eased.

- The section has contributed to the securing of external funding through the Private Finance Initiative and New Opportunities Fund streams and will continue to pursue capital and revenue to be invested in the authority's property portfolio.
- Working closely with, and in response to the demands of, the Headteachers' Assets Working Group the section has formulated a new role of Schools Property Officer which will take the responsibility and burden of routine premises management issues away from the headteacher. The service is due to be piloted and will be offered to schools at cost.
- The School Premises Lettings service has increased its turnover whilst simultaneously reducing its staffing resource. Improvements in publicity and awareness have yielded greater interest and demand from the community leading to the need to increase the range of facilities being made available for hire. Proposed new lettings software system will further streamline the service.

The service is well placed to secure further improvement in the short to medium term:

- Given the greater awareness of property, prompted by central government's modernising agenda, the Assets Section is well placed to manage the Department's property portfolio as a resource and continue to develop the AMP with their fellow stakeholders.
- By continuing to improve the already strong communication links with schools, via such forums as the Headteachers Assets Working Group, the section will be better able to interpret and articulate the clients' needs when acting as intermediary with other external agencies.
- The development of future PFI/PPP projects will secure long-term investment from private sector partners in the Borough's schools which will compliment and support the Council's own capital strategy.
- By continuing to explore alternative procurement options, as recommended in the *Egan Report* and The Audit Commission's *Hot Property* publication, and drawing upon a broader supply chain better value and overall performance can be achieved. Furthermore it is suggested that, by bringing greater specialist expertise into the Borough, the quality of the built environment and the general profile of the area will be improved.

The Review Team concluded that the service is a good one and looks certain to improve providing that the appropriate staffing structure and resources are put in place. By making judicious changes now it is possible for the section to ensure that Community Priorities and the Council's policies are realised.

Challenge, Consult, Compare & Compete

The Review Team approached all 32 London Borough LEAs seeking comparisons with their Education property management services. Using the responses received contacts were made and meetings arranged to explore their differing methods.

Using data provided by the National Best Value Benchmarking Club, OFSTED/Audit Commission, the Royal Institute of Chartered Surveyors, DfES *Education Building Projects Cost and Performance Data Construction Costs*, Construction Best Practice Programme *Key Performance Indicators* and the Council's own Internal Audit Reports the Team sought to benchmark the Assets section's building procurement and asset management performance.

The LEAs own *Annual School Consultation*, OFSTED's *Consultation with Schools* report and most recently OFSTED's *LEA Inspection Report* were used as the background to the Challenge, Consult, Compare and Compete phases of the Review.

The Best Value Review Team attended a Challenge Event to consider all of the issues surrounding the service and to question how the service is delivered was held on 18 September 2001 at Eastbury Manor House.

A package of information outlining the services currently undertaken by the Assets Section was issued to a number of private sector providers. They were invited to submit expressions of interest together with indicative cost estimates for providing a similar service. Regrettably, these companies felt unable to release cost data for comparison. This is clearly an area for development in partnership with the private sector.

A survey of London Boroughs was also made to establish comparative data. Six LEA's responded and the outcome demonstrated our costs were favourable and a broader service to schools was being provided.

Challenge

The most challenging findings of the Review are;

- Schools need to be better informed of the LEAs intended longer-term expenditure strategy to determine the most effective way of targeting their own spending.
- Frustration with the current CORMIS system for tracking repairs and financial transactions. Headteachers decision making is hampered by the lack of concise and up to date information.
- Schools reported a wide variety of experiences, from very poor to highly satisfactory, with regard to the performance of technical/professional contractors/consultants. These criticisms apply to both internal and external providers.
- Anxiety has been expressed at the "missed opportunities" where external funding has not been secured due to the lack of resources to research and submit bids.
- Emergency planning, particularly disaster recovery, is inadequate and overly reliant upon the goodwill of some officers.
- There are shortcomings in the whole procurement cycle and a history of spending "bottlenecks" are acknowledged; OFSTED state "*....there has been some slippage in the authority's management of capital programmes. Steps have been taken to remove some of the blockages, but more active management is needed*". Client functions requiring improvement include long-term planning, earlier identification of need and approval of schemes, more accurate cost forecasting and programming. It is noted that the overall value of the capital programme has grown from under £3m in 1990 to £15.2m in 2002/03 and yet the staff establishment level for building projects at 1990 was 3FTE and now equals only 4FTE. In both cases this includes the Asset Manager who has a wider responsibility than day to day project delivery. Weaknesses found in the supply chain include late project planning, delayed approval system, poor client consultation, and consequential late delivery on some projects.

Note: This synopsis excludes minor repairs, lettings, facilities management issues, and day to day maintenance where there have been no changes in staffing levels.

The number of schemes which Project Officers are required to supervise and monitor has increased significantly from 1990 when there were around 10-12 schemes (2 major the others medium costs) to 50/60 schemes with several turning into and over the £1m marker.

Consult

The consultation exercise reveals the following;

- OFSTED find that the Assets Section provide *“good support and advice to schools on property matters. Schools are helped to make best use of all available resources, for example by programming work funded from delegated funds to take place alongside LEA funded work in order to get best value”*. Their report also states *“Asset management planning is good, and in some respects, excellent”*.
- The LEA’s *Annual School Consultation* indicates a demand amongst headteachers for more complete involvement whereby a “Patch Officer” assumes responsibility for **all** premises issues at their school.
- The Hall Lettings service is highly regarded both by the users and participating schools. There is a need for greater publicity and information to be readily available.
- Schools require a more dynamic and competitively priced minor repairs service from contractors.
- There is a lack of awareness amongst client users regarding the position of Assets within the Council structure.

Compare

- OFSTED state that *“School buildings are in good condition”* and that *“support provided for school improvement is of very high quality”*. Underpinning this are a number of particular strengths one of which is *“asset management planning”*.
- OFSTED find that *“standards of maintenance and repair in school buildings are high. DfES figures show Barking & Dagenham to have the lowest backlog of condition work, at £147 per pupil of any LEA in England. This compares very favourably with the second lowest LEA at £344 and an England national average of £901”*. The report went on to say *“The LEA wisely continued to spend money on building repair and maintenance during the 1980’s and 1990’s when others did not.”*
- The results of the Audit Commission’s *LEA Schools Survey Analysis (Spring 2002)*, undertaken on behalf of OFSTED, place the services provided by the Assets Section in the top quartile when benchmarked against the 102 LEAs inspected between Spring 2000 and the present. This survey was carried out under strict guidelines by the Audit Commission as AMP formed a focal point of the inspection. This included a focus group discussion to support the review inspection.
- Responses received from other LEAs suggest that not every authority offers the Assets services currently being “bought back” by schools in Barking & Dagenham. However three of the responding authorities did provide a meaningful comparison; the range of costs charged to schools were closely grouped and showed Barking & Dagenham to be marginally the cheapest and this is endorsed in the BV file. It was noted that none of the other three provided as broad a range of services as our own; services not offered included the letting of school facilities.
- The BV Group commissioned an independent study to examine the interaction between the LEA and its consultant advisors. This prompted open and frank positive dialogue between DEAL and DLES, which has brought about changes and improved working relationships. Further, it has increased mutual understanding from both parties about issues that the other faces.

Compete

- The Review Team accepted that certain key functions performed by the Assets Section are central to the LEA's ability to meet its statutory obligations, particularly the provision of school places, and are integral to the work of the LEA as a whole. The DfES bases its strategy for the improvement of educational facilities, and hence achievement, upon the principles of effective assets management planning. The AMP is integral to the Department Management Team's capital strategy planning, which underpins the delivery of the Education Development Plan. Removing this function to an external source is considered to be a risk that may jeopardise the authority's ability to perform its statutory role.

This point is confirmed by Jane Foot, in her reference work *How to do Best Value Reviews* warns that, *"there are some circumstances when competition may not be appropriate.....'core' and democratic services.....services which are critical to the Council's ability to deliver its overall objectives.....strategic or purchasing functions....."*

- The experience of authorities that have opted to outsource elements of their Education Assets services has not been encouraging. This is endorsed through recent OFSTED reports. As an example, OFSTED's report on Bedfordshire County Council, who outsourced the majority of the service, found that, *"schools report a high level of dissatisfaction with the service because of such factors as lack of understanding of their needs, poor communication, failure to deliver projects on time and to budget, variability of technical support, lack of supervision on site and poor remedying of defects at the end of contracts"*. It is acknowledged that it is early days and the market for this type of service needs time to expand and evolve.
- It is acknowledged that all of the planned and reactive maintenance contracts within Barking and Dagenham, excepting cleaning and grounds maintenance, have already been outsourced to competitive tendering in the private sector marketplace. The outsourcing has been undertaken as part of the authority-wide procurement process which reaps the benefits of large scale purchasing power. There is no evidence currently available to suggest that removing the Education client group from this arrangement would achieve a more attractive economy of scale.

Furthermore it is noted that the more recent contracts, negotiated following consultation with and on behalf of schools, have been successfully tailored to meet their specific requirements; concerns have been raised regarding the ability of private sector providers to recognise and cater for the particular needs of schools.

- The Review Team accept that direct competition for the core business of the Assets Section is becoming available, in the burgeoning private sector area of facilities management, although financial evidence has not been forthcoming from which a meaningful comparison could be made. The Review Team agree that it will be appropriate to review the services that the private sector is able to offer and to cost therefore as the market expands.
- The Department is actively engaged in examining different ways to secure schemes and in particular the end product through partnering and PPP. Arrangements are already in place to work with external providers to ensure service delivery at reasonable cost.

Options Appraisal

The options appraisal exercise, to consider the future of the service, was carried using the Council's Best Value template as a basis for discussion. It was agreed that the service be broken down into the following areas for the purposes of options appraisal;

Strategic Planning

Capital Programme

Repairs & Maintenance

School Lettings

1. Market testing

The Team agreed that the "core business" of the service, namely the strategic delivery of school places and the assets management planning function, is integral to the LEA as a whole and therefore should not be considered for possible externalisation. Given the positive feedback from DfES and OFSTED on the quality of these elements there is not sufficient cause for concern to prompt further exploration of alternatives at present.

Significant areas of the supply chain, through which the service is delivered, are already subject to market testing by virtue of being offered to competitive tendering. Other Council services, including Architectural Services, Building Surveyors and Mechanical/Electrical Engineers, used by the section will be undertaking their own Best Value Reviews to determine their ability to perform the role in the future.

It was agreed that there are potential alternative providers of the School Lettings service. However, it is noted that schools already have the option to "buy back" this service and have, to date, elected to do so. This needs to be reviewed with schools through a re-drafted SLA. Further to explore the opportunities to work with community halls.

2. Formation of a public/private partnership

The Section is already pursuing this route as a part of its capital strategy through the Public Finance Initiative (PFI) for the provision of school places. It is further exploring this avenue through partnership procurement, and the securing of external service providers to support in house provision. The Council continues to review all the procurement options and has begun to develop options in line with a revised capital strategy.

3. Transfer or externalisation

The Team concluded that the strengths of the service outweigh the weaknesses and that the service has the capacity to continue to improve. Transfer or externalisation of the service was therefore judged inappropriate given the current circumstances.

4. Restructuring or repositioning of the in-house service

The Team concluded that restructuring of the services would be the most viable option. The service is recognised as being central to the Council's objectives and that it should remain within the Council's operation. Restructuring would strengthen strategic planning, capital programme delivery, securing of external funding and ensure greater responsiveness to the needs of schools.

5. Re-negotiation

Those parts of the supply chain for property related issues, that are put out to external contractors, are already subject to periodic re-negotiation at the time of re-tendering. This needs to continue having regard for best value.

6. Joint commissioning or delivery of the service

The possibility of joint commissioning with other LEAs/client organisations was discussed. Individual projects have been undertaken with external partners but it is advisable to consider each project on its own merits. The role of asset management planning, however, could become problematic with a larger, more unwieldy structure, and encounter difficulty in agreeing priorities across a wider portfolio of clients and properties. It is felt that the introduction of external partners may be to the detriment of the acknowledged strengths of the existing AMP and enviable record for schools maintenance and improvement enjoyed by the Borough.

The Team agreed that the issue of joint commissioning must not be dismissed or ignored in the future and that opportunities need to be pursued. Examples were given of work already taking place when preparing or procuring schemes with:

- Health Authority
- Early Years Partnership
- Sure Start Initiative
- Sport England
- New Opportunities Fund
- Diocesan Boards of Education
- Department of Education and Skills

This is in addition to cross departmental activities which includes a repair and maintenance contract for non-housing clients which has been led and funded by the LEA.

7. Cessation of the service, in part or whole

Given the Council's statutory obligations under the Schools Framework Act 1998 this cannot be seen as a viable option.

Conclusion

It will be beneficial to pursue a combination of actions, each appropriate to the varying activities undertaken by the Section to ensure continued success and improvement in delivering the Council's objectives. It is proposed that the following options are applied to the areas shown below;

- Action 1: Continue market testing via the tendering of term contracts for repairs and maintenance.

Seek and test alternative providers in the supply chain for the delivery of the capital programme in conjunction with DLES.
- Action 2: Continue to pursue alternative procurement methods as part of the capital strategy and subject to the Council's approval.
- Action 3: Restructure of the existing service and staffing resource to better reflect the needs of both the Council and the schools as stakeholders.

- Action 4: Continue to represent stakeholders interests through the periodic renegotiation of term contracts
- Action 5: Continue to monitor and explore the developing opportunities for joint commissioning and partnership with other authorities/agencies e.g. early years/childcare/health/adult education provision

Improvement Plan

The improvement plan focuses on the principle objective of maintaining the LEA's Assets Management planning performance in the top quartile of Local Authorities nationally. The proposed improvements will be informed by the DfES AMP Appraisal agenda which emphasises the strategic importance of property in the raising of standards.

In its most recent circular to the Director of Education, Arts & Libraries, dated 30 April 2002, the DfES states, *"We want AMP's to become more strategic, to join up funding streams and to deliver more and larger modernisation projects that deliver best value facilities. We also want to use AMP appraisal to strengthen the contribution that schools capital funding makes towards raising standards and delivering key government priorities, particularly those included in the transforming secondary education and transforming the school workforce agendas"*.

The DfES intend to work more closely with Chief Officers to *"explore the links between capital investment strategies and the delivery of government priorities, and to examine investment plans up to 2005/06"*.

The improvement plan also responds to the findings of the Best Value Review process, particularly those revealed by the Challenge, Compare and Consult phases.

The improvement plan reflects the service's continuing commitment to delivering the Council's priorities, Balanced Scorecard and core objectives set out in its Education Development Plan, and complements the Improvement Targets established for the development of the Asset Management Plan

Appendices

The Improvement Plan is attached as Appendix A to this report. The AMP Improvement Targets for 2002/06 are also attached. These support the AMP Local Policy Statement.

