

London Borough of Barking and Dagenham

Notice of Meeting

THE EXECUTIVE

Tuesday, 27 April 2004 - Civic Centre, Dagenham, 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

19.04.04

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 13 April 2004 (Pages 1 - 5)**

Business Items

Public Items 3 to 5 and Private Item 12 are business items. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.

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

3. **Members' Allowances (Pages 7 - 12)**
4. **Fees and Charges: Review of On Street and Off Street Parking Charges (Pages 13 - 25)**

5. **Fees and Charges: Births, Deaths and Marriage Registration Service (Pages 27 - 30)**

Discussion Items

6. **Safeguarding Children: A Multi Agency Review of Child Protection Service (Pages 31 - 66)**
7. **The LBB Council's response to the consultation on the Mayor for London's Draft Economic Development Strategy "Sustaining Success" (Pages 67 - 78)**
8. **Barking Town Centre Parking Assessment (Pages 79 - 86)**
9. **Any other public items which the Chair decides are urgent**
10. **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

11. **Emergency Planning - Local Government Gold Resolution (Pages 87 - 89)**
Concerns a Legal Matter (paragraph 13)

Business Items

12. **Review of Libraries - New Dagenham Library Contact Centre Joint Facility Report (Pages 91 - 94)**
Concerns a Contractual Matter (paragraph 9)
13. **Award of tender for Provision of a Home Improvement Agency (Pages 95 - 103)**
Concerns a Contractual Matter (paragraphs 7, 8 and 9)
14. **Any other confidential or exempt items which the Chair decides are urgent**

THE EXECUTIVE

Tuesday, 13 April 2004
(7:00 - 8:00 pm)

Present: Councillor C J Fairbrass (Chair), Councillor G J Bramley, Councillor S Kallar, Councillor M E McKenzie, Councillor B M Osborn and Councillor J W Porter

Apologies: Councillor C Geddes, Councillor J L Alexander, Councillor L A Smith and Councillor T G W Wade

358. Minutes (30 March 2004)

Agreed.

359. Asbestos Management in Non-Domestic Properties

Received a report proposing a corporate strategy for the management of asbestos in non-domestic properties, as well as capital funding to meet management requirements, in order to comply with the Control of Asbestos at Work Regulations 2002 (CAW).

Agreed, in order to assist the Council in achieving its Community Priority of "Making Barking and Dagenham, Cleaner, Greener and Safer", and to comply with the Control of Asbestos at Work Regulations 2002 by the deadline of May 2004, to:

1. The corporate strategy for the management of asbestos in non-domestic dwellings as outlined in the report;
2. The allocation of resources to meet the management requirements of the CAW Regulations 2002, including Capital funding totalling £2,185,000, and the re-profiling of this funding to £1,400,000 in 2004 / 2005 and £785,000 in 2005 / 2006; and
3. A further report in June 2004 in relation to asbestos management in Council owned residential properties.

360. Response to London Riverside Integrated Transport Strategy

Received a report identifying local transport networks and services that need to be improved as well as links to regional transport routes that run through the Borough, highlighting areas for improvement.

Agreed, in order to assist the Council in achieving its Community Priority of "Regenerating the Local Economy", that:

1. Barking and Dagenham, jointly with London Riverside Ltd and London Borough of Havering:

- (a) Initiate discussions with London Buses to investigate ways of strengthening bus network connections in both boroughs;
- (b) Undertake a feasibility study of public transport crossing over Rainham Creek to connect Centre for Engineering and Manufacturing Excellence (CEME) and Ferry Lane, in the London Borough of Havering (LBH);
- (c) Undertake with the Strategic Rail Authority (SRA) project scoping of extension of Barking Gospel Oak line services to Rainham (LBH);
- (d) Undertake with the SRA project scoping for new stations at Renwick Road (LBBD) and Beam River (LBH). Noted that there are conflicting aspirations between the two boroughs regarding the construction of these two stations;
- (e) Identify with Transport for London (TfL) project scope of new interchange facilities at Dagenham Dock (LBBD) and Rainham (LBH);
- (f) Press TfL for a commitment to upgrade to a non bus-based system such as trams. Noted the Strategy proposes the implementation of a bus-based East London Transit (ELT) further phase to Rainham by 2008 and extend the next phase of the East London Transit from Barking to Gallions Reach across the Thames Gateway Bridge to connect with the Greenwich Waterfront Transit to provide a public transport link across the River Thames;
- (g) Secure from TfL the implementation of the Renwick Road grade separation (LBBD);
- (h) Work with Docklands Light Rail Ltd to develop an alignment for an extension to Dagenham Dock by 2012 as revised by TfL (LBBD);
- (i) Develop with the SRA and TfL and others the London Riverside / Thames Gateway Metro (LBBD & LBH); and

2. The Head of Planning and Transportation be authorised to undertake these next steps.

361. The Heath Park Estate - Open Plan Front Gardens

Received a report regarding the open plan status of the Heath Park Estate following a recent enquiry from a resident of the Estate.

Agreed:

1. To re-affirm the present policy of retaining front garden land on Right to Buy sales in order to protect the open plan status of the Heath Park Estate;

2. That appropriate enforcement action only be taken in consultation with Ward Members where there is already a breach of the restrictive covenant; and
3. That a 'Design Guide' for the Heath Park Estate be produced by the Director of Leisure and Environmental Services.

362. * Citizenship Ceremonies

Received a report outlining requirements placed on all local authorities under the Nationality, Immigration and Asylum Act 2002, which require Citizenship ceremonies for all successful applicants for naturalisation or registration as a British citizen, aged 18 or over, whose application has been received and processed by the Home Office from 1 January, 2004.

Agreed, in order to comply with the requirements of the Nationality, Immigration and Asylum Act 2002 and assist the Council in achieving its Community Priority of "Raising General Pride in the Borough", that:

1. Citizenship ceremonies be held in the Council Chamber at the Civic Centre from 26 April 2004, and at other suitable premises as may be required in the future; and
2. A review to be undertaken after the first 3 / 4 ceremonies to look into the suitability of the location and costs associated.

363. * Corporate Grants Programme 2004 / 2005

Received a report outlining proposals on how the Council's corporate grants programme will be utilised to support local voluntary and community sector organisations in 2004 / 2005.

Agreed, in order to allocate corporate grant funding to voluntary sector organisations, that:

1. Any voluntary sector organisation receiving funding from the corporate grants programme will at best receive a standstill amount for 2004 / 2005 compared with 2003 / 2004;
2. Those organisations delivering health and social care or education services are funded through the Social Services or the Education Formula Spending Share (£121,700 in 2004 / 2005) allocated as per Appendix 2 of the report;
3. The corporate grants programme for 2004 / 2005 will be £531,037, which represents a budget reduction of £185,859 allocated as per Appendix 1 of the report;
4. The necessary budget adjustments are made to meet the required budget reduction; and
5. In view of the significant reduction in overall budget, that no single organisation receives a grant above £150,000.

364. Private Business

Agreed to exclude the public and press for the remainder of the meeting, as the business was confidential.

365. Revenues Staffing Review

Received a report proposing changes to the Revenue Services Division in the Finance Department in order to deliver the service improvement and culture change programme for the Division.

Agreed, in order to ensure that the Revenue Services Division has the capacity to improve and sustain higher standards of service delivery to customers and stakeholders and move towards Best Value Performance Indicator upper quartile performance, to:

1. The new structure for the Revenue Services Division (set out in Appendix 1 of the report) and endorse the vision, mission statement and aims as set out in paragraph 3.1 of the report;
2. The deletion of all posts (excluding those in the Cashiers Section) in the old structure (as set out in Appendices 2 – 9 of the report) and the creation of all the posts in the new structure (Appendix 1 of the report);
3. The funding mechanism for the new structure as set out in paragraph 5.1 of the report;
4. The Human Resource procedures and arrangements outlined in the report in order to implement the recruitment and assimilation of staff into the posts in the new structure of the Division; and
5. The setting up of a project team to specifically target Council tax arrears, and the funding arrangements as laid out in paragraph 5.9 and Appendix 10 of the report.

366. Request for Rehousing Outside of Council Policy - Rehousing from Service Tenancies

Received a report highlighting problems experienced by three members of staff who currently occupy service tenancies and who have changed to alternative employment within the Council.

Agreed to approve the rehousing of the three employees referred to in the report who are not covered by the Council's current rehousing policy on a like for like basis.

367. Structural Repairs and Major Refurbishment at 1-43 Kilsby Walk

Received a report seeking permission to tender for Phase 2 of the refurbishment of 1 - 43 Kilsby Walk, a sheltered accommodation block comprising of 43 Properties, which will include major structural repairs, a full refurbishment to all communal areas, and new Kitchens and Bathrooms to flats, estimated at approximately £1.5 million.

Agreed, in order that Phase 2 of the refurbishment works at 1 – 43 Kilsby Walk can progress, to:

1. Endorse the proposed tendering process to enable the tendering exercise to proceed; and
2. That Councillors Mrs Blake, Mrs Conyard and Mrs Hunt be involved in the final contractor selection process.

* Item considered as a matter of urgency with the consent of the Chair under Section 100 (4)(b) of the Local Government Act 1972

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THE EXECUTIVE**27 APRIL 2004****REPORT OF THE DIRECTOR OF FINANCE**

MEMBERS ALLOWANCES 2004 / 2005	FOR DECISION	
<i>This report details the review of members' allowances and recommendations of the Independent Remuneration Panel</i>		
<p><u>Summary</u></p> <p>This year's review proposes that all members allowances be increased by 2.6%. Details of the revised scheme are as shown in the attached schedule (Appendix A) which is effective from 20 May 2004.</p> <p>In addition the Panel have reiterated that each member complete a mandatory annual report. Members are reminded of the need to keep records as an aid to completing these at the end of the calendar year.</p> <p>Members Allowances will be reviewed again next year and any proposals will be reported to the Executive.</p> <p><u>Recommendations</u></p> <p>The Executive is asked to recommend the Assembly to agree allowances and the scheme for 2004 / 2005, as set out in Appendix A, with effect from 20 May 2004.</p> <p><u>Reason</u></p> <p>There is a requirement for the Council to have members' allowances regularly reviewed by an Independent Panel.</p>		
<p>Contact Officer Malcolm Simons</p>	<p>Head of Business Services</p>	<p>Tel: 020 8227 2002 Fax: 020 8227 2868 Minicom: 020 8227 2413 E-mail: malcolm.simons@lbbd.gov.uk</p>

1. Background

- 1.1 In 2000 an Independent Review panel was appointed to review Members allowances. The panel undertook a comprehensive review, which took into account many factors including the legal framework, the Council's existing scheme of payments, other London Boroughs schemes, time inputs and special responsibilities as well as interviewing a number of members to seek their views on how they perceived their "job". The panel produced Job profiles as a result before publishing their recommendations, which were then adopted by the Assembly.

- 1.2 Subsequently, 2001 saw the mandatory introduction of independent panels through legislation and the existing panel reappointed here. Members Allowances have been reviewed annually and changes were made last year in particular in relation to the Special Responsibility Allowances (SRA).
- 1.3 Since 2002 the panel have recommended that an annual report from each Member be completed in line with the proposal of May 2000.

2. 2004 Review

- 2.1 Once again Members were requested to complete an annual report of their activities for the year ended 31 December 2003 and asked for any comments and suggestions regarding the operation of the scheme.
- 2.2. The Director of Finance has previously set the Mayor and Deputy Mayor's purse, but it was thought to be more appropriate to be considered by the panel from now on.
- 2.3 In order to help the panel in their deliberations, the panel invited various members in the different bandings, including the Mayor and deputy Mayor to meetings to go through their reports, ask questions and generally seek their views. The panel also felt that by interviewing members that this would establish their position to account for the decisions they make. In particular to the community and to feedback to the members themselves as part of the review.
- 2.4 The interviews were helpful and informative. The panel discussed the various roles with individuals, raised issues and questions relating to the special responsibility allowances.

3. Conclusions

- 3.1 Having reviewed the returned reports and spoken to members as mentioned, the feedback was that there had not been any major changes and that the panel had been correct in their assessment in respect of last year's review.
- 3.2 The panel also considered the ALG's report in respect of their review and felt that what had been implemented locally reflected what was appropriate for Barking and Dagenham.
- 3.3 As a result of this year's review the panel consider that this year's increase should be in respect of cost of living increases only and based on the Bank of England Retail Price Indices as December 2003.

4. Recommendation

- 4.1 All allowances increased by 2.6 % rounded.

Special Responsibility Allowances

- | | |
|--------|--|
| Band 1 | (a) Leader of the Council from £26,400 to £27,100 |
| | (b) Deputy Leader of the Council from £17,600 to £18,050 |

Band 2	Members of the Executive Chair of the Scrutiny Management Board from £13,200 to £13,550
Band 3	Chair of Assembly Chair of the Development Control Board from £8,800 to £9,050
Band 4	Deputy Chair of Assembly Deputy Chair of the Scrutiny Management Board Deputy Chair of the Development Control Board £3,000 to £3,100 Leaders of minority parties (minimum of) £1,000 to £1,025 (£300 to £310 per seat)
Band 5	Basic Allowance Basic Allowance from £8,800 to £9,050

4.2 As mentioned, the Mayor and Deputy's Mayor's Purse to be included and also subject to the same increase as other allowances.

4.2.1 Mayoral Purse

Mayor £12,700 to £13,000

Deputy Mayor £2,640 to £2,700

The above to apply with effect from 20 May 2004 (the day following Annual Assembly).

5. Child Care and Dependent Carers Allowance

5.1 The panel reiterated their previous recommendation that the minimum national hourly rate continue to apply and that members be able to evidence the need for payment of the allowance.

5.2 For comparison purposes, the Independent panel's recommendations of allowances, together with the ALG's are shown below. It should be noted that the ALG recommendations are for 2003/04, and that these are the maximum amounts suggested. None of the London Borough's appear to have implemented these allowances in full.

	Independent Remuneration Panel £	ALG Panel (∅ up to) £
Basic Allowance	9,050	9,150
Leader	27,100	46,822∅
Deputy Leader	18,050	34,982∅
Executive Members	13,550	34,983∅
Chairs of the :- Scrutiny Management Board	13,550	34,983∅

Assembly	9,050	24,433Ø
Development Control Board	9,050	24,433Ø
Deputy Chairs of the:- Assembly	3,100	7,641Ø
Scrutiny Management Board	3,100	7,641Ø
Development Control Board	3,100	7,641Ø
Leader/s of the Minority Parties	1,025*	24,433Ø

(* £310 per seat with a minimum of £1,025 per Leader)

5.3 Provision has been made in this year's estimates to meet the increases for 2004/05.

5.4 Pensions for Councillors

The panel acknowledged the work to promote the scheme and take-up since their recommendation last year that all Councillors be eligible to join the scheme.

Background papers used in the preparation in this report:-

ALG 2003 review commissioned report on Councillors remuneration in London
 Local Government Act 2000
 Local Government Act 2000 Commencement Order
 Minutes of the Independent Panel's meetings

Officers Consulted

Julie Parker - Director of Finance

MEMBERS' ALLOWANCES SCHEME

1. Title and Term

The scheme is known as the London Borough of Barking and Dagenham Members' Allowances Scheme. The allowances are reviewed annually and take effect the day after Annual Assembly each year.

2. Meanings

"Councillor" means a Member of the London Borough of Barking and Dagenham Council who is a councillor;

3. Basic Allowance

A basic allowance is paid to each Councillor as specified in the Schedule attached.

4. Special Responsibility Allowances

A special responsibility allowance is additionally paid to Councillors who hold certain responsibilities as specified in the Schedule.

5. Childcare and Dependant Carers Allowance

An allowance paid to those Councillors who incur expenditure for the care of dependant relatives or children whilst undertaking 'Approved Duties'.

6. Travel and Subsistence Allowances

Reimbursement of actual and necessarily incurred expenditure whilst undertaking 'Approved Duties'.

7. Renunciation

A Councillor may be notice in writing given to the Chief Executive, elect to forego any part of his/her entitlement to an allowance under this Scheme.

8. Part-Year Entitlements

If the scheme is amended during the year or a Councillor holds office part way through the year, entitlements to basic and special responsibility allowances will be dealt with on a pro-rata basis.

9. Payments

Payments are made in equal instalments every month.

10. Pensions

All Councillors are eligible to join the Local Government Pension Scheme.

SCHEDULE OF ALLOWANCES 2004/05

1. Basic Allowance

The basic allowance for the year is £9,050

2. Special Responsibility Allowances

The following special responsibility allowances are payable, as appropriate, in addition to the basic allowance:-

Leader of the Council	£27,100
Deputy Leader of the Council	£18,050
Members of the Executive } Chairs of the:- Scrutiny Management Board }	£13,550
Chairs of the:- Assembly } Development Control Board }	£9,050
Deputy Chairs of the:- Assembly } Scrutiny Management Board } Development Control Board }	£3,100
Leaders of the Minority Parties } * (£310 per seat with a minimum of £1,025 per Leader)	£1,025 *

Note - Only one special responsibility allowance will be payable to any Councillor (the highest allowance applies).

3. Childcare and Dependant Carers Allowance

This allowance is payable to those Councillors who incur expenditure for the care of dependant relatives or children whilst undertaking "approved duties". The rate payable will be £4.62 per hour.

4. Travel and Subsistence Expenses

Reimbursement of travel expenses via public transport will be the actual fair paid. Councillors using their own motor vehicle will be reimbursed at the appropriate rate as shown on the Councillors claim forms for travelling expenses and subsistence costs. Similarly, for reimbursement for subsistence costs in respect of meals. Subsistence costs involving an overnight stay are also as shown on the Councillors claim form.

THE EXECUTIVE**27 APRIL 2004****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

REVIEW OF ON-STREET AND OFF-STREET PARKING CHARGES 2004 / 2005	FOR DECISION	
<i>This report concerns the setting of fees and charges, which is a decision reserved by the Constitution (Scheme of Delegation) to the Executive.</i>		
<u>Summary</u>		
This report provides information on the Parking Account for the current financial year and sets out options for setting on and off-street parking charges for the financial year 2004 / 2005.		
There are a number of options on the level of increase included in Appendices B and D. The report takes into account the effect of the redevelopment of Barking Town Centre and the effect on off-street parking. As a result the report recommends that there is no increase in Off-Street Parking Charges for 2004 / 2005. It is proposed that the On-Street Parking Charges are generally increased in line with inflation. This will result in an anticipated increase in income of £3,000.		
The report also looks at future developments in enforcement such as CCTV.		
<u>Recommendations</u>		
The Executive is recommended to agree:		
<ol style="list-style-type: none"> 1. That with the exception of Off-Street Permits that there are no changes to the Off-Street Parking Charges for 2004/05; and 2. To increases, in line with inflation, the On-Street Parking Charges 2004 / 2005. 		
Contact Mike Livesey	Head of Civil Engineering	Tel: 020 8227 3110 Fax: 020 8227 3166 Minicom: 020 8227 3034 E-mail: mike.livesey@lbbd.gov.uk

1. Background

- 1.1 The Executive last considered both the On-Street and Off-Street Parking Charges at its meeting on 18 March 2003 (Executive Minute 360 refers). The Executive approved an increase in the Off -Street Parking Charges of approximately 14% and an increase in On-Street Parking Charges of approximately 4%.

- 1.2 The Road Traffic Act 1991 suggests that Council's car parking operations should attempt to be at least self financing. The Act also states that any surplus from the Council's On-Street Parking Account shall be ring-fenced for use on car parking, road Safety, concessionary fares or highway improvements.
- 1.3 Reports have been presented to the Executive with regard to future development of a number of sites, which are currently utilised for paid for parking within Barking Town Centre. The latest report on the likely consequence of such development on the Account indicates that there will be a loss to the Revenue account of £243,610 per year.
- 1.4 The cost of making new Traffic Orders, changing signs and modifying Pay and Display machines is approximately £3,500. This cost will be met by the Parking Account.

2. Off-Street Parking Charges

2.1 Pay and Display

- 2.1.1 The 2004/05 budget for the Off-Street Parking Account is shown at Appendix A. This includes the increases in income budgets to take account of the contribution towards savings targets, plus inflation taken at 2.5%.

In summary it shows a predicted annual surplus of approximately £27,620 when Capital charges are excluded or a deficit of approximately £410,930 when Capital charges are included (the Capital charge for London Road Multi-Storey Car Park is £309,000 and £126,000 for The Mall Car Park at the Heathway).

- 2.1.2 In looking at any increase in car parking charges it is important to note that the mechanism of existing payment machines do not accept coinage of less than 5p. It should also be recognised that due to the size and weight of the 5p coin the payment machines have greater difficulty in keeping clear.
- 2.1.3 Attached as Appendix B is a matrix of charging options based on 10p band. In deciding which option to implement consideration needs to be given to the following:
 - (a) Parking charges of neighbouring Councils
 - (b) Possible effect on Barking Town Centre and Heathway Shopping Area regeneration
 - (c) Future vitality and use of the car parks
- 2.1.4 Based on information currently available, it is predicted that income from off-street car parks will exceed the budget for 2003/04 by approximately £91,000. This is as a result of last years price increases, effective enforcement and the success of works at The Mall Car Park in maintaining an income stream (£82,000 in the period April 2003 to February 2004)

- 2.1.5 As the current car park sites are redeveloped the income stream for the Account will decrease from around September 2004. Currently there is sufficient capacity in Barking Town Centre to cope with this displaced short-term shopper car parking. However, the Executive may recall that it was recommended that the Town Hall Car Park could be made available to shoppers when development of Clockhouse Avenue Car Park starts. An e-mail was sent to all staff advising of this change.
- 2.1.6 During the redevelopment period it is difficult to predict accurately the loss of income from displaced shopper parking. There may be significant differences in the number of car-borne shoppers using Barking Town Centre depending on whether their parking option is between the surface or multi-storey car arks which remain available.
- 2.1.7 For the above and following reasons it is recommended that for 2004/5 the Charges are held at the 2003/04 levels for the following reasons:
- (a) Further increases in parking charges at this time may result in a reduction of usage at a time when regeneration of Barking Town Centre is about to commence.
 - (b) During development work in Barking Town Centre there is likely to be disruption and competitive parking charges may retain loyal patronage during the transitional period.
 - (c) Following improvements to security at The Mall Car Park, car borne shoppers are increasingly utilising this facility when shopping at Heathway shopping area. This has resulted in the revenue from this car park returning to previous levels and it is more likely that income will continue to increase as more shoppers feel secure in using this facility. An increase in charges at this time may halt this trend.
 - (d) Income has increased to a sufficient degree to meet the budgetary requirements of the service (including contributions towards savings and taking account of projected inflation).

The current charges (2003/04) are shown in Appendix B.

- 2.1.8 Parking income can be unpredictable and therefore it would be unwise to anticipate that the over achievement in 2003/04 can be maintained in subsequent years. In future years a number of car parks in Barking Town Centre will be lost to the Parking Account with a resultant loss of Revenue

The following car parks are in the current redevelopment programme:

- Axe Street
- Clockhouse Avenue
- North Street / London Road
- Wakering Road

Based on figures available to the end of December 2003, it is likely that the combined net income from these car parks will amount to approximately £243,610 during 2003/2004.

2.2 Off-Street Permit Charges

2.2.1 Listed below is a list of Off-Street Parking Permit Charges which were approved for the 2003/04 financial year after increases in value which ranged from 4.0 to 10.7%.

Description	Current Cost (£)
Pre-paid Local Worker Permit (BTC)	300 pa
Pre-paid Local Worker Permit (BTC)	90/qtr
Contract Parking (BTC)	385 pa
Contract Parking – Shared Bays (BTC)	437 pa
Court House Staff	86 pa
The Mall Car Park Annual Permits	115 pa
London Road/North Street Residents	19.30/qtr

2.2.2 It is recommended that these values be retained for the 2004/05 financial year or until displacement issues are resolved regarding staff parking and future development.

3. On-Street Charges

3.1 The 2004/05 budget for the On-Street Parking Account is shown at Appendix C. This includes the projected increases in income to take on board the contribution towards savings targets, plus inflation (taken at 4%).

In summary it shows an annual surplus of approximately £119,200 excluding Capital charges and a surplus of £48,830 when Capital charges are taken into consideration.

3.2 Appendix D provides a matrix of options for increasing the value of Resident, Visitor, Business and Operation Permits that the Executive may wish to consider. However, the Executive is recommended to approve the increases given below for on-street parking provision. They are intended to reflect an overall increase in line with inflation, but exert a degree of pressure in ensuring that residents consider carefully whether they should park more than two vehicles within the Controlled Parking Zones. The cost of dispensations permits (e.g. for service vehicles and statutory undertakers), which was introduced last year was not considered sufficient to deter excessive applications and is recommended that this charges is increase to £5.00 per day, which brings it closer to the charge for on-street parking:

	Current Cost (£)	Proposed Cost (£)	Percentage Increase
Residents Permits (First two vehicles)	17.70	18.00	1.70
Residents Permits (subsequent vehicles)	22.00	25.00	13.60
Visitor Permits	3.30	3.40	3.00
Business Permits (BTC)	295.00	310.00	5.10
Business Permits (Elsewhere)	115.00	120.00	4.30
Operational Permits (essential services)	40.00	41.00	2.50
Operational Services (health and nurses)	17.70	18.00	1.70
Doctors Permits	47.00	48.00	2.10
30 day temporary cover/permit (Residents only)	10.00	10.50	5.00
Dispensation (Service Vehicles/ Trade, Statutory Undertakers etc)	2.50 per day	5.00 per day	100.00

3.3 These increases will generate approximately £3,000 of additional income per annum if current demand is maintained.

4. **Additional Parking Issues**

4.1 The following items will have significance to future delivery of the parking services:

- (i) CCTV – Approval from the Association of London Government (ALG) is still awaited but it is anticipated that enforcement using CCTV will begin during 2004. This will utilise new cameras funded by the London Bus Initiative (LBI) and existing safety cameras.
- (ii) Tow away / Clamping – Work is continuing in preparation of tow-away and / or clamping of vehicles for parking offences. Such enforcement action is being prepared for housing areas in association with officers of the Parking Service. Discussions are underway with regard to a financial contribution to this initiative from Transport for London/London Buses.
- (iii) Abandoned / Untaxed Vehicles – the abandoned vehicles service is now more closely aligned with parking services. As a result of an Association of Local Government (ALG) initiative, which this Council supports, it is planned that there will be a major assault on untaxed vehicles during 2004.

Increased and coordinated action between these services with the support of the DVLA and the police is likely to lead to an increase in the number of vehicles being taxed and a reduction of untaxed vehicles on the roads of the Borough. By the end of 2004 the aim is to be able to tow away vehicles which are parked in breach of parking restrictions or are untaxed to a privately owned secure compound. This will compliment continuing improvements in the removal of abandoned vehicles.

(iv) The Mall Car Park Sunday Opening

The improvements made to The Mall Car Park have lead to increased use and a request from local shops for the car park to open on Sundays. Sunday shopping is now an accepted community practice and whether the car park is open or not, the shops have been opening on Sunday's.

It is recommended that The Mall Car Park should open on Sundays with fee charges equivalent to Monday to Saturday. It is not possible to determine whether this will lead to an overall increase in income as some shoppers may chose to change their visit from a Saturday to Sunday, however, it is considered unlikely that such an arrangement will lead to a financial loss to the Off-Street Account.

5. Financial Summary

- 5.1 The anticipated final account for the Parking Service for 2003/2004 shows an anticipated net surplus above the budget of approximately £250,000. As a result it is recommended that the Off-Street Parking Charges remain fixed with On-Street Parking Charges increasing in-line with inflation. Which give an estimated Revenue income for 2004/05 of £1,326,510.
- 5.2 Due to redevelopment it is difficult to predict the use of Council Pay and Display car parks in Barking Town Centre. The public may chose to use other Council owned car parks or private car parks and it is therefore recommended that the Off-Street Parking Account budget remains unchanged at a budgeted deficit of £410,930 including Capital Charges, or a surplus of £27,620 excluding Capital Charges.
- 5.3 The service has continued to utilise external funds to develop alternate means of enforcement (for example utilising CCTV) which will change the nature of enforcement in some areas. Experience from other boroughs shows that this will lead to an initial increase in income followed by a rapid decline as compliance increases. However, this new method of working will at least cover its full cost of operation and there will be no implication on the Revenue budgets.
- 5.4 With the redevelopment issues around parking in the Barking Town Centre, it is difficult to predict the usage and therefore income levels. Some drivers may utilise alternative car parks, while others may choose to park illegally or not come to the Town Centre at all.
- 5.5 Income from the car parks being developed is approximately £243,610 per annum based on income in 2003/04.

6. Consultation

Phil Horner, Senior Accountant, Strategic Finance
Bob Cooper, Interim Head of Finance for LESD

The following Portfolio Holders were also advised of the proposals during the production of this report

Councillor McKenzie, Portfolio Holder for Street Scene
Councillor Geddes, Portfolio Holder for Financial Planning and Strategy
Councillor Porter, Portfolio Holder for Public Facilities

Background Papers

Executive Report and Minute 360, 18 March 2003. Review of On/Off Street Parking Charges

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Off Street Car Parking Account**Estimate 2004/2005**

<u>Description</u>	Estimate (Including <u>Capital Charges</u>) £	Estimate (Excluding <u>Capital Charges</u>) £
<u>Expenditure</u>		
Employees	189,260	189,260
Premises	138,310	138,310
Transport	9,050	9,050
Supplies and Services	33,920	33,920
Contractors	14,100	14,100
Overheads	189,240	189,240
Capital Charges	438,550	
Recharges	(33,500)	(33,500)
Total Expenditure	<u>978,930</u>	<u>540,380</u>
<u>Income</u>		
Pay & Display Fees	469,130	469,130
Penalties etc.	98,870	98,870
Total Income	<u>568,000</u>	<u>568,000</u>
Subsidy / (Surplus)	<u>410,930</u>	<u>(27,620)</u>

PAY AND DISPLAY TICKET - INCOME

OFF STREET TICKETS

	0-2	2-4	4-6	6+	2-6	6+	ADDITIONAL INCOME
Parking Duration (hours)	359,000	42,000	400	80	5,400	21,900	
Ticket Issues							
<u>Current Situation</u>	Short Stay	Short Stay	Short Stay	Short Stay	Long Stay	Long Stay	
Current Price	£0.80	£1.60	£4.00	£8.00	£2.50	£4.00	
Current Income	£287,200	£67,200	£1,600	£640	£13,500	£87,600	
<u>Option 1 (12.50%)</u>							
Proposed Price	£0.90	£1.80	£4.50	£9.00	£2.80	£4.50	
Proposed Income	£323,100	£75,600	£1,800	£720	£15,120	£98,550	
Additional Income	£35,900	£8,400	£200	£80	£1,620	£10,950	£57,150
<u>Option 2 (25.00%)</u>							
Proposed Price	£1.00	£2.00	£5.00	£10.00	£3.10	£5.00	
Proposed Income	£359,000	£84,000	£2,000	£800	£16,740	£109,500	
Additional Income	£71,800	£16,800	£400	£160	£3,240	£21,900	£114,300
<u>Option 3 (37.50%)</u>							
Proposed Price	£1.10	£2.20	£5.50	£11.00	£3.40	£5.50	
Proposed Income	£394,900	£92,400	£2,200	£880	£18,360	£120,450	
Additional Income	£107,700	£25,200	£600	£240	£4,860	£32,850	£171,450
<u>Option 4 (50.00%)</u>							
Proposed Price	£1.20	£2.40	£6.00	£12.00	£3.80	£6.00	
Proposed Income	£430,800	£100,800	£2,400	£960	£20,520	£131,400	
Additional Income	£143,600	£33,600	£800	£320	£7,020	£43,800	£229,140
<u>Option 5 (62.50%)</u>							
Proposed Price	£1.30	£2.60	£6.50	£13.00	£4.10	£6.50	
Proposed Income	£466,700	£109,200	£2,600	£1,040	£22,140	£142,350	
Additional Income	£179,500	£42,000	£1,000	£400	£8,640	£54,750	£286,290
<u>Recommended</u>							
<u>Current Situation</u>	£0.80	£1.60	£4.00	£8.00	£2.50	£4.00	
Proposed Price	£287,200	£67,200	£1,600	£640	£13,500	£87,600	
Proposed Income	£0	£0	£0	£0	£0	£0	£0
Additional Income							

ON-STREET TICKETS

	30mins	1 hour	ADDITIONAL INCOME
Parking Duration (hours)	19,140	10,550	
Ticket Issues			
<u>Current Situation</u>	£0.60	£1.20	
Current Income	£11,484	£12,660	
<u>Option 1 (12.50%)</u>			
Proposed Price	£0.70	£1.30	
Proposed Income	£13,398	£13,715	
Additional Income	£1,914	£1,055	£2,969
<u>Option 2 (25.00%)</u>			
Proposed Price	£0.80	£1.60	
Proposed Income	£15,312	£16,880	
Additional Income	£3,828	£4,220	£8,048
<u>Option 3 (37.50%)</u>			
Proposed Price	£0.90	£2.50	
Proposed Income	£17,226	£26,375	
Additional Income	£5,742	£13,715	£19,457
<u>Option 4 (50.00%)</u>			
Proposed Price	£1.25	£2.60	
Proposed Income	£23,925	£27,430	
Additional Income	£12,441	£14,770	£27,211
<u>Option 5 (62.50%)</u>			
Proposed Price	£1.50	£3.00	
Proposed Income	£28,710	£31,650	
Additional Income	£17,226	£18,990	£36,216
<u>Recommended</u>			
<u>Current Situation</u>	£0.60	£1.20	
Proposed Price	£11,484	£12,660	
Proposed Income	£0	£0	£0
Additional Income			

On Street Parking Account**Estimate 2004/2005**

<u>Description</u>	Estimate (Including <u>Capital Charges</u>) £	Estimate (Excluding <u>Capital Charges</u>) £
<u>Expenditure</u>		
Employees	283,890	283,890
Premises Expenses	1,120	1,120
Transport	13,570	13,570
Supplies and Services	56,780	56,780
Contractors	0	0
Overheads	283,860	283,860
Capital Charges	70,460	0
Total Expenditure	<u><u>709,680</u></u>	<u><u>639,220</u></u>
<u>Income</u>		
Pay & Display Fees	33,650	33,650
Permits	117,160	117,160
Penalties etc.	607,700	607,700
Total Income	<u><u>758,510</u></u>	<u><u>758,510</u></u>
Subsidy / (Surplus)	<u><u>(48,830)</u></u>	<u><u>(119,290)</u></u>

PARKING INCOME - ON STREET

APPENDIX D

	<u>Resident Permits</u>	<u>Resident Permits</u>	<u>Visitor Permits</u>	<u>Business Permits</u>	<u>Operational Permits</u>	ADDITIONAL INCOME
Estimated Quantity Issued	3,482	151	10,059	8	293	
<u>Current Situation</u>						
Current Price	£17.70	£22.00	£3.30	£295.00	£40.00	
Current Income	£61,631	£3,322	£33,195	£2,360	£11,720	
<u>Option 1 (1.69%)</u>						
Proposed Price	£18.00	£25.00	£3.40	£310.00	£41.00	
Proposed Income	£62,676	£3,775	£34,221	£2,480	£12,013	
Additional Income	£1,045	£453	£1,026	£120	£293	£2,937
<u>Option 2 (5%)</u>						
Proposed Price	£18.59	£23.10	£3.47	£309.70	£42.00	
Proposed Income	£64,730	£3,488	£34,905	£2,478	£12,306	
Additional Income	£3,099	£166	£1,710	£118	£586	£5,679
<u>Option 3 (10%)</u>						
Proposed Price	£19.47	£24.20	£3.63	£324.50	£44.00	
Proposed Income	£67,795	£3,654	£36,514	£2,596	£12,892	
Additional Income	£6,163	£332	£3,319	£236	£1,172	£11,223
<u>Option 4 (15%)</u>						
Proposed Price	£20.35	£25.30	£3.80	£339.25	£46.00	
Proposed Income	£70,859	£3,820	£38,224	£2,714	£13,478	
Additional Income	£9,227	£498	£5,030	£354	£1,758	£16,867
<u>Option 5 (20%)</u>						
Proposed Price	£21.24	£26.40	£3.96	£354.00	£48.00	
Proposed Income	£73,958	£3,986	£39,834	£2,832	£14,064	
Additional Income	£12,326	£664	£6,639	£472	£2,344	£22,446

FORECAST OF LOST INCOME / EXPENSES FOR 2004/2005

Position After 9 Months To 31.12.2003

<u>INCOME</u>	<u>Fees</u> 9270	<u>Penalties</u> 9271	<u>Total</u>
BTC Axe Street	52,190.14	15,042.20	67,232.34
BTC Clock House Avenue	51,131.82	20,850.92	71,982.74
BTC North St/London Rd	27,726.88	11,637.74	39,364.62
BTC Waking Rd	20,715.87	4,438.68	25,154.55
	<u>151,764.71</u>	<u>51,969.54</u>	<u>203,734.25</u>

Pro-Rated To 31.3.2004

<u>Fees</u> 9270	<u>Penalties</u> 9271	<u>Total</u>
69,586.85	20,056.27	89,643.12
68,175.76	27,801.23	95,976.99
36,969.17	15,516.99	52,486.16
27,621.16	5,918.24	33,539.40
<u>202,352.95</u>	<u>69,292.72</u>	<u>271,645.67</u>

EXPENSES

	<u>Building</u> R/M 2012	<u>Rates *</u> 2625	<u>General</u> R/M 2009	<u>Grounds</u> Maint. 5815	<u>Street</u> Cleansing 5850	<u>Total</u>
BTC Axe Street	1,270.00	7,326.00	0.00	0.00	0.00	8,596.00
BTC Clock House Avenue	0.00	1,954.00	0.00	0.00	0.00	1,954.00
BTC North St/London Rd	0.00	1,954.00	0.00	0.00	0.00	1,954.00
BTC Waking Rd	0.00	1,954.00	230.00	447.52	9,189.00	11,820.52
	<u>1,270.00</u>	<u>13,188.00</u>	<u>230.00</u>	<u>447.52</u>	<u>9,189.00</u>	<u>24,324.52</u>

<u>Building</u> R/M 2012	<u>Rates</u> 2625	<u>General</u> R/M 2009	<u>Grounds</u> Maint. 5815	<u>Street</u> Cleansing 5850	<u>Total</u>
1,693.33	7,326.00	0.00	0.00	0.00	9,019.33
0.00	1,954.00	0.00	0.00	0.00	1,954.00
0.00	1,954.00	0.00	0.00	0.00	1,954.00
0.00	1,954.00	306.67	596.69	12,252.00	15,109.36
<u>1,693.33</u>	<u>13,188.00</u>	<u>306.67</u>	<u>596.69</u>	<u>12,252.00</u>	<u>28,036.69</u>

* RATES ARE FOR A FULL YEAR

REPORT PARAGRAPH 2.10

Overall Forecast :-

Lost Income	271,645.67
Saved Expenses	28,036.69
Overall Loss	<u>243,608.97</u>
Round to	<u>240,000.00</u>

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THE EXECUTIVE**4 MAY 2004****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

FEES AND CHARGES: BIRTHS, DEATHS AND MARRIAGES REGISTRATION SERVICE	FOR DECISION	
<i>The assessing and determining of Charges and Fees is reserved to the Executive in the Council's Constitution by the Scheme of Delegation.</i>		
<p><u>Summary</u></p> <p>The Registration Service provides statutory services for birth, death and marriage registration.</p> <p>Additionally, a range of non statutory services are able to be provided from Civil Marriage at Approved Premises in the Borough to Baby Naming and Civil Partnership Ceremonies in both the Register Office and other suitable premises. The aim is to allow residents greater opportunity to celebrate significant events in their lives, who do not wish or are unable to have a religious ceremony. This will provide the opportunity for increased income generation for the service. This report identifies the various fees proposed for both existing and additional services.</p> <p><u>Recommendation</u></p> <p>The Executive is recommended to agree the level of charges described in section 3 of this report for 2004/05 and beyond covering non-statutory ceremonies.</p> <p><u>Reason</u></p> <p>To set the Fees for the year 2004/05, in accordance with the principles of the Charging Policy Commission.</p>		
Contact: Valerie Harding	Business Continuity Manager	Tel: 020 8227 3222 Fax: 020 8227 3288 Minicom: 020 8227 3040 E-mail: val.harding@lbbd.gov.uk

1. Statutory Fees

- 1.1 The Registration Service is provided for the Registration District of Barking and Dagenham for the Registrar General. Statutory fees are set by the General Register Office (GRO) for all fees associated with the registration of Births and Deaths, giving notice of and conducting Marriages at the Register Office.

1.2 These are:

- (i) Registration of Births and Deaths - £3.50 per certificate issued by Registrar.
- (ii) Superintendent Registrar issue of certificate for births, deaths and marriages - £7.00.
- (iii) Issue of short form Birth Certificate - £5.50.
- (iv) Notices of Marriage - £30 per person.
- (v) Registration of Marriage fee - £34 plus certificate fee of £3.50.

2. Non Statutory Ceremonies and Fees

2.1 Civil Marriage:

Each local authority is required to provide premises for civil marriage at the statutory fee of £34 per marriage. In addition, legislation permits premises which fulfil statutory criteria (Marriage Act 1949) to be used as Approved Premises for Civil Marriage for which the local authority sets the fee.

2.2 Currently the venues in the Borough approved for this purpose are Eastbury Manor House and City Limits with a fee charged for the marriage ceremony and a fee paid to the Registrars who perform the ceremony. In 2003/04 there were 35 civil marriages held at these premises with a profit of £140 per marriage for those booked during that year. This compares with 27 marriages during 2002/03. The majority of these marriages were performed at Eastbury Manor House, which was closed for refurbishment during both parts of both these financial years.

2.3 Separate fees are charged at present for Monday to Friday, Saturday and Sunday / Bank Holidays. Although the majority of marriages take place on a Saturday, a few are held on a Friday and in order to increase income it is proposed to amend the charging structure to one fee for Monday to Saturday and another for Sundays / Bank Holidays.

2.4 As bookings for marriages can be made up to 12 months in advance, it is proposed that in subsequent years charges be agreed in November for the following financial year to enable bookings made to be charged at the appropriate rate for the year in which the marriage is held.

2.5 Increasingly local authorities are decommissioning their Register Office Marriage Rooms for use as Approved Premises for a significantly enhanced fee, with the Superintendent Registrar's office being used for marriage ceremonies for the statutory fee of £34 Monday to Saturday.

2.6 Delegated Authority has been obtained to decommission Arden House Marriage Room to become Approved Premises. However, as Marriage Notices are valid for 12 months, the decommission date will commence from April 2005. In order to ensure that residents can continue to have a dignified Register Office Civil Marriage Ceremony in suitable surroundings, the fees have been structured to enable additional income to be achieved predominantly from marriages held on Saturdays which is the most popular day for couples. Operating experience will allow a judgement to be made about the scale of future increases.

2.7 Other non statutory ceremonies – Baby Naming, Renewal of Vows, Civil Partnerships

Delegated Authority has also been obtained to offer a range of other non-statutory ceremonies to include baby naming, renewal of vows and civil partnerships for Borough residents, initially in conjunction with Civil Ceremonies Limited. This will provide individually scripted ceremonies. The company charges £30 per ceremony pack and handles the associated administration with the local authority setting the fee charged to the residents to ensure that these services are self financing. Although the level of demand may not prove to be significant, such service provision will enable the opportunity for some additional income generation. Again operating experience will allow a judgement to be made about the scale of future increases for these ceremonies.

2.8 In order to make it possible to provide all these additional ceremonies, both statutory and non statutory, additional casual Registrars have been recruited, who will be used only when required to fulfil these roles.

3. **Revised Fee Structure**

3.1 The present and proposed fees for these various services are set out below

	2003/04 £	2004/05 £	2005/06 £
Approved Premises: (Eastbury Manor, City Limits)			
Mon-Fri	186.00	270.00	
Saturday	260.00	270.00	
Sunday / Bank Holidays	330.00	340.00	
Session Fee – Supt Registrar	65.00	67.00	
Registrar	55.00	57.00	
Approved Premises: (Arden House)			
Mon-Fri	n/a	n/a	34.00
Sat am	n/a	n/a	60.00
Sat pm	n/a	n/a	130.00
Sun/Bank Hols	n/a	n/a	240.00
Other non statutory ceremonies, Baby Naming etc.			
Mon-Fri	n/a	100.00	
Sat	n/a	130.00	
Sun/Bank Hols	n/a	240.00	

4. Financial Implications

- 4.1 The budgeted gross cost of the Births, Deaths and Marriages Registration Service for 2004/05, which includes staffing, premises related, central support and Capital charges, is £222,500. The level of income budgeted for is £132,840, producing a net cost of £89,660.
- 4.2 Although a larger registration district, for comparison purposes, the net cost of the Registration Service in the London Borough of Newham for the 2003/04 was in the region of £250,000.

5 Consultation

Bob Cooper, Interim Head of Finance, LESD

Background Papers

Executive Report and Minute 329, 11 March 2003 re: Fees and Charges: Births, Deaths and Marriages Registration Service

THE EXECUTIVE**27 APRIL 2004****JOINT REPORT FROM DIRECTOR OF SOCIAL SERVICES AND
THE DIRECTOR OF EDUCATION ARTS AND LIBRARIES**

SAFEGUARDING CHILDREN; A MULTI AGENCY REVIEW OF CHILD PROTECTION SERVICES	FOR DECISION	
<p><i>This report presents the results of a multi agency review which has important implications for the Council.</i></p> <p><u>Summary</u></p> <p>The Area Child Protection Committee (ACPC) has conducted a wide-ranging multi agency review of services to safeguard children. To protect children, all agencies need to work together in a co-ordinated way with a focus on the child. This review was reported to the joint executive/PCT board on 13 January 2004 and to the Assembly on 12 January 2004. Separate reports were produced for each of the constituent agencies. The report sets out the main findings and recommendations of the Review for Social Services and education together with the action plans to implement the key changes.</p> <p><u>Recommendation</u></p> <p>The Executive is asked to agree the action plans arising from the Safeguarding Children report, as lead agency for the Area Child Protection Committee, for Social Services and for Education, Arts and Libraries.</p> <p><u>Reason</u></p> <p>To improve arrangements for safeguarding children.</p>		
Contact Officers Julia Ross Roger Luxton	Director of Social Services Director of Education, Arts and libraries	Tel: 020 8227 2300 Fax: 020 8227 2241 E-mail: julia.ross@lbbd.gov.uk Tel: 020 8227 3000 E-mail: roger.luxton@lbbd.gov.uk

1. Background

- 1.1 The Area Child Protection Committee (ACPC) has conducted a wide-ranging multi agency review of services to safeguard children from abuse, bullying and self-harm.
- 1.2 Interviews and meetings were held with a number of children, young people and families; files and records were read; and written submissions were received from the Probation Service and the Children and Families Court Advisory Service.

1.3 In addition, approximately 150 interviews took place with visits across the following agencies:

- Social Services
- Education, Arts and Libraries
- Primary Care Trust (PCT)
- Integrated Child Health Service
- Metropolitan Police (Child Protection Team)
- Barking Havering and Redbridge Hospitals NHS Trust (BHRT)
- North East London Mental Health Trust (NELMHT)

1.4 The findings have now been analysed and a report has been produced for the Area Child Protection Committee as well as more detailed feedback for each agency that took part in the fieldwork. In this way each agency will take responsibility for actions following this review.

2. Overall Findings

2.1 Children, young people and families had a lot of positive things to say about the services they had received. They also had some suggestions to make.

2.2 The review found many knowledgeable, skilled and hard working staff across agencies. There was less evidence of robust, agreed organisational commitment, guidelines and protocols, or a consistent understanding of child protection arrangements, accountabilities and responsibilities. The quality of overall performance was often good. It was also uneven, and potentially unpredictable.

2.3 The structure and approach of the new ACPC, particularly in respect of Chief Executive / Chief Officer engagement, the commitment to this audit and the revised profile is optimistic. There are a number of areas for development.

2.4 Good practice was identified across agencies. This was often the direct result of the commitment and dedication of individuals and their focus on the child. Organisational arrangements in a number of instances should be reviewed to fully support this.

2.5 Examples of good practice across all Agencies include the following:

- Gascoigne Family Centre - their whole family approach
- Acorns - the dedication and professionalism of staff dealing with some exacting cases
- Supervision in Social Services and its effect on front line social work practice;
- Significantly improved recording and systems in Social Services.
- Child Protection supervision provided through the Integrated Child Health Service
- Multi-agency working around children with special educational needs;
- The Looked after Children health and education service (LACHES)
- Re-launched Area Child Protection Committee
- Refugee and asylum seekers project.
- Draft Protocol for the management and admission of adolescents admitted to adult acute Psychiatric Hospital wards.

- Education, Arts and Libraries (DEAL) Volunteer Mentor Scheme. Well researched, well trained and well supported.
- Barking Community Mental Health Centre, a refreshing example of excellence in the provision of adult services with a good understanding and support for safeguarding children; a well functioning and safe service.
- The Reception and Reintegration Unit in DEAL. An excellent example of a new Team with whole systems inclusive working, entirely child centred with a strong safeguarding ethos.

3. Conclusions and Key Themes

3.1 The report identified a number of key themes, which have implications for Social Services and Education. These are addressed in the recommendations set out below.

3.1.1 Listening to Children and Families

Service users would like more information and better communication about what is going to happen. They need support and understanding in difficult circumstances and expect to be treated with respect by, for example, paying attention to practical issues like keeping appointments on time. They also want more feedback in an open honest way.

Services users said that there is a friendlier environment now although sometimes we use language that is too formal. Some service users told us that they would like a choice of social worker.

3.1.2 Developing a Comprehensive Approach to Safeguarding Children

Social services need to address inconsistencies in assessment arrangements for individual children and families and in services. This also applies to other agencies and to joint working between agencies.

The Children's Strategy currently being developed for the Borough provides a timely opportunity to address the ways in which agencies work together and to clarify

- Roles and responsibilities
- Thresholds for intervention and service – improving the way services are delivered to children

3.1.3 Operational Effectiveness

The review found, in effect, two groups of staff. 'Group One' is centrally involved in child protection as a primary part of their role. 'Group Two' only works with child protection issues on an occasional basis.

These two groups exhibit different levels of

- Awareness of child protection
- Access to policy and procedure
- Quality and appropriateness of response

For staff in Group Two there is a danger that children at risk will not always be identified and referred appropriately or that specialists will be overwhelmed by defensive referrals. The Social Services staff involved in child protection fall into Group one together with key members of the LEA. Schools staff largely in Group Two. Staff training and development need to ensure consistency across staff and agencies

3.1.4 *The Role of Elected Members and Non Executive Directors*

It is not clear whether elected members and non-executive directors are sufficiently well briefed about issues concerning safeguarding children and their role in it.

3.1.5 *Management and organisation of the Area Child Protection Committee (ACPC)*

Responsibility for participating in the ACPC and its working groups falls disproportionately on a small number of staff. Education and Social Services are, however, both well represented.

Attendance at some important sub-group meetings dealing with both strategic and operational matters is sometimes patchy. Again this does not refer to attendance by education and Social Services staff.

In some cases meetings are attended by staff who cannot commit resources or make decisions on behalf of their agencies. These staff are not closely connected with the senior staff who could make these decisions.

3.1.6 *Resources and Priorities*

Agencies own stated commitment to safeguarding children is not backed up by complementary and proportionate allocation of resources. This is evidenced by

- Low staffing levels, unallocated work and poor working conditions in critical areas.
- Lack of fair commitment between agencies to ACPC activities, including financial commitment for training and staff development, representation and performance management. Again, this does not refer to education or social services.
- Failure to appoint to designated or lead posts regarding child protection in some agencies outside the Council.

3.1.7 *Training and Staff Development*

Responsibility for delivering training falls too heavily on a small number of agencies including education and Social Services. There is insufficient training overall as current resources are overstretched despite there also being unmet demand. The review found that

- Statutory annual training requirements are not always met
- Some staff do not have sufficient access to information about training
- Some staff experience difficulty in being released to attend training

The above bullet points relate primarily to staff in 'Group Two' referred to above. This includes medical and other NHS staff in hospital and community based settings. In particular the Steering group has concerns about the training and support for GP's.

3.1.8 *Quality Assurance*

The Steering Group observed variations in the quality of services in all areas of the review. This highlights the importance of quality assurance and performance management, both in individual agencies and within the ACPC

4. **Recommendations For Social Services**

4.1 The main recommendations for Social Services are

1. Review staffing levels of core social work staff to ensure that we can put the child at the centre of our work.
2. Implement the London Child Protection Procedures, and then address any gaps and inconsistencies
3. Lead and contribute to the review of the membership and priorities of the ACPC.
4. Ensure performance management arrangements in social services join up with those to be developed by other agencies.
5. Review the commitment of resources to child protection including for training.
6. Improve office accommodation, signage, and facilities for children
7. Develop and implement the Children's Strategy.
8. Develop new procedures in areas indicated in the main report and ensure they are consistent across agencies
9. Support the Children's Champion (Elected Member) in checking that the recommendations of the Laming Report have been implemented locally.
10. Lead and contribute to the planning Multi-agency assessment teams
11. Contribute to the development and communication of clear guidelines and protocols for sharing information between constituent agencies, including a monitoring system. This should include clarifying expectations regarding record keeping across agencies.
12. Contribute to devising an effective training strategy with partners to ensure that all staff and independent contractors in contact with children receive appropriate training, with the minimum requirement being annual refresher Child Protection training briefing.

4.2 Operational action plans have been produced (see Appendix), which include the issues above together with the operational issues outlined in the report. As lead agency for the ACPC, an action plan has also been produced (see Appendix), based on the main 'Safeguarding Children' report.

4.3 These action plans will ensure a more child focussed service across agencies.

5. Recommendations for Education, Arts and Libraries

5.1 The main recommendations for Education, Arts and Libraries are

1. Produce a detailed, costed action plan for all aspects of Safeguarding Children (Child Protection, Bullying and Harassment and Self harm) – including ensuring clarity in respect of policy and procedures, and new Quality Assurance arrangements.
2. Contribute to the review of the membership and priorities of the ACPC – including reviewing the way services are underpinned by evidence and good practice
3. