

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 28 October 2003 - Town Hall, Barking, 7:00 pm

Members: Councillor C J Fairbrass (Chair); Councillor C Geddes (Deputy Chair); Councillor J L Alexander, Councillor G J Bramley, Councillor S Kallar, Councillor M E McKenzie, Councillor B M Osborn, Councillor J W Porter, Councillor L A Smith 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

17.10.03

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 21 October 2003 (to follow)**

Business Items

Public Item 3 is a business item. The Chair will move that this 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. **Neighbourhood Renewal Fund - Future Funding Allocations (Pages 1 - 3)**

Discussion Items

4. **Single Status (Pages 5 - 17)**
5. **Health and Social Care Management Arrangements (Pages 19 - 27)**
6. **Social Services Annual Review of Performance (Pages 29 - 39)**

7. **Tackling Health Inequalities: Delivering Change Through The Local Strategic Partnership (Pages 41 - 71)**
8. **Implementing Electronic Government Statement (IEG3) (Pages 73 - 101)**
9. **Local Authority Business Growth Incentives (Pages 103 - 112)**
10. **Economic Development Strategy (Pages 113 - 156)**
11. **Tantony Green: Potential Partnership Arrangement with Marks Gate Local Agenda 21 (Pages 157 - 163)**
12. **Professional Services Term Consultancy Contract (Pages 165 - 169)**
13. **Any other public items which the Chair decides are urgent**
14. **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

15. **Thames Accord Repairs and Maintenance Partnership - First Quarter Review (Restricted Circulation; circulated separately)**
Concerns a Contractual Matter (paragraph 7)
16. **Millard Terrace Security Works - Tender Acceptance and Budget Approval (Restricted Circulation; circulated separately)**
Concerns a Contractual Matter (paragraph 7)
17. **Information Systems and Technology - Review of Service (Restricted Circulation; circulated separately)**
Concerns a Staffing Matter (paragraph 1)

Business Items - None

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

THE EXECUTIVE**28 OCTOBER 2003****REPORT OF THE DIRECTOR OF CORPORATE STRATEGY**

NEIGHBOURHOOD RENEWAL FUND - FUTURE YEARS FUNDING ALLOCATION	FOR DECISION	
<i>This report is of strategic significance to the Council in supporting the Community, Regeneration, and Neighbourhood Renewal Strategies.</i>		
<u>Summary</u>		
<p>This report informs the Executive of the latest position with regard to the work of the Neighbourhood Renewal Steering Group in relation to the NR Fund and programme, and seeks approval of the recommendations for future year's allocation of funding. On the 8 October 2003 the Borough Partnership received a similar report on this matter and endorsed these recommendations</p>		
<u>Recommendations</u>		
The Executive is asked to:		
<ol style="list-style-type: none"> 1. Note the contents of this report; 2. Endorse the recommendations of the Neighbourhood Renewal (NR) Steering Group held on 1st September with regard to the allocation of future years NR funding for 2004-06 as set out in Appendix '1'; and 3. Note that a further report detailing recommendations for the remaining allocation of NR funding will be submitted to a future meeting following consultation and appraisal in conjunction with the revised Community Strategy. 		
<u>Reasons</u>		
<p>The Neighbourhood Renewal Fund and Programme is one of the major providers of funding and support to tackle deprivation and achieve the social and economic objectives embodied in the Community, Regeneration and Neighbourhood Renewal Strategies.</p>		
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1. Background

- 1.1 As Members will be aware, the Neighbourhood Renewal Steering Group, acting in its capacity as a sub-group of the Barking and Dagenham Partnership has since March 2001 been tasked with the responsibility for co-ordinating the Borough's Neighbourhood Renewal programme.
- 1.2 Notification was received from Government Office for London in the summer that the Partnership had secured additional neighbourhood renewal funding for 2004/05 and 2005/06 commensurate with the level of funding granted for 2003/04. This amounts to £3,266,000.
- 1.3 Over the summer months, officers have been reviewing the performance of the neighbourhood renewal Programme activities as part of the ongoing monitoring and evaluation process and also with a view to informing the process of reviewing the Community and Neighbourhood Renewal Strategies.
- 1.4 At the Neighbourhood Renewal Steering Group meeting held on 1st September, consideration was given to potential future years funding of the programme activities with a view to how they have been performing against their targets, their fit with the criteria for the emerging revised Community Strategy, and the potential human resource implications where the approval of funding previously has had staffing implications.

2. Allocation of Future Years Neighbourhood Renewal Funding

Set out in Appendix '1' is a schedule of those activities which the Steering Group has recommended for future years funding in 2003/04, subject to continued satisfactory performance as part of the monitoring and evaluation regime. The Barking and Dagenham Partnership received a similar report at their meeting on 8th October and have endorsed the recommendations presented regarding the NR financial allocation. The Executive is asked to approve the Neighbourhood Renewal Steering Group's recommendations on behalf of the Council acting as the Accountable Body for the grant.

Approval to the funding allocation set out in Appendix '1' will account for £2,313,576 out of the £3,266,000 of Neighbourhood Renewal funding available in 2004/06. This leaves a sum of £952,424 to be allocated as part of the review of the Community Strategy, including a number of existing NR activities which the Steering Group have requested be reviewed in greater depth.

Background Papers

- Barking and Dagenham Neighbourhood Renewal Strategy
- Reports and minutes of the Neighbourhood Renewal Steering Group - 21st July and 1st September 2003

APPENDIX 1

Neighbourhood Renewal Activities Recommended for Future Years Funding		
Projects	Current Funding Level	Direct Staffing Implications
Bringing it all Together		
Neighbourhood Co-ordination	143,000	Y
Better Education and Skills		
Reading Partners Scheme	25,000	N
Learning Mentors	122,000	Y
ESOL Plus	35,000	Y
Alternative Learning Programme	117,000	Y
Welfare to Work	47,500	N
Health, Housing and Social Care		
Health Help Pilot	29,163	Y
Healthy Eating Sure Start	83,556	Y
Improving the Health of the Mentally Ill	10,000	N
Improving Primary Care for people with Learning Difficulties	69,000	Y
Neighborhood Nursery Development Officer	35,000	Y
Cleaner, Greener, and Safer		
Neighbourhood Wardens	105,890	Y
Motor Vehicle Activity	9,000	N
Community Reparation	56,000	Y
Support for Parents of Young People at Risk	58,500	Y
Work with Young Victims of Crime	34,151	Y
Provision of services to Reduce Street Crime	39,748	Y
MPS Anti-Social Behaviour Patrols	137,280	N
Total of allocated future funding		
	2004/05	1,156,788
	2005/06	1,156,788
Total Recommended NRF allocation 2004/06		2,313,576

Neighbourhood Renewal Fund - Potential Allocation from existing activities 2004 - 2006	
Further NRF available	£3,266,000
Recommended Allocation 2004/05	£1,156,788
Recommended Allocation 2005/06	£1,156,788
Total Recommended Allocation	£2,313,576
Unallocated	£952,424

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REPORT TO THE EXECUTIVE**28 OCTOBER 2003****REPORT OF THE DIRECTOR OF CORPORATE STRATEGY**

SINGLE STATUS	FOR DECISION
<p><i>This report concerns issues relating to the implementation of the single status agreement for staff covered by the National Joint Council for Local Government Services. This is a matter for the Executive to determine.</i></p> <p><u>Summary</u></p> <p>This report gives the background to single status in employment and proposes that the Executive agree to the allocation of £200,000 from reserves to enable dedicated resources to be allocated specifically to this project.</p> <p>A key element of single status is to carry out a pay and grading review of all staff whose conditions of service are determined by the National Joint Council for Local Government Services. This is a significant project and will require considerable input by Human Resources staff at both corporate and departmental level, managers, all staff covered by the single status agreement and the trade unions. We will need additional temporary staffing resources to carry out logistical tasks to support the programme of job evaluating over 1300 different types of job. We also need to acquire some expert advice in relation to a review of our pay and grading structure and conduct a major staff communication programme.</p> <p>The London Agreement requires all London Boroughs to introduce a 36 hour working week for blue collar staff by 1 April 2004. The working week of these staff is currently based on 37 hours. This report outlines the anticipated cost implications of implementing this requirement.</p> <p>Initial consultations with the trade unions regarding a package of measures designed to achieve single status have generally been positive and this report outlines a process for their development.</p> <p><u>Recommendations</u></p> <p>It is recommended that:</p> <ol style="list-style-type: none"> 1. The sum of £200,000 is allocated from reserves to support the process leading to single status, including a pay and grading review and that the Chief Executive is given delegated authority to allocate these resources as appropriate. 2. A working week based on 36 hours for full time staff is introduced for blue collar staff with effect from 1 April 2004 in accordance with the London Agreement. 3. The Council adopts the Greater London Provincial Council job evaluation scheme for staff covered by the National Joint Council for Local Authority Services. 	

4. The proposed structure for negotiations with the trade unions described in paragraph 6.1 is adopted and that further reports are brought to the Executive for decisions as required.

Reason

To ensure compliance with the requirements of the London Agreement in relation to the working hours of blue collar staff and to facilitate progress towards implementation of single status.

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1. Purpose of the Report

1.1 The purpose of this report is to:

- Provide the Executive with an overview of the main elements of the Single Status Agreement
- Seek the allocation of £200,000 from reserves to resource this project in the context that single status is a major Human Resources issue facing the Authority
- Obtain authorisation of a reduction in the working week for manual staff to 36 hours in accordance with the London Agreement and to note the anticipated financial implications of this

2. Background

2.1 The national Single Status Agreement (SSA) was signed in 1997. It applies to all staff whose conditions of service are governed by the National Joint Council for Local Authority Services (NJC).

2.2 The following four principles underpin the SSA.

1. High quality services provided by a well trained and motivated workforce, that has security of employment
2. Equalities are to underpin both service provision and employee relations
3. There is to be a flexible approach to service provision meeting the needs of the community, employers and the community
4. Stable industrial relations and negotiation between local authorities and trade unions

2.3 In addition to an implementation agreement, it consists of 'key national provisions' (Part 2 Items), which are for implementation by all local authorities covered by the SSA Appendix 1, 'other national provisions' (Part 3 Items which may be modified by local agreement) Appendix 2.

2.4 The main features of the SSA include the following:

- A single 49-point national pay spine instead of separate scales for white and blue-collar employees. (There is a separate 70-point pay spine for London Boroughs).
- A requirement to review the grading of all employees covered by the agreement
- Pay protection (with local agreement on detail)
- The introduction of a 37 hour working week for all employees (36 in London)
- Equality of opportunity not just in relation to gender, race, religion, age and disability, but also between employment groups such as blue & white collar and full and part time and permanent and temporary employees
- A core of national conditions of service with the provision for local detailed arrangements to be negotiated and agreed at local level
- Implementation to be at minimum cost which is to be offset where possible via increased productivity

2.5 At a regional level, the Greater London Provincial Council introduced the London Agreement in 2000. It established the London-wide arrangements relating to the introduction of single status including pay spines for inner and outer London Boroughs and a commitment that the working hours provisions of the SSA will be introduced by all London Boroughs by 1 April 2004.

2.6 Although hailed as a step forward in terms of equalities it poses a number of significant issues for all local authorities in relation to the practical implications and associated costs of implementation. London local authorities also have to respond to an increasingly difficult financial environment. Unsurprisingly, progress nationally, regionally and locally has been slow.

3. The Working Week

3.1 Currently, the working week of LBBD's manual staff is based on 37 hours. The London Agreement requires all London Boroughs to introduce a 36 hour working week by 1 April 2004. In summary the overall cost is estimated to be approximately £640,000 per annum and a breakdown by Department is at Appendix 3.

3.2 Under a long-standing local arrangement, the working week of white collar staff is currently based on 35 hours per week. The introduction of a 36 hour working week for manual staff reduces but does not eliminate the current disparity in the working week.

A longer-term strategy for harmonising the working week will be the subject of a further report in due course.

4. Pay and Grading

- 4.1 The overall aim for the Council's pay structure must be to enable the recruitment and retention of the staff required to achieve the Council's community priorities. It must also be fair, transparent and robust enough to withstand a legal challenge under equalities related legislation. The achievement of such a pay structure will also be a significant contribution to the Council's aspirations in relation to equalities and diversity in employment.
- 4.2 Under the national SSA implementation agreement, blue-collar staff were assimilated onto a single pay spine, based on the one that had previously applied to white-collar staff. Following this assimilation there is a need to review the Council's pay and grading structure for staff covered by the SSA, using common criteria.
- 4.3 Arising from this a job evaluation (JE) process is required. JE is a mechanism for assessing jobs against common criteria to give them a points score that enables them to be ranked from the highest to the lowest. There is a separate activity to place jobs within a grading structure, which requires a decision regarding the points required (usually a range) to achieve each grade.
- 4.4 There are a number of JE schemes available in the market place. Within the local government community, there are the National and Greater London Provincial Council (GLPC) JE schemes which have been developed specifically for local government. The GLPC scheme is a regional variation to the National scheme with the intention of more adequately reflecting the demands of London Boroughs. The most recent survey by the Association of London Government (ALG) shows that 96% of the respondents would be using the GLPC scheme.
- 4.5 The Management Team has considered this issue and recommends that the GLPC JE scheme is adopted. The use of the GLPC scheme is supported by the trade unions.

5. The Approach

- 5.1 Discussions with the trade unions have resulted in broad agreement that the implementation of single status needs to be progressed via a package of measures covering pay and conditions of service. Further reports will be brought to the Executive as the package is developed.

6. Structure for Negotiations

- 6.1 It is proposed that there is a central negotiating group for single status. It is proposed that this consists of 2 elected members, the Chief Executive, Director of Corporate Strategy, Head of Organisational Development and Employee Relations, Directors and departmental Heads of Human Resources as required and trade union representatives.

7. Resources

- 7.1 The pay and grading review is a major project that will require both dedicated resources and substantial commitments throughout the organisation.
- 7.2 The resources needed to conduct a pay and grading review at LBBD include:
 - 7.2.1 Technical advice in relation to establishing a revised pay structure, which is not currently available in-house.
 - 7.2.2 Dedicated additional administrative resources to deal with the considerable logistics of the project. This will ensure that panels and staff who are engaged in the evaluation process are co-ordinated and that the associated paperwork is prepared, distributed and collated over a period of at least one year and covering over 1300 job evaluations (not including appeals).
 - 7.2.3 Training of job evaluators, managers and staff to the appropriate standard to enable them to participate in the JE process.
 - 7.2.4 Training Elected Members to the appropriate standard to enable them to hear local JE appeals.
 - 7.2.5 Local trade union representatives will be required to spend time supporting and guiding staff during the job evaluation process and consequently trade union facility time will increase during this period.
 - 7.2.6 Staff communication during the pay and grading review. This is a particularly sensitive issue and adequate communication with staff will be essential.
 - 7.2.7 Finance Support to assisting in costing exercises.
- 7.3 Regular progress reports will be brought to the Executive during the project.
- 7.4 It should be noted that the £200,000 is connection with the process leading to single status and that any costs and other outcomes that arise from this process will be brought to the Executive for decisions as required.

Single Status Agreement

Part 2 - Items Key National Provisions - For Application Nationally

1. Equalities

Covers disability, gender, race, religion, age, sexuality and marital status.
Local arrangements are more comprehensive.

2. Official Conduct

Local codes – central government are to introduce requirement to include common provisions re ethical standards.

3. Training and Development

Equality of access for all – including part-timers. Resources to be allocated equitably across all employment groups.

4. Health Safety & Welfare

A duty of care exists on the part of both the employer and employees.

5. Pay & Grading

National pay spine (London one is provincial arrangement). Single point or increments but any differences must be objectively justified.

6. Working Time

37 hour week (36 in London). This may be calculated over a period other than a week. Therefore, annualised hours or reference periods possible.

Employees working non-standard patterns of work shall be compensated in accordance with Part 3 Section 2 (but able to negotiate changes locally)

7. Leave

Minimum is 20 days +2 extra statutory days + 5 after 5 years continuous service. Public holidays are additional.

Paid leave granted for public duties – jury service, serving on public bodies or undertaking public duties. (Employee to pay any allowance to the Authority).

Maternity support leave (5 days) to nominated carer at or around the time of the birth.

Recommended that adoption leave be introduced with local detailed arrangements.

Time off for medical (cancer) screening.

Special leave (with or without pay) is at the discretion of the Authority.

Entitlement to annual, public and extra statutory leave may be expressed in hours.

Normal pay includes all earnings that would be paid in a period of normal working but excludes any payments not made on a regular basis.

8. Part Time Employees

Pro-rata conditions except for training and car allowances, which will be on the same basis as full timers.

9. Temporary Employees

Pay and conditions shall be equivalent to permanent employees (excludes casuals).

10. Sickness Scheme

Details are as per Green Book.

11. Maternity Scheme

Details are as per Green Book.

12. Car Allowances

Details are as per Green Book (but part 3 and negotiable).

13. Reimbursement of Expenditure

Approved additional expenses re travel, meals or overnight.

Local arrangements in relation to compulsory change in workplace.

Reimbursement for special driving licences (e.g. HGV, PSV etc).

14. Continuous Service

For annual leave, sick pay and maternity leave, continuous service includes that with Redundancy Payments Modification Order organisations.

15. Period of Notice to Terminate Employment

Employer minimum obligation is as per Employment Rights Act.

Employee minimum is pay interval.

16. Grievance Procedures

Should be known to employees and accord with ACAS guidance.

17. Disciplinary Procedures

Should be known to employees and accord with ACAS Code of Practice.

18. Trade Union Facilities

Local Authorities are to provide necessary facilities for carrying out function and operate 'check off'

19. London & Fringe Area Allowances

Continue until changed by agreement.

Single Status Agreement

Part 3 Items – Other National Provisions (May Be Modified Locally)

1. Pay & Grading

An employee promoted to a higher grade should have an immediate pay increase.

Local arrangements for acting up into a higher graded post.

2. Working Arrangements

Local arrangements for working week with an average consistent with the 37 (36) hour working week

Employees graded at or below SCP 28 are entitled to compensation as follows (alternatively inclusive pay may be agreed).

Additional Hours

Mon – Sat	Time & a half*
Sun & Public/Extra Stat	Double time (min 2 hours)*

* Part timers are entitled to these enhancements only when full timers would qualify. Otherwise they must work a full week before the enhancements apply.

Saturday & Sunday as Part of Normal Working Week

Sat	Time & a half
Sun	Time & a half (> SCP 11) Double time (< SCP 11)

Night Work as Part of Normal Working Week

From 8.00 pm – 6.00 am	Time & a third
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Public & Extra Statutory Holiday's

Normal pay + plain time for all hours worked within their normal working hours for that day
+ time off with pay as follows:

Time worked < half the normal working hours on that day Half Day

Time worked > half the normal working hours on that day Full Day

Sleeping-in Duty

National rate, which includes 30 minutes call out per night, after which the additional hours rates apply.

Other non-standard working patterns are for local determination.

For employees > SCP 28 the above allowances (except additional hours) may be paid, or inclusive pay may be applied. For planned additional hours, an additional payment may be made.

3. Training & Development

Key aspects include equality, flexible delivery, operational priorities and continuous development, evaluation.

Financial Assistance

Payment of normal earnings, all prescribed fees and other relevant expenses. Locally determined.

Leave for Examinations

Paid leave for sitting examinations. Leave may also be granted for final revision.

4. Sickness Scheme

Conditions for payment. Details are as per Green Book.

5. Child Care & Dependants

Reasonable steps should be taken to ensure adequate support for employees with responsibilities for children and dependants.

6. Car Allowances

Employees required to use their vehicle will receive allowances where authorised by the LA which shall determine whether the use is casual or essential and the cc of car considered appropriate. Authorised users may apply to the authority for assistance to purchase a car.

Conditions re car not in use (e.g. illness or mechanical breakdown) Details are as per Green Book.

Cannot require provision of car by employees < SCP 13.

7. Payments in the Event of Death or Permanent Disablement Arising From Assault

Details are as per Green Book.

8. Meals & Accommodation Charges

Former purple and white book arrangements re free meals and accommodation and meal charges to remain in place until local agreement. In meantime review re appropriate sectors of the RPI.

9. Retained Employees & Nursery Employees in Educational Establishments

Details are as per Green Book (Appendix 2 to Part 3).

**Estimated Costs of Reducing Blue Collar Staff from 37
to 36 Hours Per Week**

Department	Cost (£)
Corporate Strategy	Nil
Finance	Nil
Education Arts & Libraries	
<p>Catering The additional staffing costs represent 2.7% of the current paybill for these staff. The current price per meal is £1.30 (Primary) and £1.45 (Secondary). In order to fund the increase in staff costs the price would need to increase by 1.5p per meal.</p>	46,450
<p>Transport The additional staffing costs represent 2.32% of the current paybill for these staff. This increased cost would be passed onto client in-house services (i.e. Social Services and the Special Needs Service).</p>	45,000
<p>Schools Additional staffing costs relate to approximately 500 Midday Assistants and cleaning staff.</p>	35,000
Housing & Health	48,000
<p>The creation of the new Neighbourhood Caretaking Service has provided an opportunity to introduce improved management, supervisory and team working arrangements which will enable the increased cost to be absorbed within existing resources.</p>	

<p>Leisure & Environmental Services</p> <p>Environmental Management</p> <p>Leisure & Community Services</p>	<p>180,000</p> <p>100,000</p>
<p>Social Services</p> <p>The additional cost represents 2.7% of the paybill. Care standards apply and clients must receive the hours of care specified in their assessment. This generally prevents efficiency savings through increased productivity. It is likely that the increased costs will be resourced by a re-prioritisation of growth monies rather than by cuts from elsewhere in Social Services.</p>	<p>185,000</p>
<p>Total Cost</p>	<p>639,450</p>

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THE EXECUTIVE

28 OCTOBER 2003

REPORT FROM DIRECTOR OF SOCIAL SERVICES

FUTURE ARRANGEMENTS FOR THE MANAGEMENT OF INTEGRATED HEALTH AND SOCIAL CARE SERVICES	FOR DECISION
<p><i>This report sets out proposals for future management arrangements of integrated services between the Council and the Primary Care Trust.</i></p>	
<p><u>Summary</u></p>	
<p>This report re-affirms the commitment of the Council to continue integrated working with the PCT on health and social care services for the benefit of the local community.</p>	
<p>The report sets out proposals for future management arrangements for integrated health & social care, and clarifies accountability and reporting lines.</p>	
<p><u>Recommendations</u></p>	
<p>The Executive is asked to agree:</p>	
<ol style="list-style-type: none"> 1. To re-affirms its commitment to integrated working with the PCT, integrated posts and service delivery for the benefit of the local community; 2. The clarifications and new accountabilities outlined in the report including the Accountability Framework; and 3. That officers of the Council will not be accountable to the PCT Board for the delivery of services. They will, however, be accountable through the Acting Chief Executive of the PCT on health matters and may attend Board meetings to deliver and discuss appropriate reports. 	
<p><u>Reason</u></p>	
<p>The above recommendations will allow for continued integration of service delivery, and ensure lines of accountability and management of performance objectives so that each parent Authority can exercise its responsibilities within a framework that sustains integrated working, delivery of services, stability and development.</p>	

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Rebecca Scott	Acting Chief Executive	Tel: 020 8532 6346 E-mail: rebecca.scott@bdpct.nhs.uk

1. Background

- 1.1 The Council and the PCT agreed to the appointment of an Executive Director of Health and Social Care in 2001 as the best means of delivering a three year programme for creating integrated seamless front line services for the benefit of the local community
- 1.2 Following the decision to withdraw from this arrangement of an Executive Director of Health & Social Care, the Director of Social Services has returned to her substantive post, and the PCT have appointed an Acting Chief Executive. These officers have jointly developed proposals for future management arrangements of integrated services.

2. Progress

- 2.1 This report sets out proposals for the future management arrangements for integrated health and social care services. The proposed framework reflects the separation of the roles of PCT Chief Executive and Director of Social Services, and the commitment of the Council and the PCT Board to continue integrated working and delivery of services and performance improvement. The proposal sets out lines of accountability and management of performance objectives so that each parent Authority can exercise its responsibilities within a framework that sustains integrated working, delivery of services, stability and development.
- 2.2 To consider future management arrangements we have:
 - identified services where existing integrated delivery arrangements are priorities to continue, and within these, posts where accountability needs clarification. These services are set out in Appendix 1.
 - reviewed each joint Director level post to clarify/confirm roles and line-management, and line-management responsibilities and accountabilities where these are direct reports to the Director of Social Services or Acting Chief Executive. These posts are identified in Appendix 2.
 - reviewed all senior management posts to clarify and confirm roles, and line management responsibilities and accountabilities

- drafted an Accountability Framework for the affected posts. This is attached at Appendix 3.
- discussed with the senior management team on these arrangements.

2.3 It is not anticipated that there are any services where existing integrated working arrangements will discontinue; clearly there are services where integrated working is critically significant for the purpose of modernising health and social care in the Borough.

3. **Next Steps**

3.1 Further proposals will:

- detail how accountability for budgets, personnel, information and premises to the NHS & local authority will operate in practice and suggest arrangements for resolving any financial implications in the form of cross charges / recharges that emerge

3.2 The Health & Social Care integration "framework" will include a statement of shared values, joint protocols and individual and team performance management systems that will ensure clear and organisation-specific accountability.

3.3 As an interim measure (and without prejudice to individual salary protection rights) no change in salary levels for Directors and Heads of Service will arise from these changes for the period up to end of March 2004.

3.4 At that stage, final structures will reflect the continuing integration plus joint working arrangements and the impact of new initiatives at local and national level eg. Children's Services.

3.5 Due to possible changes to the configuration of Children's Health Services, the Integrated Child Health Service will be line managed through the Acting Chief Executive at the PCT. However, given the direction set by the Green Paper with the need for much closer links with Social Care and Education, this will be subject to further discussion and consultation.

4. **The attached accountability framework will be put to effect for each post as follows:**

4.1 *Director of Social Services:* Statutory Chief Officer for social work and responsible to the Council, and the Council's Chief Executive for all social services matters (*employed by the Council*).

4.2 *Director of Services to the Community* directly accountable to the Director of Social Services for Adults Services and Children's Services and to the Acting Chief Executive of the PCT for health service matters relating to services to adults (*employed by the Council*).

4.3 *Head of Finance* accountable to the Director of Social Services and to the Director of Finance in the Council. The Head of Finance will have direct line responsibility to the Section 151 officer in the Council (*employed by the Council*)

- 4.4 *Director of Older People's Services* directly accountable to the Director of Social Services and to the Chief Executive of the PCT for specific health services (*employed by the Council*)
- 4.5 *Director of Organisational Development and Corporate Support* jointly accountable to the Acting Chief Executive and Director of Social Services for organisational development (including HR) in the PCT and Social Services (*employed by the PCT*)
- 4.6 *Director of Public Health*: Accountable for public and environmental health matters to the PCT Board and the Acting Chief Executive and to the Council through the Chief Executive (*employed by the PCT*).
- 4.7 *Director of Commissioning* Accountable to the Acting Chief Executive for health commissioning. Joint commissioning functions need to be considered further (*employed by the PCT*).
- 4.8 *Acting Chief Executive*: Accounting Officer for the PCT and responsible to the PCT Board for all matters relating to the PCT (*employed by the PCT*)
- 4.9 *Joint Medical Directors*: Accountable to PCT Board through the Acting Chief Executive for clinical leadership of the PCT (*employed by the PCT*)
- 4.10 *Director of Clinical Development/Lead Nurse* Accountable to the Acting Chief Executive of the PCT (*employed by the PCT*)
- 4.11 *Director of Primary Care* Accountable to the Acting Chief Executive of the PCT for primary care development (*employed by the PCT*)
- 4.12 *Director of Finance (PCT)* statutory accountability to the PCT Board and the Acting Chief Executive of PCT for all financial matters (*employed by the PCT*)
- 4.13 *Acting Director of Child and Families Service* Accountable to the Acting Chief Executive (*employed by the Council*)

Background Papers:

Joint Director of Public Health (26.2.02)

Future Arrangements for the Integration of Health & Social Care (9.4.02)

Integrating Health & Social Care: Stage Two (17.9.02)

Human Resources Strategy: LBBB/PCT (8.10.02)

(Governance Arrangements for Health & Social Care in Barking & Dagenham

Integration between Health & Social Care: Management Structure Appointments) (17.12.02)

Urgent Action: Future Management of Social Services and the Primary Care Trust (9.9.03)

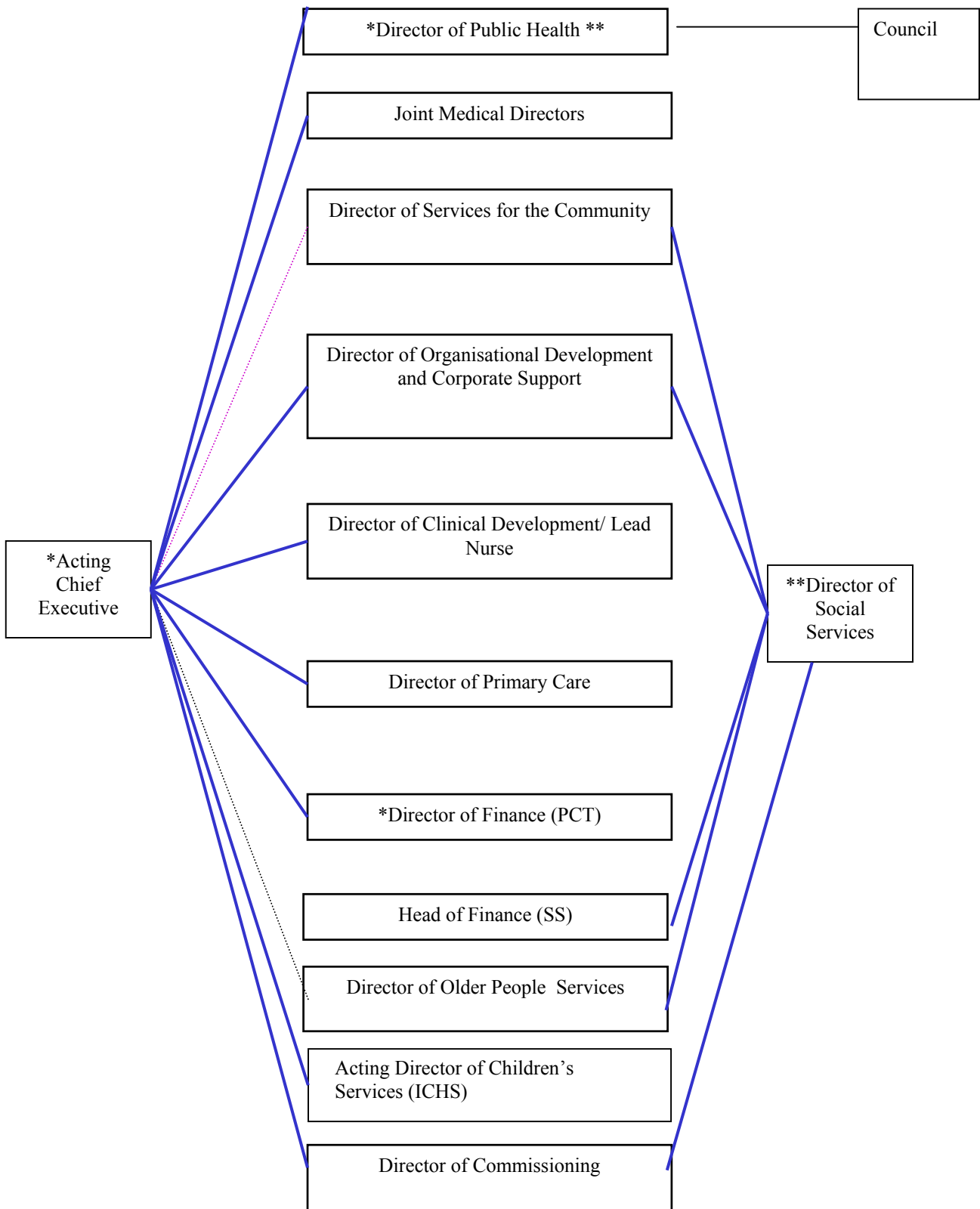
Joint arrangements for Governance of Services

This chart only lists those services where existing joint delivery arrangements are priorities to continue, and where governance/partnership arrangements need clarification.

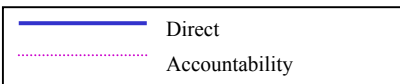
Adult services;	Learning Difficulties:	section 31/partnership board in place; (action: review membership of board)
	Substance Misuse:	Add: management of smoking cessation services; SLA to be agreed with targets and reporting arrangements – consider S.28A agreement
	Community Dentistry:	Memorandum of Agreement to set out targets; continues to report to Head of Adult Services
	Mental Health:	formalise LIT as partnership board; formalise " LIT Business Group" as commissioning & delivery vehicle; memorandum of agreement to set out accountability to PCT and Social Services
	Physical Disability:	Commissioning arrangements to be clarified for NHS Services
Policy	Including equalities & diversity	Management via Social Services: 3 way quarterly meeting on accountability
Regeneration & Community Partnership		joint accountability via 3 way quarterly meeting
Children's Health Services		Acting Director of ICHS reports to ACE; children's strategy group deals with future strategy
Organisational Development & Corporate Support		joint Accountability – 3 way quarterly meetings

Older Peoples Services	Line Management through DSS; accountability agreement to ACE/PCT and quarterly 3-way meetings
Public Health	Continued joint accountability to Director of Health and Housing and ACE
Commissioning	Line management to ACE, covers Acute & health dimensions of mental health and older people's services. All other commissioning functions will be subject to further discussion.

A chart clarifying accountabilities and direct reports to Director of Social Services/Acting Chief Executive



NB: Accountability for budget management is held directly from same manager to the appropriate Accountable Officer i.e. ACE (PCT) DSS (Council)



* Accountable to PCT Board
 ** Accountable to Council Executive

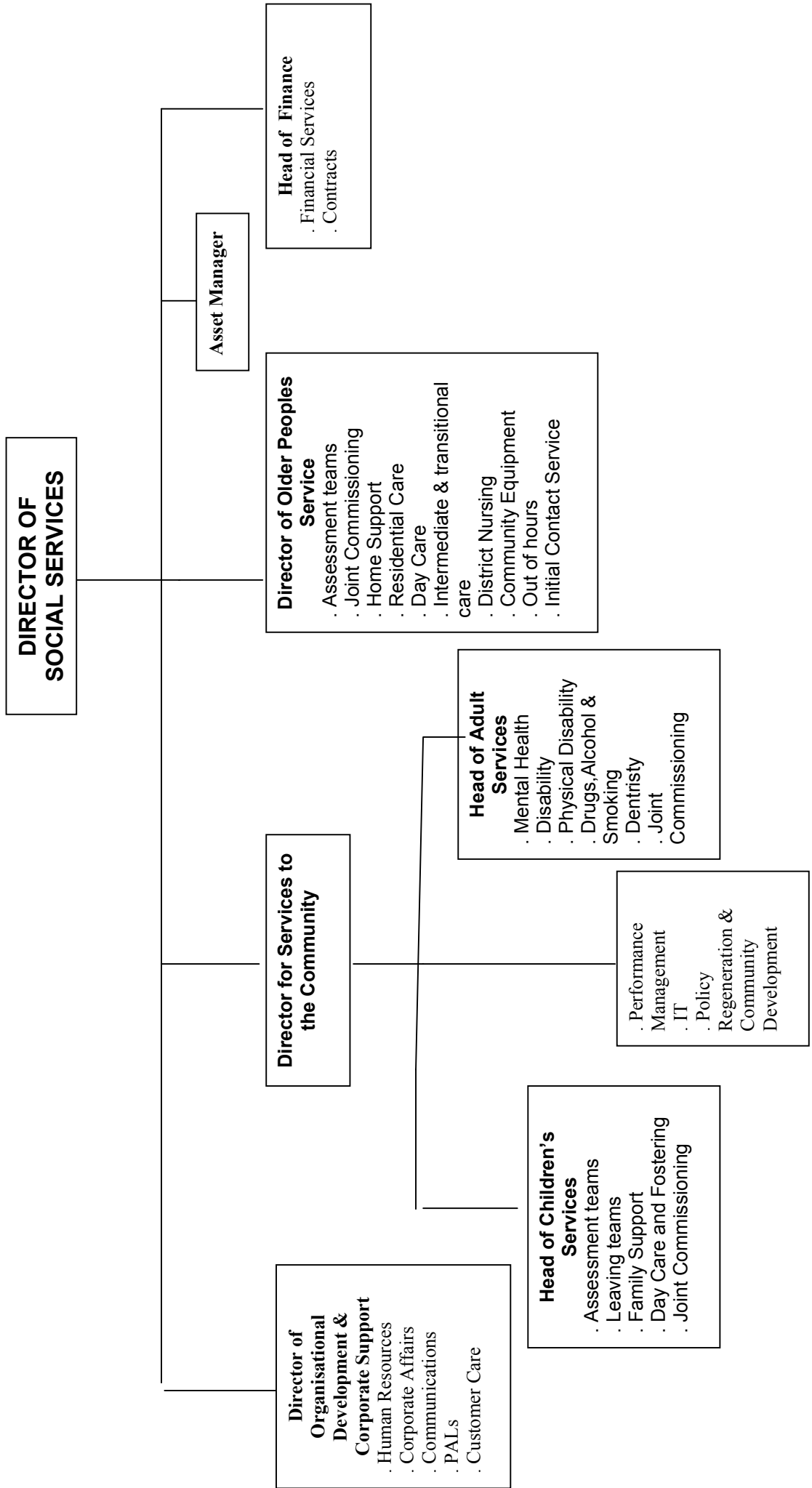
Accountability Framework

<u>Post</u>	(Job Title)
Post Holder	<i>(Person in Post)</i>
Accountable for	<i>(Core functions)</i>
Source	<i>Job Description</i>
Performance objectives	<i>(4/5 key deliverables/outcomes & timescale)</i>
Source	<i>Performance objectives</i>
Performance objectives agreed by	<i>e.g Chair, PCG board. Elected members. Chief executive, director, line manager, as appropriate</i>
Line Manager	
Direct Reports	
Professional accountability	<i>Where different to above</i>

Signed:.....

Review Date.....

Social Services Management Chart



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THE EXECUTIVE**28 OCTOBER 2003****REPORT OF THE DIRECTOR OF SOCIAL SERVICES**

SOCIAL SERVICES ANNUAL REVIEW OF PERFORMANCE		FOR INFORMATION
<p><u>Summary</u></p> <p>All Councils with Social Services Responsibilities are subject to the Performance Assessment Framework. As part of this, the Social Services Inspectorate meets annually with councillors, senior managers and partner agencies to review progress over the previous year, taking into account performance indicators, inspections and other evidence.</p> <p>The attached letter is the result of this process and the Council is required to present it to the Executive (or equivalent).</p> <p>Star ratings will be announced shortly informed by this process.</p> <p><u>Recommendation</u></p> <p>The Executive is asked to note the report.</p>		
<p>Contact Officer: Cathryn Williams</p>	<p>Director of Services for the Community</p>	<p>Tel: 020 8227 2086 Minicom: 020 8 227 2462 E-mail: cathryn.Williams@lbbd.gov.uk</p>

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15 September 2003

Ms Julia Ross
Director of Social Services
London Borough of Barking and Dagenham
Civic Centre
Dagenham
Essex
RM8 7BW

Dear Ms Ross

ANNUAL REVIEW OF PERFORMANCE

Summary:

This letter accompanies a report of the Social Services Inspectorate's annual review of your council's social services performance. You are asked to present it in open session to the council's relevant executive committee, within two months of the date of this letter.

Thank you for arranging our recent annual review meeting. This letter sets out the Inspectorate's view of the performance of social services in your area during the last year and comments on improvements planned for the year ahead.

The recommendations made in this letter and its annexed report are intended to help the council improve outcomes and the quality of service to service-users and carers. They are also intended to improve the prospects of improved performance ratings in the future.

In assessing performance, SSI reaches judgements about performance against a set of standards and criteria, drawing on evidence from a number of standard sources. These include:

- the published PAF performance indicators and other statistical data up to 2002-03, plus data supporting planned targets for 2003-04;
- monitoring information from the position statement completed in June and October 2002, and the delivery and improvement statement completed in May 2003; and

- the audit of services to children in need carried out in response to the report of the Victoria Climbié Inquiry.

Details of the standards and criteria have been published, and are available from SSI, or may be seen on the Department of Health's performance website. A summary of the evidence used has also been sent to you separately.

The annex to this letter summarises the key strengths of performance over the last year, and highlights priorities for improvement in the year ahead. The annual review does not attempt to review all aspects of performance. It focuses on the main performance issues for which SSI has current information.

Progress will be reviewed at the next scheduled monitoring meeting.

This report will form part of SSI's performance record for the council, and will be published on the Department of Health's web-site in November. You are asked:

- to present it to an open meeting of the relevant executive committee of the council, within two months of the date of this letter, and to advise me of the date on which this will take place;
- to make the report available to members of the public at the same time; and
- to copy this letter and report to the council's appointed auditor, and to NHS partner organisations.

Progress will continue to be monitored during 2003-04 through our usual processes, and a further Annual Review meeting will take place during 2004-05.

Performance (Star) Ratings will be confirmed in November, based on an assessment of overall performance using all admissible evidence. The evidence summarised in this letter will be used to help arrive at the rating.

Yours sincerely

Eileen Dunnachie

Link Inspector

Social Services Inspectorate (London)

Copy to: Graham Farrant – Chief Executive

PERFORMANCE REVIEW REPORT 2003:

LONDON BOROUGH OF BARKING & DAGENHAM

SERVICES FOR CHILDREN AND FAMILIES

Improvements observed since the previous annual review

Assessment has highlighted the following improvements to services since the last Annual Review:

- good performance on the stability of placements of children looked after has been maintained. There has however been no improvement in the long term stability; (Standard 3)
- good performance in placing children looked after with family or friends, which is above the outer London average; (Standard 3)
- the percentage of children looked after who have had the relevant health checks and immunisations has improved. This was raised as an area for development in last year's Annual Review; (Standard 3)
- almost all reviews of children looked after have been completed within the required timescales. This is above the outer London average and this improvement needs to be maintained and continued. This was an area for development in last year's Annual Review; (Standard 3)
- virtually all children looked after have an allocated social worker. This needs to be sustained; (Standard 3)
- there has been a reduction in the percentage of children looked after who missed more than 25 days schooling, and the number of children permanently excluded from school is less than half the outer London average; (Standard 3)
- the percentage of care leavers engaged in education, training or employment has improved. The SSI inspection of children's services in May 2002 noted that the leaving care team provided a good service to care leavers; (Standard 1)

- all relevant care leavers have a pathway plan in place and an allocated personal adviser; (Standard 1)
- some additional foster carers have been recruited; (Standard 3)
- in July 2003 all children on the Child Protection Register had an allocated social worker. Earlier in the year there were a number of unallocated cases reported and it is imperative that the current level of allocation is sustained; (Standard 3)
- there has been an improvement in reviewing children on the Child Protection Register and 98 per cent are now completed within the required timescale. Continued improvement is required to achieve 100 per cent compliance. This was noted as an area for development in last year's Annual Review; (Standard 3)
- there has been a reduction in the unit cost of foster care; (Standard 2)
- performance has improved in the percentage of children registered on the Child Protection Register who had been previously registered. This was noted as an area for development in last year's Annual Review; (Standard 3)
- there is a developed system for managing performance and ranges of enhanced monitoring activities are in place and are planned; (Standard 1) and
- appropriate advocacy and interpreter services are available when required. (Standard 5)

Areas for Improvement

Assessment has highlighted the following concerns about performance:

- there has been a reduction in the number of children adopted, and performance is now in the lowest band. This issue was raised as an area for development in last year's Annual Review. Additionally, no child adopted last year had been placed for adoption within 12 months of the best interest decision being made. However, permanency planning is a priority for 2003/04 and 20 children have been placed for adoption during last year, with more adoption orders being made already in 2003-4 than 2002-3; (Standard 1)
- the percentage of children looked after placed in foster care or for adoption remains low and below the outer London average. There is a comparatively low number of approved adopters and foster carers as a percentage of the number of children looked after. A comparatively high proportion of children looked after are mostly unaccompanied asylum seeking children in residential care placements. The percentage of young children looked after in foster care or placed for adoption has improved. This was an area of development

identified in last year's Annual Review; (Standard 3)

- the recent National Care Standards Commission inspection of fostering services raised significant concerns about procedures for placing unaccompanied asylum seeking children. At the time of the inspection 70 children and young people were placed through an agency whose foster carers had not been through the usual checks and some of whom were actually operating as unregistered children's homes. This situation has now been remedied; (Standard 3)
- performance has deteriorated in relation to the percentage of young people leaving care with at least one GCSE grade A*-G and is now in the lowest band. Pupils are now individually tracked with education colleagues and it is envisaged that performance will improve. Only 40 per cent of children looked after have access to a computer where they are living and this is below the outer London average (68.3 per cent); (Standard 1)
- only 50 per cent of children looked after directly communicated their views to a statutory review last year, which is below the outer London average (77.4 per cent) and needs to be improved; (Standard 4)
- performance is poor in undertaking assessments within the timescales laid down. Only 4 per cent of initial assessments are done within 7 days, a deterioration in performance from last year. It is planned that this should rise to 40 per cent in 2003-2004 but this is still well below the outer London average this year of 60.1 per cent. 38 per cent of core assessments are done within 35 days, below the outer London average of 46.6 per cent; (Standard 4)
- while performance has improved slightly in the duration on the Child Protection Register, further improvement is required to ensure that children do not remain on the register for more than 2 years; (Standard 3)
- the unit cost of residential care for children is very high and has risen by £1100 a week since last year. Commissioning options for children's care need to be explored to ensure Best Value is obtained; (Standard 2)
- the self assessment audit which was recently undertaken following the Victoria Climbié Inquiry showed a need for improvement in the following areas; (Standard 4):
 - the number of unallocated Child in Need cases;
 - the number of AEB trained social workers needs to be increased;
 - Area Child Protection Committee guidance on children from overseas is required; and

- a mechanism to record unmet need should be developed. This is being addressed.
- actions arising from recommendations in the SSI inspection of children's services in 2002 need to be completed.

Capacity for Improvement (Standard 6)

Assessment has highlighted the following improvements to capacity:

- the council has adopted the Balanced Scorecard to assist with performance management in children services. A performance management and quality assurance culture must be embedded throughout the department to promote continued improvement in services;
- there is an increase in funding for children's services in 2003-04;
- there is a commitment at Chief Officer and Member level to secure the improvements necessary in children's services; and
- a Financial and Commissioning Framework has been agreed for 2003-06, focusing on service modernisation, integration and the redirection of resources to Children and Families services.

Assessment has highlighted the following concerns about capacity:

- recruitment and retention of children and families staff remains an issue, which could impede the council's ability to deliver, service improvements. A strategy has been put in place and its implementation should address the difficulties in recruiting to key social care posts. A workforce strategy across health and social care sectors is being developed;
- a low percentage of the staffing budget is committed to training. The percentage of social workers who have attained the PQ1 award in child care is very low compared with the outer London average. Similarly a low percentage of residential child care staff have achieved NVQ3. It is recognised that a significant number of staff are being supported to undertake Dip SW training; and
- work needs to continue to ensure that equality issues become integrated into all the mainstream work of the department.

SERVICES TO ADULTS

Improvements observed since the previous annual review.

Assessment has highlighted the following improvements to services since the last Annual Review:

- there has been an increase in the amount of intensive home care and an improvement in the provision of intensive home care as a proportion of intensive home care and residential/nursing care and performance is now in the top band. Alongside this there are plans to further increase intermediate care services and extra care housing tenancies; (Standard 1)
- the number of assessments of older people has risen and performance in this area is now good. There has been an associated rise in the percentage of assessments, which have led to the provision of a service; (Standard 5)
- the number of adults with learning disabilities helped to live at home has slightly increased from last year and this trend needs to be continued. This was raised in the Annual Review 2002; (Standard 3)
- there has been a reduction in the number of delayed transfers of care from the local acute hospital. This improvement needs to be sustained. The council was designated as a 'hotspot' and the issue of high levels of delayed discharges was highlighted in the Annual Review in 2002; (Standard 1)
- there has been an improvement in the percentage of people who receive a statement of their needs following an assessment. This was raised as an issue in last year's Annual Review. Continued improvement is still required; (Standard 3)
- there has been a good increase in the percentage of people receiving a review and performance is now in the top band; (Standard 3)
- revised eligibility criteria which are compliant with Fair Access to Care were put in place and operational by April 2003; (Standard 4)
- there has been an improvement in the unit costs of intensive social care and the residential care of older people; (Standard 2)
- a fully integrated health and social care commissioning structure and team is almost complete; (Standard 1) and
- appropriate advocacy and interpreter services are available when required. (Standard 5)

Areas for Improvement

Assessment has highlighted the following concerns about performance:

- despite the improvements in intensive home care and the reduction in admissions to residential/nursing care, performance in helping older people to live at home remains poor. This was raised as an issue in the Annual Review last year; (Standard 3)
- there has been a slight reduction in the numbers of older people admitted to residential or nursing home care but admissions are still significantly above the outer London average. There needs to be continuing efforts to further reduce residential and nursing home placements and to provide more support in the community and greater independence for older people; (Standard 2)
- performance has deteriorated in the number of adults waiting more than 6 weeks from first contact to a service being provided. There are also waiting lists for occupational therapy assessments, which need to be reduced; (Standard 4)
- few service users are as yet receiving Direct Payments and these numbers need to be increased. It is noted that current scheme members include older people and people with learning disability as well as younger physically disabled service users and this is encouraging; (Standard 3)
- some slippage has been reported on the implementation of plans for a number of Valuing People objectives, including transition into adult life, more choice and control, good health, moving into employment, quality and partnership working. The percentage of adults with a learning disability getting short term breaks has halved from last year and is much lower than the outer London average. The momentum in improving services for adults and young people with learning disabilities needs to be maintained; (Standard 3) and
- there has been an improvement in the percentage of equipment delivered within 3 weeks but this is still below the outer London average. (Standard 3)

Capacity for Improvement (Standard 6)

Assessment has highlighted the following improvements to capacity:

- a Financial and Commissioning Framework has been agreed for 2003-2006, focusing on service modernisation, integration and the redirection of resources to Mental Health services;
- integrated teams have been developed with health colleagues to develop improved services.
- there is a commitment at Chief Officer and Member level to secure improvements in adult services;
- there is an increase in funding for social services in 2003-04. A capital programme worth £15 million over three years has been agreed; and
- the council has adopted the Balanced Scorecard in adult's services to assist with performance management. A performance management and quality assurance culture must be embedded throughout the department to promote continued improvement in services.

Assessment has highlighted the following concerns about capacity:

- recruitment and retention of adults' staff remains an issue, which could impede the council's ability to deliver service improvements. A strategy has been put into place and its implementation should address the difficulties in recruiting to key social care posts. A workforce strategy across health and social care sectors is being developed;
- a low percentage of the staffing budget is committed to training for adults staff, but there are plans to increase the number of students supported through DipSW training;
- the council has not yet completed the necessary processes to implement the Caldicott Standard into social care and there is uncertainty that the timetable will be met. Action is being taken to rectify this; and
- it has taken some time to develop the integrated PCT/social services structure following the joint appointment of PCT Chief Executive and Director of Social Services. It is hoped that greater evidence of benefits to service users resulting from more integration and better partnership working will be seen in the coming year. The challenges faced by the PCT are likely to impact on the improvement agenda for social services.

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THE EXECUTIVE**28 OCTOBER 2003****REPORT OF THE DIRECTOR OF HOUSING AND HEALTH**

TACKLING HEALTH INEQUALITIES: DELIVERING CHANGE THROUGH THE LOCAL STRATEGIC PARTNERSHIP		FOR DISCUSSION
<p><u>Summary</u></p> <p>The latest Department of Health publication, <i>Tackling Health Inequalities: A Programme for Action</i> provides a coherent focus for our own local work programme to tackle health inequalities (Annex 1 summarises headline messages). It also identifies a key role for Local Strategic Partnerships (LSPs) in addressing health inequalities at the local level. Along with local authorities and Primary Care Trusts (PCTs), LSPs are seen as central to delivery, with a role to play in setting priorities for action and in the strategic planning of local activity, and supporting partners to work together to reshape their services to narrow the health gap.</p> <p>PCTs have the leadership role for health inequalities within LSPs, leading work to agree a set of local priorities to address health inequalities that all partners can sign up to and support.</p> <p>The purpose of this report is to update The Executive on the approach and action already taken to deliver change through the LSP.</p> <p><u>Recommendation / Reason</u></p> <p>The Executive is asked to endorse the approach and support members of the Health Partnership Group (HPG) in order to focus on tackling health inequalities and devise / agree a local basket of indicators, which will be regularly monitored and report on annually.</p>		
<p>Contact Officer Matthew Cole</p>	<p>Director of Public Health</p>	<p>Tel: 020 8532 6362 Fax: 020 8532 6354 E-mail: matthew.cole@bdpct.nhs.uk</p>

1. Background

1.1 The following are a few of the key intervention areas highlighted by the Cross Cutting Review and *Tackling Health Inequalities* as likely to have the greatest potential impact on health inequalities:

1.1.1 To increase life expectancy

- Reducing smoking in manual social groups through smoking cessation services and other tobacco control programmes

- Preventing and managing other risk factors such as poor diet and obesity, physical inactivity and high blood pressure
- Improving environmental health, including housing conditions and reducing the risk of accidents
- Targeting the over-50s to make greatest short term impact.

1.1.2 To reduce infant mortality

- Improving the quality and accessibility of antenatal care and early years support in disadvantaged areas – building on the lessons of Sure Start
- Reducing smoking and improving nutrition in pregnancy and early years, including increasing the number of mothers who breastfeed
- Preventing teenage pregnancy and supporting teenage parents
- Improving housing conditions, especially for children in disadvantaged areas.

1.2 Importantly, delivering change to address these two targets is primarily underpinned by improvements in housing, education, employment and transport as well as the NHS.

2. Previous work in Barking and Dagenham

2.1 Barking and Havering Health Authority and subsequently Barking and Dagenham PCT has been working in partnership with the London Borough of Barking and Dagenham to tackle the health inequalities agenda since 2001. A Health Partnership Group which included senior management membership from all five local authority departments together with the Health Authority / PCT was established as a vehicle for action.

2.2 The Health Partnership Group quickly recognised that successful action to address health inequalities could only be facilitated if each organisation / department keenly appreciated:

- the evidence for the way in which health is determined by socio-economic factors;
- the relevance of their departments specific policies, action and progress in addressing health inequalities
- where these may need to be developed together with targets and indicators

2.3 To build relationships and address the above three points the public health directorate undertook an evaluation of each local authority department's policies in relation to 19 *Acheson Inquiry* recommendations.

2.4 The responses exceeded expectations and demonstrated that each local authority department did have policies, targets, indicators and some evidence of success in relation to the majority of relevant inquiry recommendations. However, the quality of the responses also suggested there was limited capacity within most of the departments to produce standardised reports documenting evidence of annual progress in relation to departmental policy objectives. The Health Partnership Group acknowledged this weakness.

2.5 Spurred on by the process and results, the Health Partnership Group started to set some health inequality targets for the borough. The eventual outcome was a 'Balanced Score Card for Health'. However, with all the organisational change the Health Partnership Group lost it's way and the group were not able to get formal agreement for its inclusion in the local authority's performance management framework.

3. The Proposed Health Partnership Group Approach

3.1 The Health Partnership Group has now been reconstituted, as a recognised sub-group of the LSP and chaired by the Director of Public Health. Core membership of the group include:

Matthew Cole (Chair)	Joint Public Health Directorate
Dr Peter Messent	Joint Public Health Directorate
Jenny Crossley	Education Arts & Libraries
Lesley Millis	Housing & Health
Nick Kingham	Leisure & Environmental Services
Lawrence Ashelford	Health & Social Care
Philip Baldwin	Regeneration and Community Development
Robin Tuddenham	Corporate Strategy
Cllr Osborn	Executive
Crystal Carter	Community Forum Representative

3.2 Part of the Health Partnership Group remit is to focus on tackling health inequalities and devise / agree a local basket of indicators, which it will regularly monitor and report on annually. To facilitate this process the Health Partnership Group will repeat the evaluation approach described earlier using the latest Department of Health publication *Tackling Health Inequalities: A programme for action* as a basis. Below in tabular form (Table 1) is a summary of which agency is responsible for each of the forty-two objectives within the publication (pages 24-36).

Table 1. Delivering Change (*Tackling Health Inequalities: A programme for action*)

		Delivery mechanism	Number of objectives	
Supporting families, mothers and children	Maternity and child health and child development	PCT Social Services + PCT	4 1	
	Improving life chances for children and young people	LA & School Prison services LA & PCTs	4 1 1	
	Reducing teenage pregnancy and supporting teenage mothers	PCT	1	
		Sure Start	1	
Engaging communities and individuals		LAS PCTs DATs	6 4 1	
	Preventing illness and providing effective treatment and care	Reducing risk through prevention	PCT PCT & LA	2 2
		Early detection, intervention and treatment	PCT	3
Improving access to effective treatment		PCT	2	
Addressing the underlying determinants of health		LA Learning and Skills Council JobCentre plus	6 1 2	

3.3 As a preliminary, a letter was sent to Directors with responsibility for front line services requesting them to complete a template for each of the forty-two objectives outlined in *Tackling Health Inequalities: A programme for action* directly relevant to their department.

- 3.4 The responses have been encouraging and describe plenty of examples of where the directorates are delivering against the forty-two objectives (Annex 2, 3, and 4). However, it's also clear that currently co-ordination across the Council and the PCT remains variable. Overall the *programme for action* is extremely ambitious and will require from each directorate i) strong leadership; ii) good communication; iii) and robust evaluation, monitoring and reporting systems for the PCT and the Council to effectively deliver this agenda. It is suggested that this could be co-ordinated as the Health and Well Being Strategy for the borough. There was previously a joint health Strategy with the borough and the health agencies, but this is now out of date.
- 3.5 The Barking and Dagenham programme will also form an integral component of the evolving North East London strategy for *Tackling Health Inequalities: A Programme for Action*.

4. Proposal

- 4.1 It is proposed that the Health Partnership Group conduct a more rigorous evaluation of current activity against each of the forty-two objectives. The results can then be used to:
- i) agree existing or develop some additional local targets, indicators;
 - ii) develop a joint delivery plan for tackling health inequalities;
 - iii) agreed a monitoring and reporting framework .

4.1 Timescale

It is the intention of the Health Partnership Group to complete this piece of work by March 2004.

Background Papers

None.

Launched in 2003 with pan-Government commitment. The document:

1. Highlights four themes

- **Supporting families, mothers and children**
 - Maternity and child health and child development
 - Improving life chances for children and young people
 - Reducing teenage pregnancy and supporting teenage mothers

- **Engaging communities and individuals**

- **Preventing illness and providing effective treatment and care**
 - Reducing risk through effective prevention
 - Early detection, intervention and treatment
 - Improving access to effective treatment

- **Addressing the underlying determinants of health.**

2. Identifies national headline indicators

- Twelve national headline indicators are proposed (Annex 2).
- These will be complemented by additional indicators selected locally.
- These data are generally either not yet available at all, or available but not yet analysed to enable progress to be assessed. Work is now in hand to begin to develop the national indicators.
- As yet there has been no discussion of the links to CHAI and star ratings, although this is likely to be only a matter of time.

3. Sets out roles and responsibilities

- Recognises that action must be cross cutting at the national level as well as locally
- **Local Strategic Partnerships** are crucial, although it is recognised that these are not always well developed especially outside NRF areas. They should take the lead in encouraging:
 - A “committed, collaborative and systematic approach”
 - Pooling budgets and sharing resources
 - Health equity audits
 - Developing local priorities
 - Agreeing the local basket of indicators.
- Tackling health inequalities is a priority for every **Local Authority**, with the national health inequalities target included in the local public sector agreement “national” targets:
- The “Shared Priorities” programme includes promoting healthier communities and narrowing health inequalities
- Local Government has a statutory duty to promote community well being
- The remit of Overview and Scrutiny Committees includes public health and health inequalities
- Within the **local NHS** there are three roles:
 - **PCTs** have the local lead for leading and supporting the partnership work which will be crucial
 - **PCTs and NHS Trusts** (working with the Modernisation Agency) should ensure that service modernisation and improvement narrow health inequalities
 - **PCTs and NHS Trusts** should promote regeneration through their role as corporate citizen in supporting local economies maximising the access to high quality health services for people from disadvantaged communities and wherever health needs are high.
- The **SHA** should:

- Ensure that health inequalities are central to planning and performance management
- Support NHS organisations in meeting the targets and contributing to effective partnerships
- Build capacity throughout the public health network and more widely
- Enable pan-PCT approaches
- Ensure that local communities benefit from local job opportunities.

4. National headline indicators

- **Access to primary care**
- Numbers of primary care professionals (initially GPs) per 100,000 population
- **Accidents**
- Road accident casualties in disadvantaged communities (88 Neighbourhood Renewal Fund (NRF) areas compared to England as a whole)
- **Child poverty**
- Proportion of children living in low income households
- **Diet 5-a-day**
- Proportion of people consuming five or more portions of fruit and vegetables per day in the lowest quintile of household income distribution
- **Education**
- Proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at Grades A to C
- **Homelessness**
- Number of homeless families and children living in temporary accommodation
- **Housing**
- Proportion of households living in non-decent housing
- **Influenza immunisations**
- Percentage uptake of flu immunisations by older people (aged 65+)
- **PE and school sport**
- Percentage of schoolchildren who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum
- **Smoking prevalence**
- Prevalence of smoking among people in manual social groups, and among pregnant women
- **Teenage conceptions**
- Rate of under-18 conceptions
- **Mortality from the major killer diseases**
- Age-standardised death rates per 100,000 population for the major killer diseases (cancer, circulatory diseases) under 75 (for the 20% of areas with the highest rates compared to the national average).

Corporate Strategy / Neighbourhood Renewal

Annex 2

Area	Objective	LBBB Written policy	Significant work underway	Indicators of success	Evidence of success
Supporting families, mothers and children	To reduce teenage pregnancy and support teenage mothers, Help to deliver SureStart action plans	Neighbourhood Renewal Strategy, Regeneration Strategy, Community Strategy	Programme of activities around teenage pregnancy including peer education and training, development of guidance for young people friendly services, training sessions for young mothers and fathers, work with young men around responsibilities and relationships YOT project for families around advice and support	To reduce the number of conceptions to under 18s by 5% per year borough wide and 5% in Gascoigne and Fanshawe wards	?
Preventing illness and providing effective treatment and care	Work with particular sections of the community to improve access to health, housing and social care	Neighbourhood Renewal Strategy, Regeneration Strategy, Community Strategy		To improve access to local interim care services	NRS Funding secured for Gray's Court

	<p>services for disadvantaged and black and minority ethnic groups</p>				
<p>Engaging communities and individuals</p>	<p>Empowering Local people to influence service delivery; Increase community capacity and participation; To empower and engage the community by offering training, learning and involvement opportunities; To improve the flow of information especially to hard-to-reach groups To seek the active</p>	<p>Neighbourhood Renewal Strategy, Regeneration Strategy, Community Strategy</p>	<p>Groundwork Trust has been commissioned to develop Community Action Plans in each Community Forum area by consulting and working with local people; Two pilot Neighbourhood Co-ordination projects in Wellgate Community Forum area and Abbey, Gascoigne and Thames. Improving People's access to community forums by supplying crèche places, translations and transport, Work is being undertaken to help engage with hard-to-reach groups</p>	<p>To establish 2 pilot Neighbourhood Management schemes To develop action plans with local people for their areas To help local community develop and deliver To increase by 10% the number of community organizations securing resources from other funding sources.</p>	<p>All local action plans have been completed by Groundwork, they are now in the process of implementing the actions within the plans. Increase in the numbers of people attending community forums – however uptake of crèche facilities were limited. Increased knowledge of the numbers of groups within the borough 2 community forum newsletters have been produced by</p>

Addressing the underlying determinants of health	involvement of hard to reach groups and young people in promoting citizenship and civic pride		Training sessions for community reps. Funding workshops for the voluntary and community sectors		local people in Abbey, Gascoigne and Thames and Parsloes, Becontree and Valence Translations services for council documents and community forum information is available
Addressing the underlying determinants of health	Raising Skills, Raising Local People's income and employability,	Neighbourhood Renewal Strategy, Regeneration Strategy, Community Strategy,	NRS funded projects: Reading Partners Scheme; Learning Mentors for School Age children; ESOL provision; Healthy Help Project to ensure local people are receiving all benefits entitled to them, particularly old people, SureStart nutrition programmes, Smoking Cessation programmes, Healthy schools initiatives – Walking Buses and Breakfast	Improve Adult Basic skills, Increase People's incomes, Raise Educational attainment in schools; Increase number of people entering higher and further education,	Average income in the borough has increased by 14% over the past 2 years Beacon Status for Improving Secondary education, increase in GCSE results Healthy help project has secured £25,000 + in benefits in first year.

			clubs,	The Implementation of a programme of Healthy Living events in the most deprived areas of the borough;	<p>SureStart nutritionist in post and implementing a series of events in the SureStart areas;</p> <p>Breakfast clubs have been agreed for two schools in the borough one has started.</p> <p>Walking buses are set to start to coincide with Walking to School week in October 2003.</p>
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Area	Objective	LBBD Written Policy	Significant work underway	Indicators of success	Evidence of success
Supporting families, mothers and children	To break the intergenerational cycle of poor levels of literacy and learning.	Family Learning position statement and strategy	<ul style="list-style-type: none"> ● 7 or 8 years of developing Family Learning projects – as a partnership between Community Inspection and Advisory Service, Adult College, Libraries and Schools. 	<ul style="list-style-type: none"> ● Reading and spelling scores of children on the programme. ● Qualifications gained by adults. ● Retention rates and progression routes. 	<ul style="list-style-type: none"> ● Courses demonstrably indicate children make significant gains in reading and spelling. ● Track record for qualifications gained by adults. ● Recognition by external agencies e.g. OFSTED, Basic Skills Agency.
	<p>To provide support and advice for parents of young deaf children</p> <p>To provide early intervention</p>	Parent Leaflet outlining aims and objectives	<ul style="list-style-type: none"> ● Early Years Family centre for deaf children and their families set up as result of parent questionnaire (temporary premises) ● Sessions running 2x weekly ● Attendance by representatives from Health (S&LT, audiologist, audiology consultant), Social Services and Education ● Evening training sessions set up 	<ul style="list-style-type: none"> ● Attendance at sessions ● Progress in young children's communication skills 	<ul style="list-style-type: none"> ● Sessions well attended ● Video evidence of improved communication skills
To develop signing skills of parents of young deaf children (0-6yo)			<ul style="list-style-type: none"> ● 12 month programme developed based on parents' needs (rather than Stage1 BSL) ● Second year of course ● Weekly sessions run by deaf-worker 	<ul style="list-style-type: none"> ● Confidence of parents in ability to communicate with deaf people ● Attendance ● Further signing courses undertaken 	<ul style="list-style-type: none"> ● Well-attended and positive informal feedback ● Majority of last year's parents undertaking Stage 2 BSL

Area	Objective	LBBD Written Policy	Significant work underway	Indicators of success	Evidence of success
Supporting families, mothers and children	To enable parents establish own supportive network		<ul style="list-style-type: none"> Weekly sessions held Children mix with minimal adult intervention 	<ul style="list-style-type: none"> Attendance Network developed Children begin to identify with other deaf people 	<ul style="list-style-type: none"> 4-5 regular members (transport an issue) B&D Deaf Children's Society set up by parents Parents spoke at national conference Informal feedback
	To enable deaf toddlers to meet and play with each other		<ul style="list-style-type: none"> Parent group set up LEA training available to parents Parent representative on autism steering group 	<ul style="list-style-type: none"> Attendance Feedback 	<ul style="list-style-type: none"> Course attendance record Evaluations
	To provide training and support for parents of children and young people with autism		Course run by Adult College	<ul style="list-style-type: none"> Attendance and Evaluation 	<ul style="list-style-type: none"> Well attended
	To address the physical and psychological health needs of looked after children.	LACHES (Looked After Children Health and Educational Support) team brief	<ul style="list-style-type: none"> Nurse already appointed to the LACHES team. Specialist teacher and educational psychologist input to the LACHES team to start this term (Autumn 2003). Stronger links with CAMHS to be developed. 	Increased numbers of medical checks.	% Increase in medical checks.

Area	Objective	LBBD Written Policy	Significant work underway	Indicators of success	Evidence of success
Supporting families, mothers and children	To increase the range of services and interventions available for prevention work: a) Domestic Violence (DV)	DV Strategy	Schools programme e.g. drama – awareness raising with staff and pupils within school.	Increased awareness of DV issues.	Local multi-agency launch plus voluntary sector involvement.
	b) Teenage Pregnancy	Teenage pregnancy strategy	Joint Health and Education team.	<ul style="list-style-type: none"> ● Reduced under-16s conception rate. ● Reduced under-16s birth rate. 	<ul style="list-style-type: none"> ● Reduced under-16s birth rate. ● Extension of work in schools e.g. Straight Talking Project
	c) Supporting Parents and Carers	A number of approaches collated across Barking & Dagenham	<ul style="list-style-type: none"> ● Parents in Education workshops ● Parenting workshops ● Development of family therapy services within DEAL/Schools (see also Family Learning) 	Increased parental engagement in terms of child's education, understanding, behaviour, etc.	<ul style="list-style-type: none"> ● Successful seminars for Parents in Education ● Oversubscribed parenting workshops run by Educational Psychology Service and CIAS.
	d) Raising awareness of emotional needs of children	1) Policies within Early Intervention Service "Acorns"	Expansion (doubling) of support offered to children, staff, parents and carers at Acorns.	<ul style="list-style-type: none"> ● Reduction in school exclusions of children attending Acorns. ● Increased understanding by staff, parents and carers of emotional needs of children. 	<ul style="list-style-type: none"> ● Highly positive feedback from service users. ● Support of Headteachers for expansion of service. ● Inclusion of Acorns in a national publication (DfES/DoH)

Area	Objective	LBBD Written Policy	Significant work underway	Indicators of success	Evidence of success
Supporting families, mothers and children		<p>2) Schools Counselling Service Agreements</p> <p>3) Mentor Schemes/Policies developed</p>	<p>Expansion of Schools Counselling Service at secondary level.</p> <p>Expansion of mentoring scheme to include Volunteer Mentors and Young Carers as well as an extension of Schools Learning Mentor Scheme.</p>	<p>Increased uptake of young people accessing schools' counselling service.</p> <ul style="list-style-type: none"> • Increase in number of pupils being mentored. • Named mentor for every looked after child at secondary level. • Launch of Volunteer Mentor Scheme (January 2003). • Set up post of Learning Mentor for Young Carers (August 2003) 	<ul style="list-style-type: none"> • Extension of groups/training offered. • Highly positive feedback from service users and schools. • Highly positive feedback from service users and schools. • National acknowledgement of the quality of the service (DfES Review). • University accredited training provided for mentors.
	To increase awareness of issues around Deliberate Self Harm (DSH)	Multi-agency steering group	Documents circulated to schools and services about indicators and what to do.	<ul style="list-style-type: none"> • Increased awareness of DSH. • Setting up a research project with CAMHS. 	<ul style="list-style-type: none"> • Primary and secondary schools have basic information. • National DSH project to be initiated.

Area	Objective	LBBD Written Policy	Significant work underway	Indicators of success	Evidence of success
Supporting families, mothers and children	Behaviour Improvement Programme (BIP) – To establish Behaviour Education Support Teams in key schools as a multi-agency initiative.	Detailed written Bid and Strategy. BIP Steering Group	<ul style="list-style-type: none"> • Four bases set up in four areas. • Additional staff recruited/working together: <ul style="list-style-type: none"> - Teachers - Mentors - Voluntary Agency - Befrienders - Educational Psychologists - Family Therapists - Social Workers - Health Staff - Attendance Officers - Youth Justice links 	<ul style="list-style-type: none"> • Direct work with children and young people and families. • Schools are seeing improved multi-agency responses and support. • Improved attendance in key schools. • Improved input to YOT in establishing a multi-agency approach. • Improved focus on educational outcomes and psychological wellbeing of vulnerable children and young people. • Improved support for parents and carers e.g. through extension of family therapy. 	
Engaging communities and individuals	To increase awareness and skills in communication		<ul style="list-style-type: none"> • 3 staff trained as regional trainers • Day, twilight and evening courses run for anyone who lives or works in borough 	<ul style="list-style-type: none"> • Course Attendance and evaluation 	<ul style="list-style-type: none"> • Approximately 100 trained last academic year • Courses attended by parents, carers, staff in maintained and non-maintained settings and staff from LEA, PCT and Social Services

Area	Objective	LBBD Written Policy	Significant work underway	Indicators of success	Evidence of success
Preventing illness and providing effective treatment and care	To provide a cohesion approach to addressing needs of children and young people with speech, language and communication needs		Representatives from Health, Social Services, Voluntary groups involved in developing S&L Action Plan Joint working and training by PCT Speech Therapists and LEA S&L team	<ul style="list-style-type: none"> Complementary approach to addressing S&L Joint training presented 	<ul style="list-style-type: none"> ICAN pilot training provided. Joint training package developed
To provide a cohesion approach to addressing needs of children and young people with medical needs	To provide a cohesion approach to addressing needs of children and young people with medical needs		0.2 Advisory Teacher time for developments re Health and Medical Needs in post Liaison with school nurses re Health care Plans	<ul style="list-style-type: none"> Increase in curriculum access for pupils with physical and medical needs Health Care plans in place and effective in meeting needs of individual and support staff 	<ul style="list-style-type: none"> Pupils accessing curriculum Reviews
To provide a cohesion approach to addressing needs of children and young people with physical needs	To provide a cohesion approach to addressing needs of children and young people with physical needs		Liaison with occupational therapists and SEN team and advisory teachers		
Addressing the underlying determinants of health	To provide appropriate support at the earliest time		BEST and Area multi-agency structure and meetings Liaison with co-ordinator for Looked After Children	Interventions/support planned and effective Complementary working	<ul style="list-style-type: none"> Reviews

The Early Years Service/Sure Start is contributing to Health inequalities as follows:

Supporting families, mothers and children

The creation of children's centres throughout the borough will:

- help health and social care services focus on preventative, child focused work with an emphasis on outreach and public health models of delivery;
- * help to re-shape services through co-location;
- improve access to local services;
- ensure early identification and early intervention .

The children's centre services should be:

- accessible (in terms of location, opening times, cultural sensitivity);
- outcome focused;
- prevention orientated;
- available to all but not the same for everyone;
- community driven;

Engaging communities and individuals

Local people are consulted about service delivery in the Sure Start Local programmes. Consultation about services will also be an important aspect of the children's centre programme.

Jointly funded teams will work out of children's centres and SSLPs

Community and voluntary sector participation will be encouraged within the children's centre programme and are already active in SSLPs

Preventing illness and providing effective treatment and care

Children's centres and SSLPs will offer preventative services around Government PSAs relating to diet, accident avoidance, smoking cessation, preventing respiratory illness etc.

Addressing the underlying determinants of health

Children's centres and SSLPs will improve employability through training and access to childcare. Employment will also be facilitated through links to Jobcentre Plus. Jobcentre Plus advisors will help local parents to access benefits.

Educational inequalities will also be tackled through providing quality, affordable childcare integrated with early education. Access to these services particularly benefits children from disadvantaged backgrounds and is therefore an important aspect of tackling inequality.

As services are made available locally hopefully those who do not normally take up centralised services will benefit.

Leisure and Environmental Services

Assessment of work in relation to Tackling Health Inequalities

The Leisure and Environmental Services has a variety of roles providing a number of services from, Street Cleansing, Leisure facilities, Civil engineering, Fleet and Waste Management and Regeneration

Some of the departments key objectives impact on the health of the community- notably,

- Access to a range of sports and leisure facilities within the Borough with an overall aim of improving the health and welfare of the Community
- Regeneration strategy focuses on what needs to be done to improve the borough especially in terms of continuing to improve education employment , housing , transport and building better partnerships which in turn will mean healthier happier residents
- Providing an integrated approach to the street environment to meet the Council objectives for a cleaner greener and safer Borough.

With the introduction of the Local Public service Agreement, Leisure and Environmental Services have one national PSA

- Reducing deaths and serious injuries on the roads in Barking and Dagenham

And three local PSA targets

- Improving the overall cleanliness of the street within the Borough
- Reducing the number of abandoned vehicles on the streets of Barking and Dagenham
- Making Barking and Dagenham greener by improving the natural environment and increasing awareness and use of the natural environment

Meeting the targets within these PSA's will result in an enhancement of performance which will have an impact on delivering change in terms of health inequalities and quality of life

For the purpose of this report information regarding **Regeneration will be provided by Corporate strategy**

This quick assessment of the work that is being carried out revealed that managers who were interviewed, were very much aware of the potential impact that the work of their groups could have on improving the health of the community. There is evidence of the teams working in partnership to develop initiatives, are committed to making the links and working with others to deliver improved services. Some good example of this are

- Road safety work carried out with Schools

- Fit for life – G.P. referral scheme which has exceeded targets for referrals
- Recent launch of self walk pack maintaining the Just walk programme including the inaugural East London festival, funding for a part time Healthy Walking co-ordinator.
- Provision of CCTV allowing work with Police and other agency to reduce street crime

It is also worth noting that often some of the initiatives that are being carried out 'on the ground' impacts on a number of the key areas within the positive action framework

There are a number of mechanisms by which this work can be measured and provide evidence. This can be seen in the BVPI, LPI's and the LPSA and in addition qualitative information can be found in relation to satisfaction levels

Appendix 1: Table reveals the work that is currently underway within the department

Teresa Evans
23/9/03

Area	Objective	LBBB Written policy	Significant work underway	Indicators of success	Evidence of success
1. Supporting Families , Mothers and children (improving life chances for young people)	Develop sports facilities through the new Opportunities Fund	Formed part of the leisure active strategy and will sit within cultural strategy	One scheme was run re Junior sports leaders Coaching leadership scheme to engage with young people outside the classroom (Gascoigne Estate).	Scheme completed	% of those attending who gained Coaching leadership.
	Act locally to improve basic skills	Road safety plan	We Promote and fund pedestrian safety via talks to children in relation to road safety and cycle training known as 'Bikestyle' which is offered to schools	Number of school taking part	Number of children taking part in the training (so far this year 4100 children have received talks) Yearly take up of Bikestyle -10 –11 schools. This financial year 206 children trained so far. Feedback from schools supported the work of the services provided by the Road safety team.

Area	Objective	LBBB Written policy	Significant work underway	Indicators of success	Evidence of success
2. Engaging Communities and individuals	Develop ways of engaging communities and stimulate greater community participation	Regeneration – Neighbourhood Renewal	<p>Walking buses programme developed officer post funded by neighbourhood renewal fund</p> <p>Recently launched with presentation to the school sent</p> <p>Car free day organised</p> <p>Safer routes to school funded by TFL</p>	<p>Uptake of scheme</p> <p>Continuances of scheme</p>	<p>Number of walking bus schemes that are established within the borough (4 school currently taking part)</p> <p>Worked with 3 schools in 2001/2 and 4 more in 2002/3</p> <p>Working in partnership with 3 school this year</p>

Area	Objective	LBBB Written policy	Significant work underway	Indicators of success	Evidence of success
2.	As above	Leisure Active replaced by Cultural strategy	<p>A Number of outreach projects carried out by Sports Development team to encourage participation by member of take part in physical activity the community which including work with Parkside stroke club- Disabled archery Club</p> <p>Work with Women from BME groups 50+ swimming sessions trained volunteers from the community to help continue the work</p>	Number of outreach projects	<p>Level of participation plus qualitative information from satisfaction surveys</p> <p>Performance information in relation to Sports development show in 2002/3 that targets set in 4 area of work were met or partially met.</p> <p>Generic =93%</p> <p>Inclusion= 95%</p> <p>Youth =61%</p> <p>Events 88%</p> <p>Establishing baseline data</p>
2.		As above	Recent launch of healthy walks pack developed in partnership. Funding for P/T walk coordinator through THERAPY Project sports development working with park rangers/Thames chase and PCT Just walk programmes East London Walk festival took place in Borough		

Area	Objective	LBBB Written policy	Significant work underway	Indicators of success	Evidence of success
2.	As Above	As Above	<p>Work within Leisure and Community Services has commences to identify barriers to participation.</p> <p>Programme of research agreed and where barriers have already been identified a programmes of sessions in the leisure centres developed (through delivery plan will aim to increase user figures)</p>	Surveys carried out	Development of session as a results of the research to increase participation

Area	Objective	LBBB Written policy	Significant work underway	Indicators of success	Evidence of success
3. Preventing illness and providing effective treatment and care (reducing risk through effective prevention)	Raise levels of Physical activity including walking and cycling	As above Leisure active/Cultural strategy	<p>All of the work mentioned above is a delivery mechanism for this objective. Identifying barriers to participation will assist in future development of the services within Leisure and Community services</p> <p>Fit for life programmes GP referral scheme</p> <p>Body Mot's (Council employees) health checks</p> <p>Phase 4 Cardiac Recovery Programme</p>	<p>Target set in terms of referrals /completed programmes and level of participant drop out</p> <p>Number of staff using service + extension of the parameters to include Glucose testing Steady flow of patients</p>	<p>Report for 9th November 2002- 8th February shows that the programme has exceeded its targets e.g. referral was set as 70 referral were 77 (110%) Surveys with participants show 76% still active or are now more active</p> <p>Staff attending Jun 02-Feb03 -426</p> <p>Continuance of programme</p>

Area	Objective	LBBB Written policy	Significant work underway	Indicators of success	Evidence of success
	Reducing illness and death caused by accidental injury	Has been subject to a BV review (Street scene) improvement plan in place	<p>Ongoing education plus publicity regarding road safety with schools and Nurseries Talks to older people undertaken</p> <p>Improvement to the highways environment especially for vulnerable members of the community- Programme for providing dropped kerbs/pram crossing which includes the provision of tactile paving which will reduce accidents and improve walking environment funded through external funding Increased enforcements against footway Parking 'Show you care – Park Elsewhere' with extra guard rails have been implemented. 3 mobile speed display units Planned implementation of Cycle routes Traffic calming measures Working towards increased partnership work with public transport providers</p>	<p>National PSA target to reduce casualties</p> <p>BVPI99(performance against the ten categories)</p> <p>BVPI 178</p>	<p>Casualties numbers over the last five year indicate a downward trend</p> <p>Attainment of 100%target</p> <p>Both initiatives generated interest from other LA's keen to adopt Educative measures</p> <p>One success- change bus route to enable resident to get to Oldchurch</p>

Area	Objective	LBBB Written policy	Significant work underway	Indicators of success	Evidence of success
4. Addressing the underlying determinants of health	Create a better and safer environment	<p>Parks and Open spaces strategy</p> <p>Community safety</p> <p>Environmental Policy</p>	<p>BV Review of Parks and Ground maintenance</p> <p>Identification of ways in which B&D can become greener by improving the natural environment and increasing awareness and use of the natural environment</p> <p>Healthy lifestyle programme in conjunction with the PCT</p> <p>Development of Barking Park</p> <p>Management of major projects e.g. Beam Valley County Park</p> <p>Management of allotments promoting healthy eating and healthy exercise</p> <p>Provision of CCTV via the Communications Centre</p> <p>LPSA Target 8 improve the overall cleanliness of the street within the borough</p> <p>LPSA 9 reduce the number of abandoned vehicle in B&D</p>	<p>Improvement plan</p> <p>Progress against Target 12 of LPSA +CS8</p> <p>BVPI 199(new)</p>	<p>Progress against the improvement plan</p> <p>Small increase from 45% to 46%</p> <p>Formerly neglected area of land at Boyers Wood was opened in October 2002</p> <p>Evidence of the success will be meeting targets set in LPSA</p>

How is Barking & Dagenham linking Health, particularly Tackling Health Inequalities into the mainstream?

We started this in 1995 with the launch of a joint Health Strategy agreed between the forerunners to the current PCT and the 2 boroughs of Havering and Barking & Dagenham. One of the main things this did was look at the wider implications of health, and included targets around education, regeneration and improving housing standards. Barking & Dagenham is now one of the fastest improving education authorities (from being one of the lowest achieving), and is just completing a 5 year improvement programme known as Shape Up. This work put central heating into all council owned low rise flats and housing, together with double glazing, new secure front doors and the repair/renewal of roofs. This covered around 21000 properties. The remaining stock, of 3000 high rise dwellings, already had landlord controlled heating. This had been introduced to combat condensation and fuel poverty. The heating is controlled by the landlord and the tenant pays weekly for the fuel in their rent, thus preventing heat robbing. The Shape Up scheme also included targets for employing local people (and "local" included neighbouring boroughs) through the contracts, as did our repairs DLO, which has recently been outsourced in a partnership arrangement.

Currently the Chief Executive of the PCT is also the Director of Social Services, and her management team is an amalgamation of both organisations. In addition the Director of Public Health is a joint appointment between the PCT and the Council and has a dual reporting line to the PCT and the Director of Housing & Health. He also sits on the Chief Officers Management team. (TMT)

Barking & Dagenham have 7 Community Priorities agreed with the local community, including the police and health organisations, via consultation arranged through our Citizens' Panel. These are:

- Promoting Equal Opportunities and Celebrating Diversity
- Better Education & Learning for All
- Developing Rights & Responsibilities with the Local Community
- Improving Health, Housing & Social Care
- Making Barking & Dagenham Cleaner, Greener, Safer
- Raising General Pride in the Borough
- Regenerating the Local Economy.

All of these impact in some way on health, but the lead through the Local Strategic Partnership (LSP), the Community Plan and the Council Executive is Improving Health, Housing & Social Care.

The LSP has various sub groups reporting to it, and one is Health. This is chaired by the Director of Public Health, and includes representatives from the local authority, and is widening membership to include voluntary organisations.

Supporting the Community Priorities are Service & Financial plans. Barking & Dagenham has developed the Balanced scorecard, an idea adopted from the private sector as its business planning framework, and as its name implies it “balances” the various priorities – customers, finance, performance and staff. Each Head of Service prepares a balanced scorecard for their service area, and to ensure that crosscutting issues are addressed, they are included as a checklist in the toolkit supporting the scorecard. Those crosscutting issues are regeneration, customer care, equalities & diversity, sustainability and health.

The Health Checklist is based on the questions in the Acheson inquiry –“Our Healthier Nation.” (copy attached). We also completed a trawl of council policies, using the Acheson questions, a couple of years ago. This showed considerable work already being undertaken, although people may not have originally identified themselves as working on health matters.

We have started work with our PCT and the north east London sector on collecting PIs from the health and local authority sectors. We have identified a joint list which also fits with the 10 Performance Indicators (PIs) highlighted in “Health in London” led by the Greater London Authority and the London Health Commission. There is also useful work undertaken but the London Health Observatory on “Mapping Health Inequalities” (2001).

The Tackling Health Inequalities report mentions environmental improvements, tackling cold damp properties and safety, especially smoke alarms and hand rails. The council has devolved budgets for local environmental improvements to Community Housing Partnerships for council properties and to Community Forums for other residents, and significant sums have been spent on security measures, including CCTV and concierge schemes.

There are a number of PIS which are also useful in identifying work against these targets, most notably:

BV184 – this is in 2 parts, one which measures the number of homes which are non decent (higher standard than public health definition of “fit” as it covers security), and one which covers numbers made decent. This has been collected since 2002/3 by all local authorities.

BV63 – SAP ratings which measures energy efficiency in homes

BV62 – proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority. On this one our Private Sector team are working closely with colleagues in the PCT on progressing the Private Sector Housing Strategy, as historically these are often the properties in the most deprived areas and a higher proportion of the BME and elderly population.

The Fire Brigade also have a PI around increasing the number of smoke alarms. In order to know their base data they approached the local authority for assistance and we included a specific question on the use of smoke

alarms this year in the 3 yearly tenant's survey (STATUS) which all local authorities have to complete. This can then be analysed by gender, age, income, ethnicity and special needs. All new housing has to have smoke alarms connected to the mains supply.

Barking & Dagenham is part of the East Thames Gateway a massive area for regeneration including new housing, and the government has recently announced substantial funding for the Thames Gateway area including sums for regeneration of Barking Town centre, part of the most deprived area of the borough. The brief issued by the Thames Gateway London Partnership to the LSE has been sent to the NELSHA, and the B&D PCT is represented on the working group, which represents the 7 north east London boroughs in the Strategic Health Authority, together with 3 south east London boroughs and the City of London.

Finally new housing developments for the elderly and people with special needs is concentrating on provision of suitably designed accommodation which allows the resident to stay put and the increasing levels of care brought to them. In Barking & Dagenham this housing has been provided using Local Authority Social Housing Grant (LASHG) to finance Registered Social Landlords. This grant has now come to an end, and as debt free authority this had enabled the authority to fund hundreds of homes at no direct cost to the council.

Lesley Millis
Housing & Heath Barking & Dagenham
13th August 2003

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The EXECUTIVE**28 OCTOBER 2003****REPORT OF THE DIRECTOR OF HOUSING AND HEALTH
AND THE DIRECTOR OF FINANCE**

IMPLEMENTING ELECTRONIC GOVERNMENT STATEMENT (IEG3)	FOR DECISION	
<p><i>This report outlines the Council's strategy for electronic government and progress towards meeting the national target for electronic government</i></p> <p><u>Summary</u></p> <p>A new draft national strategy for electronic government (e-government) was published in 2002. The Government has once again asked for information on progress towards meeting all the detailed targets set out in the strategy. The Office of the Deputy Prime Minister (ODPM) requires this information in a set format. The draft implementation e-government statement (IEG3) set out in the Appendix provides information required by ODPM. If this statement is accepted it could trigger a government grant in the region of £200,000.</p> <p><u>Recommendation</u></p> <p>Members are asked to agree the implementing e-government statement (IEG 3) attached as an Appendix to be submitted to the Office of the Deputy Prime Minister by the deadline date of the 10th November 2003.</p> <p><u>Reason</u></p> <p>To advise the Office of the Deputy Prime Minister of progress in meeting the national target and to secure the grant in the region of £200,000.</p>		
<p>Contact: Ruth Du-Lieu</p> <p>Paul Offen</p>	<p>Project Manager Customer First</p> <p>Head of IS&T</p>	<p>Tel: 020 8227 5152 Fax: 020 8227 5705 Minicom: 020 8227 5755 E-mail: ruth.dulieu@lbbd.gov.uk</p> <p>Tel: 020 8227 2015 Fax: 020 8227 2060 Minicom: 020 8227 2413 E-mail: paul.offen@lbbd.gov.uk</p>

1. Background

- 1.1 Electronic government (e-government) is about making everything that can be done on paper available electronically. It is part of the Government's vision for public services in the future in which public services are joined up in ways that make sense to the customer and accessible at times and places most convenient to the customer. Customers will have more choice over the way in which they contact and

receive public services. This is a major drive to improve the quality of services. E-government can help improve services by setting up systems which:

- Ensure enquiries are answered quickly and that they are not passed from one person to another
- Mean they do not have to repeat the same information to several different people
- Ensure their enquiry is resolved quickly without the need to chase progress or demand further action
- Ensure they receive services in a way and at a time that is convenient to them rather than the organisation
- Help Members track enquiries from constituents

Electronic government is not primarily about technology. Effective use of technology is important, but implementing e-government is actually more concerned with managing public expectations, changing organisational culture and re-designing business processes.

The national e-government performance target for all local authorities is that all services, which can be delivered electronically, should be available electronically by 2005. We met the interim target of 50% last year and are on target to meet the 2003 interim target of 75% by next March.

Our success in meeting the interim targets is mainly attributable to a well developed web site, adequate funding for e-government projects and effective project planning.

In order to further develop e-government over the coming year we need to define the link between Customer First and the e-government agenda and ensure we manage this effectively. An example of this is the need for us to instigate a process for updating web content so that staff delivering front line services gives current and accurate information to customers.

- 1.2. E-government is also about citizens being able to directly access information and enact service transactions themselves. The vision here is to provide new channels of service – one that is more controlled by the user than the Council and is accessible through the public Internet whenever it is needed.
- 1.3. Customer First, the customer services initiative aimed at modernising the delivery of front line services is very closely linked to e-government. A business case is currently being drafted to outline plans for a corporate contact centre and a number of one-stop shops. New technology combined with the re-designing of business processes will allow us work more efficiently and in a way that benefits citizens and Members alike
- 1.4. E-government also covers areas such as procurement, knowledge management through, for example, the intranet and flexible working.
- 1.5. Elsewhere on the agenda there is a report dealing with the IS & T function that will facilitate the Council's e-government requirement.

2. The Implementing E-government Statement

- 2.1. The Implementing Electronic Government statement (IEG3) documents the Council's achievements thus far and the plans for the forthcoming year in respect of 'electronic government'. Whilst the Council is an active member of many partnerships, some of which are mentioned in the document, this IEG 3 statement is an individual statement by the Council. As such the scope of the document describes the activities undertaken or planned, which are controlled directly by the Council.
- 2.2. The draft statement has been widely circulated for consultation throughout the authority. Due to the tight timetable public and community consultation has been more limited than otherwise intended. The statement is however available on the Council's website.

3. The format of the statement

- 3.1. The format and purpose for IEG3 statement is set out by the Office of the Deputy Prime Minister (ODPM). IEG3 statements should summarise the progress the authority had made over the last twelve months in implementing e-government. The statement also describes the Council's rationale for the role we expect e-government to play in the wider drive to transform local authority organisation and service delivery for the benefit of all citizens and customers.

4. Key Points in the statement

- Electronic government should be developed in ways which make it easier for the public to access all public services at times and places which are convenient to them
- There are a number of projects underway throughout the Council which will help meet the e-government target
- The Customer First business case will outline major customer service projects which will be based on e-government initiatives
- There are additional revenue spends across the service departments that are not directly charged to the e-government code. These costs are currently being reviewed and will be incorporated into the final IEG3 statement (section 6) prior to the submission to the ODPM on the 10th November 2003.

Background papers

Implementing IEG 3 guidance note
National E-government Strategy

Appendix

LBBB IEG3 Statement

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OFFICE OF THE
DEPUTY PRIME MINISTER

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2003 (IEG3)



IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2003 (IEG3)

Introduction

This IEG3 return is an essential part of the national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the aims of the National Strategy for local e-government (www.local.gov.uk). It is also an important feedback mechanism for assessing progress and the use of IEG funding in individual local authorities.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement involves improving delivery and value for money of local services within a framework of national targets and policies. This includes:

- introducing comprehensive performance assessments and action plans, and securing a progressive improvement in authorities' scores;
- overall annual improvements in cost effectiveness of 2% or more; and
- assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.

The above performance targets also form part of the Public Service Agreement for Local Government and the ODPM is working in partnership with local authorities and their representative national organisations to help achieve the specified objectives.

The format of the IEG return is subject to extensive consultation. Last year, this helped to achieve a 100% return rate of IEG2 submissions from local authorities. This year, the format of the IEG3 return is intended to simplify the process further for local authorities and move towards a self-assessment approach. In order to maintain consistency with the statistical elements of IEG2, tables on BVPI 157 and resources remain unchanged from last year. Successful completion of the IEG3 return also demands awareness of the ODPM's National Strategy for Local e-Government published in November 2002 (www.local.gov.uk/nationalstrategy).

E-Government is a key tool in delivering local services. Within the CPA process, those councils that have not done well in achievement, investment, capacity or performance management may particularly need to consider the role that e-government can play in delivering improvements as part of a wider strategy for improvement planning.

The new proforma format for IEG3 returns complies with Government commitments to reduce service plan requirements for local authorities, whilst balancing the need for authorities to supply statistical information for the purpose of monitoring national progress on the implementation of local e-government. "Excellent" CPA authorities are requested to complete this plan in order to assist in benchmarking national progress and to demonstrate their commitment to e-government. In particular, the third year of IEGs represents an opportunity for self-assessment, benchmarking and measuring progress on key factors. The use of the IEG process to gather data on key areas was successfully pioneered in IEG2.

This proforma is intended to standardise Implementing Electronic Government (IEG) returns for 2003. It has been prepared for English County, District, Unitary Councils, London Boroughs, National Park Authorities, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare these statements.

[Separate guidance is being prepared for Single Purpose Fire Authorities in England on the preparation of IEG Statements for 2003.]

Funding

A formal announcement regarding IEG funding for 2004/5 and 2005/6 will be made later this year. You should complete this return on the basis that it will inform the distribution of £175 million of available capital funding from the ODPM for local e-government in 2004/5 and £96.5million in 2005/6.

Completeness

Failure to complete any elements of this proforma may result in the withholding of IEG3 funding for 2004/5. You should consult with relevant members of the ODPM's local e-government team for clarification of what is required.

Approval

It is important that the information contained in your completed IEG3 proforma is approved by the Council before submission and that adequate time for this is built into the timetable.

Submission

The deadline for the submission of IEG3 statements is **Monday 10 November 2003**.

Please submit them by e-mail to localegov@odpm.gsi.gov.uk. Copies of this IEG3 proforma can be found at www.localegov.gov.uk. An online version of this form can be accessed at the Improvement & Development Agency's (I&DeA) Electronic Service Delivery (ESD) toolkit (www.esd-toolkit.org).

Please do not hesitate to contact relevant members of the ODPM local e-government team should you require further information or clarification. Contact details can be found on the last page of this guidance.

PROFORMA CONTENT

1. Priority Services

In no more than 1,000 words, please give a summary of how e-government will improve services and outcomes for citizens in your authority in terms of the seven shared priorities for local government¹ and any additional local priorities.

Raising standards across our schools

A new management information system is being introduced into schools. This includes an e-portal to allow parents and teachers to access pupil data over the internet. This will:

- make judgements about pupil performance
- Facilitate proactive measures to ensure that pupils make progress towards the performance targets set each year.

Further development is planned of online services making it easier for teachers and schools to search for and book continuing professional development courses, and the compilation and analysis of attendance data at school and teacher level. This will enable schools to more accurately target professional development where it is most needed, with a resulting impact on standards over time.

One important benefit of the new management information system is in the reduction of teacher workload and the restoration of elements of work-life balance for the Borough's teachers.

Improving the quality of life of children, young people, families at risk and older people

A project is underway to develop the new Information, Referral and Tracking System which will be used to track vulnerable and challenging young people through the education, health and social services databases. This will complement the existing database system which is used to monitor exclusion rates and school placements.

The Early Years Development and Childcare Partnership are planning to develop their section of the Council's website. This will supply online details of available childcare settings, give information on how to pay for childcare, and provide online toolkits for childcare settings designed to improve the quality of care.

Other initiatives we are taking part in include:

- 'Notify' a project to track the movement of homeless families
- Plans to look at Child Protection On Line which aims to facilitate the sharing of information regarding Children on our Child Protection Register as highlighted by the Laming Report

We have recently implemented a new Social Care system. This will form the basis of our Electronic Social Care Record (ESCR). In the next 18 months – 2 years we will be implementing other systems to develop this further:

- An electronic tool to record the Single Assessment Process for older people will be in place by April 2004. Care Managers will work on tablet PC's to capture information and using mobile technology download the SAP tool into the back end database. The next step in this project would be to share this information with other health/social care professionals probably with some web based system. Once this system is up and running, we expect to develop it across other areas.
- To develop the ESCR further, we will be implementing a Document Imaging System that attaches hard copy information, emails, recorded images, etc to client's electronic files.

¹ See www.odpm.gov.uk/news/0207/0033.htm

A system has been piloted in our Home Support department which addresses lone working and electronic time sheets around delivery of domiciliary services to our residents, it is expected to roll this out across the whole service in 2004.

Promoting healthier communities by targeting key local services, such as health and housing

We are creating an assets database for all schools so that repairs and other building related issues can be logged, interrogated and used for the compilation of reports. A project is in hand to make this available over the wide area network so that schools themselves have access to the data. All repairs related to school buildings have a direct impact on the health of the community

We are developing an E-leisure centres project, e.g. online booking of facilities etc. This will make it easier to access sports facilities available across the borough and so will assist in improving the fitness of residents, reduce mortality and morbidity ratios and reduce the death rates from heart disease.

Creating safer and stronger communities

Electronic registration systems are being introduced to reduce truancy rates and bring about a corresponding reduction in antisocial behaviour and associated crime:

- Parents and access/attendance officers can check individual pupil attendance via the Internet
- immediate action can be taken when pupils are identified as truanting

We are developing an e-licensing project. By using the internet to publish applications for licences such as sex shops, night clubs and pubs that wish to stay open into the night we will empower the public to take a greater part in the council's decision making processes.

We are also developing electronic ways to combat drug abuse:

- Internet based data collection for substance misuse
- Electronic point of referral for drug treatment agencies, enable instant access to a range of info such as numbers of people being treated, types of treatment etc.
- Improved performance monitoring and management across all agencies
- Electronic submission of statistics to central government

We intend to build on and develop the work already undertaken to work in partnership with the Police to collate and record (via GIS) crime data throughout the borough.

Transforming our local environment

Over the coming months we have plans to roll out a number of groundbreaking e-government initiatives to improve the local environment:

- GIS will be used to enhance the reporting rectifications of environmental problems e.g. fly tipping etc.
- E-cemeteries project – on line booking of funeral directors etc. and the development of local history searches
- E-grounds maintenance web access project
- Use of handhelds in estate offices
- E-complaints system to deal with housing & health complaints

- Better management info via data warehousing for Housing
- Use of handheld computers in planned maintenance
- New voids system - will result in better management of voids process and reduced turn around time
- Planned maintenance system to replace access database. – System will be more secure, better data consistency, less work inputting and better control of planned maintenance process
- Electronic storage of house files
- Electronic access to planning including viewing and consultation of the UDP.
- Electronic management of the Neighbourhood Caretaking Service, e.g. 24 hour e-reporting system for graffiti etc., electronic workflow etc.

Meeting transport needs more effectively

A database system is being established to help plan and manage the efficient and effective transportation of pupils with special educational needs to and from school. A similar database system is being used to plan and manage post-16 pupil transportation within the North East Sixth Form Consortium.

This will make the service more efficient, with less waste, and provide a better service to the parents and pupils concerned.

Promoting the economic vitality of localities

We will be developing the Council's web site to enhance information relating to The Early Years Development and Childcare Partnership:

- This will highlight the business support childcare providers can get
- give information on work life balance
- detail training available for childcare workers
- and promote schemes (e.g. tax credits) aimed at getting parents either back to work or into training.

We are promoting the use of the internet & the development of basic skills by:

- development of a network of community based learning centres and Peoples Network systems in all libraries
- IT systems are being used to diagnose learning needs, to support learning and record progress
- an ESOL programme has been designed to help residents without English as their first language into employment.

The Home Community Links strand of the ICT Test Bed Project involves the nine project schools investing in ways of encouraging the school community of parents, grandparents and others to access school resources. This will involve

- a range of strategies including laptops for children to take home
- the provision of PCs to keep in the home,
- Extending the opening hours of schools with the development of family learning and internet access centres.

We intend to implement Choice Based Lettings via the internet. As well as empowering applicants and making the process more open, applicants will be able to access electronically a

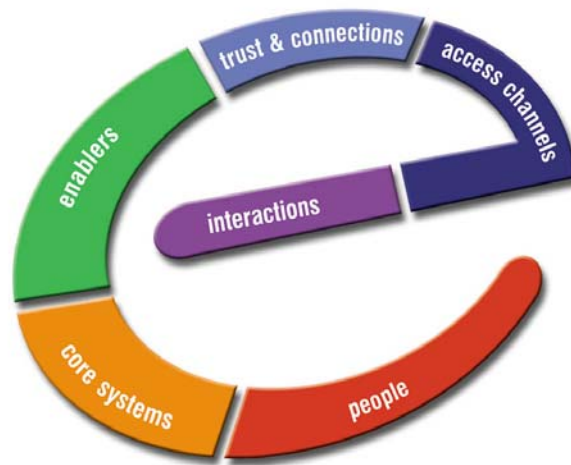
wider range of properties.

Local Priorities

We have seven Community Priorities which reflect the shared priorities for local government. The exception to this is 'Promoting equal opportunities and celebrating diversity'. The principals of this priority are reflected throughout our e-government programme with the key aim of improving access to all Council services for all customers

We are about to embark on a program of work to modernise front line service delivery throughout the Council. This is likely to include the instigation of a Customer Contact Centre, One Stop Shops and the adoption of 'Customer First' policies.

2. Self-Assessment of Local e-Organisation



Model of the local e-organisation

You are asked to summarise the progress of your local e-government strategy according to the six parts of the model of the local e-organisation, as presented in the ODPM's National Strategy for Local e-Government published in November 2002 (see www.localgov.gov.uk/nationalstrategy). The model provides a checklist of work areas against the e-organisation themes, or building blocks of local e-government - interactions, access channels, trust & connections, enablers, e-business and organisational development. Please refer to www.localgov.gov.uk for further description of the elements of this model, together with associated National Projects. Further information about these building blocks is also available from the I&DeA's Knowledge website at www.idea.gov.uk/knowledge. **Do not amend this form or append any items to it** and please restrict all explanatory notes to the comment column.

Not all the elements in the proforma checklist below will necessarily be a part of your local e-government strategy, but you are expected to be aware of all of these elements and have taken a corporate position in relation to them. It is recognised that your IEG strategy will reflect local priorities and customer preferences, but you are asked specifically to provide accompanying commentary on any areas of the proforma checklist that remain "black" in 2005/6.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Status at 31/03/02	Status at 31/03/03	Anticipated Status at 31/03/04	Anticipated Status at 31/03/05	Anticipated Status at 31/03/06	
<p>Local e-organisation: Black = Not part of current local e-government strategy or not applicable</p> <p>Red = Preparation & planning – to include projects that are being planned or being piloted</p> <p>Amber = Implementation stage – roll out of approved projects</p> <p>Green = Fully implemented – projects completed & implemented</p> <p>e.g. for progress against a particular element you might enter:</p> <p>Interactions Note: The Best Value Performance Indicator (BVPI) 157 provides a measure of the number of types of interactions (or contact) between the citizen and the council that are enabled for electronic delivery as a percentage of those that are available.</p>	2001/02	2002/03	2003/04	2004/05	2005/06	<p>Comment</p> <p>e.g. “black” status may include elements on the proforma that are not planned, or awaiting the outcome of ODPM National Project work or partnership activity, or areas on the proforma that are not applicable to particular types of authority. Limited areas of “black” are perfectly acceptable on this proforma as a reflection of local circumstances and prioritisation of e-government work and investment.</p> <p>e.g. “red” status should be applied to all elements on the proforma where work is at the research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.</p> <p>e.g. “amber” status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.</p> <p>e.g. “green” status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership.</p>

<ul style="list-style-type: none"> Progress towards 2005 target for the 100% e-enablement of local services 	Red	Amber	Amber	Amber	Green	
<p>Access Channels</p> <p>Note: Access channels are the various routes through which people might contact, or be contacted by, local service providers to undertake electronically enabled interactions.</p> <ul style="list-style-type: none"> Publication of approved strategy for development of access channels Local service websites (tailored to achievement of transactional status² for corporate “.gov.uk” website) Specialist portals for local authority services in two-tier areas Contact centres (e-enabled & dealing with at least 80% of incoming telephone calls to the local authority) Establishment of fully e-enabled one stop shops for face-to-face customer contact Use of mobile technology for home visits / supported access services Establishment of Interactive Digital TV service E-democracy – participation in the electoral modernisation pilots for electronic voting or electronic counting E-mail & Internet access provided for all Members 	<p>Black</p> <p>Red</p> <p>N/A</p> <p>Black</p> <p>Black</p> <p>Amber</p> <p>Black</p> <p>Black</p> <p>Amber</p>	<p>Black</p> <p>Amber</p> <p>N/A</p> <p>Red</p> <p>Red</p> <p>Amber</p> <p>Black</p> <p>Black</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>N/A</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Black</p> <p>Black</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>N/A</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Black</p> <p>Black</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>N/A</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Black</p> <p>Black</p> <p>Green</p>	<p>Developed as part of Customer First project. To be published November 2003</p> <p>A number of transactions are already available online. A programme is in place to bring further transactions onto the site</p> <p>Barking & Dagenham is not a two-tier authority</p> <p>Customer First Business case in preparation</p> <p>Customer First Business case in preparation</p> <p>Some areas piloting use of mobile technology e.g. homecare.</p> <p>A Public consultation has shown no support for Digital TV</p> <p>Awaiting outcome of Pathfinders</p> <p>All members can be contacted by the public using e-mail. Members have internet access from the Council Chamber</p>

² www.socitm.gov.uk, as defined in SOCITM (2003) *Better Connected 2003: a snapshot of all local authority websites*, Society of Information Technology Management, Northampton, p23.

<ul style="list-style-type: none"> Engagement with intermediaries re delivery of e-government services (e.g. Citizens Advice Bureaux) 	Amber	Amber	Amber	Amber	Amber	<p>The Council is engaged in a number of projects with intermediaries:</p> <ul style="list-style-type: none"> Providing IT support to the Thames Gateway Hosting the website of the Local Strategic Partnership Surestart The Notify Project is under development Choice Based Lettings is under consideration
<p>Trust & connections</p> <p>Note: For the public sector to share information easily and securely, it is essential to operate within a framework of technical and legislative standards.</p> <ul style="list-style-type: none"> Use of Government Gateway (e.g. for secure authenticated transactions) (see http://www.govtalk.gov.uk/gateway_partn_erlink) Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk) Adoption of Guidelines for UK Government Websites (see www.e-enovoy.gov.uk/oeo/oeo.nsf/sections/webguidelines-handbook-top/\$file/handbookindex.htm) Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see http://www.w3.org/WAI) Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foipunit.htm & 	Green	Amber	Amber	Amber	Amber	<p>Awaiting outcome of National Projects</p> <ul style="list-style-type: none"> Compliance required in all tenders XML used as transport medium Metadata pilot for schools documents to be completed in December 2003 <p>Will be fully adopted by end of March 2004</p> <p>Will be fully adopted by end of March 2004</p> <p>This will be a corporate policy decision with input from Customer First</p>

<p>http://www.pro.gov.uk/recordsmanagement/access/default.htm</p> <ul style="list-style-type: none"> Establishment of corporate information management policy (e.g. covering management of information assets, evidence for accountability, security, assurance, disaster & contingency planning) 	Black	Red	Amber	Amber	Green	Information Management policies in place in some service areas. Customer First will play a part in implementing corporate policy
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.lcd.gov.uk/consult/datasharing/dashare.htm & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) 	Black	Black	Red	Black	Red	Awaiting Outcome of Lord Chancellor's consultation
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Amber	Green	Green	Green	Green	Participant in London Grid for Learning
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Black	Black	Amber	Amber	Green	Security requirements in place, but management infrastructure not yet compliant – This will be developed once responsibility has been allocated
<p>Enablers</p> <p>Note: Enablers refers to the computer systems, or 'middle-ware', used to support access channel policy and provide the link to core business and information systems. You should only "green" traffic light the items below where enterprise-wide systems or policies have been implemented.</p> <ul style="list-style-type: none"> Use of smart cards to support service development & delivery Corporate use of Customer Relationship Management (CRM) software Corporate use of Geographic Information Systems (GIS) (e.g. for map-based data 	Black	Black	Red	Red	Amber	In use in Leisure centres will consult customers following outcomes of national project. Corporate policy to be included in Customer First business case
<ul style="list-style-type: none"> Corporate use of Geographic Information Systems (GIS) (e.g. for map-based data 	Red	Amber	Green	Green	Green	An increasing number of map layers are being published on Corporate Intranet

<p>presentation)</p> <ul style="list-style-type: none"> Corporate ICT support and documented policy for home working (teleworking) by staff Use of telemetric systems for remote monitoring & signalling, e.g. helping older people remain in their homes Establishment of corporate Intranet Corporate use of Document Image Processing & Workflow systems Application of Knowledge Management (KM) systems & techniques for service improvement Establishment of corporate policy on electronic records management 	<p>Amber</p> <p>Black</p> <p>Green</p> <p>Amber</p> <p>Black</p> <p>Black</p>	<p>Amber</p> <p>Black</p> <p>Green</p> <p>Amber</p> <p>Black</p> <p>Black</p>	<p>Amber</p> <p>Red</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Red</p>	<p>Amber</p> <p>Amber</p> <p>Green</p> <p>Amber</p> <p>Red</p> <p>Amber</p>	<p>Green</p> <p>Amber</p> <p>Green</p> <p>Green</p> <p>Amber</p> <p>Green</p>	<p>ICT in place, Policy developed for certain groups of staff such as those with children under 6.</p> <p>The Council does not currently make use of telemetry but is working with Hanover Housing to build on an old residential care site a new Housing with Extra Care homes (for people with dementia). These will be cabled and a telematic system will be installed. If successful, telematic equipment will be introduced through the Aids and Adaptations regime based on an assessment of individual need (eg. open front door sensors)</p> <p>In place since 2001</p> <p>Departmental use of DIP is well established but corporate policy is still being determined</p> <p>This will be developed through the development of the Customer First initiative</p> <p>Staff responsibilities are currently being allocated. The policy will be developed once staff are in place</p>
<p>Core Systems</p> <p>Note: Successful e-government comes from integrating corporate office support and processes with e-enabled services. Core systems refer to the core business processes of the e-enabled organisation.</p> <ul style="list-style-type: none"> Use of systems to enable e-procurement 	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>	<p>Amber</p>	<p>Green</p>	<ul style="list-style-type: none"> E-procurement by staff from central stores well established Oracle system in place Strategy in place E-Procurement Officer in place BV review of e-procurement in progress Involvement of external suppliers in discussion E-tendering planned

<ul style="list-style-type: none"> • Upgrade of financial information systems to support e-government • Upgrade of office systems to support e-government, e.g. web-enabling legacy systems • Upgrade of Human Resources & payroll systems to support e-government • Upgrade of asset management systems to support e-government • Link to National Land & Property Gazetteer (NLPG) (http://www.nlpg.org.uk) • Automated interface with National Land Information Service (NLIS) hub (http://www.nlis.org.uk) • Upgrade of income collection systems to support e-government 	<p>Red</p> <p>Amber</p> <p>Black</p> <p>Black</p> <p>Red</p> <p>Amber</p> <p>Green</p>	<p>Green</p> <p>Amber</p> <p>Black</p> <p>Black</p> <p>Green</p> <p>Amber</p> <p>Green</p>	<p>Green</p> <p>Amber</p> <p>Red</p> <p>Red</p> <p>Green</p> <p>Amber</p> <p>Green</p>	<p>Green</p> <p>Amber</p> <p>Amber</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Financial systems are fully web-enabled</p> <p>A number of Legacy systems have been web-enabled and an ongoing programme is in place</p> <p>Oracle systems are in place and self-servicing is being piloted</p> <p>A new Asset Management system is being installed and populated which is fully e-GIF compliant</p> <p>LLPG in BS7666 format linked to NLPG</p> <p>Level 3 linkage is scheduled by the next financial</p> <p>All financial transactions can be completed online</p>	<p>People</p> <p>Note: This part of the e-organisation model refers to the internal organisation and management practices of the council that are required to help deliver the people changes necessary for e-government.</p> <ul style="list-style-type: none"> • Circulation of National Strategy checklist to Chief Executive and all Councillors (see www.local.gov.uk/nationalstrategy) • Establishment of formally constituted partnership working to help deliver e-government: <ul style="list-style-type: none"> - Local Strategic Partnership (LSP) - Partnership working with other local authorities <p>National Strategy checklist now circulated</p> <p>LSP since April 2001</p> <p>A NE London partnership, comprising the boroughs of Barking & Dagenham, Hackney, Havering, Newham, Redbridge, Tower Hamlets and Waltham Forest, was formed</p>
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<ul style="list-style-type: none"> - Public Private Partnership (PPP) • Incorporation of e-government into Community Strategy • Appointment of member & officer e-champions • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act) • Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures • Use of customer consultation/research to inform development of corporate e-government strategy • Establishment of policy for addressing social inclusion within corporate e-government strategy • Establishment of internal targets & measures for e-services, including: <ul style="list-style-type: none"> - Customer take up 	<p>Amber</p> <p>Black</p> <p>Green</p> <p>Green</p>	<p>Amber</p> <p>Black</p> <p>Green</p> <p>Green</p>	<p>Amber</p> <p>Amber</p> <p>Green</p> <p>Green</p>	<p>Amber</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Amber</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>Amber</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>to deliver LGOL funded projects covering e-Democracy, e-Procurement and web and kiosk based social housing lettings.</p> <p>These projects are proceeding very well, but we believe the true potential of our partnership is through long-term collaboration on issues such as work-station and flexible working technologies, Smart Cards, shared disaster recovery, shared mobile telephony services, shared Internet Service provision, common procurement standards and joint procurement.</p> <p>Heads of e-Government and ICT in the region have formed an informal "Lunch Club" to act as a forum for discussion and initiation of activities in NE London and have initiated a number of relevant work streams.</p> <p>Investigating the opportunities of PPP's to develop the Customer First initiative</p> <p>Forms part of the current Community Strategy under the Community Priority 'Rights & Responsibilities'.</p> <p>In place since 2001</p> <p>In place since 2001</p> <p>We will be managing risk in accordance with Price 2 methodology. This will be reviewed by the Corporate Management Team</p> <ul style="list-style-type: none"> • MORI Poll to support BV Review – 2001 • MORI Poll to support Customer First and Access Channel review – 2003 • Policy Commission underway • Gascoigne Estate Wired Up Community (cf IEG2) • Learning Villages infrastructure in place • Further developments in Customer First business case <p>Plans included in Customer First business case This will be developed as part of the Customer First initiative</p>
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<ul style="list-style-type: none"> - Customer satisfaction - Value for money / cost effectiveness • Use of project management methodologies (e.g. PRINCE2) • Establishment of e-skills training programme for staff (e.g. European Computer Driving Licence) • Use of networked technologies to support e-learning 	<p>Black</p> <p>Black</p> <p>Black</p> <p>Amber</p> <p>Red</p>	<p>Black</p> <p>Black</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	<p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Amber</p>	<p>Amber</p> <p>Amber</p> <p>Amber</p> <p>Green</p> <p>Green</p>	<p>Amber</p> <p>Amber</p> <p>Green</p> <p>Green</p> <p>Green</p>	<p>This will be developed as part of the Customer First initiative</p> <p>This will be developed as part of the Customer First initiative</p> <p>Under trial in some areas of IT</p> <p>Implemented for</p> <ul style="list-style-type: none"> • Social Services • Libraries • Members • School staff <p>Used for:</p> <ul style="list-style-type: none"> • Office XP • EC DL • Management Programme
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3. BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are recommended to validate your local list of interactions against the list of process area interactions for all customer facing local authority services contained in the I&DeA's ESD toolkit (www.esd-toolkit.org).

BVPI 157 Interaction Type	Actual		Forecast		
	2001/2	2002/3	2003/4	2004/5	2005/6
Providing information:					
• total types of interaction e-enabled	306	325	402	416	
• % e-enabled	73.56	78.13	96.63	100	
Collecting revenue:					
• total types of interaction e-enabled	40	40	52	101	
• % e-enabled	39.60	39.60	51.49	100	
Providing benefits & grants:					
• total types of interaction e-enabled	4	4	4	9	
• % e-enabled	44.44	44.44	44.44	100	
Consultation:					
• total types of interaction e-enabled	38	42	330	348	
• % e-enabled	10.92	12.07	94.83	100	
Regulation (such as issuing licences):					
• total types of interaction e-enabled	2	3	4	8	
• % e-enabled	25	37.50	50	100	
Applications for services:					
• total types of interaction e-enabled	88	130	166	220	
• % e-enabled	40	59.99	75.45	100	
Booking venues, resources & courses:					
• total types of interaction e-enabled	20	23	37	48	
• % e-enabled	41.67	47.92	77.08	100	
Paying for goods & services:					
• total types of interaction e-enabled	3	3	3	52	
• % e-enabled	5.77	5.77	5.77	100	
Providing access to community, professional or business networks:					
• total types of interaction e-enabled	57	62	74	112	
• % e-enabled	50.89	55.36	66.07	100	
Procurement:					
• total types of interaction e-enabled	1	1	1	94	
• % e-enabled	1.06	1.06	1.06	100	
• TOTAL TYPES OF INTERACTION E-ENABLED	559	633	1073	1408	
• % E-ENABLED	39.70	44.96	76.21	100	

It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year, with the exception of 2005/6 when the position at 1st January 2006 is required.

4. Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in up to 2005/6, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions, plus street light failure reports / abandoned vehicles. (County councils and all-purpose authorities should complete figures for street light failure reports, whilst district councils should complete figures for abandoned vehicle reports). It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics.

E-enablement & Main E-Access Channel Take-Up	Actual ('000s)		Forecast ('000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
Local Service Websites <ul style="list-style-type: none"> Page impressions (annual) Unique users, i.e. separate individuals visiting website (annual) Number of e-enabled payment transactions accepted via website Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via website 	900 5 0 n/a	3553 200 2.2 n/a	5862 292 7.3 0.05	7034 350 11.0 0.1	8441 420 16.5 0.2	Service went live May 2002 Very few fault reports come through website No statistics are kept as very few fault reports come through the website
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):</i> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted by telephone Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via telephone 	14.9 n/a	26.5 n/a	32.2 1	38.8 .9	47.1 .85	Automatic telephone payments only No actual data available, on an average day B&D receive about 10 telephone enquiries No statistics are kept
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits):</i> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via personal contact Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via personal contact 	0 n/a	2 n/a	7.1 .012	10.7 .012	16.0 .012	Intranet telephone payments system live June 2002 No statistics are kept – about 1 personal visit/month No statistics are kept
Other Electronic Media <i>(e.g. BACS, text messaging):</i> <ul style="list-style-type: none"> Number of e-enabled payment transactions accepted via BACS or other electronic form Number of street light failure reports (county) / abandoned vehicle reports (district) accepted via other electronic media 	34.5 1.1 153.4 n/a	36.1 1.1 154.8 n/a	37.4 1.2 170.5 n/a	38.8 1.2 175.0 n/a	40.2 1.2 180.0 n/a	Rent Business Rates Council Tax No other electronic means of reporting street light failures Or abandoned vehicles

Non Electronic (e.g. cash office, post) <ul style="list-style-type: none"> • Number of payments accepted by cheque or other non-electronic form • Number of street light failure reports (county) / • abandoned vehicle reports (district) accepted via non-electronic form 	323.0	308.1	295.7	283.9	272.5	No data available, 3 or 4 letters received/month No data available	
	n/a	n/a	.04	.04	.04		

5. Delivery of Key Technical Building Blocks & Priority Services

Councils are asked to indicate how key technical building blocks and priority services are to be developed and managed by indicating the relative usefulness of outputs from ODPM Pathfinder Projects, National Projects and/or partnership working with other local authorities and/or use of other means. A sliding scale from 1-5 (i.e. from 1=not useful, to 5=essential) should be used. More information about Pathfinder work and National Projects can be found at www.local.gov.uk.

National Project Blocks & Priority Service Areas	Use of outputs from ODPM Pathfinder Project (please score between 1-5)	Use of outputs from ODPM National Project (please score between 1-5)	Partnership working with other local authorities (please score between 1-5)	Other Means (please score between 1-5)	Comment (please comment briefly on your plans for developing each named technical building block or priority service area)
Websites	4	4	3	5	APLAWS; LAWS; London Connects; W3C/Govtalk Guidelines all being used to inform Website design
Smart cards	3	4	5	2	Working on smart card initiative with Newham, Greenwich and Transport for London.
Interactive Digital TV	0	0	0	0	Consultation has demonstrated there is no public interest in interactive digital television as a channel for service delivery in Barking & Dagenham. This decision will be reviewed to take account of changes in technology / customer views.
Mobile Technology (i.e. for home/site visits)		3			Mobile Technology is already in use in some areas of the Council
Telemetry (i.e. remote, real time & signalling)		3		4	The Council does not currently make use of telemetry but is working with Hanover Housing to build on an old residential care site a new Housing with Extra Care homes (for people with dementia). These will be cabled and a telematic system will be installed. If successful, telematic equipment will be introduced through the Aids and Adaptations regime based on an assessment of individual need (eg. open front door sensors)
Customer Relationship Management (CRM)	4	4	0	4	The Corporate use of CRM is to be included in Customer First business case.
Knowledge Management	4	4	0	4	The Corporate use of Knowledge Management is to be included in Customer First business case.
Workflow	4	4	0	4	Integral part of customer first initiative roll out of

e-Procurement	3	3	0	3	supporting systems or infrastructure E-procurement by staff from central stores is well established. A full time e-Procurement Officer is employed who is responsible for the e-procurement strategy to extend the use of e-procurement. The officer is monitoring the National Projects and other developments
Schools admissions		4	5	4	Barking & Dagenham is a partner in the Pan London Coordinated Admission System & with Areta is leading a project to develop an e-GIF compliant interface between the Pan London register & local administrative systems used by the individual systems
Local Planning Services	2	5	2	2	Barking and Dagenham is engaging with the Planning Portal
Electronic exchange of property information with Valuation Office Agency (VOA) for Council Tax & Business Rates		3	0	5	The Council has a modern Business Rates system and is currently tendering for a replacement Council Tax system. The Council is expecting its suppliers to provide electronic links when required by the Valuation Office.
Working with business		4	4	4	Barking and Dagenham is working with a number of London wide Business Support organisations such as the Business Innovation Centre, Business Link and the University of East London's Knowledge Dock
Crime reduction / youth offending		4	4	4	Crime reduction is a key component of Barking and Dagenham's Community Safety Partnership which comprises the Local Authority, Police, National Health Service, London Probation Area and more recently the London Fire Brigade
Claiming benefits		3	3	3	Customer First initiative will take account of the national project & incorporate key outcomes of the development of the initiative. The Council is currently tendering for a replacement benefits system and anticipate that this will provide facilities for remote offices and location working including access to document management systems. The proposals also include facilities for on-line form filling, service requests, the provision and validation of information & extensive use of palm tops at customer's locations.
Local e-Government Standards & Accreditation	3	4	4	2	Barking and Dagenham is fully committed to the e-GIF and work with partners such as the NE London partnership and awaits with interest outputs from
Fire Services		n/a	n/a	n/a	Trading Standards are supported on the website. Further developments will await the outcome of the national project in June 2004
Trading standards					Information sharing protocols are being developed with
Multi Agency Information Sharing		4	4	4	

							partners such as the PCT and the police, but at present there is no identified corporate responsibility for this area. This is now being addressed
e-Democracy			3	5	3		Barking & Dagenham's solution has been adopted by the NE London Partnership authorities

6. Resources

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2005/6. This should include the standard elements in the table below and brief commentary on the use of IEG money. (Please note that implementing e-government expenditure refers to investment designed to enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Resources	Actual (£'000s)		Forecast (£'000s)			Comment
	01/2	02/3	03/4	04/5	05/6	
<ul style="list-style-type: none"> £200,000 IEG money in 2002/3 and 2003/4 		200	200	200		
<ul style="list-style-type: none"> financial contributions from EU funding 						
<ul style="list-style-type: none"> financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB) 						
<ul style="list-style-type: none"> financial contribution from public-private partnerships 						
<ul style="list-style-type: none"> financial contribution to or from partnership projects undertaken with other organisations, including ongoing project work using ODPM Local e-Government Partnership Programme funding and work with other government departments or agencies that have an element of service e-enabling 						
<ul style="list-style-type: none"> resources being applied from internal revenue and capital budgets to improve the quality of services through e-enablement 		245	4,400	1'800	1,000	
<ul style="list-style-type: none"> other resources (e.g. training) (please specify) 						
Sub total						
<ul style="list-style-type: none"> less current and projected savings produced from e-government investment 						Customer First Business Case to identify savings
TOTAL		445	4,600	2,000	1,000	<ul style="list-style-type: none"> There are additional revenue spends across the service departments that are not directly charged to the e-government code. These costs are currently being reviewed and will be incorporated into the final IEG3 statement(section

6) prior to the submission to the ODPM on the 10 th November 2003.										
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SUBMISSION

Please make sure that your IEG3 return reaches us **by midnight on Monday 10 November 2003**.

We would prefer to receive responses by email at: localegov@odpm.gsi.gov.uk. You may also use the online form facilities at the I&DeA's ESD Toolkit - www.esd-toolkit.org.

General enquiries regarding the submission of IEG3 returns should be addressed to:

Angela Isichei
Local e-Government Team
Office of the Deputy Prime Minister
Zone 3/G5
Bressenden Place
London SW1E 5DU

Tel: 020 7944 4258
Fax: 020 7944 3799

FURTHER INFORMATION

Details of the National Strategy for local e-government can be found at www.localegov.gov.uk

Details of national infrastructure projects can be found at www.e-envoy.gov.uk & www.idea.gov.uk/lqih

Your regional IEG3 contacts at the ODPM are:

Yorkshire & Humberside – Anne Wood – anne1.wood@odpm.gsi.gov.uk

East – Julian Bowrey – julian.bowrey@odpm.gsi.gov.uk

East Midlands – Caroline Stanger – caroline.stanger@odpm.gsi.gov.uk

South West, Fire Authorities – Peter Blair – peter.blair@odpm.gsi.gov.uk

London, South East, North East, National Parks - Janice Morphet – janice.morphet@odpm.gsi.gov.uk

North West, West Midlands - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG STATEMENTS

The ODPM may wish to publish information in connection with IEG3 proformas in due course or deposit them in its own library or that of the Houses of Parliament. Information may also be published as part of a national database to allow other local authorities to use IEG3 data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries.

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THE EXECUTIVE**28 OCTOBER 2003****JOINT REPORT OF THE DIRECTOR OF CORPORATE STRATEGY
AND THE DIRECTOR OF FINANCE**

LOCAL AUTHORITY BUSINESS GROWTH INCENTIVES	FOR DECISION	
<i>This report is presented to the Executive as it has potentially positive financial implications for the Council.</i>		
<u>Summary</u>		
<p>The government is consulting on a new scheme to create greater incentives for local authorities to promote economic development in their areas, by allowing local authorities to directly retain a proportion of business rate revenues. Revenues from the scheme will not be ring fenced and local authorities will be free to spend them on local priorities as they choose. The scheme will take effect from 1 April 2005, but local authorities are invited to take part in an administrative “dry run” in 2004. This report considers the potential benefits to Barking and Dagenham and recommends a response. The government’s deadline for the consultation is 31 October 2003.</p>		
<u>Recommendations</u>		
The Executive is asked to:		
<ol style="list-style-type: none"> 1. Welcome the scheme and agree the report as the basis for our response, whilst promoting Barking and Dagenham’s more radical alternative; 2. Volunteer to take part in the administrative “dry run”; and 3. Consider at the proper time, as part of the budget setting process and in relation to other priorities, allocating a part of any new funds gained under the scheme to support more economic development work by the Council. 		
<u>Reasons</u>		
The scheme has the potential for significant financial gain to the Council.		
Contact Officers: Jeremy Grint Alan Evens Tony Freeman	Head of Regeneration NNDR Service Manager Regeneration Finance	Tel: 020 8227 2443 Tel: 020 8227 2573 Tel: 020 8227 2855

1. Background

- 1.1 Current arrangements for local government financing do not fully recognise or reward the contribution that local authorities make to economic growth. Since 1990 business rate revenues have been paid into a central pool and then redistributed to local authorities on a per capita basis. This means that local authorities do not get

a direct local benefit, despite bearing the costs of collection and many of the costs of economic development. There is no direct financial incentive for them to do more to encourage economic growth in their areas. It also creates a sense of grievance among local businesses, which see no direct connection between rates collected and spending in the area.

- 1.2 HM Treasury (HMT) and the Office of the Deputy Prime Minister (ODPM) have therefore developed a scheme to create stronger incentives for local authorities to work with businesses and other partners to encourage growth in their areas. The scheme will allow local authorities to individually retain some of the business rate revenues that come from growing the business rate tax base at a local level.
- 1.3 No business will pay more non-domestic rates through the scheme. Revenues from the scheme will not be ring fenced and local authorities will be free to spend them on local priorities as they choose. The government has also said that there will be no reduction in spending totals set in the 2002 Spending Review as a result of the scheme. We should ask them to extend this commitment to the 2004 Spending Review.
- 1.4 A joint report from HMT and ODPM, *Local Authority Business Growth Incentives – A Consultation Paper*, sets out the scheme in detail and asks for views on a number of operational issues. These include the options for setting a baseline from which growth is measured, the level above which a local authority will retain revenues (the “floor”) and the proportion of revenues that the local authority will retain above the “floor”. The government has also asked local authorities to volunteer to take part in an administrative “dry run”. The deadline for the consultation is 31 October 2003.

2. Barking and Dagenham’s alternative

- 2.1 We should welcome the principles behind the scheme, the opportunity to benefit from an additional funding stream and the government’s commitment not to ring-fence additional revenues. However, the government’s proposals have serious flaws. They are bureaucratic and may prove difficult to administer. They allow local authorities to retain only a part of additional business rate revenues. Most importantly, they would not create a predictable funding flow and this could in practice limit the purposes to which any additional funds could be put.
- 2.2 Barking and Dagenham collaborated with London First to develop a more radical proposal in January 2003, which we believe would be more successful in meeting the government’s objectives than their current proposals. Our Local Tax Reinvestment Programme is based on successful experience in the USA. It proposes a pilot project in Barking and Dagenham to allow the Council to keep all additional business rate revenues above a baseline which would remain constant from year to year. The money accrued would be used to fund future infrastructure improvements by allowing private investors to borrow against it. Our scheme would release larger amounts of capital and would create a much more predictable funding flow. In welcoming the government’s current proposals, we should also use this opportunity to try to revitalise government interest in our pilot project.

3. The impact of the government's proposals on Barking and Dagenham

- 3.1 The borough economy has suffered some decline in the period since 1995, with a particularly marked loss of jobs at the turn of the century caused by Ford's decision to end manufacturing at its Dagenham plant. The long-term decline in national and London manufacturing is predicted to continue and the borough will not be immune from this trend.
- 3.2 However, the unfolding of the government's Sustainable Communities agenda and the regeneration of Thames Gateway will reverse this trend. The development of Dagenham Dock as a Sustainable Industrial Park for environmental industries and "green" technologies is already far advanced. It will make the borough into the premier location for environmental businesses and tap into a huge market that will continue to grow rapidly in response to national and EU legislation. The redevelopment of Barking Town Centre will create opportunities for business growth in leisure, retail and business services. The borough's draft Economic Development Strategy, which is also on the agenda for this meeting of the Executive, sets out a framework for action to make the most of these opportunities.
- 3.3 The government's scheme therefore affords the opportunity to benefit from the expected economic development in Barking and Dagenham and to use resulting revenues to address some of the borough's social needs. We expect the business rate tax base to rise quickly from a relatively low level, both because of an increase in the number of businesses and from growth in the underlying rental value of business properties. It is difficult to predict how much rates revenue may be retained locally at this stage as the Government has proposed several different calculation methods. However under all proposed methods the maximum amount retained by Barking and Dagenham would be £2 million in any one year.
- 3.4 It is important to recognise that the proposed scheme does not offer any guarantees. If an authority fails to meet the minimum growth levels set by the Government, it will not receive any additional funding. Additional funding is based on the previous year's performance and the following year's baseline will reflect the growth already achieved. This means that under the current proposals there would be no guaranteed income flow from the scheme and that significant financial benefits can only be expected from growth that exceeds the targets set by Government. For example, the Council could make the maximum £2 million from the scheme in one year, nothing the year after and then a small amount in the third. The opportunity provided by the scheme to retain revenue locally should therefore be welcomed, but treated with caution.

4. The government's consultation

- 4.1 The key technical issue for the scheme is the baseline. This determines the trend growth relative to which individual local authority floors are set. The government proposes to use the period from 1995 to 2003 as the trend growth rate. It then asks local authorities to choose between five different ways of grouping local authorities for determining the baseline, two of which the government has identified as preferred options at this stage of the consultation. The total rateable value of the borough has not shown any consistent trend over the period since 1995 and it is therefore recommended that a baseline calculated on the past performance of the

borough would be more beneficial to the Council than baselines calculated on either regional or national trends.

- 4.2 The government has also asked local authorities to choose between two options for determining the level above which a local authority will retain revenues (the “floor”) and the proportion of revenues that the local authority will retain above the “floor” (the “scaling”). Officers are carrying out further research to identify which options would be most favourable to the Council, so that the Council can respond to this question.
- 4.3 The government has proposed using Formula Spending Shares (FSS) to determine a cut off point for revenues received from the scheme (the “ceiling”). This would not provide a good measure, since Formula Spending Shares are subject to year-on-year functional changes as grants move in and out of FSS and duties change between public sector bodies. In addition, a full review of FSS is planned for 2006/07, which would be the second year of the business growth incentive scheme. For these reasons and because Barking and Dagenham expects to see significant economic growth over the next few years, we should reject this in favour of keeping all additional revenues above the baseline. We can justify our position on the grounds that economic growth will itself place a further burden on Council resources (roads, rubbish collection etc) and the Council should therefore be entitled to retain the full amount to revenue to meet the additional demand on services, as well as to benefit local people.
- 4.4 Local authorities are also asked to indicate how revenues should be divided between tiers of local government – in our case between the borough and the GLA. Whilst recognising the contribution of the GLA and London Development Agency to the development of the wider Thames Gateway, our view is strongly that we should seek to retain as big a proportion of the revenue as possible. The Council’s local knowledge and closeness to the community mean that it is better placed to make an optimal allocation of the additional revenues to community priorities.

5. Administrative “dry run” and financial impact

- 5.1 The growth incentive scheme will require some changes to local authorities’ existing administrative arrangements. It will also require local authorities to supply some information to central government so that it can monitor the additional revenue retained. The government intends to test these new arrangements throughout 2004 and has asked local authorities to volunteer to take part in the administrative “dry run”.
- 5.2 Taking part would make some extra demands on the Council’s administrative resources. It is not yet clear what level of additional resource would be required to support the pilot. The Council should lobby for financial assistance from the government if new systems necessitated significant, additional revenue or capital expenditure - for example if we had to commission new or amended IT systems, or recruit and train new staff. If it became clear in such a case that the government would not provide financial assistance and the likely costs of participation were considered to be excessive, we should reconsider our involvement in the scheme.

5.3 Nevertheless, taking part in the “dry run” will raise the profile of the borough, give the Council a direct voice in designing a system most suitable to Barking and Dagenham, and help the Council prepare for the introduction of the scheme proper. We therefore recommend that the Council offer to take part in the “dry run”, but makes the financial caveats set out above, clear in its response.

6. Using part of the revenue to fund economic development work

6.1 The scheme allows the Council to spend any additional resources received on local priorities as it chooses. Without pre-empting the budget setting process, we would suggest that the Executive considers at the proper time allocating a proportion of any additional revenue to fund extra work by the Council to promote economic development and that we note this point in our response to the consultation. This would help create a virtuous circle within the borough, in which economic development would continue to create additional resources to meet social needs. Noting this intention in our response to the government would indicate our commitment to the new scheme’s overarching objective of promoting greater local authority involvement in economic development.

6.2 Whatever the purposes to which the Council allocates any additional funding received under this scheme, it should be noted that such funding would effectively be retrospective, since the growth achieved in a financial year would not be known until after the end of the year. This effectively means that the funds would not be immediately available, nor could any commitment be made with those funds that anticipated a sustainable revenue stream.

6.3 It is also likely to limit the incentive for local authorities to do more to promote economic development - the Government’s explicit purpose in designing the scheme. Should the Council increase spending on regeneration to encourage economic growth it will be spending additional funds with no guarantee of any return. This arrangement will naturally favour those authorities with the resources available for up front funding to promote economic development. We will note these points in our response to the government.

7. Consultation

7.1 The report was developed by officers from Regeneration, Regeneration Finance and Revenue Services.

Background papers

The government’s consultation paper, *Local Authority Business Growth Incentives* is available from the website of the Office of the Deputy Prime Minister, www.odpm.gov.uk

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Draft response to HMT/ODPM

Mr Tim Fairclough
Office of the Deputy Prime Minister
Eland House, 5/H2
Bressenden Place
London SW1E 5DU

Summary

Barking and Dagenham Council welcomes the principles behind the government's proposals for *Local Authority Business Growth Incentives* and the government's consultation on its implementation. We would like to volunteer to take part in next year's administrative "dry run" for the new arrangements, although we have some concerns about the additional resources this might require. We would also like to propose a pilot Local Tax Reinvestment scheme, developed by Barking and Dagenham with London First, as a possible way forward to meet the government's objectives.

Background

Barking and Dagenham Council is already playing a leading role in the economic development of our borough. We have begun implementation of an ambitious programme to make Barking the town centre of choice for the new communities of London Riverside and create opportunities for growth in leisure, retail and business services. We are driving forward the redevelopment of Dagenham Dock as London's premier location for environmental businesses. The transformation of the Thames Gateway and the Sustainable Communities Plan, with their major housing and infrastructure projects, will create further opportunities for growth in the borough.

Economic development is critical to our vision of a prosperous borough, whose people are educated and trained to compete for a diversity of skilled and fulfilling jobs. Barking and Dagenham has already achieved much towards this aim: we are the fastest improving education authority in the country, with Beacon Status for transforming secondary education. But we still have unacceptably high levels of social exclusion to tackle, with nearly one in three of our residents suffering low literacy and numeracy and the lowest median wage in London. The decline of manufacturing in recent years has made it even more critical to diversify our local economy into the sectors that will drive future growth.

We have recently agreed with our partners an Economic Development Strategy to promote economic growth and tackle social needs. We will consider using part of any additional revenues from the business growth incentives scheme to fund its implementation. This would create a virtuous circle within the borough, in which vigorous business growth continues to create resources that can be used to meet the needs of the borough.

Response to the principles of the scheme

Q1. Do you agree with the principles of the scheme?

The Council welcomes the government's intention to create stronger incentives for local authorities to promote economic development and the opportunity provided by the new scheme to benefit from an additional funding stream. We strongly endorse the government's commitment not to ring-fence revenues from the scheme and to give local authorities discretion over their use. We also note the government's commitment that no reduction in spending totals set in the 2002 Spending Review will be made as a result of this scheme. We urge that the government extend this commitment to the 2004 Spending Review.

We also suggest that the government gives further consideration to the following issues, with a view to strengthening the incentive provided by the scheme. Current proposals are complex and may prove difficult to administer. They allow local authorities to retain only a part of additional business rate revenues. Most importantly, because the baseline will be re-set from year to year, current proposals would not create a predictable funding flow and this could in practice limit the purposes to which any additional funds could be put.

In considering these points, we would like to bring to the government's attention a pilot proposal developed by Barking and Dagenham and London First in January 2003. We believe that this could provide a way forward to meet the government's objectives. Our proposal for a pilot Local Tax Reinvestment Programme in Barking and Dagenham is based on successful experience in the USA. It would allow the Council to keep all additional business rate revenues above a baseline which would remain constant from year to year. The money accrued would be used to fund future infrastructure improvements by allowing private investors to borrow against it. Our scheme would release larger amounts of resources and would create a more predictable funding flow. A copy of the proposal is enclosed with this letter. We would welcome the opportunity to discuss our thinking with the government.

Response to technical issues

Q2. Do you agree with using an eight year period for setting the trend?

Yes.

Q3. Are there models for setting the baseline that need to be considered? Q4. Which of the baseline models is your preferred option and why?

We believe that a baseline calculated on the past performance of the borough would be more appropriate and better reflect specific local conditions than baselines calculated on either regional or national trends.

Q5. Which of the two preferred options for floors and scaling factors provides the best balance between financial support and financial incentives?

[Note: this answer will be drafted at a later stage, as officers are carrying out further research to identify which options would be most favourable to the Council.]

Q6. Do you agree with using formula spending shares as the measure for determining ceilings?

We do not believe that Formula Spending Shares would be a good measure for determining ceilings. FSS is subject to year-on-year functional changes as grants move into and out of FSS and duties change between public sector bodies. In addition, a full review of FSS is scheduled for 2006/07, which would be the second year of the new scheme.

In any case, we would question the need for a ceiling. We propose instead that local authorities keep all additional revenues above the baseline in order to maximise the incentive for local authorities to promote economic development in their areas. Economic growth will itself place a further burden on Council resources (developing infrastructure, providing additional cleaning services etc) and the Council should therefore retain the full amount of revenue to meet the additional demand on services, as well as to benefit local people.

Q7. How do you think that the benefits should be shared between different tiers of local government?

The bulk of the additional revenues produced by the scheme in London should be retained at borough level, as London boroughs are most responsive and best equipped to meet the needs of their communities.

Q8. Would you like to volunteer to be part of the administrative dry run?

Yes. We welcome the opportunity to help design a practical and effective system and to prepare for the scheme's full implementation in 2005.

However, we strongly urge the government to keep changes to local authorities' existing administrative arrangements to a minimum. We will of course endeavour to meet the additional administrative costs from within the Council's existing budget. However, we would have to ask for financial support from the government, or to reconsider our participation, should the "dry run" result in significant revenue or capital expenditure above present levels.

Other issues

Our understanding of the current proposals is that an authority will not retain any revenue if they fail to meet the minimum growth levels set by the Government and that any additional revenue is effectively retained for only one year, since the following years baseline will reflect the growth already achieved. As a result there can be no guaranteed income flow: for example, the Council could make the maximum £2 million from the scheme in one year, nothing the year after and then a small amount in the third. This could in practice limit the purposes for which Councils could use additional revenue derived from the scheme.

In addition, the revenue retained would effectively be retrospective, since the growth achieved in a financial year would not be known until after the end of the year. Should Councils increase spending on regeneration to encourage economic growth they will be spending additional funds with no guarantee of any return. This arrangement will naturally favour those authorities with the resources available for up front funding to promote

economic development and weakens the incentive for authorities not in that position. You may wish to address these points in your further development of the scheme.

I hope that our comments are helpful and look forward to hearing your response.

Yours sincerely

Signatures of the Directors of Corporate Strategy and Finance

THE EXECUTIVE**21 OCTOBER 2003****JOINT REPORT OF THE DIRECTOR OF CORPORATE STRATEGY AND
THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

ECONOMIC DEVELOPMENT STRATEGY		FOR DECISION
<p><i>This report is presented to the Executive as it sets out a comprehensive strategy for the Council's economic development work over the next 3 years.</i></p> <p><u>Summary</u></p> <p>Economic development is vital to the realisation of the <i>2020 Vision</i> for the borough. The Best Value Review of Barking and Dagenham's Regeneration Strategy identified at an early stage the need for an Economic Development Strategy (EDS) for the Council to seize the opportunity created by the redevelopment of the Thames Gateway to diversify and renew the Borough economy. An EDS will help focus and prioritise the Council's activities, provide the framework for project development and resource allocation, and strengthen partnerships in this area of our work.</p> <p>The draft strategy has been developed across the Council and in consultation with key external partners. It examines trends in the London, Thames Gateway and Borough economies and identifies modernisation of the manufacturing sector, diversification of the economy, skills development and growth in construction as the keys to sustainable growth in Barking and Dagenham. It then identifies the strategic roles that the Council will need to play to achieve these objectives. Once approved the strategy will be worked up into an Action Plan with key external partners and will provide the basis for the Council's economic development work in the short and medium term.</p> <p><u>Recommendations</u></p> <p>The Executive is asked to endorse the strategy as the basis for the Council's economic development work over the next 3 years.</p> <p><u>Reasons</u></p> <p>To assist the Council in achieving its Community Priority <i>Regenerating the Local Economy</i>.</p>		
<p>Contact Officer: Jeremy Grint</p>	<p>Head of Regeneration Implementation</p>	<p>Tel:0208 227 2443 Fax: 0208 227 2035 E-mail: Jeremy.grint@lbbd.gov.uk</p>

1. Background

- 1.1 The need for an Economic Development Strategy (EDS) was identified at an early stage of the Best Value Review of the Regeneration Strategy. Best practice from Beacon Councils indicates that an EDS provides focus and clarity to a Council's

economic development work, establishes a solid basis for partnerships and enables Councils to allocate resources more effectively against priorities.

- 1.2 The draft EDS has been developed across the Council, with input from service departments and key external partners. The strategy will be implemented through a detailed Action Plan which we will also develop in collaboration with partners. The Council has recently decided to subscribe to the Local Futures Group's State of the Nation research service, which will provide economic and social data at Borough and Ward level. This information will be invaluable in developing targeted actions to achieve the objectives of the EDS, through the Action Plan.
- 1.3 The first section of the EDS sets strategic objectives for Barking and Dagenham's economic development in the context of long-term trends in London's economy and the policy objectives of the government and the Mayor of London. The second examines Barking and Dagenham's prospects for economic growth in the service sectors identified by the London Development Agency as crucial to long-term growth in the London economy. The third section identifies the role that the Council should seek to play in promoting economic development in Barking and Dagenham.

2. Issues for consideration by the Executive

- 2.1 The Executive is asked to agree the EDS as the basis for the Council's work with partners to develop the Borough's economy over the next three years. In making its decision, the Executive is asked to give particular consideration to the following strategic issues:
 - The role that manufacturing should play within a more diverse Borough economy (paragraphs 5 and 6 of this report);
 - The need for the Council to maximise its impact by focusing on the most urgent priorities, particularly given its limited resources and the presence of other major players in the Thames Gateway region (paragraphs 8, 9 and 12);
 - The risk that economic growth may exacerbate social exclusion for some communities and groups within the borough (paragraph 10)

3. Diversifying the Borough's economy

- 3.1 Manufacturing has been in long-term decline both nationally and in London for thirty years. Most analysts predict that this trend will continue, as low-value manufacturing continues to be relocated out of the UK to countries with lower labour costs. In line with the Government's manufacturing strategy however, the EDS concludes that there is a long-term future for a smaller, high-technology manufacturing sector in the Borough, given the right policy interventions.
 - A significant number of jobs in the Borough are provided by the kind of manufacturing enterprises that are predicted to continue to decline. We should seek to manage the decline of these industries, whilst at the same time taking action to support the transition to higher-technology manufacturing.
 - The development of Dagenham Dock as a Sustainable Industrial Park (SIP) around an Environmental Technology Resource Centre will attract higher-value

manufacturing to the borough. In the long term Dagenham Dock has the potential to make Barking and Dagenham the preferred home for London's green industries, tapping into a market that is already large and will continue to grow in response to environmental legislation. The Council should continue to give the Dagenham Dock project priority.

- The Borough also contains examples of high-value, design-led manufacturing. We can build on these and on the development of the Centre for Engineering and Manufacturing Excellence (CEME) to encourage further modernisation of the sector. However, the challenge of building a viable modern manufacturing base outside the environmental sector should not be underestimated.

3.2 The overriding aim of the EDS is to build a more diverse Borough economy, within which a modern manufacturing sector will be only one source of fulfilling employment. Barking and Dagenham currently has a low proportion of businesses in many of those service sectors identified by the London Development Agency as the drivers of future growth. The Council's plans to develop Barking as the town centre of choice for the new communities of London Riverside will create significant opportunities for growth in retail, leisure and business services. We already have projects underway to develop viable cultural and creative industries around the town centre development.

3.3 The Borough is also well placed to benefit from the growth in construction that the regeneration of Thames Gateway will bring. Construction jobs are often thought of as low-wage, low-skilled and short-term. However, the size of the Thames Gateway programme over the next 10-15 years creates a clear opportunity to secure longer term benefits for the Borough economy and to secure better paid jobs in skilled occupations within construction and associated industries.

4. Partnerships for implementation

4.1 Achieving the objectives of the EDS will demand coordinated action across the Council, stronger partnerships with both the private sector and other public sector bodies, and greater prioritisation of Council activities. The reorganisation of regeneration functions agreed by the Executive on 16 September has increased our capacity for economic development activity. We intend to establish a new cross-cutting group to bring together relevant officers in the implementation of the Strategy.

4.2 The Council's available resources for economic development are relatively small in comparison with some of the sub-regional and regional organisations involved in the Thames Gateway. Many of the aims of the EDS can only be realised in partnership with these organisations and, in some cases, our role will be limited to supporting and influencing their activities. The EDS itself has been discussed with our key partners and we intend to involve them fully in the development of an Action Plan to implement it. A more efficient division of labour with our partners should enable the Council to concentrate on those activities where it can have the most impact. We will take a fresh look at our participation in regional groupings, cutting back our involvement where key interests are not at stake.

5. The Council's strategic role in economic development

5.1 There is a risk that the huge investment that will go into areas south of the A13 and into Barking will polarise the Borough between new and existing communities. Taking action to mitigate this risk is a major strategic responsibility for the Council, since other sub-regional organisations and business support agencies are unlikely to focus on it. The EDS identifies a number of actions to ensure that hard-to-reach groups do not miss out on the benefits of economic growth. Further work will follow to ensure that economic regeneration aims are consistent with our Community Strategy (now being revised) and with our Neighbourhood Renewal activities.

5.2 The third section of the EDS considers the roles that the Council should play in promoting economic development in the Borough. These are:

- To promote the Borough's interests with key regional and national partners, leveraging government and European funding and promoting the borough as a location for inward investment
- To build the enabling environment for economic growth, by lobbying and preparing for key transport improvements, promoting the use of Information and Communication Technologies, improving industrial estates as locations for business and tackling crime against businesses;
- To involve the local business community and Chamber of Commerce more effectively in the Council's policy making through a range of techniques, including a new Business Forum;
- To provide direct support to business growth, by offering an integrated referral service to businesses and ensuring they get the support services they need, using the planning system to ensure the availability of land and working with developers to ensure that the right kind of premises are available in the Borough;
- To ensure that hard-to-reach groups do not miss out on the benefits of economic growth, by establishing social enterprises, encouraging an intermediate labour market to help the long-term unemployed back into work, targeting black and minority ethnic businesses for support and continuing to help young entrepreneurs;
- To continue action to improve residents' skills and qualifications to help them into work, building links between businesses and schools to support careers, setting up a Barking Lifelong Learning Centre and building on the success of Excellence in Industry by introducing a similar scheme for Excellence in Health and Care. These actions are intended to complement those contained in the Workforce Development Strategy agreed by the Executive on 23rd September;
- To exploit the Council's power as a major purchaser of services worth millions of pounds each year, taking action consistent with Best Value legislation to develop supply chains in the Borough and ensure training benefits to local people. The Executive requested further detailed reports on the role that the Council can play as a major employer, purchaser of services and planning authority when agreeing the Workforce Development Strategy.

5.3 The above actions are intended to form a renewable framework for the Council's economic development strategy over the lifetime of the major Thames Gateway projects and to set out a comprehensive programme of action for the Council to pursue. Clearly, these activities cannot all be delivered simultaneously and phasing will be an important issue to consider in the development of the Action Plan. As part of the Regeneration Best Value Review we are considering with our partners where the Council should concentrate its energies in the short term. We believe that the following actions are the most urgent, short-term priorities within the Strategy's programme of action:

- Protection of employment sites through the planning system;
- More work with developers to ensure a supply of modern premises for the kind of new businesses that we wish to attract into the Borough;
- Improving the appearance of the Borough where this is needed to attract new investment, particularly the transport "gateways" into the Borough and some of our older industrial estates;
- More radical action to solve the problems caused by "bad neighbour" industries.
- Active investigation of the scope for allocating start-up grants from internal or external sources.

6. Financial implications

6.1 Implementation of the strategy will be funded within the Council's existing resources. This will require a careful phasing of activities over the three-year period of the Strategy and a more proactive approach to external funding opportunities. The reorganisation of regeneration activities, agreed by the Executive on 16 September, created a new post to lead on EU funding bids in particular.

6.2 The Executive has also been asked to consider at this meeting a joint report from the Directors of Finance and Corporate Strategy on the government's new scheme to allow local authorities direct retention of a proportion of their business rates from 2005. The separate report recommends that the Executive considers at the appropriate time and as part of the budget making process, using part of any new funding received under the new scheme to support further economic development and business support work. This would help create a virtuous circle in which further growth produced greater revenues to address social need in the borough.

7. Consultation

7.1 The report and strategy was developed with input from the Council's service departments and from external partners. A list of organisations and individuals consulted is set out in Annex A.

Background papers

A list of publications consulted is attached at Annex B. The Minutes of the Executive for 16 September (Restructuring of Regeneration and 23 September (Workforce Development) are also relevant.

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Annex A: consultation

Internal

Circulation		Comments
All Directors		yes
Nick Kingham	Regeneration Best Value Review	
Stefanie Goldsmith	Corporate Procurement	yes
Sally Penessa	Community Strategy	yes
Ndunge Kivuitu	Equalities and Diversity	yes
Bill Coomber	Equalities and Diversity	yes
Ken Jones	Head Housing Strategy	yes
Lazell Alan	Community Lifelong Learning	yes
Balcombe Michelle	Head Work Related Learning	yes
Vallis Clive	Business Liaison Officer	yes
Monk John	General Manager Commercial Inspection	yes
Davis Julie	Project Manager	
	Barking Town Centre	
Munnely Kevin	Project Manager, Dagenham Dock and South Dagenham	yes
Regan Terry	Workforce Development	yes
Glenday Gordon	Head Strategic Planning	
Baker Joe	Local Agenda 21	yes
Elsom Jeff	Community Safety Partnership	yes
Davies Martin	Project Manager, Housing Strategy	yes
Wright Peter	Interim Head Planning	
Tuddenham Robin	Interim Head Policy and Performance	
Buften Jane	Head Corporate Communications	yes
Ralph Cook	Manager Barking Town Centre	
Tony Freeman	Head Regeneration Finance	yes
Martin Brady	Project Manager Barking Reach	yes
Chris Sale	Senior Information Officer	yes

External

Circulation		Comments
London Development Agency		yes
Barking and Dagenham Chamber of Commerce		
Business Link		yes
Gateway to London		yes
Made in London		
University of East London		yes
Gateway to Industry		
London Riverside		yes
Manufacturing Advisory Service		yes
London East Learning and Skills Council		

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Annex B: publications consulted

- Ancer Spa, *London Riverside Business Survey*, March 2002.
- LBBD, *Barking and Dagenham: An Urban Renaissance in East London*, 2001.
- LBBD, *Workforce Development Strategy*, 2003.
- Benefits For Business, *Production Industries Development Framework*, April 2003.
- DTZ Piedad Consulting, *Fostering Business Growth, Beacon Council Research*, Round 3 Theme Report for DTLR.
- Heart of Thames Gateway, *An Urban Strategy for London Riverside*, July 2002.
- HMT and ODPM, *Local Authority Business Growth Incentives*, Consultation Paper, July 2003.
- HMT and ODPM, *Productivity in the UK 4 – The Local Dimension*, 2003.
- HMT and the Small Business Service, *Enterprise Britain: A Modern Approach to Meeting the Enterprise Challenge*, November 2002.
- Learning and Skills Council, *LSC Workforce Development Strategy to 2005*, 2002.
- London Development Agency, *Economic Development Strategy*, 2001
- LDA, Mayor of London, Transport for London, *Spreading Success: How London is Changing*, January 2003
- London Skills Forecasting Unit, *The Competitiveness and Skills of the London Economy: Employers' Survey 2000*, February 2002.
- Mayor of London, *The Draft London Plan - Draft Spatial Development Strategy for Greater London*, June 2002.
- MCA Regeneration Ltd, *Zones of Influence in the Thames Gateway London Partnership Area*, report for TGLP, May 2003.
- ODPM, Research Summary 5: *Business-led regeneration of deprived areas*, 2003.
- PACEC (Public and Corporate Economic Consultants), *Understanding London's sub-regional economies*, report for the LDA, February 2003.
- Roger Tym & Partners, *South Dagenham - An Economic Assessment*, report for LBBD, February 2003.
- Thames Gateway London Partnership, *Going East - Thames Gateway: the future of London and the South East*, 2002.
- URS, *Barking and Dagenham and Havering Industrial Business Survey*, report for LBBD and LBH, July 2003.
- Various Beacon Councils, *Economic Development or Business Growth Strategies*, for Bexley, Eastleigh, Greenwich, Knowsley, Manchester.

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Economic Development in Barking and Dagenham

DRAFT

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1. Introduction
2. Strategic Objectives
3. The economic and policy context
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The role of the Council:

7. Leadership, coordination and promoting the borough
8. Building an enabling environment for inward investment
9. Becoming a business-friendly council
10. Supporting business growth and retention
11. Promoting social inclusion
12. Helping local people into work
13. Using the Council's power as a major employer
14. Implementing this strategy

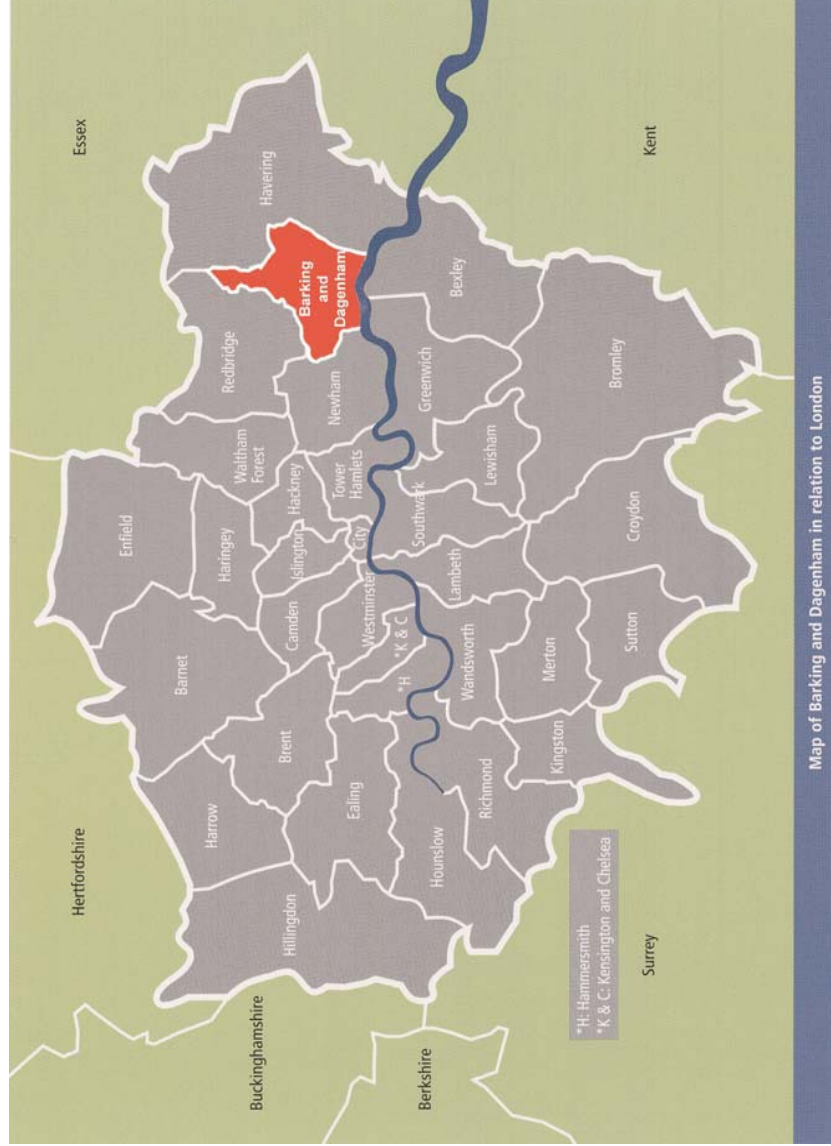
1. Introduction

1.1 Barking and Dagenham is about to undergo its biggest transformation since the borough was first industrialised and urbanised. The Thames Gateway, of which it forms the heart, is the largest regeneration area in Europe. It is crucial to the Government's plans to develop

sustainable communities in the southeast and to the London Mayor's ambition to ensure prosperity is more evenly shared between east and west in London.

150,000 new homes and around a quarter of a million new jobs. New transport connections will make travel in the region and to the rest of London easier than ever. Barking and Dagenham's population will rise dramatically and new housing will substantially change the

1.2 Over the next decade and a half, East London will benefit from



Map of Barking and Dagenham in relation to London

character of the borough.

1.3 Our 2020 Vision is for a vibrant local economy, with a wide variety of local retail, leisure and cultural facilities, and a well-educated, highly skilled population able to compete for new jobs in the borough, the Thames Gateway and London as a whole. This strategy for economic development is intended to help achieve the 2020 Vision and to ensure that all the residents of Barking and Dagenham share the benefits of growth, regardless of gender, ethnicity, disability or the neighbourhood in which they live. The strategy is closely linked with our Community Strategy, Neighbourhood Renewal Strategy and Regeneration Strategy, An Urban Renaissance in East London.



Architect's design for the Broadway Theatre, Barking

Within the framework created by this strategy the Council will work with partners to:

- plan its economic development work;
- set priorities for action to achieve the objectives and allocate resources accordingly;
- design new projects and initiatives and make the case for external funding to help implement them;
- use resources in ways which will complement and build on the work of partners;
- provide a clear basis for the formation of partnerships to achieve economic growth in Barking and Dagenham;
- monitor progress and evaluate results, adjusting actions accordingly.

2. Strategic objectives

2.1 The Council has a key role to play in promoting economic growth in Barking and Dagenham, but it is not the only player. We have consulted with a range of public and private sector partners on this strategy and will work with them to implement it. We will use the Council's resources where there is a clear role which the council is best fitted to play, where there is an identified need which has not been filled, or where the

council can leverage other resources and maximise impact.

2.2 Section 3 of this document examines the economic and policy context in which the borough will grow and Section 4 describes the current state of our local economy. Sections 5 and 6 set out our overall aims to diversify into new areas of growth, intervening where necessary to kick-start the development of new sectors or

technologies, and secure a long term future for manufacturing in the borough. The rest of the document looks at the role the Council will play in implementing the strategy.

To achieve the 2020 Vision's objective of a vibrant local economy and a well-educated, highly skilled population, we will:

- provide leadership and coordination to economic development activity in Barking and Dagenham;
- help build the enabling environment for business growth – transport, the built environment and information and communication technologies (ICTs);
- make Barking and Dagenham a business-friendly council, so that our policies take into account the needs of businesses;
- support business growth, retention and competitiveness, working with our partners to ensure that businesses are able to find the sites, training and advice that they need to thrive within our borough;
- promote social inclusion, encouraging the growth of social enterprise, intermediate labour markets and local entrepreneurship, so that all communities and neighbourhoods benefit;
- help local people into employment and into more rewarding, better paid jobs, by increasing their access to employment opportunities and improving their skills, mobility and employability;
- use the Council's power as a major local employer and purchaser of goods and services to foster economic

3. The economic and policy context

3.1 The fundamental driver of employment change in London over the past thirty years has been the shift from manufacturing to a service based economy. Manufacturing employment has shrunk by two thirds, to be replaced by new jobs in business, financial, leisure and other services. These trends will continue.¹

3.2 Alongside financial, business and people services, the Mayor's Draft London Plan identifies creative and cultural industries and Information and Communication Technologies (ICTs) as new drivers of growth. The Mayor has also identified an "environmental imperative", created by international environmental agreements and EU and UK directives, standards and targets, which will force London to consume fewer resources, recycle more and promote alternative energy sources. This will lead to major changes in operation and behaviour for businesses and move green technologies from the fringe of London's economy to nearer its centre.²

3.3 Employment in construction and related industries will also grow in the Thames Gateway as the Sustainable Communities Plan

unfolds.³ Major development projects in London Riverside and Barking Town Centre will generate much of this growth. Other major schemes in Thames Gateway (including the Olympic bid if successful) will also create opportunities for growth in the construction sector.

3.4 Responding to these past and predicted changes, the Economic Development Strategy (EDS) of the London Development Agency (LDA) seeks to balance further

development of London as a world and European financial centre, with greater social cohesion and a broader range of economic activity. In addition to creative and cultural industries, environmental technologies and ICTs, the LDA will also prioritise help to tourism and leisure industries, the production sector (manufacturing), life sciences and pharmaceuticals, and the public sector. The LDA's choice of these sectors is based on the number and quality of jobs, past



Centre for Engineering and Manufacturing Excellence, Dagenham

6 ¹ The Draft London Plan predicts that manufacturing could shed a further 40% of jobs by 2016, with financial and business services adding as many as 440,00 new jobs and leisure and other people services (hotels, restaurants, tourism and retail) 178,000.
² Green employment is growing rapidly; waste processing alone provides 28,000 jobs in London.
³ The Construction Industries Training Board estimates that 380,000 new jobs will be needed to build the 500,000 new homes nationwide that the Sustainable Communities Plan anticipates.

and future employment growth, national and international competitiveness and potential to help social inclusion.

3.5 The LDA recognises the importance of maintaining a "high value-added, design-led" manufacturing sector in the region. It has designated East London a "key strategic development focus for London" and set objectives of modernising its infrastructure (particularly its transport, telecommunications and housing) and creating new investment and land use opportunities for economic growth.

3.6 Barking and Dagenham was a founder member of the Thames Gateway London Partnership (TGLP), which brings together twelve local authorities in the region, its universities, the Learning and Skills Council and the LDA. The Partnership's priorities for growth in the region are diversification of the economy (including into high-value manufacturing and environmental industries), the sustainable regeneration of key brownfield sites, an improved transport infrastructure and a

step-change in the level of education and skills in the region's workforce.

3.7 This analysis provides the context, but not a blueprint for economic growth in Barking and Dagenham. Our strategy takes account of local realities and the part we play currently in the wider Thames Gateway and London economies – but it also looks ahead to the role we want

to play in 10 or 15 years time. We do not have the prospects for tourism that Greenwich has, or for growth in financial services that Canary Wharf gives Tower Hamlets. But we do have strength in the manufacturing sector, a growing presence of green industries, an important public sector and the chance to develop new jobs in construction. We also intend to nurture growth in leisure, retail,

creative and cultural industries around the major regeneration projects in Barking and London Riverside.



Antalis Building, Dagenham Dock

4. The local economy in Barking and Dagenham

4.1 Long synonymous with manufacturing and specifically with Ford Motor Company, the borough suffered an overall loss of jobs in the 1990s. The closure of Ford's vehicle manufacture operations and replacement with a new diesel engine plant, which reduced employment at the plant to 5,000, was a particularly heavy blow. However, manufacturing still employs a far larger proportion of the workforce in Barking and Dagenham than in London or the UK as a whole.⁴

4.2 As heavy industry shrank, a range of lower density manufacturing and transport, storage and communication operations moved into the borough, attracted by the excellent transport links into London and out into the country. Construction employment also grew in the 1990s, albeit from a small base. Vehicle repair businesses continued to cluster in the riverside areas. The table below shows the current structure of

the borough economy.

4.3 Notwithstanding the presence of large, nationally recognised employers like Ford and Aventis Pharma, the majority of jobs in Barking and Dagenham is now provided by small and medium sized enterprises (SMEs), with a average workforce of 17 employees per company. The borough's stock of businesses is growing, although still low compared to other London boroughs.⁵ We will give priority

Sector	No VAT registered businesses	% businesses	No of jobs	% workforce
All manufacturing, of which	290	10.9	10,291	21.4
Manufacturing of transport equipment			5,638	11.7
Other manufacturing			4,653	9.7
Wholesale/retail distribution	795	29.8	9,061	18.8
Public services			7,727	16.1
Financial and business services	560	21.0	6,344	13.2
Transport, storage, communications	275	10.3	5,040	10.5
Health and social work			3,075	6.4
Construction	410	15.4	2,354	4.9
Other services			2,109	4.4
Hotels and catering	180	6.75	2,051	4.3
Total	2,665		48,109	100.0

Information from VAT registrations and Annual Business Inquiry 2001

8 4 Manufacturing accounted for only 6% of London's jobs in 2001; nationally the proportion was 13%

5 VAT registrations grew by almost 20% between 1994 and 2001, reaching 2,665 in 2001

to supporting Barking and Dagenham's SMEs and growing our stock of businesses still further. SMEs stimulate competition and productivity in the economy as a whole, are more likely to employ local people than large companies, build local supply networks and to reinvest their profits within the local community. A diverse and thriving SME sector will enable the borough to weather economic downturn better than over-reliance on a few sectors and large employers.

4.4 Unemployment in the borough is around the London average, although there are hotspots in some wards and among some ethnic groups. But the 2001 Census shows that the proportion of adults in the workforce is lower at 56% than the London average (60%) and neighbouring boroughs. The borough has higher proportions of non-working women and of residents suffering long-term illness than surrounding boroughs and London as a whole, but it may also be the case that local labour is not being fully used because of low levels of education and skills in the local workforce.

4.5 Barking and Dagenham's education service is one of the fastest improving in the country, winning national recognition through a host of awards, including Beacon status for secondary education. But lack of aspiration and achievement in the past has left a significant legacy of low education and skills. One in three residents have low literacy and numeracy skills, less than one in four are qualified to NVQ+3 level and 40% have no qualifications of any kind. Local people are disproportionately likely to be employed in unskilled jobs, with only 13% of the borough's population in managerial or professional jobs (compared to 25% in the wider Thames Gateway and 33% in London as a whole). As a result, wages are low, with the median average earning 28% below the London average – the lowest of any London borough. The Council has made raising residents' levels of education and skills a top priority.

4.6 The most recent study of the borough's employers has shown that most value their existing workforce and that the desire to retain them is a factor in their locational decisions. Many businesses have relied in the

past on on-the-job experience to ensure that their employees gain the skills they need. But this preference is likely to become increasingly untenable as a modern economy demands

new and transferable skill sets and Section 12 of this strategy sets out our response to this situation.



Vicarage Fields Shopping Centre, Barking Town Centre

Barking and Dagenham's Economic Development: Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Strategic position in Thames Gateway sub-region • Excellent east-west public transport links (road, rail, tube), including to Docklands and the City • Barking Town Centre easily accessible • Major sites available for housing and business development • Manufacturing base with strength-in-depth in key sectors • Major private sector companies (eg Ford, Aventis Pharma, Hapag Lloyd, Dairy Crest, Thames Power) • Improving local authority with rapidly improving education services (Beacon Council status) • Cultural attractions, including Barking Abbey, Eastbury Manor House, Valence House and Eastbrookend Country Park • University of East London and Barking College. 	<ul style="list-style-type: none"> • A low wage, low employment economy with high deprivation in some social groups and neighbourhoods • Low levels of basic skills, including literacy and numeracy • Smaller than average representation of professional groups in the local economy • Poor public transport links between the north and south of the borough • Poor commercial perception of town centre and industrial areas • Shortage of start-up industrial units and move-on sites for business • Lack of diversity in current housing stock (particularly aspirational housing) • Low levels of business start ups and self employment 	<ul style="list-style-type: none"> • Government and Mayor's support for Thames Gateway as a critical region in London and the UK's economic development • Strategic plan to transform Barking Town Centre • Development of major regeneration sites at Barking Reach, South Dagenham and Dagenham Dock • New transport schemes – DLR extension, Crossrail, ELT, C2C extension and Thames Gateway Bridge. • Creation of 250,000 new jobs in Thames Gateway area • Development of the Centre for Manufacturing and Engineering Excellence (CEME) and Business Innovation Centre (BIC) • Establishment of an Urban Development Corporation • Availability of government and EU funding for regeneration initiatives 	<ul style="list-style-type: none"> • Risk of a national/global recession causing unemployment and cutting investment • Some communities or groups become further marginalised • Lack of funding prevents or delays new transport schemes going ahead • Other regional centres in East London attract the capital created by new housing and business developments • Local people unable to capitalise on new employment opportunities created by new regeneration initiatives • A successful Olympics bid diverts political impetus and investment away from LBB towards other sites in east London. • New regional bodies and regeneration initiatives fail to work effectively together.

Responding to the challenge:

5. Diversifying the economy

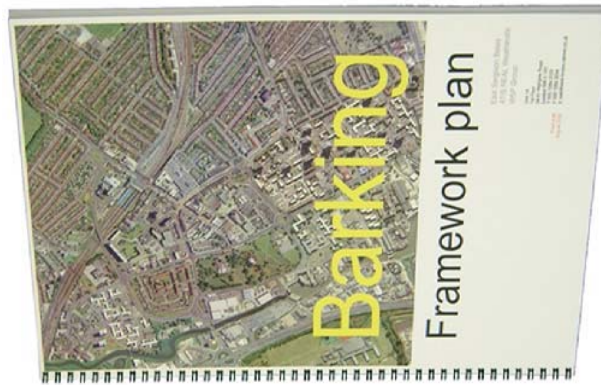
5.1 The services that will continue to drive growth in the London economy as a whole are less important as a source of employment in Barking and Dagenham. If new jobs were to replicate existing patterns without any sustained policy interventions, the borough's residents could face an uncertain future of low growth in low skill and low paid jobs.⁶ We need a coherent, long-term strategy to diversify our local economy, if local people are to benefit fully from economic growth.

5.2 Just as the building of the Becontree Estate in the 1920s brought Ford into the borough, the major developments now planned for South Dagenham, Barking Reach and Barking Town Centre present a major opportunity to revitalise the local economy. These can create a magnet for growth in the entertainment, leisure, retail, ICT, creative and cultural industries.⁷

Growth in retail, business and "people" services

5.3 We have started to implement an ambitious plan to transform Barking and to make it the town centre of choice for the new communities of London Riverside. London has been

"moving east" for a number of years. The creation of a high-quality, design led, environmentally sustainable urban environment in Barking Town Centre will help attract a population with the entrepreneurial skills and disposable income that can help kick-start growth in key sectors.⁸ One of our most exciting projects is the creation with the help of the LDA of a cultural industries' quarter in the



Barking Town Centre Framework Plan

town centre based around the Malthouse and Broadway Theatre developments.

5.4 As part of the next stage of our plans for Barking, we will formulate a retail strategy for the town centre, identifying a viable role for Barking in the face of competition from existing retail centres in Stratford, Romford and Bluewater. We will also discuss with companies in the town centre the feasibility of a Business Improvement District. Barking can also attract business services from companies currently located nearer to the centre of London and provide back-office functions for Canary Wharf. Barking's land values are more competitive and its excellent transport links into the centre of London and its periphery will be further improved by the C2C upgrade and the East London Transit, linking Barking, Ilford and Barking Reach.

5.5 Barking can also provide retail and leisure services for the more than ten thousand homes that will be built at Barking Reach. This will not be a soulless housing estate, but a new sustainable community with its own schools, health facilities and green spaces. Although it is not

⁶ This is confirmed by the structural employment projections carried out for the Draft London Plan, which forecast only a small increase in employment of 1.8% for Barking and Dagenham.
⁷ KPMG's work for TGLP predicted that borough employment will grow over the next ten years (albeit from a low base) in ICTs, creative and cultural industries and professional services.
⁸ Research by both the LDA and ODPM confirms the importance of London's town centres to economic growth in the outer London boroughs. Distribution and leisure employment in East London picked up sharply in the second half of the 1990s, as the area improved its housing and other infrastructure and became more attractive as a residential area for people working in the capital.

intended to provide significant amounts of employment on site, Barking Reach will provide new jobs in the public sector and small-scale retail outlets. We will also investigate the possibility of providing a small number of live-work units in Barking Reach and start-up business units in south Dagenham.

Growth in construction

5.6 The borough is also well placed to benefit from the growth in construction that the redevelopment of Thames Gateway will bring. Construction jobs are often thought of as low-wage, low-skilled and short-term. But the size of the Thames Gateway programme over the next 10-15 years creates a major opportunity for Barking and Dagenham to secure much longer term benefits and better paid jobs in skilled occupations.

5.7 The borough already has a large number of generally small building companies and an LDA pilot programme for innovation found that they are well placed to meet demand from a Thames Gateway construction boom.⁹ We are working with the University of East London to

To help build growth in retail, people and business services, we will:

- develop a viable retail strategy for Barking Town Centre;
- discuss with businesses the feasibility of Business Improvement District in Barking;
- create a cultural industries quarter in Barking Town Centre;
- consider how to provide high quality live-work accommodation at Barking Reach and start-up business units at South Dagenham;

To help build growth in construction, we will

- explore new ways of meeting demand for building work;
- make training in construction skills a priority for workforce development and use Section 106 agreements to encourage the training and use of local labour;
- consider with other education providers how to provide construction-related skills, such as for architects and landscape designers;
- encourage manufacturers of off-site construction materials to locate in the borough;

To support careers in the public sector we will establish a Public Sector College in Barking Town Centre.

To help build growth in environmental industries, we will establish a home for green businesses at Dagenham Dock.

produce new building materials from recycled materials and are investigating ways to encourage off-site pre-fabrication of building units. As part of the strategy for manufacturing set out in the next section of this strategy, we will seek to encourage manufacturers specialising in off-site construction to locate in the borough.

5.8 Our strategy for Workforce Development makes training in construction skills a borough priority. This will mean more than simply training labourers. We will also consider ways to ensure that our schools and other education providers in the Thames Gateway provide the full range of skilled trades, specialist and professional skills (eg architecture and landscape design) that will be in demand.

Growth in the public sector

5.9 Jobs in the public sector – planners, teachers, nurses etc – will grow as the regeneration of the Thames Gateway unfolds. To prepare for this we will establish a Public Service College as part of the Town Square scheme in Barking, a major mixed-use development. The College will

build on initiatives to provide health and social care qualifications through the Gateway to Health initiative and the Care Homes Collaborative. We will also provide new social housing in the borough for key workers. The redevelopment of Barking Reach will provide a large proportion of affordable homes for both rent and purchase.

Growth in environmental industries

5.10 The Council's plans to make Dagenham Dock into London's home for green industries are discussed in the next section of this document.



Barking Market. Set up by the Council only recently, it is now a thriving part of the Town Centre

6. A long-term future for manufacturing in the borough

6.1 Most analysis predicts that the long term decline in manufacturing employment will continue, as lower-value businesses continue to relocate outside the UK to take advantage of lower wages. We do not propose to compete for low skilled, low wage jobs. But using the skills and knowledge of our existing manufacturing base we believe that we can carve out an important niche in high value production industries, in line with the Government's Manufacturing Strategy. Although this may not provide the levels of employment of the past, the new jobs will be better

skilled and better paid. The challenge is to develop and implement policies that can support our current manufacturing base while it continues to be viable, but to manage an effective transition into new forms of higher-value manufacturing.

6.2 The borough continues to enjoy advantages that make it a competitive location for manufacturing businesses.¹⁰ It is strategically placed in the region with excellent road links west to the City and east to the London Docks. These will be enhanced still further by improvements to

6.3 We can also build on the long-standing presence in the borough of nationally important companies like Ford, Aventis Pharma, Hi-Grade, Dairy Crest and Welbeck to help build local supply chains and networks. Ford's future in Dagenham now looks relatively secure, with a sustainable base of employment and ambitious plans for new

the A13 and the proposed Thames Gateway Bridge. Sites in the borough are competitively priced to attract higher-value industry displaced from locations closer to central London such as the Lower Lea or Royal Docks.

To help build a viable high-technology manufacturing sector, we will:

- promote the borough's locational advantage for manufacturing businesses;
- build on the resources of high-profile companies like Ford and Aventis Pharma;
- help smaller manufacturing companies showcase innovative products and processes;
- help build synergies for innovation and business support between the borough's new high-tech centres (CEME, ETRCL and BIC);
- preserve employment sites for manufacturing through the new Local Development Framework;
- use planning guidance to encourage manufacturing development in key sites such as Dagenham Dock;
- work with Gateway to Industry to improve manufacturing competitiveness;
- provide support to the Thames Gateway Manufacturing Group and its "sector clubs" in lobbying for policy support to manufacturing;
- continue to provide support to the LSC-funded Executive Excellence in Industry programme.

investment. Beneath this layer of large companies, there is a wealth of smaller, less well-known engineering companies that can compete effectively for prototype and short run work. We will explore ways of assisting them to showcase their skills, for example through Business to Business events and rolling exhibitions.

6.4 A number of centres for technological innovation and business support have grown up recently or are planned. The Centre for Engineering and Manufacturing Excellence (CEME) will provide test bed facilities for new manufacturing alongside education and training in manufacturing and engineering skills, from NVQ to PhD level. The adjoining Business Innovation Centre will provide other business support services. In the next section we look at the role of the Environmental Technology Resource Centre (ETRCL) planned for Dagenham Dock. Together with Barking College and the University of East London, these developments will provide a firm basis for technical and business innovation and help attract high value manufacturing and engineering companies to the borough.

6.5 With our partners in the Benefits for Business forum, we have helped develop a Production Industries Framework for strengthening manufacturing in the Thames Gateway. It envisages a range of activities to encourage innovation, promote workforce development, to secure the availability of adequate land and accommodation for manufacturing businesses and to increase investment. The programme will be delivered through policy interventions, business support and by lobbying national and regional government for targeted action.

6.6 The Council has an important part to play as a planning authority in delivering this strategy. In order to protect manufacturing, we will seek to change current patterns of use in the Riverside industrial estates. Cheap land and labour and good transport links have made these areas attractive to logistics operations, but we do not want these uses to dominate Barking and Dagenham's riverside to the



Dagenham Dock as it is now

detriment of other industries. We will therefore use the planning system to discourage low-employment operations.

A home for green industries in Dagenham Dock

6.7 The redevelopment of Dagenham Dock, now taking shape, shows how these policies can be successful in practice. The site houses a range of open storage, warehousing and distribution uses, with scrap metals, aggregates, bulk liquids and waste materials stored openly. Both the infrastructure and environmental conditions on the site have deteriorated substantially over the years.

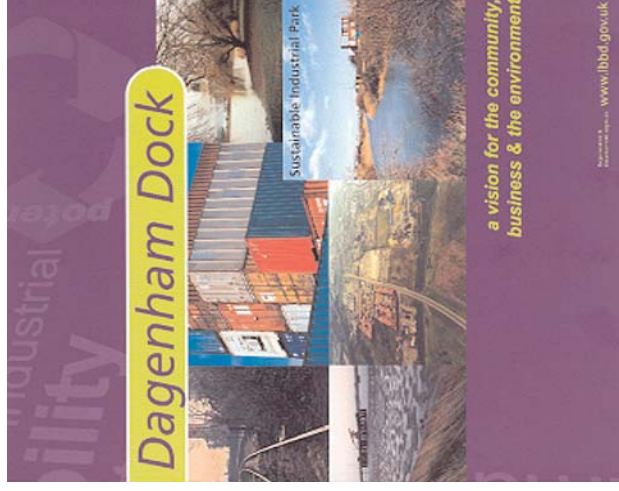
6.8 But the site retains important advantages. It has a river frontage with potential access to wharves; it is superbly located for access to arterial roads (A13 and the A406) and is only ten minutes drive from the M25 and the rest of the national motorway network. There are plans for the DLR to be extended to Dagenham Dock by 2012 and for the East London Transit to provide 15 buses each hour to Barking Town Centre by 2006.

6.9 Our vision is to build on these natural advantages and planned

transport improvements to transform the area into a flagship development for the new industries responding to the "environmental imperative" and to capture part of the huge European market for green business.¹¹ At the centre of the site will be an Environmental Technology Resource Centre for London (ETRCL), which will provide demonstration units and incubator space, as well as shared research and exhibition facilities. A Sustainable Industrial Park (SIP) around the ETRCL will provide premises for green industries and a future home for the University of East London's Manufactured Aggregates Research Centre.

6.10 The ETRCL and other new buildings in the SIP will be constructed to the highest environmental standards and

existing buildings assisted to improve to their capacity. The LDA has provided funding to improve roads within the site. "Green collar" zones will contain the SIP, with existing aggregates businesses and recycling activities also zoned. Interim planning guidance limits the level of logistics operations within this strategic site. The guidance has been supported by the Mayor of London and we expect that the incoming Urban Development Corporation will continue the policy.



Our vision is to make Dagenham Dock into a home for London's Green Industries

To transform Dagenham Dock into London's home for green industries, we will:

- market the site to green businesses;
- develop an Environmental Technology Resource Centre at the heart of the Sustainable Industrial Park;
- promote green business chains;
- use the planning system to limit logistics operations on the site;
- work with the LDA to improve the site's infrastructure and environment;
- work within Benefits for Business to ensure that new businesses receive a comprehensive business support service on the site.

The Council's role in promoting economic development

7. Leadership, coordination and promoting the borough

7.1 The Council and its officers have an unrivalled knowledge of the area and its people and have built up successful networks and partnerships over many years. We will ensure that this expertise informs the work programmes of sub-regional agencies and the regional policies of the Government and London Mayor, in line with the objectives of this strategy.

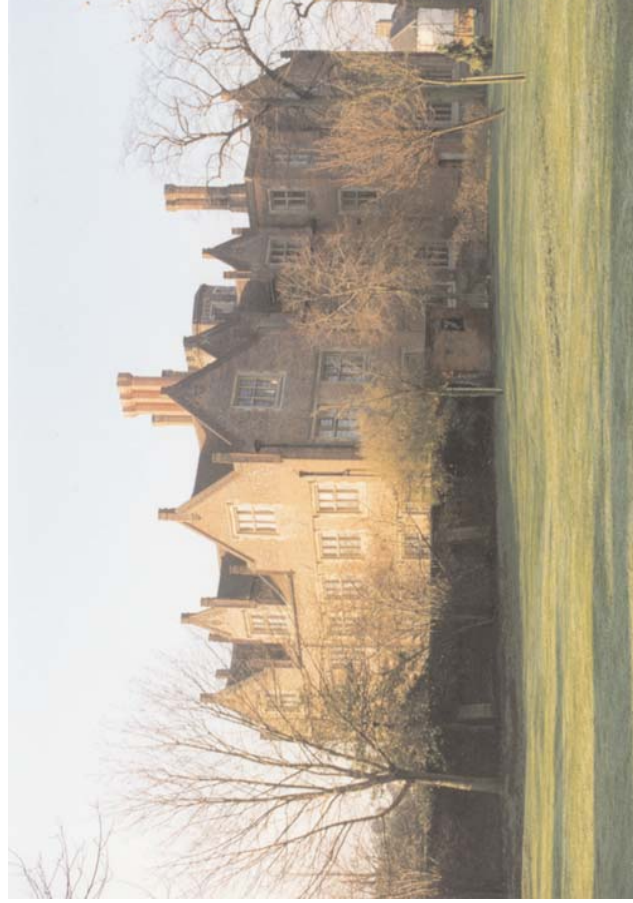
7.2 On our side, we will work constructively to avoid any duplication or overlap in activities and to ensure that work is fully complementary. We have built good working relationships with our partners in the LDA, Business Link and other economic development organisations. We have driven forward the development of major projects in Barking and London Riverside in accordance with our overall strategy and now welcome the creation of an Urban Development Corporation which can champion our vision more effectively and leverage greater resources to achieve it.

7.3 The Council has a key role to play in attracting investment into the borough by accessing and channelling government and EU funding and by promoting the

borough as a business friendly location. Despite the fact that most employers here feel that Barking and Dagenham is already a good place to do business,^{1,2} the external perception of the borough has often been negative. It must be challenged if it is not to discourage businesses from investing, visitors from enjoying the borough's existing and future attractions, and new residents

from choosing to live in the borough.

7.4 Over the next few years, the old stereotypes will become completely obsolete. The transformation of Barking Town Centre and South Dagenham and the development of a new community at Barking Reach will be carried out to high design and environmental standards. Our Industrial Estates Improvement



Eastbury Manor House, Barking, part of the Borough's rich cultural heritage

Programme will improve the appearance of some of our older estates. The lottery-funded A13 Artscape Project – the biggest public art programme in the country – will change the appearance of an arterial road that offers business excellent access to markets, but suffers from a bad image problem.

7.5 As Barking and Dagenham changes, the Council will make sure that the perceptions of people and businesses outside the borough change with it. We have already produced a brochure for business, setting out the borough's investment offer, including its range of parks and green spaces, cultural attractions such as Barking Abbey and Eastbury Manor House, and the fastest improving education service in the country. We will take further steps to publicise and disseminate our investment offer. A central London event in July, setting out the Barking Town Centre opportunities to prospective partners, was the first step in a publicity and marketing strategy to attract private sector investment into the new town centre.

7.6 The Framework Plan for Barking Town Centre envisages a range of measures to improve perceptions of entering Barking. The Rail Station and its surroundings will be improved and new signage will be created for the main road routes into the centre. We will look at all the major gateways into the borough with a view to improving the impression they create and promoting more positive perceptions of the borough. Fanshawe Avenue, which brings traffic into Barking from Ilford will be the focus of social, economic and environmental improvements through a Home Zone Improvement.



New housing in Barking will be built to high standards of design

To provide leadership to economic development in Barking and Dagenham and promote the borough as a good place to live and work, we will:

- coordinate activity with our partners to achieve the aims of this strategy;
- represent the interests of the borough to government, the London Mayor, the LDA and sub-regional organisations;
- channel government and EU funding in line with this strategy;
- continue to improve the appearance of the borough through projects such as the A13 Artscape Project;
- publicise more widely the borough's investment brochure and take further steps to publicise Barking and Dagenham's investment "offer";
- market the new investment opportunities in Barking Town Centre;
- work with Gateway to London to promote the borough as a location of choice for high-value businesses;
- improve the appearance of the gateways into the borough, including those into Barking Town Centre.

8. Building an enabling environment

Transport

- 8.1 With our regional partners, we are actively lobbying for the transport improvements that will strengthen already excellent road and rail links. An extension to the Docklands Light Railway extension, more frequent C2C services and the East London Transit will provide improved transport links. Further developments, such as the proposals for Crossrail and a new river crossing between Woolwich and the Royal Docks, will enhance the borough's appeal to business investors, as well as creating and sustaining new job opportunities themselves. We will also design and implement a North-South Bus Strategy to improve the poorer links between the north and south of the borough, link the new Riverside communities to the existing ones north of the A13 and ensure that new jobs are accessible to local people.
- 8.2 In support of businesses and to further our green agenda, we will encourage where possible greater use of the river for the transport of bulk goods. We will aim to facilitate agreements between wharf owners and potential users for maximum use of the wharve. Where this is not

practical, we will investigate ways in which companies can work together in trucking goods in and out of the borough.

Information and Communication Technologies

- 8.3 Businesses in East London – particularly SMEs – are less likely to use IT systems, the Internet and broadband than businesses elsewhere in London.¹³ This weakness will increasingly damage their ability to compete. We recently signed a groundbreaking agreement with BT to promote the use of broadband. A high-profile event in November 2003 will kick off a series of events and initiatives designed to increase awareness and use by SMEs in the borough.
- 8.4 We are also working to address this issue with the University of East London (UEL). UEL provides training for small and medium sized enterprises in areas such as web site design, computer programming, networking and marketing. It is now developing with its partners a London Thames Gateway New Technology Institute project which will establish a comprehensive support structure to help SMEs use ICTs to enhance productivity and

competitiveness,. Through its Knowledge Dock initiative, UEL manages a series of expert centres in sectors such as product design, fabric and print design and multi-media production, which are open to direct use by small and medium sized businesses. UEL's Enterprise Bureau offers a wide range of options for one or two year student and graduate expert placements into SMEs, as well as funding to support business innovation projects.

Keeping the borough's industrial areas clean and green

- 8.5 Parts of Barking and Dagenham's industrial areas offer a poor quality environment for business and suffer from problems of traffic congestion, poor road links, dumping of rubbish and abandoned vehicles. "Bad neighbour" industries have affected the image of the borough and the business environment for other industries. We will assist these industries to clean up their act. But we will not hesitate to use our statutory powers to discourage further growth, where this conflicts with our strategic objective of attracting higher value businesses into the borough. We will also investigate the

¹³The 2000 Employers' Survey found that only 14% of small and medium enterprises in East London had ICT infrastructure, against a London average of 32%.

possibility of creating an Enviro-Crime Unit, as pioneered by boroughs such as Lewisham and Merton.

8.6 We have been working through London Riverside and Made in London (a manufacturers' common interest group) to make improvements to industrial estates whose environment has deteriorated. We will seek to widen this programme's coverage to the whole borough. We are also tackling these problems through the Industrial Estates Improvement Programme and the Alleygater project, which gates off service roads and alleyways that have become sites for fly-tipping, anti-social behaviour and graffiti. An LDA-funded programme has led to significant improvements to the roads in Dagenham Dock and will shortly tackle Chequers Corner, as part of the regeneration of South Dagenham. We will also ensure that the Thames East Strategy for use of the river and adjoining areas reflects our ambitions and complements them through, for example, imaginative landscaping policies.

8.7 Outside the main regeneration areas, housing is typically interspersed with "high street" style shopping parades. As part

of a comprehensive Housing Renewal Strategy, the Council is developing a project to revitalise these shopping parades, working with landlords, businesses and residents to improve the appearance of the buildings, enhance the viability of the

businesses and increase the employability of residents. The Council's programme of Home Improvement Zones will also help facilitate employment initiatives such as handyperson schemes.

Tackling crime against business

8.8 Barking and Dagenham enjoys lower levels of crime than the London average and this has helped attract businesses to the borough.¹⁴ We want to maintain this good record and also tackle the problems experienced by a small number of businesses, mainly located south of the A13. We have secured funding under the Small Retailers in Deprived Areas (SMRDA) scheme to provide security improvements such as CCTV and additional lighting to shopping parades in Gale Street and Broad Street in Dagenham. We will extend this scheme to more shopping areas in the borough. We will also introduce in Dagenham Heathway, a system to link radio communication and CCTV which has been successful in Barking Town Centre. We will continue to work closely with local police and businesses themselves, including through the Community Safety Strategic Partnership, to reduce crime and vandalism against businesses in the borough.

To help build the enabling environment for business investment and growth in Barking and Dagenham, we will:

- lobby and prepare for the speedy completion of transport improvements such as the DLR extension, C2C upgrade, the East London Transit, Crossrail and a new Thames Bridge;
- implement a North-South Bus Strategy to link residents in the north of the borough with jobs south of the A13;
- work with UEL, the East London Small Business Centre and BT to increase awareness and use of Information Technologies by businesses;
- continue to improve the appearance and facilities of industrial estates;
- investigate the possibility of creating an Enviro-Crime Unit;
- work with police and businesses to tackle crime against businesses;
- extend work to improve the appearance and security of the borough's shopping areas;
- ensure the Thames East Strategy complements our efforts to improve the Riverside through effective landscaping policies;
- develop policies to make best use of the borough's river wharves and rail-heads.

9. A business-friendly council

9.1 Business is the key driver of economic growth, creating wealth and providing jobs. A key element of this strategy is to develop within the Council a culture in which contact with business and understanding of its needs is ongoing and accepted. This means first of all informing and consulting enterprises on developments that directly affect their business. For example, major infrastructure and regeneration projects like the improvements to the A13 and Chequers Corner, Barking and Reach and Barking Town Centre will cause – or are already causing – short-term disruption to businesses, even as they prepare the way for long term benefits. The Council can help local businesses prepare for these projects by providing timely information and keep them informed of progress. Estate associations are already being developed as part of the Industrial Estate Revitalisation Programme and will form a valuable part of the information flow between businesses and Council.

9.2 But we will also ensure that the local business community is fully involved at the strategic level in

setting community plans, local strategic partnerships and other partnerships and that business contributes to the development of more specific policy initiatives. We have already established forums for contact with businesses on specific issues. The Education Business Partnership deals with the links between the education curriculum and the skills needs of local businesses. We will consider the possibility of a new forum for high-level policy

dialogue between the council and the business community, attended by relevant officers, members of the Council's Executive and by local MPs. We will aim to facilitate the creation of business-to-business networks where there is demand from businesses themselves

9.3 Businesses often identify inflexible or inappropriate regulation as a constraint on growth. We will seek to respond as quickly and flexibly as we can



Council Officers and local businessmen work together to regenerate the local economy

to problems brought to us by businesses, consistent with legislation and our duty to balance the public interest. We will evaluate our provision of services to businesses, with a view to introducing a "One-Stop Service", so that one named officer deals with the full range of contacts with any given business.

9.4 We have adopted the Enforcement Concordat and will work with businesses to help them apply and enforce regulations and to create and maintain a level playing field for all businesses in the borough. We aim to establish a Local Business Partnership for this purpose, which will bring together businesses, business support agencies, the Council's regulatory services, such as environmental health and trading standards teams and national agencies such as the Inland Revenue and Customs and Excise. We also run sector-specific seminars and training courses on health and safety issues. Our food and hygiene courses are run in different languages, to cater for the borough's range of ethnic minority small businesses.

9.5 We will work through the planning process to ensure the correct allocation of future employment sites to sustain community and enable new businesses to grow and move on. We will deal speedily with planning applications for business development. Our aim is a transparent and efficient planning process in which the needs of the local economy and business are given fair consideration.

To ensure that the council understands and responds to business concerns, we will:

- keep enterprises informed and consulted about major projects that will affect their business;
- fully involve the business community in policy development;
- help set up business-to-business networks, where there is demand for them;
- establish a forum for regular dialogue at a senior level between the council and the business community;
- improve our service to estate associations through the Estates Improvement Programme;
- seek to establish a "one-stop" approach for businesses using the Council's services;
- implement the Enforcement Concordat;
- work with businesses, particularly small businesses, to help them understand and comply with regulations;
- run sector-specific seminars and training on health and safety issues;
- ensure the correct allocation of employment sites to sustain business development;
- deal speedily with planning applications affecting businesses.



The Council works with many organisations to support local business

10. Supporting business growth

10.1 For many companies in the borough, the Council is the first point of contact for inquiries about investment, premises, or help with training. We will continue to play this brokerage role, pointing companies in the right direction to get the support they need. To improve our service, we are developing a comprehensive Business Directory, with details of all businesses in the borough alongside information from council departments, external business support agencies and with the potential for businesses to advertise their services.

10.2 But we will also work with partners to ensure that there is a sensible division of labour between the local authority and business support organisations. To achieve this aim, we helped establish Benefits for Business (B4B), a network of local authorities, sub-regional agencies and providers of business support, which offer a comprehensive referral and support services for manufacturing businesses in the Thames Gateway boroughs. We will continue to play an active part within B4B and seek to extend its coverage to all businesses in the area.

Attracting new investment

10.3 With Gateway to London (GTL), the investment agency for Thames Gateway, we will ensure that companies looking to locate in Barking and Dagenham get the information and assistance, from a single point of contact that will facilitate development and investment. This includes a property location service offered by GTL and ourselves. We will ensure a wide distribution for the Benefits for Business directory of support initiatives for manufacturing and ensure that generic on-line business support is available through the Council's web site.

Business retention

10.4 There is strong demand – by manufacturers in particular – for sites and premises in Barking and Dagenham, but a growing lack of availability of cost-effective options, as prices rise.¹⁵ We will therefore make it a high priority to ensure the adequate provision of employment land and move-on premises for businesses seeking to expand their operations within Barking and Dagenham. We will work closely with developers to encourage the provision of

particular types of property where there is market failure in meeting local demand, such as small factory units and managed workspace – a demand clearly identified by the recent URS study. We have helped transform the previously run-down Fresh Wharf estate, with modern units providing flexible accommodation for businesses.

Start-ups

10.5 An important aim of this strategy is to encourage more business start ups and to ensure with partners that they have the necessary support to survive and grow. The Council provides additional funding to the East London Small Business Centre (ELCBC), which holds the Small Business Service contract for providing initial training and mentoring support for new businesses. Our funding tops up that contract and helps pay for additional advice to borough residents wishing to start up a business. We will investigate the possibility of providing Council start-up grants to small businesses where there is a strategic benefit to the borough – for example by stimulating the growth of a key sector.

¹⁵ URS found that a tenth of respondents in London Riverside wished to relocate within the borough and that help with relocation and expansion was the most popular requirement for business support.

10.6 We will also continue to provide support to the Business Innovation Centre (BIC), which is co-located with the CEME. The BIC's aim is to provide a one-stop shop for young businesses and people with business ideas, providing venture capital funding, business space and extensive business support services, including sales, marketing, prototype development, business planning, finance and project management. We believe that the BIC can become an important seed-bed for new businesses that are more likely to stay within the borough and employ local people.¹⁶ We will examine whether there is unmet need for a resource centre to provide manufacturing businesses in particular with advice, conference rooms and other support, while carrying out their core activities.



The Council is working with developers to provide modern units for business

To attract, retain and strengthen business in Barking and Dagenham, we will:

- provide a first point of contact and referral service for business enquiries;
- establish and maintain a comprehensive Business Directory for the borough;
- continue to provide a property location service;
- with our partners extend Benefits for Business' coverage from manufacturing to other sectors;
- help distribute the Benefits for Business directory of support services;
- provide on-line information and support through the Council's web site;
- ensure an adequate provision of employment land;
- work with developers to provide small factory units and managed workspace;
- continue to provide funding to the East London Small Business Centre to help new businesses start up;
- continue to support business innovation, including through appropriate support to the Business Innovation Centre;
- investigate the possibility of providing start-up grants to strategic businesses.

¹⁶Incubated firms have been shown to have higher growth and survival rates than other firms, particularly in disadvantaged areas. There is also evidence that the founders of most incubator businesses come from the immediate locality and remain within it when leaving the incubator.

11. Ensuring that all the borough's residents benefit from economic growth

11.1 Some communities and groups within the borough already face greater obstacles in getting well paid and satisfying work, or in setting up their own businesses. There is a risk that the huge investment that will go into areas south of the A13 and into Barking will polarise the borough between a more prosperous west and a comparatively neglected east. We will link the aims of this Economic Development Strategy with our Community Strategy and Neighbourhood Renewal activities to ensure that this polarisation does not take place. We will also take action to ensure that hard-to-reach groups do not miss out on the benefits of economic growth.

Social enterprises

11.2 We will support forms of company organisation in the borough that will be more responsive to the needs of local people. Social enterprise is already an important part of the London economy¹⁷ and we aim to establish a vibrant sector in Barking and Dagenham. Social enterprises are usually small and often have strong links to the local communities in which they are based. They are therefore an excellent way of providing employment to groups that

might otherwise be excluded from employment in the conventional business sector. We believe that in Barking and Dagenham they can tap into growth in personal services such as domiciliary care and childcare and also help growth in recycling industries where low profit margins can discourage larger conventional businesses.

11.3 We have helped to establish a social enterprise network and secured LDA funds for the employment of social enterprise champions to develop the network. We played a major part in setting up a white goods recycling scheme in Dagenham called Renew Friends. This combines its recycling activity with training long term unemployed residents in new skills. We aim to help establish at least another six enterprises by 2005.

Intermediate labour markets and hard to reach groups

11.4 Renew Friends' recycling scheme for white goods is a first step in our ambitions to create an intermediate labour market to bring into employment the long-term unemployed and other people who have never worked, but who wish to. We will

establish more such schemes to ensure that all who want to find work can find ways back to employment. Through the Welfare to Work for Disabled People initiative we have provided support for a development worker in the voluntary sector to provide disabled people with access to training and increase their job opportunities. We will explore possibilities for further support with the Osborn Partnership, a local organisation, which provides job placements for disabled people.

Black and ethnic minority businesses

11.5 We will pay particular attention to ensuring that the needs of black and minority ethnic (BME) businesses in the borough are properly addressed. Like social enterprises, BME businesses are likely to have strong links to local communities and to provide employment to groups that might otherwise be disadvantaged in the job market. But numerous studies have found that BME businesses, particularly Afro-Caribbean ones, have greater problems accessing external finance. We will seek funding for a survey to establish the number of BME businesses in

the borough and to identify their business support needs.

Helping more women into work

11.6 Fewer women in Barking and Dagenham work than the London average, partly because of the borough's tradition of manufacturing employment. Redressing the balance will require practical policy interventions including the provision of appropriate childcare arrangements. Through the Neighbourhood Renewal Fund we have supported Nursery Developments and Sure Starts, which provide some child care services for women employees. We are now beginning work to introduce Children's Centres to the borough, building on the Sure Start programme. As well as enabling parents to access day care, Children's Centres will offer training and other services that will help build women's skills and confidence to enter into the job market.

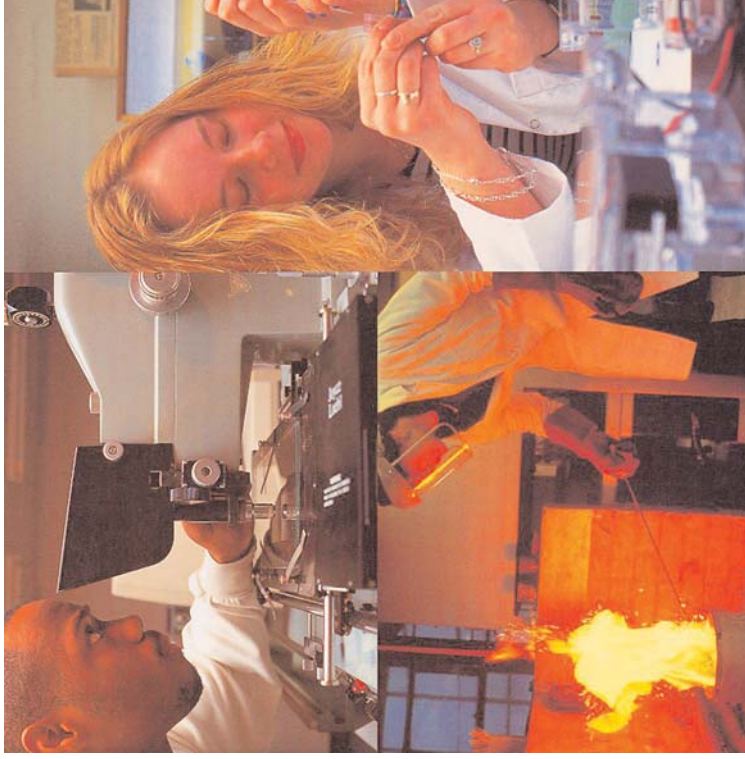
Helping young entrepreneurs

11.7 Limited social and business networks, low incomes and savings, lack of skills and education, social and cultural

norms and the absence of role models, all act as barriers to entrepreneurship in disadvantaged areas. Through the local education authority and the Education Business Partnership we will strengthen the culture of entrepreneurship in the borough by building stronger links between schools and local businesses and by publicising good examples of local entrepreneurial activity. We will continue to support the Young Enterprise programme and competition, which enables school-based teams to set up and run mini-businesses for up to one year. Local and national businesses provide financial help and mentors to the teams. We will examine the scope for providing further help with the Prince's Trust.

Helping young people who have opted out of education

11.8 The borough has a significant number of young people who have wholly or partially opted out of secondary education. We have a range of bespoke learning programmes and initiatives to make sure that these young people do not reach the school leaving age without the prospect of a skilled job or training place.



The Council will act to make sure that all the Borough's communities benefit from economic growth

The Flexi Learning Programme is intended to provide alternative vocational education programmes and long-term work experience to disengaged students, so that they are in a position later on to benefit from post-16 learning and meaningful employment. Local businesses are major partners in the project, providing work experience placements and on-the-job training.

We have created a Reception and Reintegration Unit for young people aged between 11 and 16 who have rejected the traditional school environment entirely. The Unit will seek to encourage these young people back into mainstream schooling, or to move from the programme into work or further training.

To ensure that disadvantaged, or hard-to-reach groups benefit from economic growth in Barking and Dagenham, we will:

- develop our social enterprise network through LDA-funded champions;
- help set up at least another six social enterprises by 2005;
- support Renew Dagenham's white goods recycling scheme;
- establish more intermediate labour market schemes;
- support the Prince's Trust's programme;
- work with Business Link and business associations to ensure the needs of Black and Minority Ethnic companies are properly addressed;
- continue to support the Young Enterprise programme in our schools;
- promote the value of appropriate childcare to enable more women to work;
- offer alternative learning programmes for young people of secondary school age who have disengaged from traditional schooling.



Helping local people into fulfilling, well paid jobs is the key to ending social exclusion

12. Helping local people into work

12.1 Low historic levels of skills and education in the borough and the long-term decline in the number of unskilled and semi-skilled manual jobs¹⁸ renders the borough vulnerable to a worst case scenario: that new jobs are created, but local people lack the skills and qualifications to take them.

The Council is determined to ensure that this does not happen and that residents are equipped with the full range of skills needed to compete for rewarding and better paid jobs. We have therefore developed separate strategies for Workforce Development and Helping People into Work.

12.2 We are building a national reputation for prevocational GCSE courses in business and industry to ensure that education in the borough equips local residents for local employment, if that is what they choose. The Engineering Innovation Programme, run jointly with Havering schools,



Valence Learning Village

¹⁸TCLP studies indicate that only a quarter of an estimated 20,000 new jobs to be created in the borough by 2016 will be in manual or lower grade service occupations. More than a third will be in managerial or professional qualifications.

provides the first steps of progression to CEME or other advanced courses in engineering. Excellence in Industry, funded by the Council and DTI, identifies and supports young people aged between 10 and 13 who intend to pursue careers in industry. Business Studies is the largest single subject area in GCSE and post-16 courses in the borough's secondary schools and is supported by work experience through the Education Business Partnership.

12.3 To meet the identified demand in the local community for careers in health and social care, we are seeking to establish a Gateway to Health programme on the same lines as Gateway to Industry and have secured LDA funding. Our schools are developing qualifications in these areas and one is hosting an LSC pilot of a Student Apprenticeship for Care. Building on the success of Excellence in Industry, we intend to introduce a similar scheme for Excellence in Health and Care.

12.4 We are also making provision to address low levels of adult literacy and numeracy through the Council's Adult Basic Skills Initiative. To ensure that adults

are able to learn through life and to re-equip themselves with the skills sought by employers, we have secured funding from the Sustainable Communities Fund to establish a Lifelong Learning Centre in Barking. This will provide a comprehensive service to adults wishing to continue their education and will link in with the Council's sector priorities. Health and care will be a particular focus.

12.5 We have good links with local businesses, but will seek to improve these still further. We have embryonic work underway with CEME to establish a borough-wide qualification framework for all areas of manufacturing and engineering. We are also starting work with GTI to build on their links with SMEs to establish mentoring programmes. We will also consider how to strengthen links with major employers in the

borough and extend the work of the Education Business Partnership.

12.6 We will continue to work with Job Net, a training scheme that helps people become "work-ready" and with the East London Learning and Skills Council, the employment service and other agencies to deliver a coordinated and seamless service for local people seeking to improve their skills and find employment. We

To ensure that local people have the skills and training they need to compete for higher skilled and better paid jobs, we will:

- support CEME through our Engineering Innovation Programme and a new borough-wide qualification for manufacturing and engineering;
- continue with our Excellence in Industry initiative to support young people who want careers in industry; and
- establish a similar scheme for Excellence in Health and Care;
- improve literacy and numeracy through the Basic Skills Initiative; and
- establish the Barking Lifelong Learning Centre;
- continue to improve our links with local businesses, including through the Education Business Partnership;
- evaluate and improve our schools' careers education services;
- continue work with Job Net to help make job seekers "work-ready";
- provide high-quality work-based learning programmes for young people aged 16-24 years;
- consider with our partners how we can encourage more small and medium enterprises to make provision for training and workforce development

The Council has supporting strategies for Workforce Development and Helping People Into Work.

are evaluating our careers education services with a view to improving their effectiveness.

12.7 The Council will continue to provide local young people with work-based learning programmes at Barking and Dagenham Training Services. By offering Modern Apprenticeships and pre-vocational Entry to Employment programmes, we will contribute to government targets that 80% of 16-18 year olds should be in structured learning and 28% undertaking Modern Apprenticeships by 2004. About 8% of the borough's young people are currently in work-based learning programmes.

12.8 The Council's work needs to be complemented by better training provision by employers themselves. Fords and other larger employers are already closely engaged with this issue, for example through the CEME development, but few small and medium enterprises provide much training.¹⁹ We already co-sponsor Gateway to Industry, a body dedicated to helping manufacturing employers train their workforce in changing skills. We will consider with GTI, Business Link, the Barking and Dagenham Chamber of Commerce and businesses

themselves how we might encourage businesses to provide better training and workforce development.



There are opportunities for skills development available to all members of the community

¹⁹According to the London Skills Forecasting Unit, only 24% of employers in the London East LSC area had a training budget in 2001, the lowest proportion in London.

13. Using the council's economic power

13.1 The public sector as a whole – health services, police and fire services, as well as the Council – employs between a fifth and a quarter of the borough's workforce. The Council itself employs 8,500 staff and buys goods and services worth many millions every year. We will therefore use the Council's influence to strengthen the local economy through its own procurement practices. Our overriding aim – and legislative duty – is to get best value for local people, irrespective of where goods and services are sourced. But wherever consistent with best value, we will procure locally where

possible, so as to re-invest in the local economy and develop supply chains in the borough. And where possible we will also encourage our partners in the health service and other public sector employers to do the same.

13.2 We will carry out research to establish what proportion of its goods and services the Council sources within the borough, what the limiting factors are to increasing this proportion and how we might address them.²⁰ Our findings will help us build local capacity to compete for council contracts. For some time we have organised (with the Chamber of Commerce) seminars

for local businesses and voluntary organisations to explain the legislative framework, the Council's requirements and the practicalities of tendering. We will assist social enterprises, once established, to bid for Council contracts.

13.3 We will also take steps to improve our contracting systems to help local businesses compete successfully. We will establish a comprehensive Directory of local businesses on the Council's Intranet, so that all staff involved in procuring goods and services for the Council will have easy access to up-to-date

To use the Council's economic muscle to strengthen economic development in Barking and Dagenham, we will:

- procure locally, where consistent with best value;
- encourage our partners in the rest of the public sector, through the Barking and Dagenham Partnership, to do the same;
- identify the constraints to increasing the proportion of Council goods and services sourced within the borough and develop ways to address them;
- continue to organise workshops for local businesses on tendering;
- assist social enterprises, once established, to bid for council contracts;
- investigate the possibility of a joint construction tendering scheme of East London boroughs;
- use service contracts to meet regeneration objectives, including skills and training provision;
- consider whether to make IP accreditation a condition in our service contracts;
- extend the work of the learning champions.

²⁰Research by Newham Council showed that one in three of its suppliers were located in the borough. But many were small businesses, operating close to the margins, vulnerable to economic shocks and potentially to the new requirements of e-government.

information. The Council's construction contracts are currently tendered through the government-supported Construction Line. We will consider whether to establish a joint scheme for East London boroughs, which would be more comprehensive and could maximise the opportunities for businesses employing local labour. There may be greater scope for awarding the smallest contracts (under £3,000 in value) to local firms. For larger contracts (up to £30,000) we will consider a stipulation that at least one local firm should be among the three formal quotes required, providing there is local capacity.

13.4 We will also examine how the Council's regeneration objectives can be addressed within the terms of contracts for goods and services. We are starting to do more to ensure that service contracts help local people compete for the jobs required, for example by making training provision a performance target within the contract. We will make sure that the needs of black and ethnic minority people and other hard-to-reach groups are not overlooked.

13.5 The Council is committed to the development and well being of its staff and is undertaking the process for Investors in People accreditation. We will consider whether to make IIP accreditation a condition in our service contracts. It may be possible to help other local employers develop their staff by sharing information and our practice, where it has been judged to be good. With our trades unions we will continue to promote the work of "learning champions" and seek ways to share their skills with other employers in the borough.



The Council spends millions of pounds every year on everything from improving housing to fueling its transport fleet. We will try to make sure that these contracts benefit local people and the local economy.



14. Implementing this strategy

14.1 This document is accompanied by an action plan that sets out in more detail how we intend to achieve the objectives of the strategy. Implementation will be coordinated and monitored by a crosscutting "Business and Growth" group within the Council, reporting to the Council's Strategic Regeneration Board.

14.2 Our plans are ambitious and will need a substantial injection of resources. We will develop a funding plan to secure this. We already benefit from European Regional Development Fund (ERDF) funding, but this will come to an end in the next few years and we will explore other possible EU funding sources to replace it. We will also bid for LDA funding and seek to take advantage of the additional

resources provided through the Sustainable Communities Plan. In all cases, we will bid for resources which enable us to make progress towards our overall vision and will not chase funds for their own sake.

14.3 We welcome proposals by the Treasury and ODPM to allow local authorities to retain more of the income from business rates. We will respond to the consultation and are actively considering a bid to make Barking and Dagenham one of the pilot local authorities for the new scheme. If we are successful, we will plough back all additional income from this source into the implementation of this strategy.

14.4 The major housing developments in Barking and London Riverside, the extension

of the region's transport infrastructure and the regeneration of Dagenham Dock, will create major opportunities for planning gain agreements to fund economic development of the borough. We have already used these to great effect in beginning the improvements to Dagenham Dock. We will explore ways to use Section 106 agreements more creatively in funding the implementation of this strategy.

14.5 We will report each year on progress in the achievement of this strategy and its action plan, using the Audit Commission's comprehensive set of performance indicators for economic development. This will be designed to be a resource-light, internal process. There will be a more in-depth review, involving external partners, after three years, when a decision to develop a new strategy may be taken.

In implementing this strategy, we will:

- create a cross-cutting business and jobs group within the Council;
- develop a funding strategy to secure EU, LDA and Government funding;
- bid only for resources that fit with our vision and strategy for the borough;
- make full use of Section 106 planning agreements to support economic development and business growth;
- evaluate progress each year against the Audit Commission performance indicators;
- undertake an in-depth review with our partners after three years.

Appendix

Business Support in Barking and Dagenham: current provision

- The Council provides financial or personnel support to a number of business support programmes working in Barking and Dagenham.
4. Introduction to Business: the East London Small Business Centre provides training for start-up businesses in the borough. This is accompanied by business advice. ELSBC also operates low-cost loans of up to £10,000. (Contact Pauline Barnett on 0207 377 8821)
5. Gateway to Health: a training programme for people who want to work in the health service. (Contact Terry Regan on 0208 227 2239)
6. Social Enterprise Network: a support network of voluntary sector groups wishing to become social enterprises. The network is assisted by a Social Enterprise Champion who works with the groups to help their development. (Contact Jo Sinclair on 0108 227 2280)
7. Environmental advice: advice and assistance on energy management, waste reduction and other environmental techniques is available from the Environmental Business Association and the 1-2-3 project. (Contact Matt Robinson or Simon Goldsmith on 0207 2296). SMEs with utility bills of between £5,000 and £50,000 can gain energy advice and help
1. Gateway to Industry: a workforce development programme aimed at manufacturing, offering bespoke training to companies and an introduction to manufacturing for schools. (Contact Debbie Wren 0208 526 1492)
2. Gateway to London: a sub-regional inward investment agency serving Thames Gateway (London). GTL works with the boroughs to help companies locate within the Gateway area and has a dedicated officer for Barking and Dagenham. (Contact Judy Chapman 0207 540 5571)
3. Industrial Estates Programme: currently has two programmes offering grants (which need to be matched by companies) to improve the quality of industrial estates in the borough. (Contact Jo Sinclair 0108 227 2280.) The Alleygater scheme seeks to prevent fly-tipping and vandalism in selected parts of the borough. (Contact Clive Vallis on 0208 227 5437)
- with equipment from SMEAC on 0208 521 6417).
8. Advice on regulations: help with food hygiene and other regulatory matters is available from the Borough's Environmental Health Department. (Contact Clive Vallis on 0208 227 5437).

THE EXECUTIVE**28 OCTOBER 2003****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

TANTONY GREEN OPEN SPACE: DOORSTEP GREEN SCHEME BID AND MARKS GATE AGENDA 21 NEIGHBOURHOOD PARTNERSHIP	FOR DECISION
<p><i>The funding for this scheme is not in the current estimates and therefore the consent of the Executive is required before the scheme can proceed further. In addition this is a new venture for the Council for which the policy needs to be set.</i></p>	
<p><u>Summary</u></p> <p>There is a small amount of expenditure available for improvements to Tantony Green in the Neighbourhood Action Plan, however, there is now an opportunity to obtain a much larger Capital injection by working with the Marks Gate Agenda 21 Neighbourhood Partnership. A joint bid between the Agenda 21 Partnership and Council for grant aid to the Countryside Agency, under their Doorstep Greens Programme, together with funds from Section 106 Agreements could provide additional funding in the region of £62,700 for further enhancements.</p> <p>The conditions of the grant would require the Council, as landowner, to enter into agreements with a community organisation and the grant-making organisation regarding the future use, maintenance and management of one of its open spaces.</p> <p>This is an ideal opportunity to encourage local residents to participate in the improvement of their local environment and taking 'moral ownership' of the area to ensure the area is maintained to a high standard in the future.</p> <p>The project's progress and match funding by the Council will be subject to the Council's project assessment process.</p> <p><u>Recommendation</u></p> <p>The Executive is recommended to agree to:</p> <ul style="list-style-type: none"> (i) The Council working with the local community and Marks Gate Agenda 21 Neighbourhood Partnership to set out a Management Plan for the future maintenance of Tantony Green (which will then be implemented in conjunction with the Marks Gate Agenda 21 Neighbourhood Partnership);and, (ii) To bid on behalf of the partners for grant aid from the Countryside Agency and any other potential funding bodies, and if the Doorstep Green application is successful <ul style="list-style-type: none"> (a) To the Council entering into a Deed of Covenant with the Countryside Agency regarding the future disposal of all or part of Tantony Green. 	

- (b) The future maintenance, to be undertaken in association with the Marks Gate Agenda 21 Neighbourhood Partnership, in line with a Management Plan and to standards agreed with the Agenda 21 Partnership and Countryside Agency at the outset;
- (c) And subject to grant funding being obtained for improvements to Tantony Green to agree to the Council acting as Project Managers and accordingly that funding is set aside in the Estimates to enable the use of any grant money awarded by the Countryside Agency (the Creation Grant) for the purposes of making improvements to Tantony Green in line with the master plan.

Ward Affected - Chadwell Heath

Reason

To assist the Council in achieving its Community Priorities of *“Making Barking and Dagenham Cleaner, Greener and Safer”*, *“Raising General Pride in the Borough”* and *“Developing Rights and Responsibilities with the Local Community”*.

<p>Contact Peter Parkin</p>	<p>Parks and Countryside Manager</p>	<p>Tel: 020 8227 3079 Fax: 020 8227 3129 Minicom: 020 8227 3034 E-mail: peter.parkin@lbbd.gov.uk</p>
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1. Background

- 1.1 Tantony Green is the Public Open Space in the centre of Marks Gate Estate. Funding of £15,000 in the Single Regeneration Budget (SRB Round 6) Fund was allocated for improvements to the Green. After consultation with the local community, the money is to be used to fund the provision of a football pitch, including reseeding an area with a hard-wearing grass seed mix, and tree and shrub planting.
- 1.2 Improvements over the last 5 years have included refurbishment of children’s play equipment, provision of a new toddler’s playground, a “wheels” area, a basketball court and a teen shelter. However, these have all been on the southern side of the Green. The current proposals will enable works to balance the overall effect and make the impact of the improvements more visually and practically appealing to a wider range of potential users and create a safe play environment. In recent years bids have been made under the ‘major non-recurring maintenance scheme’ to fund the removal of the existing remains of the derelict concrete fence, currently estimated at £25,000, but other work of a higher priority, and shortage of funding has meant that to date it has not been possible to do this work.

2. Current Position and Proposals

- 2.1 Enthused by their involvement in recent improvements, and seeing the possibility of what could be achieved, the local community, represented by the Marks Gate Agenda 21 Neighbourhood Partnership, have encouraged Officers to approach the

Countryside Agency, under their Doorstep Greens programme. This could provide potential funding in the region of £62,700 for further enhancements, including the removal of the remains of the derelict concrete fence (which once surrounded the Green) and its replacement with more appropriate ornamental railings, and planting and may include the provision of paths, mounding and seating, to transform what is currently a flat, wide open space into an area of greater landscape interest. A sketch master plan of the area showing some of the ideas put forward by the community is attached as Appendix A. However, this initial scheme may change as the options that can be provided will need to meet the funding that is available.

- 2.2 Doorstep Green funding is not available to local authorities in isolation; applications will only be accepted where there are partnerships with community-based organisations. However, in order to ensure that any money they make available will be properly spent to the long-term benefit of the community, the Countryside Agency require there to be in place a formal agreement between themselves and the landowner (in this case the Council) covering not only the improvements planned, but also the long-term ongoing use, management and maintenance of the improved area. It is envisaged that the community would also be involved in the future maintenance and management of the area.

3. Agreements and Obligations

- 3.1 In order to benefit from the grant the Council will need to enter into three separate Agreements.

3.2 Deed of Covenant

Under this the Council will be required to agree to not, sell, lease or otherwise dispose of all or part of the Green without the prior consent of the Countryside Agency and will not create any legal charge over the land.

3.3 Grant Application Conditions

In accepting the grant the Council will be required to accept the terms and conditions in respect of that grant, which will include:

- (a) that Tantony Green must only thereafter be used and maintained as an open space available for informal recreation, play, a place for local community events or other lawful purposes and consistent with uses for the general benefit of the community. Access to Tantony Green must be free for all members of the community save that a charge can be levied for access to all or part of Tantony Green if it is being used for a charitable or similar event, provided the entrance fee is used for the maintenance of Tantony Green.
- (b) that the grant will only be used in respect of Tantony Green.
- (c) that the Council will enter into a Partnership Agreement with the Local Community Group relating to the implementation of the initial plan and the onward maintenance of and use of Tantony Green.

3.4 Partnership Agreement

3.4.1 The Council will need to enter into a partnership agreement with Marks Gate Agenda 21 Neighbourhood Partnership, which will cover such aspects as:

- (a) Creation of a Steering Group to oversee the improvements and the subsequent maintenance of the area;
- (b) How the Agenda 21 Partnership will become involved, in a voluntary capacity, in the ongoing works, as set out in the Management Plan;
- (c) Preparation of a Management Plan (referred to as The Ongoing Works).

3.4.2 Even though the Council would enter into a Partnership Agreement the Council would still retain ownership of the land and, therefore, all obligations in respect of it.

3.5 The fine details of all the above agreements remain to be worked out between the prospective parties, but the above headings will give a flavour of the areas to be covered.

4. **Financial Implications**

4.1 The conditions surrounding the Doorstep Greens programme of grants to community groups reflects the Government's agenda of encouraging the direct involvement of individuals and groups in improving, maintaining and managing the facilities within their community. It also reflects a concern to ensure that, once initial grant money has been used, the improved facilities continue to be maintained to an acceptable standard, agreed by and also involving, members of the local community. There is therefore an ongoing Revenue consequence of becoming involved in a partnership which has the potential to bring about significant improvements to community facilities which have, until now, been regarded as the sole responsibility of the Council to fund and to maintain.

4.2 Capital Costs

4.2.1 A Doorstep Green grant would enable significant improvements to be made to Tantony Green, in line with the wishes of the local community, and would represent an injection of external funding which is in line with the Funding the Future segment of the Council's Balanced Scorecard.

4.2.2 The maximum potential funding from external sources to improve Tantony Green and to create a Doorstep Green therefore is:

External sources	
Single Regeneration Budget Round 6 (already in place)	£ 15,000
Section 106 Funds (Gravel Extraction)	£ 5,700
Countryside Agency – Doorstep Green (potential grant)	£ 57,000
TOTAL	£77,700

4.3 Revenue Costs

- 4.3.1 Current maintenance costs of the grass areas of Tantony Green are minimal, as the majority of the area is flat, short-mown grass. The contract cost is £1,735.33 per year.
- 4.3.2 Future Revenue costs will increase as a result of enhancements to the landscaping, tree and shrub planting, and the provision of paths and a fence, all of which will require maintenance, repair and periodic replacement. This is an inevitable consequence of enhancing the area.
- 4.3.3 Until the detailed landscape plans are agreed, the revised cost cannot be accurately estimated. However, on the basis of a current master plan drawn up following consultation with the community, maintenance costs are estimated at £2,797.82. In addition, further enhancements might be carried out by the use of volunteers from the local community, although the financial value of this cannot be accurately estimated at present.
- 4.3.4 This shortfall between future costs and current costs could theoretically be met from the Parks contract contingency sum. However, the Executive is asked to note that this will reduce the budget for maintenance or minor improvements in all the other parks, which could be seen by the public as detrimental to the rest of the parks.

4.4 Claw Back

The Council would not be able to dispose or change the use of Tantony Green without the Countryside Agency's consent. Even if consent were to be granted, the Agency will require repayment of the grant.

5. **Project Timetable**

The timetable below is based upon funding being made available from 2005 onwards.

Draw Up Draft Agreements and Submit Application to Countryside Agency	Autumn 2003
Result of Application Known	December 2003
Project Pre Start Preparation Phase (inc tender preparation)	Jan 2004 to Spring 2004
Complete Existing SRB 6 Funded Works	Spring 2004
Start on Site	Summer 2004
Completion	Summer 2005

6. **Consultation**

Consultation on the proposals has been held with the following and indications are that there are no objections to the way forward and this report as it stands.

External

Local community at Marks Gate, via the Marks Gate Agenda 21 Neighbourhood Partnership Sarah Wicks, Groundwork Trust

Internal

Corporate Strategy:

Bill Bennett, Property and Contracts Law, Legal Services

Leisure and Environmental Services:

Laura Williams and Bob Cooper, Acting Head of Finance

Gordon Glenday, Interim Head of Statutory Planning

Simon Swift, Group Manager, Parks & Leisure Development

Housing and Health Department:





Sarah Kingston, Neighbourhood Management Coordinator

Background Papers

- Executive Minute 12, 27 May 2003 re: Parks and Green Spaces Strategy
- Assembly Minute 5, 2 July 2003 re Report of Executive (item A2)
- www.countryside.gov.uk



KEY

-  Existing trees
-  Proposed / recently planted trees
-  Existing retained railings
-  Proposed railings

NOTES:

- Existing concrete fence posts to be removed
- New railings to follow line of removed fence posts
- New railings and gates to be painted black
- New single gates to have self closing mechanism
- New double gates (for maintenance access) to have drop bolt and means of locking
- Picnic tables to be 'Heathland', benches to be 'Tenby' manufactured from recycled plastic, supplied by Streetmaster Street Furniture, Tel: 01639 845394
- Picnic tables and benches to be on in-situ concrete base and ground fixings to prevent removal

TANTONY GREEN SKETCH MASTERPLAN

Scale : 1:750 on A3 sheet

Date : September 2003

Client : Doorstep Greens, Marks Gate LA21

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THE EXECUTIVE**28 OCTOBER 2003****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

PROFESSIONAL SERVICES TERM CONSULTANCY CONTRACT	FOR DECISION
<p><i>This report deals with proposals for a contract(s) with a value in excess of £200,000. The Executive is being asked to advise if Members wish to be involved in the contract packaging and specification of this / these contract(s) and the nature of their involvement in the subsequent evaluation and award of contract as required by Constitution Part D (Contract Rules 3.6)</i></p> <p><u>Summary</u></p> <p>This report sets out a procurement strategy for Professional Services within the Leisure and Environmental Services Department, to support in-house capability to meet peak workloads and a proposal for a bespoke contract to achieve this.</p> <p>The contract will cover multi skill and expertise services and offer a panel of consultants, already vetted and approved, to be called upon by all departments of this Council to assist Officers as and when the need arises. The intention being to ensure delivery of projects on a needs basis where in-house capability is already saturated with work.</p> <p>The consultants to be used under this contract should not be confused with management consultants that stay for long periods of time. Commissions will be on an individual project or part of project basis and each commission will be specifically targeted and limited to the life of each individual project. They will not be used to cover staff vacancies, except whilst recruitment takes place, and will also reduce the need to employ agency staff for long periods.</p> <p>This will achieve a combination of internal and technical resource that will provide a fast response pool of expertise and this will be an ideal way of ensuring delivery of programmes particularly where work loads are unpredictable.</p> <p>This is a 'Call-Off Contract, which means that no guarantee of work is given to the successful tenderers.</p> <p>It is proposed to we enter into a Strategic Alliance with the London Borough of Camden Consultancy Services, who already operate this type of contract, to produce advertise and assist in analysis of the contract and tender returns. A fee will be payable to Camden to purchase the rights to the contract and their expertise in such contracts. The alternative would be to undertake the full tender process and obtain specialist legal advice at considerable cost.</p> <p>The need for a panel of Consultants and the setting up of an alliance with London Borough of Camden was identified as part of the Street Safe 'Best Value' Review Action Plan, which was reported to the Executive on 5 August 2003.</p>	

Recommendation

The Executive is recommended to support the setting up of a Strategic Alliance with the London Borough of Camden in order to produce a Professional Services Team Consultancy Contract, at a total estimated cost of £28,000.

Members are also asked to advise if they wish to be involved in the contract packaging and specification of this contract and the nature of their involvement in the subsequent evaluation and award of contract as permitted by Constitution Part D (Contract Rules 3.6)

Reason

To assist the Council in achieving it's Community Priority of "*Making Barking and Dagenham Cleaner, Greener and Safer*".

Wards Affected No specific wards affected, these are Borough-wide services

Contact: Mike Mitchell	Head of Environmental Management	Tel: 020 8227 2677 E-mail: mike.mitchell@lbbd.gov.uk
Mike Livesey	Head of Traffic and Highway Engineering	Tel: 020 8227 3110 Fax: 020 8227 3231 Minicom: 020 8227 3034 E-mail: mike.livesey@lbbd.gov.uk

1. Background

- 1.1 The key aim of utilising such a service is to ensure that the main drivers, culture and ethos behind the delivery of Professional Services Term Consultancy is based on principals of strategic alliances. It is important to recognise that this panel of consultants will provide a vital support through an integrated working relationship.
- 1.2 Officers hope to share our skills and resources between other Councils and Consultants rather than replace or increase them. It is envisaged that this five year Contract will be used to jointly develop and implement these strategic alliance principles.
- 1.3 The Panel of Consultants would be asked to tender for the following professional services on a 'Call-Off Contract'. A Call-Off Contract enables services to be used as and when required but does not guarantee of work to the successful tenderers.
- 1.4 The proposed Professional Services Call-Off Contract will cover a full spectrum of professional services; including, surveys, site inspection and testing, feasibility studies, consultation, design, monitoring (including post implementation) and contract management, administration and supervision of various schemes relating to:

Transport Planning
Development Control
Traffic Management, Safety and Parking
Urban Design
Street Lighting
Highway Improvements
Highway Drainage
Structural Engineering
Bridge Engineering
Topographical Surveys
Traffic Monitoring Surveys
Architecture
Mechanical and Electrical Design
Quantity Surveying
Planning Supervision
Clerk of Works
Landscape Architecture
Project Management
Project Planning
Financial Monitoring
Thames Gateway London Partnership

2. Tender Selection

- 2.1 As required by the European Union Law, an advert inviting expressions of interest to tender will need to be placed in the Official Journal of European Union (OJEU).

3. Contract Details

- 3.1 It is proposed that the London Borough of Camden will undertake on London Borough of Barking and Dagenham's behalf the production of the Professional Services Call-Off Contract; from drafting through to long listing. The two Councils would need to work closely together on the evaluation of the returned tenders leading to the recommendation of appointment by the Executive next year.
- 3.2 The fee this Council will pay Camden to do this work on our behalf is £25,000. The contract process would run jointly with Camden's own consultancy contract advertisement and evaluation and selection process in order to share and mitigate costs. The alternative would be to employ specialist legal advice to draw up a bespoke contract and also bear all the advertisement and assessment cost alone. It is understood that in developing this contract Camden have spent in excess of £100,000.
- 3.3 The Contract document will be inclusive of all services being tendered. The Tenderers can select what services they wish to tender for. The type of Contract is 'Call Off' in nature and therefore no guarantee of work is given.
- 3.4 The Contract period is for five years, the tenders have to submit fee rate schedules for each service tendered.

3.5 Under this type of Call-Off tender companies can decide which services they wish to tender for; they do not have to tender for all aspects of work. There is no guarantee of work given to successful tenderers for all or any of the areas they have tendered for.

4. Tender Evaluation

4.1 The Panel of Consultants will follow the tender process, as required by The European Union Legislation and Council Constitution. An advert inviting expressions of interest to tender will be placed in the Official Journal of European Union (OJEU) and Civil Engineering Journal. Companies that respond will be vetted and tender documents will then sent out to companies passing the vetting procedure.

4.2 Interested companies will be required to submit fee based Schedule of Rates for each service they wish to be considered for, together with written responses to seven evaluation criteria as follows:

- i) Resource statement
- ii) Qualification and Experience to carry out the tender
- iii) Health and Safety Policy arrangements
- iv) Quality Control and Quality Assurance Arrangements
- v) Equal Opportunities in Employment and Delivery of Service
- vi) Approach to the provision of services under this contract. List of objectives and aims
- vii) Insurance Details

4.3 The intention of the above criteria is to provide some specific and supplementary information on their intentions and philosophy for delivery of this contract.

4.4 Following the initial tender evaluation process, selected companies will be interviewed by an Evaluation Panel to clarify any queries on the responses and where appropriate to question the submissions in more detail. The Evaluation Panel will then make recommendation to the Executive to appoint companies to the panel of consultants.

4.5 It is anticipated that the tender evaluations will be undertaken based on 70% quality and 30%price.

4.6 In view of the above the Executive is asked if Members wish to be involved in the Evaluation Panel (i.e. the specification, subsequent evaluation and award of contract as required by Constitution Part D (Contract Rules 3.6).

5. Financial Implications

5.1 Camden used one of the top legal firms (Masons) to write this contract. The hourly rates for Barristers are expensive and can easily range from £160 to over £300 per hour.

- 5.2 Camden have offered us the rights to use this contract at a cost of £10,000. However there will still be a need to adapt the Camden contract to meet the requirements of a LBBB contract and add in a number of additional professional services that we want to include that are not included in the Camden 'base' contract. Camden have offered to undertake this work on our behalf from re-drafting the contract to meet our requirements, and assisting us in short listing and selection on an hourly rate basis capped at £15,000. They will be sharing their expertise in setting up and running a similar contract for the last 2 years. A sum of £3,000 has also been allowed for in the £28,000 to cover extra legal advice costs in altering the contract to LBBB requirements.
- 5.3 The £28,000 will be met by taking an equal share across all budgets from the fees allocated to individual projects and schemes.
- 5.4 The Contracts are designed to support the Professional Services within the Leisure and Environmental Services Department and can be used corporately. Regardless of whether the work is undertaken in-house or by Consultants, the funds required to pay the fees in both cases will come from scheme and project allocations, as is the current practice. It is expected that the cost of undertaking this work through these Contracts will not be significantly different from the existing practice of tendering individual work packages.

6. Consultation

The following people have seen this report and are happy with it as it stands.

Leisure and Environmental Services:

Bob Cooper

Jim Mack

Mike Mitchell

Peter Wright,

Jeremy Grint,

Kevin Wilkins

Heather Cutler, Procurement and Stores Manager, LESD

Social Services:

Peggy Green

DEAL:

Andy Carr

H&H:

Ken Jones, Housing

Background Paper

Executive Minute 73, 12 August 2003. Re: Street Scene Best Value Review.

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