**BEST VALUE ASSETS
IMPROVEMENT PLAN**

PUBLIC PERSPECTIVE					
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Strengthen the rôle of the AMP in respect of its contribution to raising educational standards.	Improve information flow.	Ongoing.	Schools better informed and actioning building improvements by use of their own resources.	Development of Web-browser for AMP and improved use of IT.	RH/AC with support from Information Technology.
Promote more effective communication with schools.	Set up regular meetings with Headteacher Assets Working Group. Explore different media for communication.	July 2002. Immediate	Meetings established and improved dialogue. No longer dependent upon paper information systems.	Time set aside for meetings. None.	AC/MF. Whole Team - Assets.
Improve physical access to buildings.	Undertake full DDA audit of all buildings. Seek resources and implement programmes of work.	Start August 2002. Complete August 2003. Commenced and ongoing.	Audit complete. Reduction in baseline access issues by 5% per year.	Existing staff. Capital funding £100k per annum. Bids to be made.	AC/RH. AC/MF.

PUBLIC PERSPECTIVE <i>contd.</i>					
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Implement Environmental Management System and contribute to the Council's policy on sustainability. Develop environmental strategy for the design and procurement of capital projects and major maintenance programmes.	Develop policy document and apply for ISO14001 (see <i>Appendix B</i>). Implement strategies following from recommendations.	March 2003. Ongoing.	Real reduction in CO ₂ emissions and energy usage.	½ time officer required £15k.	AC.
Develop with schools disaster recovery plans for major loss situations.	Policy and process documents to assist schools.	Ongoing.	Each school to have developed a plan.	Work with Health and Safety Officer and School representatives and Insurers.	AC/ Health and Safety.

COMMUNITY FIRST						
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD	
<p>Improve publicity and raise awareness of school lettings service to promote wider community use of school facilities.</p>	<p>New promotional materials to be developed.</p> <p>Develop software booking system.</p> <p>Link booking system to Oracle.</p>	<p>June 2002.</p> <p>August 2003.</p> <p>August 2003.</p>	<p>Materials available and in use.</p> <p>Software in use.</p> <p>Links formed.</p>	<p>Printing costs £4k.</p> <p>Training of staff costs already incurred.</p> <p>Development costs.</p>	<p>AC/CK/CG.</p> <p>CK/CG.</p> <p>AC with IT support.</p>	
	<p>Review the pricing structure of school lettings.</p>	<p>Review with schools in the context of market forces and inflation.</p>	<p>February 2002.</p>	<p>Review completed.</p>	<p>Existing staff.</p>	<p>CG/CK with Financial Services.</p>
	<p>Explore the possible combination of school letting with community hall lettings.</p>	<p>Progress discussions with Community Development Team.</p>	<p>July 2002.</p>	<p>Better management of lettings arrangements.</p>	<p>None - training taking place.</p>	<p>AC/CG/CK.</p>

FUNDING THE FUTURE						
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD	
Clear strategy proposals for long term investment of capital.	Development of strategy document and identify any shortfall in pupil place provision.	October 2002.	Report written and adopted. Clear strategy developed for bidding to attached investment.	None, existing staff. None, existing staff.	JC/JH/MF. JC/JH/MF.	
Update data to inform the AMP and identify investment requirements.	Update AMP database as per DfES guidance for AMP appraisal.	2002/2005. Yearly appraisal.	More up to date information, identifying investment requirements. Satisfying DfES requirements for resource allocation.	Review of current staff structure (see <i>People Matter</i>).	AC/RH.	

PERFORMANCE COUNTS					
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Adopt performance indicators in line with DfES AMP Appraisal Guidance 2003/04 and maintain benchmarking data on construction projects.	Production of AMP improvement targets.	September 2002.	Targets established. (see <i>attached Improvement Targets paper submitted to DfES</i>).	Review of staffing structure to deliver programme.	MF/AC/RH.
Improve project management and scheme delivery.	<p>Introduce principles of Value Engineering.</p> <p>Develop standardised project delivery model to increase efficiency and ensure best practice on all projects.</p> <p>Introduce post-contract reviews and formalise client feedback process.</p> <p>Establish service level agreements with supply chain providers.</p>	Commenced immediately.	<p>Longer term reduction of repair costs.</p> <p>Improved timescale for delivery.</p> <p>As above.</p> <p>As above.</p>	Embedded in existing costs.	AC/RH/NA/RF.

PERFORMANCE COUNTS <i>contd.</i>						
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD	
Standard levels of expectation for consultant/advisers.	Develop SLA model.	April 2003.	Model in place.	None.	MF/AC.	
Pursue the introduction of "Patch Officer" rôle to better support schools and release officer time for more strategic work.	See Schools' Agreement to implement on a trial basis. Implement and appoint.	September 2002. April 2003.	Agreement established.	£30k.	MF/AC.	
Implement revised term maintenance contract for schools.	Produce tender documentation to invite bidders to perform maintenance contract for schools.	October 2002.	Contract in place.	Consultant/technical advice fee cost.	AC.	

PEOPLE MATTER					
IMPROVEMENT REQUIRED	KEY ACTIONS	TIMESCALE	OUTPUTS DEMONSTRATING PROGRESS	RESOURCES	LEAD
Review of staffing structure.	<p>Review staff resources and training with particular regard to project management skills.</p> <p>Review staff resources with particular regard to the continual development and implementation of the AMP.</p> <p>Optimise use of officer time to place greater emphasis on strategic planning, brief development, procurement of capital programme, securing of external funding.</p>	December 2002.	New staff structure in place.	Existing staff to carry out review but implications to be assessed.	MF/AC.
Seek more suitable and adequate office accommodation for the service.	Develop programme of improvement to office facilities.	October 2002.	Improved office accommodation.	Redecoration and equipment cost £2k.	AC.
More responsive to service purchasers regarding reactive repairs system.	Research potential "call centre"/facilities management software systems for reactive repair.	May 2003.	Identified system which will link to existing software applications.	Own staff.	AC.

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ASSET MANAGEMENT PLAN

IMPROVEMENT TARGETS

2002 - 2006

Target	Baseline	Investment Required	Desirable Outcomes
<p>School Organisation Plan</p>			
<p>1. Ensure sufficient supply of school places in accordance with the School Organisation Plan</p>	<p>Primary: Between 2001/2002 – 2006/2007 the demand for primary school places is forecast to increase by 2%. This represents 309 pupil places. Demand is estimated to increase year on year thereafter.</p> <p>Secondary: Between 2001/2002 – 2006/2007 the demand for secondary school places is forecast to rise by 11%. This represents an additional 1155 pupils. Demand is estimated to exceed capacity within the longer-term plan period.</p>	<p>For the longer term forecast picture there is an ongoing assessment of both primary and secondary schools through PFI and PPP. Additionally, the LEA continues to look at the best utilisation of existing stock and the school estate.</p> <p>In order to ensure investment at the right level a PFI bid has been submitted which gives £35m of PFI credits. This funding provides a new school creating 1500 new secondary school places and refurbishment and eradicating a split site school where there are 1800 pupils.</p> <p>Bids will be made to secure additional resources through the Council's own capital resources, and to the DfES for consideration under PFI and the capital bidding round.</p> <p>According to the standard number and to the number on roll as at January 2002 (PLASC) Northbury Infant School currently has only 1 school place available (reception – year 6). The physical capacity of the school as calculated using the new sufficiency calculation includes an annex to the main school building which is no longer in use for educational purposes. Future use of the annex is currently being discussed.</p>	<p>The LEA meets its statutory duty to provide school places to all pupils who require one.</p> <p>LEA delivers DfES policy on surplus places.</p> <p>Best utilisation of resources, community benefits in line with the Council priorities.</p>
<p>2. Removal of Surplus Places where practical to ensure that there is no school with more than 25% spare capacity or over 30 spare pupil places.</p>	<p>Number of schools with greater than 25% surplus places:</p> <p>Primary Phase: 1 Infant School</p> <p>Secondary Phase: None</p> <p>There are no schools with more than 30 spare places.</p>		

Target	Baseline	Investment Required	Desirable Outcomes
<p>3. Reduce the number of pupils in excess of capacity.</p>	<p>There are few schools with pupils in excess of capacity. Currently the borough figures for both phases are as follows: Primary: 1.1% (pupils in excess of school capacities) Secondary 0.4% (pupils in excess of school capacities)</p>	<p>The LEA strives to ensure that no school has pupils exceeding capacity. Localised demand for popular schools means that some schools are shown to be over 100% occupancy. Additional primary school provision will ensure a wider spread of surplus places and reduce pressure on these schools. This will aid the LEA in meeting an increased number of parental preferences.</p>	<p>Increased number of parental preferences met. Help to maintain the recommended 5% spare capacity to balance supply and demand for school places.</p>
<p>4. Reduce the amount of temporary accommodation and HORSAs buildings on school sites.</p>	<p>There are currently 45 temporary classrooms and 4 HORSAs buildings still being used throughout the School estate. AMP Database July 2002</p>	<p>At the following schools projects are planned to remove facilities of a temporary construction and provide modern permanent facilities:</p> <ul style="list-style-type: none"> • Barking Abbey Comp. • Robert Clack Comp. • Dagenham Priory Comp. • Valence Infants and Juniors • Thames View Infants • John Perry Primary • Monteagle Primary • Roding and St Teresa Primary Schools <p>Overall the investment package amounts to £9.29m over a 4 year period leading to 2006.</p>	<p>In total around 6,500 pupils and in some cases the wider community as some of these schemes involve provision of wider community access. The new facilities have been developed to allow the delivery of whole class interactive teaching using the Council's preferred pedagogy.</p>

Target	Baseline	Investment Required	Desirable Outcomes
<p>5. New classroom provision in support of the pedagogy adopted by the LEA.</p>	<p>The LEA has been developing new teaching methodology based on European teaching methods. This groundbreaking work has gained national recognition, and is pivotal around whole class interactive teaching.</p>	<p>The securing of provision through PFI credits gives the LEA opportunity to take forward this teaching style by specifying the size and layout requirements of classroom and other teaching spaces, through the output specification.</p> <p>PFI credits of £35m have been approved, and additional funding from the Council has been set aside to support the development of the schools and community areas.</p> <p>The proposed nursery facilities at Thames View will also enshrine the Council's preferred pedagogical model.</p>	<p>There is compelling evidence to support the adoption of the preferred teaching method and we now need to develop the facilities to accommodate it. These proposals will begin the process of further improvement in achievement.</p>
<p>6. Standards for school sizes.</p>	<p>There are a variety of school sizes and complexities and there exists a need to standardise provision as far as this is possible.</p>	<p>The intention is to set down a policy document which would recommend maximum and minimum school sizes, and the type of provision which should be developed.</p>	<p>Clear policy document which establishes schools for the 21 century.</p>

Target	Baseline	Investment Required	Desirable Outcomes
<p>Early Years Development and Childcare Plan (EYDCP)</p> <p>7. To sustain universal, high quality nursery education and to create significant new child care places and improving provision for early years education.</p>	<p>The Borough have pursued a policy of provision for nursery education. All Infant and Primary Schools have attached to them nursery classroom accommodation. Together they provide places for 2,150 children which represents 88.3% of the children born in 1997/8. Being at the forefront of providing education for 3 year olds the Council intends to build on this provision in co-operation with the Early Years Partnership established in the Borough.</p>	<p>There are particular projects at Thames View and John Perry which will enhance the provision for early years education. This scheme works, in conjunction with the Sure Start Initiative, to address the need for child care places in a part of the Borough where there are clear economic disadvantages.</p>	<p>This scheme works to support the specific strategic goal of creating 2,250 new child care places.</p>
<p>Behaviour Support Plan</p>			
<p>8. Development of improved accommodation for the Pupil Referral Unit</p> <p>9. Provision of learning resource areas and reintegration unit.</p>	<p>There is currently a secondary age unit based in a former youth centre with identified needs to improve and enhance provision through expansion of accommodation to provide facilities for primary aged pupils as well as improving facilities for secondary aged pupils.</p> <p>There is limited resources within individual school provision but the LEA has identified the need to pursue opportunities to create a reception and reintegration unit to address the needs of long term truants and pupils excluded for brief periods.</p>	<p>It is intended to expand the existing former youth club facilities to provide improved accommodation. Further additional facilities for primary aged youngsters is to be developed on a separate site.</p> <p>These investments will attract £0.75m.</p> <p>Investment of £240k from the BEST programme to establish the units attached to individual schools throughout the Borough. Further £100k will be invested in the reintegration unit.</p>	<p>Adequate facilities are in place to assist pupils with time out of mainstream schools. This facility will be in place by Easter 2003.</p> <p>This will help to create opportunities for the development of alternative learning programmes for pupils whom the traditional school based provision has proved inappropriate. This new provision will be in place by Easter 2003.</p>

Target	Baseline	Investment Required	Desirable Outcomes
<p>Life Long Learning</p> <p>10. To increase learning opportunities for adults, improve quality and accessibility, and widen participation.</p>	<p>There significant suitability and sufficiency issues around accommodation for life long learning opportunities. This has often been through the adaptation of redundant buildings rather than building specifically developed for the purpose.</p>	<p>The following schemes will be progressed:</p> <ul style="list-style-type: none"> • Adult College £334k - new nursery and adaptations to form administration and reception facilities • Broadway Theatre £4m – redevelopment to improve theatre provision and widen access to community use, and adult learning opportunities • Beacon Youth Centre £466k – adaptation of existing building to create music and recording facilities • Youth Shop £189k – new facility • Barking and Dagenham Training Services £1.5m – seek resources for new accommodation. 	<p>Broaden the opportunity and facility for adult/second chance learning.</p>
<p>ICT Development Plan</p> <p>11. To continue to support the ICT Development Plan as part of future building development proposals.</p>	<p>The 4 year ICT Development Programme is now in its final year. All schools are connected to the internet, and have access to the National Grid for Learning. Further improvements and rationalisation of local cabling systems has been undertaken.</p>	<p>As part of any building development we will invest in the infrastructure costs necessary to deliver the preferred teaching methods.</p>	<p>To ensure that ICT is fully embedded into all learning environments.</p>

Target	Baseline	Investment Required	Desirable Outcomes
Access			
12. To undertake a full access audit of the Education, Arts and Libraries Department's premises.	<p>Basic information regarding access has been collected through the suitability exercise to help inform the AMP. This has identified access improvement schemes as follows:</p> <ul style="list-style-type: none"> • Westbury Centre lift installation £300k • Rush Green Infants and Junior lift installation £150k. <p>These projects are currently on site and under construction.</p>	To carry out full DDA audit of all premises over a 12 month period.	To produce a prioritised action plan, with a costed programme of works. Further, to be in a position to justify bids for additional resources to implement improvements.
13. To undertake the prioritised programme of works, with the objective of ensuring compliance with DDA.	There have only been minor modifications to school premises and other public buildings to ensure accessibility, this has usually been to respond to particular needs of identified individuals.	Investment of £300k has been set aside from the capital programme over a three year period to begin this process.	Improved access to all buildings over the baseline assessment.
14. Increase provision for the Early Years Intervention project.	The LEA currently has a base in the south of the Borough providing intensive help for 10 pupils in reception or year 1.	Develop a brief and identify sites which would be appropriate for expansion of this service are delivery.	To complete a brief and identify a site making a bid for capital resources in summer 2003.
Asset Management Plan: Specific Condition Targets			
15. To further reduce the backlog of previously identified repairs by 50% over 3 years and by 80% over 5 years	The LEA currently has the lowest backlog of repairs in England.	<p>The projected investment through the AMP improvement programme is:</p> <ul style="list-style-type: none"> • Ripple Infants £90k – reception administration area • Parsloes Primary £144k – reception administration • There are a range of projects addressing condition aspects funded from NDS6, and LEA capital amounting to <ul style="list-style-type: none"> • £2.12m 2002/3 • £1.70m 2003/4 	Reduced day to day repair costs and enhanced learning environments.

Target	Baseline	Investment Required	Desirable Outcomes
<p>Asset Management Plan: Specific Suitability Targets</p> <p>16. Address identified shortcomings related to suitability issues at specific schools.</p>	<p>The LEA has identified and prioritised suitability problems having direct impacts on education. Some funding has been set aside from the Council's capital programme to address these most pressing issues, but it is intended that further funding be sought. This links with requirements for basic need provision and addressing some condition elements.</p>	<p>The following schemes are considered a priority:</p> <ul style="list-style-type: none"> • Barking Abbey £2.5m – science rooms • Robert Clack Sec. £4m – provision for PE (part Sport England funded) • Warren Sec £1.8m – new science block • Sydney Russell £2.30m – IT and Technology block 	<p>Redress deficiencies having direct educational impacts where clear links have been identified with the inability to deliver the curriculum, or adversely affects the organisation and running of the school</p>
<p>Asset Management Plan: Specific Sufficiency Targets</p> <p>Respond to demands for additional building provision and the creation of pupil places.</p>	<p>This has been previously discussed at Items 1-3 above.</p>	<p>The development of a capital investment strategy informed by the School Organisation Plan, Asset Management Plan and Education Development Plan over a 10 year cycle. This will include bids for resources from:</p> <ul style="list-style-type: none"> • Council's own capital fund • Annual Capital Guideline [DfES] • Public Finance Initiative and Public Private Partnership [DfES] • Other external funding, i.e. lottery <p>Review sufficiency data in the light of advice and discussion with DfES and then explore impacts on other targets in this action plan.</p>	<p>Secure and construct adequate buildings of suitable quality to support the pedagogy embraced by the Borough. This could include the development of the full service school.</p>

Target	Baseline	Investment Required	Desirable Outcomes
<p>Sustainability and Environmental Commitments</p> <p>18. To contribute to the Government's Kyoto Agreement to reduce CO2 emissions. Reduce energy consumption in the Borough's schools by 15% in the second year of the programme.</p>	<p>Following submission of school energy data as part of the AMP process it was analysed against national performance indicators and found to be in the high range of consumption.</p> <p>The Borough has now completed 6 pilot studies and implemented the recommendations to contribute to the reduction of CO2 emissions.</p>	<p>Following the implementation of the recommendations of the pilot schools it will cost £1.5m with a payback within a 5 year period of revenue savings for schools.</p> <p>Continue to develop environmental management system which will underpin and contribute the AMP, forming part of the Department's procurement process.</p> <p>Projects commencing this year will undergo the Schools Environmental Assessment Method (SEAM), which reduces the impact of the building in its built-in environment.</p>	<p>Disseminate the good practice arrangements to all schools, with potential for some schools to reduce energy usage by 50%, with financial benefits.</p> <p>Obtaining ISO 14001 certification.</p>

Target	Baseline	Investment Required	Desirable Outcomes
School Security			
19. To contribute to the Council's priority for a safer environment.	We have worked in partnership with schools to develop improved security arrangements on school sites in the light of national incident.	Investment in schools to design out potential problems related to security intrusions. This will include involvement with the Crime Prevention Officer from the Local Police as well as working with our Security Advisers. Increased provision of CCTV on school sites.	Reduction of reporting incidents and restricted access for undesirables. Reduced non availability of facilities and reduced insurance costs.
Asset Management – Best Value Review and Outcomes from OFSTED Inspection			
20. To implement the Best Value Review Action Plan and any appropriate action points that support the implementation of the OFSTED Action Plan.	The Best Value review has now concluded and we are in the process of preparing the Action Plan which will incorporate aspects of the outcomes of the OFSTED Inspection.	There is a need to strengthen the service in terms of resources to ensure delivery of the Best Value Action Plan and take forward the good work already identified through the OFSTED Inspection.	The service delivery is improved and we are responding to schools demands for support.

THE EXECUTIVE**11 MARCH 2003****JOINT REPORT OF THE DIRECTOR OF HOUSING & HEALTH
& DIRECTOR OF LEISURE & ENVIRONMENTAL SERVICES**

COUNCIL'S HOUSING STRATEGY, HOUSING REVENUE ACCOUNT BUSINESS PLAN 2003/06, CAPITAL STRATEGY & ASSET MANAGEMENT PLAN	FOR DECISION	
<p><i>This report concerns corporate strategies of the Council.</i></p> <p><u>Summary</u></p> <p>This report informs the Executive of the evaluations made by the Government Office for London (GoL) of the Council's:-</p> <ul style="list-style-type: none"> • Housing Strategy • Housing Revenue Account (HRA) Business Plan • Asset Management Plan (AMP) • Capital Strategy <p>The report highlights the advances made by the Council – the Comprehensive Performance Assessment gave a good rating (scoring 3 out of 4) for the Housing Strategy and HRA Business Plan. The report then sets out the pointers given by GoL for a further submission to be made so that a “fit for purpose” assessment will be achieved for both strategies.</p> <p><u>Recommendation</u></p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. Support a further submission to GoL to seek fit for purpose assessments for the Council's Housing Strategy and HRA Business Plan; and 2. Note the good assessment for the Capital Strategy and satisfactory for the Asset Management Plan and support the actions being undertaken to raise this assessment for 2003. <p><u>Reason</u></p> <p>This will raise GoL's assessment of the Council and will also contribute to raising the Council's future Comprehensive Performance Assessment.</p>		
<p>Contact: Ken Jones</p> Jim Mack	<p>Interim Head of Housing Strategy</p> Head of Asset Strategy & Development	<p>Tel: 020 8227 5703 Fax: 020 8227 5799 Minicom: 020 8227 5755 Email: ken.jones@lbbd.gov.uk</p> Tel: 020 8227 3532 Fax: 020 8227 3231

1. Background

- 1.1 The Council's Housing Strategy 2 years ago was assessed by GoL as being below average. Last year the assessment basis was changed and the categories were above average, average and below average. The Housing Strategy was again considered by GoL to be below average. The Balanced Scorecard for Housing Strategy Division included a target to raise our rating - achievement of fit for purpose will meet this objective.
- 1.2 The Council's Asset Management Plan (AMP) has been assessed by GoL as being satisfactory for both this year and last.

2. Current position

- 2.1 The assessments by GoL of the Housing Strategy 2003/06 and the HRA Business Plan were recently confirmed (APPENDIX A). This shows that for the Council's Comprehensive Performance Assessment (CPA) both rated good, scoring 3 out of a maximum of 4. GoL also now assess both documents in terms of being fit for purpose. Their view is that the Strategy and Business Plan are "moving close to being fit for purpose" and that relatively little work is needed to respond to the few areas of outstanding concern. This represents a significant improvement which reflects the advances made, indeed GoL state that Barking & Dagenham is one of the most improved of all London Boroughs.
- 2.2 It is worth noting that just 10% of English Housing Authorities were given a fit for purpose rating and no other London Borough was included in that number.
- 2.3 The letter from GoL makes clear that the documents and plans are considered to be fully fit in almost all areas. However, reference is made to some specific issues, which require attention. Due to the closeness of achieving the objective, GoL have invited the Council to make a further submission by the end of March 2003 in order that a reassessment might be made.
- 2.4 The Capital Strategy was assessed as good, the highest rating. Again GoL noted the improvement made in this document on last year. There are 2 areas in which it is suggested that improvement can be made – these issues will be noted for future inclusion.
- 2.5 The GoL assessment on the AMP was that all of the primary requirements of the plan were met. However of the 26 secondary requirements the Council met only 12 and guidance has been given as to areas where improvements should be made. These include:-
 - a) demonstration of examples of shared use and integration of property services. In particular the Council can point to the joint working of the Council and Primary Care Trust and the property and service initiatives currently being undertaken.

- b) giving examples of the consultation with stakeholders and how their views have influenced property use and service performance. The Customer First Review would be a good example of this consultation led work.
- c) GoL will wish to see what progress we have made with our property information systems currently being set up.
- d) the Council needs to show a more defined link between surveys done and the development of performance measurement and monitoring.
- e) GoL will wish to see an authority wide strategy emerging from the setting up of the new Asset Management and Development Division. The strategy will need to demonstrate how property supports the provision of services and how the Council will analyse the gaps in provision and work to narrow them.

2.6 The Council must submit a further AMP by 31st July.

3. Proposal and justification

3.1 It is proposed that the issues highlighted in the GoL letter where it is felt that the Housing Strategy and HRA Business Plan were inadequate, be addressed in a further submission. In order to do so there will be close working with TMT.

3.2 There is confidence that action has been taken on these matters so that fit for purpose assessments should be achieved for both. This will be of benefit to the Council and community in a number of ways:-

- enhancement to the Council's reputation with Central Government and other agencies
- possibility of higher Housing Investment Programme allocations and other resource opportunities
- positive impact on the Council's future CPA.

3.3 An AMP action plan has been agreed to address GoL's concerns, as highlighted in 2.5. This will lead to a submission in July 2003 capable of achieving a good assessment. Contact has been maintained with GoL so that they are aware of the work invested and priority accorded to Asset Management Planning. It is considered that the "Framework for Corporate Asset Management" now in place which includes the Asset Utilisation Group, Corporate Asset Forum and Corporate Asset Management Group will address all highlighted areas.

Background papers used in the preparation of this report:

- Letter from Government Office for London 20/1/03

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APPENDIX A

GOVERNMENT OFFICE
FOR LONDON

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20 January 2003

Dear Graham

**HOUSING INVESTMENT PROGRAMME (HIP) STRATEGY, HOUSING REVENUE
ACCOUNT (HRA) BUSINESS PLAN, CAPITAL STRATEGY AND ASSET
MANAGEMENT PLAN**

Further to my letter 10 December notifying you of your Council's allocation from the Single Capital Pot (SCP) for 2003/4 including the housing component, I am now writing to provide feedback on the four core strategy documents submitted by your Council last July. Attached is an Annex that contains detailed feedback on each document covering the main areas of our assessment.

HOUSING DOCUMENTS - FIT FOR PURPOSE ASSESSMENT

As you know your Housing Strategy and HRA Business Plan were assessed for fitness for purpose against the criteria set out in the guidance sent out to Housing Directors on 8 March 2002. Your Housing Strategy and Business Plan assessments were combined to produce an overall assessment for your authority. This determined the performance related part of your 2003/04 capital allocations and the associated HIP performance bandings. These performance bandings (well above average, above average, average below average, well below average) reflect relative performance within the region. As you are aware, your authority was assessed as average for London.

The assessments for upper-tier authorities also fed into the housing element of the new Comprehensive Performance Assessment (CPA). The HIP inputs were produced by combining the individual GO assessments to produce national bandings for housing strategies (also used for the community housing element) and HRA Business Plans (used for the housing management element). The CPA bandings (4=excellent; 3=good; 2=fair; 1=poor) reflect the range of performance assessments across upper-tier LAs in all regions. Your authority was scored 3 for housing strategy and 3 for the Business Plan.



Although your authority's housing strategy and business plan did not fully meet the fit for purpose criteria, they were very close and require very little additional work to meet the fit for purpose standard. The attached annex sets out what is still required to meet that standard. If you can provide evidence by the end of March 2003 that the areas not fully addressed have been overcome, we should then be able to confirm that your documents are fit for purpose. This would mean that you would not need to submit a new strategy and business plan later this year.

HOUSING DELIVERY ASSESSMENT

Brief comments on your delivery performance are included in the Annex.

CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN (AMP)

Both your Capital Strategy and AMP were assessed using the Primary and Secondary criteria shown in Part 2 of the Single Capital Pot guidance issued on 9 May 2002. For both documents one of 3 bands was used; Good, Satisfactory or Poor. You will recall that to achieve a satisfactory rating all the Primary criteria had to be met with a minimum of 75% of the secondary criteria also being met to be rated Good. Your Council has been rated Good for the Capital Strategy and Satisfactory for the AMP.


As your authority's Capital Strategy was rated Good, we will not be asking you to submit this document annually. Nevertheless there are still a few minor points that you may wish to address; details are in the attached Annex. You will still be asked to provide some basic statistical information, comprising property performance indicators and key data on asset numbers, value and condition. This will be used to inform decisions about local authority investment needs and priorities in spending reviews.

Your authority's AMP did not meet the required standard for a Good marking as there are a number of areas not fully addressed in your documents. Details are in the attached Annex.

I hope that the attached feedback proves useful. It would be helpful if you could let us know whether you will be responding to our suggestion that you should submit further evidence by the end of March 2003 to enable us to confirm your documents are fit for purpose. We will of course be pleased to discuss the evidence required further and I would be grateful if you would contact Elaine Bowman on 020 7217 3080 in the first instance to arrange.

I am also copying this letter to the Director of Housing and Health, David Woods and your Council's Corporate Property Officer, Jack Knowles.

Yours sincerely,



Geth Williams

THE EXECUTIVE**11 MARCH 2003****REPORT OF THE DIRECTOR OF EDUCATION, ARTS AND LIBRARIES**

EARLY YEARS DEVELOPMENT AND CHILDCARE PARTNERSHIP IMPLEMENTATION PLAN 2003 - 04		FOR DECISION
<p><u>Summary</u></p> <p>To present to the Executive the EYDCP Implementation Plan 2003 - 04</p> <p><u>Recommendations</u></p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. Approve the Early Years Development and Childcare Partnership Implementation plan; and 2. Note that the integration of early years education and childcare and the development of neighbourhood nurseries may impact on the organisation of schools. The uptake of part-time nursery education places in schools may be affected. 		
<p>Contact Officer: Christine Pryor</p> <p>David Rosenthal</p>	<p>Head of Early Years and Childcare</p> <p>Principal Inspector</p>	<p>Tel: 0208 227 5552 Fax: 0208 227 5529 e-mail: christine.pryor@lbbd.gov.uk</p> <p>Tel: 0208 270 6400 Fax: 0208 270 6401 e-mail: david.rosenthal@lbbd.gov.uk</p>

The deadline for formal submission of the plan to the DfES was brought forward to February 2003. The plan has therefore been submitted to the DfES for assessment subject to formal approval by the Executive.

1. Background

- 1.1 The provision of high quality, integrated early years education and childcare continues to be a Government priority. The National Childcare Strategy (1998) established the processes for developing local early years and childcare plans. Early Years Development Childcare Partnerships (EYDCPs) were formed to oversee planning and implementation of plans.

1.2 Since 2001 EYDCPs are required to submit a three year strategic plan and an annual Implementation Plan. The key targets are:

- to create new childcare places;
- to ensure that there is a childcare place in the most disadvantaged areas for every lone parent entering employment;
- to put in place universal nursery education for 3 year olds;
- to ensure that at least 94% of early years settings inspected by OFSTED are making satisfactory or better progress in delivering the Early Learning Goals.

2. The EYDCP Implementation Plan 2003 - 04

2.1 The key purposes of this plan are:

- to review the progress of the Partnership during the previous year in meeting targets and objectives;
- to set out priorities and objectives for the coming year;
- to show how progress made and objectives set contribute to the targets in the Partnership Strategic Plan.

3. The role of the Local Authority

3.1 The role of the EYDCP impacts upon the work of the Council in a number of ways.

- The provision of high quality early years education and childcare is critical to raising educational standards and ensuring social inclusion.
- The provision of affordable and reliable childcare is fundamental to neighbourhood renewal as it enables parents to access training and employment opportunities.
- Monitoring and evaluation of the implementation and impact of the plan is the responsibility of the Local Authority.

4. DfES Childcare Grant Allocation for 2003 – 04

£270,353	General Purposes, including mandatory Business Support Officer
£ 68,654	Children's Information Services
£ 25,742	Training of Childcare Workers
£ 11,100	Childminder Start up Grant (for all areas)
£ 25,000	Creation of Childminder Network
£ 0	Nursery Schools Development
£ 16,787	Early Years Training and Development
£ 5,351	SEN Training (Ringfenced)
£ 25,611	Disability – previously childcare SEN (Ringfenced)
£ 31,457	Early Intervention and the development and Maintenance of Inclusive Childcare Places (Ringfenced)
£ 44,591	Foundation Stage Training
£524,650	Total Revenue Allocation (Rounded to the nearest £10)
£ 13,110	Capital Grant for Conversion of Playgroups to Provide Full Daycare
£537,760	Total Funding Available (Rounded to nearest £10)

5. Related Initiatives

- 5.1 Applications have been made to the New Opportunities Fund for capital funding to create five new neighbourhood nurseries. All of these nurseries are linked to maintained schools. (Thames View Infants, Marks Gate Infants, Northbury Infants, John Perry Primary, Sydney Russell Comprehensive).
- 5.2 Plans have been submitted for a fourth sure start programme in Gascoigne Ward.

Background Papers

- EYDCP Strategic Plan 2001 - 04
- Neighbourhood Nursery Plan 2001

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Strategic Goal 1: Table 1a: Projected numbers of 3 year old places

	(1)	(2)	(3)
	Summer 2003	Autumn 2003	Spring 2004
(a) Population of 3 year olds in LEA area	2566	2566	2593
(b) Number of funded 3 year old places in: LEA nursery classes and schools	1840	2175	1820
(c) LA day nurseries and family centres	61	61	61
(d) Private, voluntary and independent sector (including nurseries, pre-schools, early years groups, independent schools, non-maintained special schools, and registered childminders in an approved network)	598	263	618
(e) Total number of funded places	2499	2499	2499
(f) Participation rate as a percentage of 3 year old population	97.39%	97.39%	96.37%

Please state source of population estimates in Row a:

GLA estimates

DfES Contacts for this Goal/Target:

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Strategic Goal/Target 1: Table 1b: Universal provision for 3 year olds

(1)

(a) If you have achieved universal provision, what is your participation rate (percentage of 3 year old population)?	96%
(b) If you have not achieved universal provision:	
When do you expect to do so (i.e. in which term)?	
(c) What do you expect your participation rate to be once you have (i.e. what percentage of 3 year old population)?	

DfES Contacts for this Goal/Target:

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Strategic Goal 2: Table 2a - New places to be created during 2003-04

	(1)	(2)	(3)	(4)	(5)
2003-2004 targets	Quarter 1 (April-June 2003)	Quarter 2 (July - September 2003)	Quarter 3 (October - December 2003)	Quarter 4 (January - March 2004)	Totals 2003-04
Out of school childcare:					
(a) Voluntary Sector	36	36	36	36	144
(b) Private sector (not including childminding places)	64	64	64	64	256
(c) Maintained sector	44	44	44	44	176
(d) Totals: (a+b+c)	144	144	144	144	576
Pre-school* childcare:					
(e) Voluntary Sector				6	6
(f) Private sector (not including childminding places)				8	8
(g) Maintained sector					0
(h) Totals: (e+f+g)	0	0	0	14	14
Childminded places:					
(i) Places via start-up grant (Out of school)	38	38	38	39	153
(j) Places via start-up grant (Pre-school)	34	35	35	35	139
(k) Places not via start-up grant (Out of school)	14	15	15	15	59
(l) Places not via start-up grant (Pre-school)	3	4	4	4	15
(m) Childminded Totals: (i+j+k+l)	89	92	92	93	366
(n) Grand Totals: (d+h+m)	233	236	236	251	956

* 0-2 year olds and 3 and 4 year olds not attending early education

DfES Contact for this Goal::

Margaret Leopold
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Strategic Goal 2: Table 2b: Childcare Places, April 2001 to March 2004

	(1)	(2)	(3)	(4)	(5)	(6)
	Strategic Goal 2001-04	Milestone target, 2003	Actual new places created 2001-02	Expected new places, 2002-03	2003-04 Target (from column 5 in Table 2a)	Expected Total 2001-04 (3+4+5)
(a) Out of School Childcare (not including childminding places)	830	300	140	114	576	830
(b) Pre-School Childcare (not including childminding places)	167	50	67	86	14	167
(c) Out of school childminder places (funded via start-up grant)	242	85	57	32	153	242
(d) Pre-School childminder places (funded via start-up grant)	245	80	85	21	139	245
(e) Out of school childminder places (not funded via start-up grant)	93	40	12	22	59	93
(f) Pre-School childminder places (not funded via start-up grant)	42	15	12	15	15	42
(g) Totals: (a+b+c+d+e+f)	1619	570	373	290	956	1619

DfES Contact for this Goal::

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Strategic Goal 4: Table 4b The Childcare Gap

	(1)	(2)	(3)	(4)
	Local strategic goal, March 2004, calculated on new definition	Actual position, April 2001, calculated on new definition	Expected position, March 2003	If applicable, proposed revised strategic goal for March 2004
(a)	Number of children aged 0-14 in LEA*	34,899	35,989	
(b)	Number of childcare places in LEA	1,129	1,532	
(c)	Number of children aged 0-14 in 20% most disadvantaged wards	29,872	30,375	
(d)	Number of childcare places in 20% most disadvantaged wards	871	1,280	
(e)	Number of children aged 0-14 in deprived pockets outside 20% most disadvantaged wards			
(f)	Number of childcare places in deprived pockets outside 20% most disadvantaged wards			
(g)	Childcare places per 100 children, disadvantaged areas	2.92	4.21	#DIV/0!
(h)	Childcare places per 100 children in Other Areas	5.13	4.49	#DIV/0!
(i)	Childcare Gap:	2.22	0.27	#DIV/0!

*NB Children up to age 16 with Special Needs should also be included

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Strategic Target 12: Training Levels

Training	(1) Strategic target, March 2004	(2) Milestone target, March 2003	(3) Expected position, March 2003	(4) If applicable, proposed revised strategic target, March 2004
Number of paid leaders in LEA/EYDCP area	54	43	43	
Paid leaders with a relevant level 3 or higher level qualification	54	33	33	
Percentage leaders with Level 3 or above	100.00%	76.74%	76.74%	#DIV/0!
Paid leaders with a relevant level 2 or higher level qualification		40	40	
Percentage leaders with Level 2 or above	0.00%	93.02%	93.02%	#DIV/0!
Number of paid staff (excluding leaders) in LEA/EYDCP area	720	630	630	
Paid staff (excluding leaders) with a relevant level 3 or higher level qualification	370	293	293	
Percentage of paid staff (excluding leaders) with a relevant level 3 or higher level qualification	51.39%	46.51%	46.51%	#DIV/0!
Paid staff (excluding leaders) with a relevant level 2 or higher level qualification	620	429	429	
Percentage of paid staff (excluding leaders) with a relevant level 2 or higher level qualification	86.11%	68.10%	68.10%	#DIV/0!
Percentage of paid staff and leaders with a relevant level 3 or higher level qualification	54.78%	48.44%	48.44%	#DIV/0!
Percentage of paid staff and leaders with a relevant level 2 or higher level qualification	80.10%	69.69%	69.69%	#DIV/0!
Number of voluntary staff in LEA/EYDCP area				
Voluntary staff (excluding leaders) with a relevant level 3 (or higher level) qualification				
Percentage of voluntary staff (excluding leaders) with a relevant level 3 (or higher level) qualification	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Voluntary staff (excluding leaders) with a relevant level 2 (or higher level) qualification				
Percentage of voluntary staff (excluding leaders) with a relevant level 2 (or higher level) qualification	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

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Strategic Target 13: Foundation Stage Training

	(1) Strategic target for 2003-04	(2) Milestone target, March 2002-03	(3) Expected position, March 2002-03	(4) If applicable, proposed revised strategic target, 2003-04
(a) Total number of practitioners in the maintained sector delivering funded early education	309		309	
(b) Total number of practitioners in the private, voluntary and independent sector delivering funded early education	260		260	
(c) Total number of practitioners	569	0	569	0
(d) (i) Number of places at training days offered to maintained sector staff only				
(ii) Number of places at training days offered to non-maintained sector staff only				
(iii) Number of places at training days offered to all staff	3246		3246	
(e) Number of places at training days offered in total	3246	0	3246	0
Average days offered per practitioner (d(iv) ÷ c)	5.704745167	#DIV/0!	5.704745167	#DIV/0!
(f) Total number of practitioners in the maintained sector delivering funded early education attending training.	180		160	
(g) Total number of practitioners in the private, voluntary and independent sector delivering funded early education attending training.	135		124	

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Strategic Target 14: QTS Teacher Input to Non-maintained settings

	(1) Strategic target for March 2004	(2) Milestone target, March 2003	(3) Expected position, March 2003	(4) If applicable, proposed revised strategic target, March 2004
(a) Number of private, voluntary and independent settings delivering Foundation Stage	28	28	28	
(b) Number of full time equivalent QTS teachers involved in supporting private, voluntary and independent settings	3	3	3	
(c) Number of part-time QTS teachers involved in supporting private, voluntary and independent settings	0	0	0	
(d) Number of private, voluntary and independent settings per QTS teacher	9.33333333	9.33333333	9.33333333	#DIV/0!

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Strategic Target 16: Accredited providers

	(1) Strategic target percent to be accredited by March 2004	(2) Milestone target percent to be accredited by March 2003	(3) Estimated number of registered settings, March 2003	(4) Estimated number of registered settings, accredited, March 2003	Estimated percentage accredited, March 2003	(5) Estimated number of settings undertaking a QA scheme but not yet accredited, March 2003	Estimated percentage of settings not yet accredited but undertaking a QA scheme, March 2003	(6) If applicable, proposed revised strategic target percent to be accredited, March 2004
(a) Childminders			241	0	0.00%	2	0.83%	
(b) Full Day Care			12	1	8.33%	3	25.00%	
(c) Playgroups/Creches			24	0	0.00%	14	58.33%	
(d) Out of School Clubs			11	0	0.00%	3	27.27%	
(e) All settings	40.00%	5.00%	288	1	0.35%	22	7.64%	

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Strategic Target 19: Area SENCO's

	(1)	(2)	(3)	(4)	(5)
	Strategic target, March 2004	Milestone target, March 2003	Actual, April 2001	Expected actual, March 2003	If applicable, proposed revised strategic target, March 2004
(a)	28			28	
(b)	1.4			0.8	
(c)	20	#DIV/0!	#DIV/0!	35	#DIV/0!

(a)
(b)
(c)

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Strategic Target 2: Table 2c New out of school childcare places

	(1) Strategic Target, April 2001 to March 2004	(2) Milestone target, April 2001 to March 2003	(3) Expected actual new places, April 2001 to March 2003	(4) If applicable, proposed revised strategic target April 2001 to March 2004
(a) New places created through the New Opportunities Fund	830	440	254	
(b) New places created through other funding, including Childcare Grant	0	0	0	

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Strategic Target 4: Table 4a - Turnover targets - (ratio of new to closed places)

	(1)	(2)	(3)	(4)	(5)
	Strategic target turnover ratio, April 2001 to March 2004, set in Implementation Plan 2002-03	Milestone target turnover ratio, April 2001 to March 2003, set in Implementation Plan 2002-03	Expected new places, April 2001 to March 2003 (number)	Expected closed places, April 2001 to March 2003 (number)	If applicable, proposed revised strategic target turnover ratio, April 2001 to March 2004
(a) Out of school childcare places (not including childminders)	830/88	440/88	254	112	830/112
(b) Pre-school childcare places (not including childminders)	167/84	117/74	153	63	
(c) Places with childminders	622/200	402/100	256	85	

DfES Contact for this Goal::

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Strategic target 5: New childcare places with childminders, (excluding neighbourhood childminding)

	(1)	(2)	(3)	(4)
	Strategic Target, April 2001 to March 2004	Milestone target, April 2001 to March 2003	Expected number, April 2001 to March 2003	If applicable, proposed revised strategic target, April 2001 to March 2004
(a) Number of new pre-school childminder places	29	19	15	
(b) Number of new out-of-school childminder places	33	21	10	
(c) Total number	62	40	25	0

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Strategic Target 6a: Neighbourhood Nurseries

	(1) Strategic target, March 2004	(2) Milestone target, April 2001 to March 2003	(3) Expected position, March 2003	(4) If applicable, Proposed revised strategic target, April 2001 to March 2004
(a) Number of neighbourhood nurseries	5	1	2	
(b) Number of neighbourhood nursery places	310	20	52	

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Strategic Target 6b: Neighbourhood Out of School Projects

	(1) Strategic target, March 2004	(2) Milestone target, April 2001 to March 2003	(3) Expected position, March 2003	(4) If applicable, Proposed revised strategic target, April 2001 to March 2004
(a) Number of places	747	396	234	
(b) Capital funding secured (£000s)	£0	£0	£0	

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Local Authority: #REF!

Strategic Target 6c: Neighbourhood Childminding

	(1)	(2)	(3)	(4)
	Strategic target, March 2004	Milestone target, April 2001 to March 2003	Expected position, March 2003	If applicable, Proposed revised strategic target, April 2001 to March 2004
(a) Number of new childminding places	560	346	231	

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THE EXECUTIVE**11 MARCH 2003****REPORT OF THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

THE COUNCIL'S PARTICIPATION IN THE DRAFT LONDON PLAN: EXAMINATION IN PUBLIC	FOR DECISION	
<p><i>This report is presented to the Executive as it proposes that authority to make the Council's response to the draft London Plan be delegation to the Director of Leisure and Environmental Services.</i></p> <p><u>Summary</u></p> <p>The Executive approved the Authority's response to the Mayor for London's draft London Plan in October 2002. The draft London Plan is now at its next key stage, the Examination in Public (EiP). A Government appointed Panel will consider the draft London Plan and the comments it has generated. The EiP is scheduled to start on 3 March 2003 and end on 17 April 2003, although, the Council has the opportunity to make further representations to the Panel if appropriate.</p> <p>However, due to the tight deadlines involved in the process, it will be difficult to have all representations agreed by Members before they are put to the EiP Panel for its consideration.</p> <p>It is important to ensure that the Council's interests are fully considered by the EiP Panel. To do this effectively, Officers will need to be able to respond quickly to any requests for further information or points of clarification. The Executive is therefore asked to consider delegating the authority for the Council's participation in the EiP process to the Director of Leisure and Environmental Services (DLES), provided such representations accord with the Council's corporate policy objectives. Should it become appropriate to consider amending the Council's policy position, Officers will report this to the Executive for its consideration beforehand.</p> <p><u>Recommendation</u></p> <p>The Executive is recommended to delegate authority for the Council's participation in the draft London Plan EiP to the DLES, provided such representations accord with the Council's corporate policy objectives.</p> <p><u>Reason</u></p> <p>The Council needs to make sure its interests are fully considered by the EiP Panel. To do this effectively, Officers need to be able to respond quickly to any requests for information from the EiP Panel. By delegating authority for this to DLES, Officers will be able to address the relevant issues without needing to report to the Executive. However, this delegation will only be exercised where it accords with the Council's corporate policy objectives.</p>		
Contact Officer Gordon Glenday	Strategic Planning Manager	Telephone: - 020 8227 3929 Fax: 020 8227 3896 Email: gordon.glenday@lbbd.gov.uk

1. Background

The Mayor of London is currently in the process of preparing the London Plan. The London Plan must go through a statutory consultation process. So far, the Mayor has published 2 versions of his Plan; "Towards a London Plan" published in May 2001 and then the "draft London Plan", published in June 2002. The Executive approved the Council's response to the draft London Plan on 8 October 2002. Having now received all of the comments on the Plan, the Mayor has arranged for the EiP to begin on 3 March 2003.

2. The Examination in Public (EiP)

- 2.1 The issues to be considered at the EiP are determined by the Panel (as opposed to either the Mayor or any of the respondents). The EiP is not a review of all the proposals in the draft London Plan. It is a way of ensuring that there is public discussion of those major strategic issues of concern where the panel considers that an examination could provide it with more information.
- 2.2 The Panel has already indicated its intention to invite LB Barking and Dagenham to appear at the EiP on 2 matters. Firstly, in relation to East London and the Thames Gateway and secondly, on Parking Strategy. The Council will therefore be represented around the table when these issues are considered.
- 2.3 However, the Council does have the opportunity of making further written submissions (max 2000 words) on any of the other matters to be considered by the Panel. Officers are currently considering which issues may need further written comments made.
- 2.4 Given the tight deadlines and the need to respond quickly to any points that the EiP Panel raises, Officers need to be able to make written and verbal representations on the Council's behalf without direct Member approval. Provided such representations accord with the Council's corporate policy objectives, it is appropriate to allow DLES to determine how best to respond to the EiP on the Council's behalf. This approach is commonplace in other London local authorities.

3. Conclusion

It is important to make sure that Barking and Dagenham is effectively represented throughout the draft London Plan EiP process. To do this, DLES will require delegated authority to determine how best to respond to the EiP Panel's requests for information.

Background Papers

- Barking and Dagenham Unitary Development Plan, 1996.
- Mayor's draft London Plan
- EiP Panel's "Notes for Participants"

THE EXECUTIVE**11 MARCH 2003****REPORT OF THE BOROUGH PERSONNEL OFFICER**

PEOPLE MATTER - EQUALITIES & DIVERSITY IN EMPLOYMENT POLICY		FOR DECISION
<i>This report is presented to the Executive as it proposes a new Equalities & Diversity in Employment Policy.</i>		
<u>Summary</u>		
The Council's existing Equal Opportunities in Employment Policy was last reviewed in 1997. There is a need to introduce a new Policy regarding Equalities & Diversity in Employment.		
The new Policy takes account of the Council's approach to equalities and diversity, sets the Council's aims for equalities and diversity in employment, and sets standards in relation to our employment practice.		
<u>Recommendation / Reason</u>		
The Executive is asked to adopt the Equalities & Diversity in Employment Policy document, which replaces the current Equal Opportunities in Employment Policy.		
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1. Background

- 1.1 The Council first adopted an Equal Opportunities in Employment Policy in 1993, it was up-dated in 1995 and 1997 to include statements regarding the employment of disabled people and harassment in the workplace respectively. Until the introduction of the Council's 5 year Equalities and Diversity in Employment Strategy "Modernising Employment – Equalities and Diversity" (Executive – 18.06.02), the Policy has been the cornerstone of our work in this area.
- 1.2 Since the last revision to the existing Equal Opportunities in Employment Policy, there have been many developments in the field of equalities and diversity, both at a national and local level. These include:

- The Governments modernising agenda for local government recognises equalities and diversity as an integral aspect of modernisation and places a high national profile upon it.
- The Stephen Lawrence Inquiry resulted in many recommendations for Local Authorities and influenced changes in legislation such as the Race Relations (Amendment) Act 2000.
- The Council adopted “Promoting Equal Opportunities and Celebrating Diversity” as one of its community priorities.
- An IdeA Review identified the absence of a coherent approach to equalities and highlighted it as a major organisational deficit that had to be urgently addressed.
- A Corporate Equalities and Diversity Policy Framework was developed which identified Employment as one of the five key areas of activity.
- Other organisations/companies in the public and private sector have shown that good equalities and diversity practice makes good business and service sense.

1.3 It is therefore essential that our equalities and diversity in employment practice remains in line with national and local developments and enables the Council to become a best practice organisation. It was therefore necessary to develop a new Equalities and Diversity in Employment Policy, as identified in the 5 year Equalities and Diversity in Employment Strategy and agreed by the Executive as part of Last year’s Annual Report on Equal Opportunities in Employment (22.01.02)

2 Policy Review

2.1 The new Policy and its requirements are attached at Appendix A.

2.2 The new Policy confirms that the Council has adopted “equalities and diversity” as its approach rather than “equal opportunities”, allowing for the individuality and difference of people to be positively recognised and celebrated.

2.3 The new Policy identifies the Council’s aims for equality and diversity in employment which indicate the type of culture the Council wishes to develop in this area.

2.4 The new Policy sets standards in relation to specific employment processes such as Recruitment and Selection, Reward, etc. This emphasises that equalities and diversity is integral to every aspect of employment practice, and that policies covering these specific areas under-pin the Equalities & Diversity in Employment Policy.

2.5 The Policy also contains standards in the areas that need to be addressed to eliminate discrimination, overcome the effects of past and institutional discrimination and to ensure equality of opportunity for all staff, now and in the future. These areas include discrimination, positive action, etc.

2.6 The Policy then makes very clear statements about individuals’ roles and responsibilities in ensuring effective equalities & diversity in employment practice.

3. Consultation

3.1 On the 23rd January 2003 a consultation workshop was held on the draft Equalities & Diversity in Employment Policy. This workshop was attended by:

- A range of Balanced Scorecard Heads
- A range of Managers
- The Trade Unions
- Equalities and Diversity Officers
- Heads of Departmental Human Resource Services
- Members of the Equalities & Diversity Steering Group
- Representatives from the Black & Ethnic Support Network, the Race Equality Council and the Lesbian, Gay, Bisexual & Transgender group.

Representatives from the Ethnic Minority Partnership Agency and the Centre for Independent, Integrated & Inclusive Living were also invited but were unable to attend. A copy of the draft policy was sent to them for their comments.

This was a useful way of consulting and attendees gave good feedback on this format for consultation.

3.2 There was much discussion about a range of issues, the major elements were as follows:

- How the various existing policies and strategies contribute to the Councils approach to Equalities & Diversity – A flow diagram has been incorporated at the start of the policy showing these links.
- Ensuring that the Council's commitment was emphasised and that all staff are involved in achieving the commitments and aims.
- The definition of equalities and diversity as an approach.
- The explanation of Positive Action and how this differs to positive discrimination.

4. Implementation

4.1 To ensure that all individuals who work for the Council develop an understanding of the Equalities and Diversity Policy and standards, the following implementation plan has been developed:

- The introduction of the Equalities and Diversity in Employment Policy will be accompanied by a briefing session that all existing Managers will need to attend. These briefing sessions will be organised and conducted by the Departmental Human Resource Services. Where there are resource issues, the Corporate Human Resource Service will support the Departmental Human Resource Services by assisting with the delivery of the briefing sessions.
- Managers can also be briefed by their departmental Human Resource Service at their own Operational Management Team meetings where they are unable to attend the scheduled briefing sessions.
- The briefing session will also be held periodically (every 6 months) for all new managers who join the Council after the introduction of the Policy.

- A Team Briefing Pack will be developed to assist Managers with briefing their staff teams on the new Policy.
- The contents of the team briefing will also be incorporated into the induction process for all new members of staff.

Background Papers used in the preparation of this Report

- Annual Report on Equal Opportunities in Employment – Executive 22.01.02
- End of Year Report on Equalities and Diversity in Employment – Executive 18.06.02



PEOPLE MATTER

The Organisational Development Plan



Equalities and Diversity in Employment Policy



EQUALITIES & DIVERSITY IN EMPLOYMENT POLICY

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Equalities & Diversity in Employment - Introduction

The Council has a clear commitment to Equalities and Diversity. This is reflected in one of our community priorities which is:

“Promoting Equal Opportunities and Celebrating Diversity”.

This document sets out the Council’s intentions, aims and standards in relation to Equalities and Diversity in Employment.

It flows from the Council’s overall vision statement for equalities and diversity and the Corporate Equalities and Diversity Policy Framework, which identifies employment as one of the key areas for the Council.

The Council has adopted equalities and diversity as it’s approach. This allows us to build on recognised approaches to equal opportunities and the legal framework that ensures equality of opportunity and the elimination of discrimination. It allows for the individuality and difference of people to be positively recognised and celebrated, to the advantage of all staff, the organisation and the community.

Equalities and Diversity is a major aspect of the Council’s Organisational Development Plan – People Matter. This sets out how the Council intends to develop it’s culture and support the development of the people who work for it, to enable the organisation to modernise, learn and develop further. The Organisational Development Plan requires that the whole organisation captures the equalities and diversity agenda and prioritises the changes necessary to ensure that the Council operates in a way that supports all parts of the community, including under-represented groups, in service delivery. In employment, the Council must actively champion equalities and diversity.

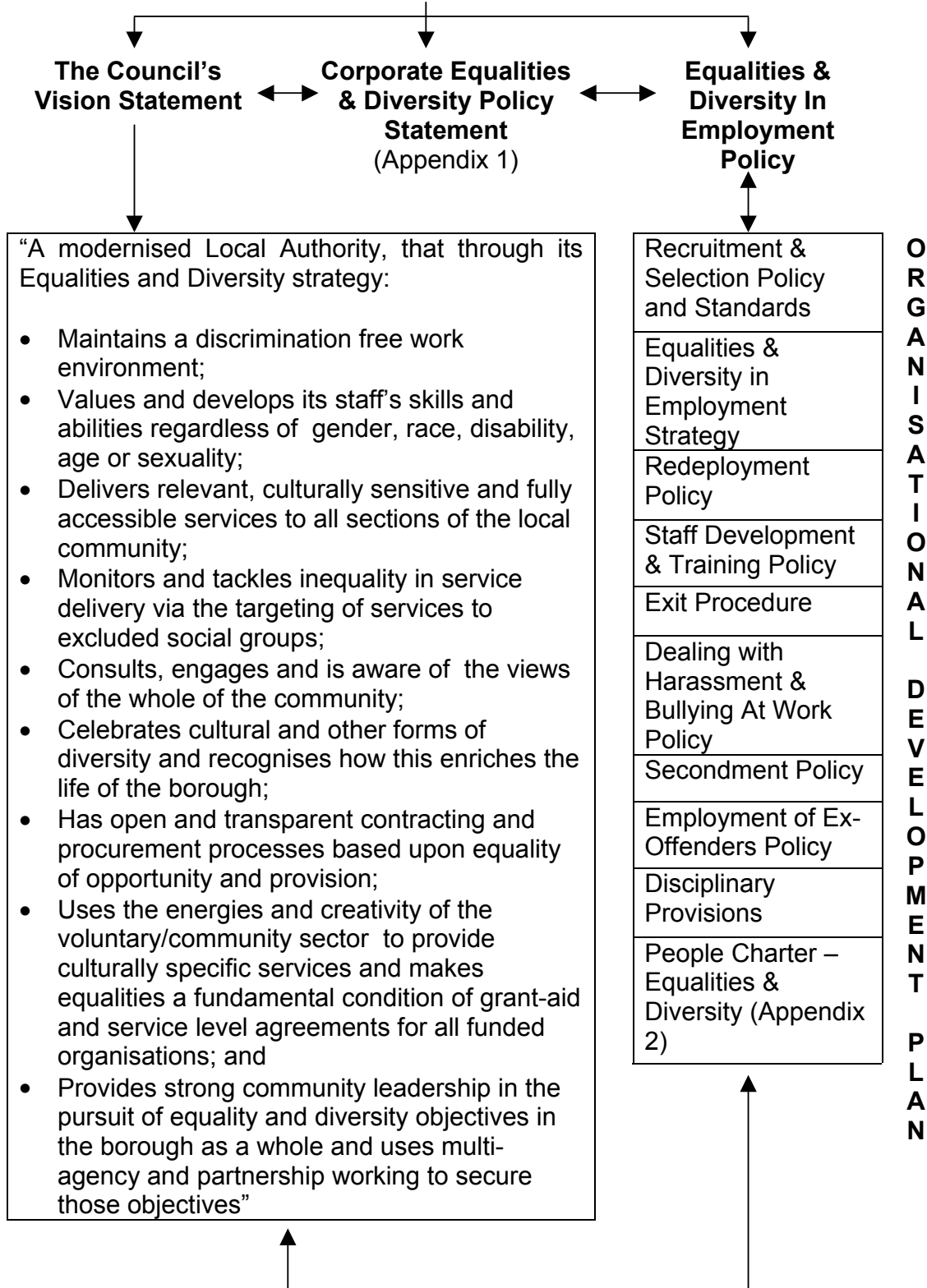
Equalities and Diversity is integral to all employment areas. The Council has various policies covering these specific areas, they under-pin this Policy.

These specific employment areas are re-emphasised in this document as standards, along with areas that purely relate to equalities and diversity in employment, e.g. discrimination.

The policies that under-pin the Equalities and Diversity in Employment Policy will be periodically reviewed. Where changes are made, the standards in the Equalities and Diversity in Employment Policy will be up-dated accordingly.

The following diagram details the Council’s approach to equalities and diversity and how the various policies and strategies contribute.

Corporate Equalities & Diversity Policy Framework



Equalities & Diversity in Employment - Policy Statement

The Council aims to provide quality, accessible and relevant services for the local community. The success of this aim is dependent upon all our staff. Accordingly the Council has an Equalities and Diversity in Employment Policy statement that states :-

“This Council is an equal opportunity employer and wholeheartedly supports the principle of equalities and diversity in employment. The aim of this policy is to ensure that no job applicant or member of staff receives less favorable treatment and that they are given the assistance needed to attain their full potential. Our employment processes and conditions will be free from discrimination and every effort will be made to remove any unnecessary and unjustifiable barriers to employment, training and promotion. We believe that it is in the Council’s best interests and all those who work for it, to value and respect the diversity of every individual and to give equal opportunity to progress within the organisation.”

This Policy applies to all staff employed by the Council. All staff have a responsibility to ensure that the principles of equality & diversity are at the heart of everything they do and that their practices are within the spirit and intent of this policy statement.

Our aims for equalities and diversity in employment are :

- To create an environment which, through all our staff and their individual behaviours and actions, values diversity in the broadest sense. This will include individuals:
 - Culture
 - Age
 - Race
 - Gender
 - Ability
 - Sexuality
 - Transgendered / Transexual
 - Class
 - HIV status
 - Religious beliefs or faiths
 - Caring responsibilities for dependants
 - Unrelated criminal convictions
 - Marital status
 - Trade Union membership
- To create an environment where all staff will seek out and express differing opinions and experiences to bring about new solutions, creative ideas and added value for our customers.

- To have a workforce that reflects, at all levels and in all occupations, the diversity of the community and customers we serve by achieving year on year improvements in the make up of diversity in our workforce.
- To have a discrimination-free working environment that treats people with fairness, dignity and respect and where the talents and resources of all staff are fully used.
- That our working practice remains in line with all legal requirements.
- To provide greater opportunity for everyone to apply for and obtain jobs and promotion, and for individuals in under-represented groups to compete on equal terms.
- To increase opportunity for all staff to develop and progress within the organisation.
- To increase motivation, commitment, and in turn productivity of all staff, and the retention of skilled and experienced staff in a competitive market place.
- For our practice to continue to be in line with the accreditation standards for “Positive About Disabled People” (Two Tick Symbol).
- To achieve level 5 of the Equalities Standard for Local Government in respect of employment and training.
- To develop the Council’s reputation as a progressive and fair employer and as a result reduce the likelihood of any legal action against the Council.

and

- To promote equal opportunities and celebrate diversity.

This Equalities & Diversity in Employment Policy details the Council’s standards. The application of the standards is assisted by the specific policies, procedures and guidance relating to employment practice.

The Council requires everyone involved in the employment process to follow the standards in this document; failure to do so may result in disciplinary action.

Equalities and Diversity in Employment – Standards

Specific Employment Areas

Equalities and Diversity is integral to every aspect of employment practice. The diverse needs of people will be actively considered in all employment processes.

The following sections detail the Council's equalities & diversity in employment standards for specific employment processes.

1. Recruitment & Selection

The Council's Recruitment and Selection Policy states that it is essential that the "right" people are recruited, selected and join the Council's workforce. It also states that all recruitment and selection processes and decisions will be undertaken in accordance with the standards in the Council's Equalities and Diversity in Employment Policy. These standards are:

- Job specifications (including the competency profile) and person specifications will relate specifically to the job and will not contain any unnecessary or unjustifiable criteria or discriminate against any groups of people. Criteria relating to qualifications and experience will be realistic and within the remit of the job requirements.
- All vacant posts will be advertised externally to ensure the widest range of potential applicants have access to Council vacancies.
- Everyone responsible for recruitment will actively consider the diversity of the present workforce when selecting the appropriate advertising media.
- Where any groups are under-represented in the existing workforce, advertisements will positively encourage applications from those groups.
- The diversity of those involved on the selection interview panel will (where possible) be balanced so that applicants from different backgrounds are able to perform at interview to the best of their ability.
- Recruitment and selection decisions will be made on the basis of clear and justifiable job related criteria.
- Everyone involved in the recruitment and selection process will have undertaken specific equalities and diversity training.

2. Flexible Working

The Council will assist staff and potential staff to manage their work-life balance, providing this does not impact on the quality of service provision. Consideration will therefore be given to flexible working when:

- a vacancy arises, so details can be included in the advertisement
- an existing member of staff requests it

3. Development & Training

- Access to Development and Training

The Council has a Staff Development and Training Policy. This states that:

“The Council is committed to equal access to development.”

Accordingly, all staff will have:

- an annual appraisal and 6 monthly reviews where performance objectives and a personal development plan are agreed.
- on-going supervision.
- monthly Team Briefings.
- access to training opportunities.
- access to development opportunities, i.e. shadowing, secondments (see below), mentoring and coaching.

The Council has made a commitment to achieving the Investors in People (IIP) Award. One of the IIP indicators is:

“The organisation is committed to ensuring equality of opportunity in the development of its people”.

- Training Courses

All training courses will mainstream equalities and diversity within them and support the aims of the Council’s approach to equalities & diversity.

Specific courses on equalities and diversity will be available, and for some groups of staff, i.e. Managers and front line staff, will be mandatory.

All training courses will be held in fully accessible venues and every effort will be made to meet any specific needs of course participants.

- Secondments

Secondments are a way of meeting a business need by providing staff with a learning opportunity. They will be offered to all staff, through an internal advertisement (unless there are exceptional circumstances). The Council has a Secondment Policy that must be adhered to for all secondment opportunities.

All staff will be able to apply for secondment opportunities, provided that they meet the requirements in the Secondment Policy.

The Council's Recruitment and Selection Policy and Standards will be applied. Secondment decisions will be made on the basis of clear and justifiable job related criteria.

4. Employee Relations

- Grievance

The Council has a procedure for dealing with staff grievances that is accessible to all.

The Council will not tolerate individuals or groups of staff who make unfounded grievances against colleagues because of that colleagues difference, e.g. race.

Staff grievances will be viewed as an indicator of the level of equity and cohesion in the workforce and will be monitored accordingly. If necessary, further action will be taken.

- Disciplinary

The Council has a Disciplinary procedure that will be applied fairly regardless of staff's diversity. Action under this procedure will only be taken when there is a breach of the Council's disciplinary rules and will not be based on any other factor.

Discrimination is a breach of the Council's disciplinary rules and action will be taken against those who discriminate.

- Redundancy

When declaring a post redundant only fair and justifiable criteria will be used. The criteria will not discriminate directly or indirectly against any particular group of people.

Where there is a choice between staff members, selection will be based on objective criteria.

The “Last in – first out” selection method will not be used, as this method has the potential to discriminate against specific groups.

The Council is committed to retaining staff who are potentially redundant, by redeploying them.

The above will help to mitigate any adverse impact of restructuring or reorganisation proposals on the diversity of the workforce.

- **Redeployment**

Redeployment is a non-competitive recruitment and selection process for existing staff who are unable to remain in their current post due to redundancy or when, because of ill health, they are unable to undertake the duties of that post. Staff seeking redeployment will not compete against other applicants apart from other staff eligible for redeployment. Therefore staff in a position of redeployment will be considered for any vacant post prior to advertising a post externally. The Council has a Redeployment Policy and Procedure that must be adhered to for all redeployments.

The Council’s Recruitment and Selection Policy and Standards will be applied. Redeployment decisions will be made on the basis of clear and justifiable job related criteria.

5. Health & Safety

Health and Safety is an inclusive responsibility and will be managed within the context of having a diverse range of staff.

Risk assessments will be carried out having regard to the diversity of staff. Response to an individual’s specific needs will be taken account of in providing suitable and sufficient control measures to negate any hazards or risks they may encounter.

6. Reward

- Equal Pay

The Council will ensure equal pay for all staff in accordance with the principles of equal pay and relevant legislation.

- Job Evaluation

Every effort will be made to ensure that the Council's current job evaluation scheme is anti-discriminatory. The same will apply of any future job evaluation schemes adopted by the Council.

To avoid potential for bias or discrimination, jobs will be evaluated by more than one trained evaluator.

In the case of job evaluation appeals, proper consideration will be given to the diversity of the Appeal Panel.

- Acting-Up

In the event of a member of staff being absent, existing members of staff in the same section will be given the opportunity to temporarily 'act-up' into the post. Details of any acting-up opportunity will be distributed to all staff within the same section and any that express an interest will be interviewed. The level of pay will be determined by the grade of the post being covered.

Acting-up arrangements should be reviewed periodically. If the position later becomes permanently available, a recruitment & selection process will be undertaken to fill the post.

- Link Grades

Some posts within the Council are linked to more than one grade. The factors that determine which of the grades should be paid must not discriminate, either directly or indirectly.

Individuals' progression through the link grades must be based on a comprehensive assessment and evidence.

- Honorariums

When selecting an individual to undertake additional/other duties where the payment of an honorarium would be applicable, selection must be based on the individuals ability, and no other factors.

7. Staff Turnover

All members of staff will be given the opportunity to take part in an exit process before they leave the organisation, so that the Council can develop its employment practice, by learning from staff who are leaving our employment.

The Council will analyse the statistics gathered from staff who chose to leave the organisation to identify any disproportionate patterns, etc. Appropriate corrective action will be taken.

Equalities and Diversity in Employment Areas

This section details the Council's Equalities & Diversity in Employment Standards for the areas that need to be addressed to eliminate discrimination, overcome the effects of past and institutional discrimination and to ensure equality of opportunity for all staff, now and in future.

1. Discrimination

The Council is committed to eliminating discrimination and to this end, no member of staff or potential member of staff will receive less favourable treatment in respect of any of the following;

- Culture
- Age
- Race
- Gender
- Disability
- Sexuality
- Transgendered / Transexual
- Class
- HIV status
- Religious beliefs or faiths
- Caring responsibilities for dependants
- Unrelated criminal convictions
- Marital status
- Trade Union membership

Discrimination can be direct, indirect, intentional or unintentional.

Direct discrimination is to unjustly distinguish one person from another, from any of the groups detailed above.

Indirect discrimination is applying a requirement or condition which can not be justified and, whether intentional or not, adversely affects a considerably larger proportion of one of the groups detailed above.

Perception of discrimination is more important than the intention. Each person is the best judge of their own experience of discrimination and must be taken seriously.

Discrimination can be brought about by individuals, groups or institutions.

The Council will not tolerate discrimination and aims to eliminate it by:

- having appropriate employment policies and procedures in place to ensure that discrimination does not occur,
- reviewing all employment policies, procedures and practices to ensure that indirect / institutional discrimination is not present,
- viewing it as gross misconduct,
- including its unacceptability in the “Code of Conduct (Covering all employment groups)” and the “Standards for Everyone who Works for or on Behalf of the Council”
- developing a culture that re-enforces the principles of the Equalities and Diversity in Employment Policy.
- Developing a culture and avenues where discriminatory behaviour or processes can be reported so they can be addressed.

The Council has adopted the following definitions provided by the Lawrence Inquiry (1999). Whilst these definitions were made in relation to race, the Council has adopted them in respect of all groups that are/were discriminated against in society and in employment.

A discriminatory (racist) incident:

‘Any incident which is perceived to be racist by the victim or other persons.’

Institutional discrimination (racism):

‘The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amounts to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping that disadvantage ethnic minority people. It persists because of the failure of the organisation openly and adequately to recognise and address its existence and causes by policy, example and leadership. Without recognition and action to eliminate such racism it can prevail as part of the ethos or culture of the organisation.’

By adopting the definition of institutional discrimination, the Council recognises that the organisation is not necessarily free of unintended institutional discrimination and undertakes to take effective action to remedy the situation.

2. Harassment

The Council is committed to preventing, eradicating and dealing appropriately with harassment at work. The Council has a Policy and Procedure to deal with Harassment.

The Dealing with Harassment at Work Policy Statement is:

“The London Borough of Barking & Dagenham is committed to ensuring that its workplaces are an environment free from physical or verbal abuse, bullying and harassment and where staff with different backgrounds can feel welcome, comfortable and valued.

All members of staff have the right not to be harassed or bullied at work and the Council will not tolerate this unacceptable behaviour.”

The Harassment at Work Policy and Procedure must be adhered to. The Policy and Procedure is supported by the Council's Disciplinary provisions.

3. Religious and Cultural Beliefs

Each person's religious belief is a basic human right, which must be treated with respect.

The Council will, on request, provide facilities to pray and allow (through annual leave or unpaid special leave) time off for religious festivals which are part of people's faith.

The Council will welcome appropriate dress according to people's cultural and religious beliefs.

4. Communication and Interpretation

In cases where speaking English is not a pre-requisite the Council will communicate with all staff in their preferred language / format, so that no member of staff or potential member of staff receives any detriment.

The Council will, on request, take all reasonable steps to provide systems and equipment to ensure that spoken and written communication meets the needs of all staff and potential staff.

5. Ex -Offenders

The Council has a Policy on the employment of ex-offenders. This Policy aims to ensure that any applicant with a previous criminal conviction does not suffer any unfair treatment on the basis of unjustifiable criteria.

The Employment of Ex-Offenders Policy must be adhered to.

6. Positive Action

The Council will lawfully seek to overcome the effects of past and institutional discrimination against disadvantaged groups in its employment practices through positive action initiatives.

Positive action is not the same as positive discrimination, which is unlawful and will not be practiced by the Council. Positive discrimination, in employment terms, is where, for example, an individual is recruited, promoted, etc because they are from an under-represented group. All recruitment decisions made by the Council will be made in accordance with our commitment to recruit the best person for the job, based on job related criteria. Positive action however, gives candidates from under-represented groups better access to our recruitment opportunities and better equips them apply successfully.

Positive action initiatives will be considered in respect of the following areas to ensure equality of access:

- Pre-employment training
- Recruitment and Selection
- Development and Training
- Support Mechanisms

All staff will be aware of the reasons for and the value of positive action.

7. Under-Represented Staff Support Groups

The Council is committed to developing and supporting a culture that encourages the development of support groups and networks for under-represented staff that historically have experienced discrimination.

Staff support groups and networks give individuals the opportunity to share their experiences with and give advice to other individuals from the same group. They offer a safe learning environment where individuals can increase their confidence within the workplace.

The Council will allow members of staff who are involved in a support group time away from their normal duties if necessary to attend. The Council will consult with the support groups on matters and issues relating to employment practice.

The role of and organisational support for these groups will be developed further.

8. Employing Disabled People

The Council acknowledges disabled staff's rights to a full and fair consideration in all aspects of employment. The Council strives to create an environment which encourages disabled people to seek and maintain employment with us. To help us achieve this, the following objectives have been identified:

"The Council will:

- Recognise that disabled people have a valuable contribution to make and valuable skills to offer as members of staff.
- Give ample opportunity for disabled people to be recruited and retained within the workforce.
- Treat staff, who become disabled whilst working with us, with dignity.
- Work positively to support disabled people to remain in employment.
- Challenge inequalities, wherever they arise, both within the Council and the community."

The Council is accredited with the "Two Tick" status, awarded by the Department for Work and Pensions, which demonstrates the Council's good practice in employing disabled people.

The standards required to achieve this award will be continuously achieved, they are detailed in Appendix 3.

The Council is committed to working towards the social model of disability. Appendix 4 provides details of this model.

9. Reasonable Adjustments

The Council has a statutory duty to make reasonable adjustments to the workplace and to work practices that would otherwise place a disabled person at a substantial disadvantage.

Reasonable adjustments will be made, where necessary, for disabled staff, potential staff, or staff who become disabled during:

- Recruitment and Selection
- Development and Training
- Retention
- Redeployment
- Work Locations, Equipment, etc

10. Targets

The Council is committed to employing a workforce that reflects, at all levels and in all occupations, the community it serves.

To help achieve this aim, numerical targets for equalities & diversity in employment will be established as a positive means to deal with under-representation of groups within the workforce. The Council will set realistic targets around its employment of under-represented groups, in respect of recruitment, progression and retention within the organisation.

Equality & Diversity in Employment targets will not impact on the Council's commitment and statutory obligation to recruit the best person for the job, based on job related criteria.

11. Links with Local Community Groups

The Council will continue to maintain links with local Community Groups, and will consult with these groups regarding developments in its employment practice as appropriate.

12. Monitoring

The Council will continue to review its employment policies, procedures and practices to ensure that they conform with the standards in this document.

The Council will monitor the diversity of its workforce and the equalities and diversity aspects of its employment processes, including:

- Recruitment and Selection
- Development and Training
- Internal progressions
- Disciplinary action
- Grievances
- Retention
- Redundancies

The results of the monitoring will be reported to the Council's Executive and, where necessary, further action will be recommended.

Equalities and Diversity in Employment - Roles and Responsibilities

Members

Members have responsibility for setting the standards for effective equalities and diversity in employment practice, and for ensuring that equalities and diversity in employment is maintained at the heart of our activities.

Members shall be conversant with the requirements and implications of the Council's Equalities & Diversity in Employment Policy and therefore their behaviour should reflect their responsibility for effective equalities and diversity in employment practice.

Where Members are actively involved in employment processes they will uphold the standards set by the Equalities and Diversity in Employment Policy and Standards document.

The Management Team

The Management Team have a responsibility to provide strategic leadership and to lead by example. They should actively consider the diversity in their own management teams and develop the promotion of their own differences and those present within their management teams.

The Management Team shall be conversant with the requirements of the Council's Equalities & Diversity in Employment Policy and ensure its application in their department.

They shall ensure that the Council's Equalities & Diversity in Employment Policy is communicated to all staff within their departments.

Managers

Managers are responsible for setting the highest example in commitment, attitude and actions consistent with effective equalities and diversity in employment practice. Managers should think innovatively in terms of how they can support and promote diversity in their team. Managers shall work in partnership with the Human Resource Service to ensure the achievement of the aims of this policy.

Managers are responsible for ensuring that the Council's standards for Equalities & Diversity in Employment as detailed in this document are applied to all of their employment practices and staff.

Managers are responsible for ensuring that the Council's Equalities & Diversity in Employment Policy is communicated to all staff within their area.

Members of Staff

All staff must be committed and by their attitudes and actions create a working environment that is consistent with the Council's requirements for Equalities and Diversity in Employment.

All staff are responsible for:

- Knowing and understanding the standards of behaviour expected by the Council.
- Contributing to a culture that values diversity.
- Complying with the Equalities & Diversity in Employment Policy within their own workplace.
- Treating all colleagues fairly and with respect and dignity.

Contractors / Partners

Organisations contracted to carry out work on behalf of or with the Council will be required to comply with the principles outlined in this policy, as will the staff who work for them.

The Human Resource Service

The Human Resource Service has a responsibility to promote effective equalities and diversity in employment practice through the Policies and procedures they develop, their actions, and the way they support Managers in managing and developing their human resources. The Service will provide equalities and diversity in employment data to the organisation to assist its learning and its continuous improvement in this area. The Service will promote their diversity and model good equality practice. The Service will work in partnership with Managers to ensure that equalities and diversity in employment are integrated into all aspects of people management and that the aims of this policy are achieved.

Trade Unions

The Trade Unions are responsible for assisting the Council in meeting its strategic objectives in relation to equalities and diversity in employment. The Trade Unions and their representatives are also responsible for setting the highest example in commitment, attitude and actions consistent with effective equalities and diversity in employment practice. Trade Unions will take appropriate action if the Council fails to meet its commitments and will challenge Managers and staff who's attitudes and actions are not consistent with the Council's requirements.

Corporate Equalities and Diversity Policy Statement

One of Barking & Dagenham Council's seven community priorities is 'Promoting Equal Opportunities & Celebrating Diversity.' The Council has an unequivocal commitment to the principle and operation of equality in terms of the delivery of quality services to our customers and all of the people of the borough, contracting/procurement, public consultation/engagement and our employment practices. We also wish to encourage a positive approach to celebrating the diversity of people in the borough and the Council's workforce.

The Council has adopted the following statement to demonstrate its commitment to promoting equal opportunities & celebrating diversity:

'In the employment of staff, delivery/accessibility of all services, contracting/procurement strategies and public consultation/engagement, Barking & Dagenham Council will actively promote equality of opportunity and seek to celebrate diversity. The Council will treat all people equally and fairly whether they are:

- Seeking access to or using Council services or those provided on the Council's behalf
- Contracting to supply goods or services to the Council
- Applying for employment with the Council or already employed and seeking access to promotion and training/personal development opportunities
- Involved in public consultation/engagement with the Council regarding its services, community priorities or strategic plans

The Council will strive to eliminate both direct and indirect discrimination and will find ways of celebrating the diversity of our workforce and the local community that they serve. In particular, we are committed to eliminating discrimination on the specific grounds of class, age, race & ethnicity, gender, disability, sexuality, HIV status, health, marital status, nationality, religious belief, caring responsibilities for dependants, or unrelated criminal convictions.

We aim to ensure equal access to services for citizens on the basis of need and to deliver them in a manner that is sensitive to the individual. We will represent the needs of our increasingly diverse community to other agencies and make equal opportunities a guiding principle in our work with strategic partners. We will strive to ensure that our workforce reflects the community that it serves and we will adopt pro-active strategies, such as target setting, to achieve our objectives.

The Council has adopted a 'mainstreaming' approach to equality of opportunity. Under this It is the responsibility of every employee and member of the Council to uphold and implement this policy and the direct responsibility of managers to realise it by adopting sound practices, in employment, consultation, contracting/procurement and service delivery planning, in keeping with the Council's objectives. The emphasis is upon ensuring that fairness and equality of opportunity is a mainstream not a peripheral activity and that it is the responsibility of managers and service providers.

The Council will use monitoring data and proactive measures to eliminate discriminatory institutional practices within its own organisational culture & structures, procurement policies, service planning/delivery mechanisms and public consultation/engagement strategies. In this way we will create a discrimination free work environment, fair and transparent processes and practices, relevant & fully accessible services and active consultation/engagement with all sections of the community. In the course of doing so we are committed to developing equalities and diversity objectives and targets, consultation and need/impact assessment, monitoring, audit and scrutiny/overview.

We will celebrate diversity in the community and the Council workforce and recognise it as a strength. The Council anticipates the trend towards increasing diversity within the locality and the future implications of this in terms the composition of the Council's workforce, the way that we fulfil our many functions and deliver services. It is an approach that embraces and celebrates 'difference' in its very broadest sense, across age, disability, ethnicity/race, culture, gender and sexuality. In doing so, the Council prizes communal cohesion, social justice and the contribution of 'difference' to the life of the borough. Having a representative workforce makes us better equipped to respond to change and understand the needs of diverse populations and client groups. This, in turn, will make us a more adaptable and effective organisation.

The Council will demonstrate its community leadership role by working with strategic partners and the community to achieve agreed equalities and diversity objectives within the locality. In doing so the Council will emphasise both the importance of equality of opportunity and the value of the borough's increasing diversity and the benefits that this brings to the Council workforce and the overall life and vitality of the local area.'

People Charter – Equalities and Diversity

What the Council expects of Staff -

- Value people's diversity
- Respect different lifestyles, culture and religions
- Tell their manager / HR section of any discrimination or wrong doing
- Treat others as they would like to be treated themselves
- Be aware of the needs of disabled people

What Staff can expect from the Council –

- Value people's diversity
- Respect different lifestyles, culture and religions
- To carry out reasonable steps to make sure disabled people can work for the Council
- Be willing to learn
- Be firm in dealing with discrimination
- Be firm in dealing with workplace bullying and harassment in the workplace

Positive About Disabled People – Two Tick Employer Award

There are five criteria to be met by an employer, when they are applying for the “Two Tick Employer” Status, as follows:

- Interview all disabled applicants who meet the minimum criteria for the job.
- Ensure a mechanism is in place to discuss, at any time, but at least once a year, with disabled staff what can be done to ensure that they can develop and use their full abilities.
- Make every effort to ensure that when staff become disabled, they stay in employment.
- Take action to ensure that all staff develop the appropriate level of disability awareness needed to make these commitments work.
- Conduct an annual review on what has been achieved and plan ways to improve on them. This is reported to the Employment Service.

Social Model of Disability

(Extract from the Disability Language and Etiquette Booklet. Produced, through joint working between disabled people, Barking & Dagenham Centre for Independent, Integrated, Inclusive Living Consortium and the Council)

It was through the segregation, discrimination and exclusion of disabled people from community life, that led the disability movement to challenge the way in which people were treated and labelled by society and the medical profession in particular.

The **Medical Model of Disability** places the problem with the individual that only a cure will solve. It denies the individual their value, worth and individuality as they do not meet the accepted 'norms' of our society. This model is also known as the tragedy or charity model and perpetuates how disabled people are often viewed in society.

The definition given by the World Health Organisation (which perpetuates the Medical model):

“Disability is any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being.”

Medical labels are often misleading, as no two people are alike. Medical labels tend to reinforce stereotypes of disabled people as patients who are ill, powerless and wholly dependent on the medical profession.

However, the **Social Model of Disability** challenges the medical profession's definition and was classified by a group of disabled people who managed to 'escape' from institutional care in 1976 known as 'The Union of the Physically Impaired Against Segregation'. The definitions are:

- **Impairment** – Lacking part or all of a limb or having a defective limb, organ or mechanism of the body.
- **Disability** – The disadvantage or restriction of activity caused by a contemporary social organisation which takes little or no account of people who have physical impairments and thus excludes them from participation in the mainstream of social activities. Physical disability is therefore a particular form of social oppression.

Under this classification, people have impairments they do not have disabilities.

These classifications do not deny the problem of disability, but locate it within society. Individual limitations, of whatever kind, are perceived as only one factor.

Far more important, they say, is society's failure to ensure that the needs of disabled people are fully taken into account in its social organisation.

Therefore, according to the Social Model, disability is a social state and not a medical condition.

To take into account all forms of social oppression and all impairments, 'Disabled People's International' adopted and redefined the definition of disability in 1981 as:

“The loss or limitation of opportunities that prevents people who have impairments from taking part in the mainstream life of the community on an equal level with others due to physical and social barriers”.

Many organisations which are run and controlled by disabled people work within and promote the Social Model of Disability. Many Councils throughout the country have adopted a Social Model definition. Working in this way ensures equality of access and challenges discrimination at all levels within the organisation and the local and wider community.

Equal Opportunities in Employment Legislation

Local Government Act 1966 (Sec. 11)

Subject to the provisions of this section the Secretary of State may pay grants to local authorities (being expenditure in respect of employment of staff) to make special provisions in the exercise of any of their functions in consequence of substantial numbers of immigrants from the Commonwealth whose language or customs differ from those of the Community.

Equal Pay Act (EqPA) 1970 (as amended)

This promoted equality between men and women by specifying that women are entitled to the same pay as men for work which is the same or equivalent.

Rehabilitation of Offenders Act (ROA) 1974

This Act intended to ensure that a person convicted of a criminal offence, which carried a sentence of up to 2½ years' imprisonment, who has subsequently not re-offended for a specified period of time related to the severity of the sentence, would thereafter be freed from the stigma of that conviction and treated as if the offence, conviction and sentence had never occurred. The conviction would be regarded as "spent", and the person would not then need to disclose this information when applying for a job, or if asked at interview, or subsequently.

The provisions relating to the non-disclosure of "spent" convictions do not apply to certain occupations (including those involving work with children and the disabled) and applicants for employment in these exempted occupations must disclose all convictions if asked on the application form or at interview. Failure to do so may result in elimination from the recruitment and selection process or, if appointed, dismissal.

Sex Discrimination Act (SDA) 1975 (as amended)

This extended the principle of equal treatment of men and women in matters such as recruitment and selection, and introduced the terms "Direct Discrimination", "Indirect Discrimination" and "Genuine Occupational Qualification" into the language of equal opportunities. These terms apply equally to racial matters and are covered at Section 3 of this Policy.

Equal Pay Directive (EqPD) 1975 (European Union)

This Directive echoed the intentions of the EqPA and confirmed that:

"The principle of equal pay for men and women means, for the same work or for work to which equal pay is attributed, the elimination of all

discrimination on grounds of sex with regards to all aspects and conditions of remuneration

Equal Treatment Directive (ETD) 1976 (European Union)

Declared its purpose as:-

“To put into effect in Member States the principle of equal treatment for men and women as regards access to employment including promotion, and to vocational training as regards working conditions”.

The ETD also states that, in general, there should be no discrimination whatsoever on the grounds of sex, whether directly or indirectly, by reference to marital or family status.

Disability Discrimination Act 1995

This Act was introduced to strengthen the rights of disabled people in the areas of employment; access to goods and services; transport; and education. It abolished the ineffective Quota system (under which registered disabled people must make up 3% of employees in organisations with at least 20 employees) and replaced it with a statutory right of non-discrimination against disabled people (in recruitment, promotion and transfers, training and development and dismissal process) - in effect, placing disabilities on a par with gender and race issues. The Act also requires employers to make a “reasonable adjustment” to the working environment to overcome the practical effects of an impairment, and failure to do so may be regarded as discriminatory.

Employment Rights Act 1996

- Right not to be unfairly dismissed for reasons connected with pregnancy
- The right to receive written reasons for dismissal during pregnancy or maternity leave
- the right to be paid time off work for ante-natal care
- the right to return to work following absence because of pregnancy or confinement

Race Relations Act 1976 ("the 1976 Act")

This act was introduced to ensure the fair treatment of applicants on grounds of colour, race nationality and ethnicity.

- Racial discrimination in relation to employment, training and education, the provision of goods, facilities and services, and some other specified activities were made unlawful.
- Employers were liable for acts of race discrimination committed by their

employees, unless they took steps to prevent the employee discriminating. Police officers are classified as office-holders however, thus did not come within this category- meaning Chief Officers of police were not liable under the 1976 Act for acts of race discrimination by police officers.

The Race Relations (Amendment) Act 2000

- The Commission for Racial Equality (CRE) proposed that the Race Relations Act should be extended to all public services and that vicarious liability should be extended to the police.

The 2000 Act (Main provisions into force on 2 April 2001)
Public bodies general legal duty to promote racial equality

- Act addresses collective/institutional racism and suggests the need to have organisational and cultural change in outlook.
- Requires Local Authorities to plan annually to promote race equality objectives.
- Commission for Racial Equality is to be consulted by the Secretary of State before Orders for secondary legislation are made which relate to setting out the duties of public authorities to promote racial harmony.
- The Commission for Racial Equality may issue Codes of Practice to help public authorities to perform the duties they are set by the Act. Should a public authority fail to carry out its duties, the Commission may issue a Compliance Notice giving 28 days for the Authority to comply with it, and if necessary, get a Court Order to enforce the Compliance Notice.
- All public sector employers must carry out ethnic monitoring of their workforce, job applications, promotion and training.
- Annual reports to be published outlining policies on equal opportunities, their actual effectiveness and objectives for the next year.
- Duties apply to all work contracted out by the public authorities too.

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THE EXECUTIVE

11 MARCH 2003

**JOINT REPORT OF THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES
AND THE BOROUGH POLICY OFFICER**

PROCUREMENT POLICY STATEMENT		FOR DECISION
<p><i>This report asks the Executive to approve the attached Procurement Policy Statement which will form the basis for the Council's procurement decisions in the future.</i></p>		
<p><u>Summary</u></p> <p>During 2002 a detailed analysis of the strengths and weaknesses of procurement was carried out within the Council. This was further backed up by the results from the CPA and the Audit letter received in December. As a result, it has become clear that a procurement policy should be adopted by the Council setting out the principles by which the London Borough of Barking and Dagenham will conduct procurement and related exercises within its control.</p> <p>This report contains a brief Procurement Policy Statement: "Procuring for Best Value" which is based on twelve principles of good practice and will, if adopted, form the foundation of a detailed implementation plan to be drawn up in conjunction with the findings from the forthcoming Best Value Review.</p>		
<p><u>Recommendation/ Reason</u></p> <p>The Executive is asked to agree the attached Procurement Policy Statement in order that it becomes the foundation for good practice procurement across the Council.</p>		
<p>Contact Officer: Stefanie Goldsmith</p>	<p>Corporate Procurement Officer</p>	<p>Telephone: 020 8227 2941 Fax: 020 8227 2806 Minicom: 020 8227 2685 Email: stefanie.goldsmith@lbbd.gov.uk</p>

Procurement Policy Statement “Procuring for Best Value”

1. Context

- 1.1 Barking and Dagenham Council is modernising many of its services and the way they are managed. As part of this process our relationship with external organisations is also changing and we are now using more external goods, works and services. Alongside these changes and with the recognition of procurement as a force for good business practice, it is increasingly important to establish a clear policy for how these externally provided resources are procured. One of the key drivers behind the policy is “Best Value”, both in terms of the Council’s need to secure value for money in all procurement exercises, and of the increasing number of exposures to competition which are likely to arise out of challenging reviews.

2. The Definition of Procurement

- 2.1 The Council has adopted the following definition of procurement adapted from Sir Peter Gershon’s statement (1999):

Procurement in the London Borough of Barking and Dagenham is the whole life process of the acquisition of goods, works and services from concept and definition of need, through purchase in a contractual relationship usually after competition, right to the end of the useful life of an asset or the end of a service contract.

- 2.2 Therefore, by this definition, procurement will apply to all contractual arrangements (with the exception of direct employment), for low and high value contracts, with low and high risk factors, and includes contract monitoring and review.

3. The Policy

- 3.1 The London Borough of Barking and Dagenham is committed to achieving Best Value through an open and transparent decision making process in deciding what it needs to “make or buy” to facilitate the achievement of its current and future corporate aims.
- 3.2 In order to keep the policy brief, it is set out as twelve principles (overleaf) - “The Barking and Dagenham Twelve”. All the principles are clearly relevant to the day to day business of the Council and can be monitored for compliance.
- 3.2 The adoption of this policy will provide a clear framework for a detailed implementation plan to be established in conjunction with the findings from the forthcoming Best Value Review.

Procurement Principles (The Barking and Dagenham 12)

Accountability	There must be in place effective mechanisms to ensure that there is compliance with the policy and principles of procurement and all related legislation. Officers will be accountable for their actions.
Best Value	Procurement will be exercised at all times in the spirit of “Best Value” to achieve the most economic, effective, efficient, equitable and sustainable solution to the organisation’s requirements in terms of resource and service need across the whole Council.
Culture	There will be demonstrable leadership in procurement and a culture of “what works best is best” from Members and Senior Management which will be fed down through the organisation.
Fair Dealing	Suppliers should be treated fairly and without unfair discrimination, including protection of commercial confidentiality where required. The Council will not impose unnecessary burdens or constraints on suppliers or potential suppliers.
Innovation	The Council is open to innovation in procurement, including E-Procurement as a positive tool for improving efficiency and practice in the field and suppliers will be encouraged to consider more environmentally friendly specifications.
Legality	The Council will conform explicitly with European Community, UK and other legal requirements.
Partnerships	Partnership arrangements in general, and the Egan principles of “Rethinking Construction” specifically, will be encouraged and developed where they are beneficial to the Council and the community at large.
Performance	High levels of efficiency and effectiveness in procurement are essential and will be measured, reported and acted upon. The Council is committed to minimising the environmental impact of its operations and will assess the environmental risks in significant purchases and contracts.
Responsiveness	The Council will endeavour to meet the aspirations, expectations and diverse needs of the community served by the procurement at all times.
Skills	All staff with a responsibility for procurement will be appropriately trained and supported. Sufficient resources will be made available to ensure achievement of this policy.
Transparency	Procurement policy and activity will be delivered fairly and

transparently at all times.

Workforce

The Council expects that all suppliers with whom it has a contractual relationship will operate the highest standards of employment practices, including in the area of equalities, particularly where staff may transfer as a result of service outsourcing.

Background Papers

“Towards a National Strategy for Local Government Procurement”

The joint response of the Local Government Association and the Local Government Procurement Taskforce Report

“Delivering Better Services for Citizens” (The Byatt Report)

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THE EXECUTIVE**11 MARCH 2003****REPORT OF THE DIRECTOR OF EDUCATION, ARTS AND LIBRARIES**

PROCUREMENT OF CAPITAL PROJECTS	FOR DECISION
<p><i>This report provides an explanation of the procurement routes recommended for a number of building projects within the capital programme. The report asks the Executive to approve the proposed routes and to indicate whether they wish for Members to become involved in the procurement of any of the projects.</i></p> <p><u>Summary</u></p> <p>Budgets have been allocated within the capital programme for a number of new-build and refurbishment projects. This report gives a brief description of each project, explains the recommended procurement route and the reasons.</p> <p><u>Recommendations</u></p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. Note the contents of the report and give it's approval for officers to proceed with the procurement of projects as described. 2. Indicate whether Members wish to contribute to the contract packaging and specification of projects or in the subsequent evaluation and awarding of contracts in accordance with Contracts Rules, Part D Para. 3.6 of the Council Constitution. <p><u>Reason</u></p> <p>To ensure that capital projects are procured in accordance with the rules of the Council's constitution and to afford Members the opportunity to be involved in the procurement process.</p>	
<p>Contact Officer: Richard Hills</p>	<p>Deputy Assets Manager</p> <p>Tel: 020 8227 3002 Fax: 020 8227 3148 E-mail: richard.hallgate-hills@lbbd.gov.uk</p>

1. Background

- 1.1 The six projects to be considered below all appear in the Council's capital programme and have confirmed budgets attributed to them. Some projects have a budget comprising more than one funding source.

2. Purpose of this Report

- 2.1 This report informs the Executive, as required by Contracts Rules, Part D Para 3.6 of the Council's constitution, of the selected procurement route for projects where the contract value will exceed £200,000.
- 2.2 The report sets out a brief description of each project, followed by a justification of the selected procurement route.

3. Project 1: Sure Start Abbey

- 3.1 A budget totalling £1,206,000, comprising Sure Start, Neighbourhood Renewal and Neighbourhood Nurseries funding, has been allocated by the Sure Start Board for the creation of a Sure Start Centre in the Barking area.
- 3.2 Working in partnership with Barking & Dagenham Primary Care Trust (BDPCT), the lead client/accountable body for the project, the Council's DEAL Assets Section will assume responsibility for the procurement of a new purpose built facility to be situated within the site of Northbury Schools. The building will incorporate a 50 place daycare nursery, accommodation to deliver co-ordinated health and education initiatives, parent support services, community creche and accommodation for Sure Start staff.
- 3.3 The BDPCT has appointed Cazenove Architects following competitive selection interview of four architectural practices. Their professional advice is to procure the scheme by means of a traditional competitive tender. Tenderers are to be selected from a long list comprising contractors with appropriate experience and suitable resources for a project of this size. It is suggested that a greater degree of cost certainty and quality control will be achieved by offering tenderers a fully detailed design and specification. Whilst the design and build route was considered it was rejected as concerns regarding the loss of design control were expressed by the BDPCT client representative and the professional team.

4. Project 2: Grafton Junior School – Art Room

- 4.1 A grant of £270,000 has been secured under the Government's NOF *Space for Sports and Arts* initiative towards the creation of new purpose-built art facilities within the existing school quadrangle.
- 4.2 The DLES Architectural & Surveying Group have been commissioned to undertake the design and specification of the project.
- 4.3 The terms and conditions of the award, set out by Sport England, require the Council to obtain a minimum of three competitive tenders in accordance with normal tender and contract procedures. Procurement will therefore take the form of a conventional competitive tender using a full detailed design and specification. Tenderers will be selected using the Constructionline database.
- 4.4 The outcome of the tendering process, together with an elemental breakdown of costs and tender report or analysis, must be submitted to Sport England and no contract will be awarded until their formal approval is received.

5. Project 3: William Ford Junior School – Sports Hall

- 5.1 A total budget of £912,000 has been allocated for the creation of a multi-purpose hall, providing sports and music/drama facilities. The budget comprises the following elements;

	£
NOF <i>Space for Sports and Arts</i> award*	500,000
DfES Voluntary Aided Schools Capital	280,000
Seed Challenge Fund (LEA)	80,000
School Contribution	<u>52,000</u>
Total:	912,000

- 5.2 The Diocese of Chelmsford have appointed KC White Partnership as architectural consultants to undertake the design and specification of the project.
- 5.3 The selection of procurement route for the project will be determined by the terms and conditions of the NOF *Space for Sports and Arts* award which require the Council to obtain a minimum of three competitive tenders in accordance with normal tender and contract procedures. Procurement will therefore take the form of a conventional competitive tender using a full detailed design and specification. Tenderers will be selected using the Constructionline database.
- 5.4 The outcome of the tendering process, together with an elemental breakdown of costs and tender report or analysis, must be submitted to both Sport England and the Diocese of Chelmsford for scrutiny, and no contract will be awarded until their formal approval is received.

6. Project 4: Gascoigne Primary School- Sports Hall

- 6.1 A grant of £400,000 has been secured under the Government's NOF *Space for Sports and Arts* initiative towards the creation of new purpose-built hall to be dedicated for games, gymnastics, dance and artistic use.
- 6.2 The DLES Architectural & Surveying Group have been commissioned to undertake the design and specification of the project.
- 6.3 The terms and conditions of the award, set out by Sport England, require the Council to obtain a minimum of three competitive tenders in accordance with normal tender and contract procedures. Procurement will therefore take the form of a conventional competitive tender using a full detailed design and specification. Tenderers will be selected using the Constructionline database.

7. Project 5: Barking Abbey Comprehensive School- Phase 4; New Teaching Accommodation

- 7.1 A budget of £2,853,320 has been placed in the capital programme for the development of general teaching accommodation to replace existing demountable classrooms which are at the end of their useful life and also present suitability difficulties for curriculum delivery.

7.2 The DLES Architectural & Surveying Group have been commissioned to undertake the design and specification of the project. The design of the proposed building is to be closely matched and physically linked to the previous development phase, the Music and Drama block, which was also designed by DLES. The two buildings will share common mechanical and electrical services and environmental systems. The project is presently at the detailed design stage.

7.3 Given the need to co-ordinate and ensure material and specification consistency between the two phases consideration was given to the possibility of a partnering arrangement with the contractor who undertook the previous phase. Unfortunately it was concluded that the contractor in question lacked the resources and partnering experience that would achieve the cost and programme benefits envisaged. Therefore the design team have recommended that a conventional tender be issued and the original contractor included on the tender list.

8. Project 6: Dagenham Priory Comprehensive School – Phase 3; Art & Technology Block

8.1 A total of £5,835,611 is in place in the capital programme for the expansion and redevelopment of the school. Following a complete site appraisal the development was split into phases; the next phase will create new purpose-built art and technology accommodation.

8.2 The DLES Architectural & Surveying Group have been commissioned to undertake the design and specification of the project. The project brief, compiled following close consultation with the school representatives, officers of DEAL and the DLES design team, stipulated that the project is to be treated as a pilot scheme in the Council's new Environmental Management System (EMS). This commits the Council to achieving specified building performance indicators and contributes to it's *Greener, Cleaner, Safer* policy objective. The building must perform to the highest practicable energy and environmental standards and enshrine the elements of best practice demanded by the DfES.

8.3 When considering the preferred procurement route the need to maintain close control over design issues, particularly those influencing the mechanical and environmental elements, suggested that conventional tendering would offer the greatest degree of control to the client. With this in mind DLES were instructed to prepare tender documentation to procure the project on a conventional tendering route. The Executive are asked to indicate whether they wish to pursue an alternative procurement route.

9. Background Papers

None

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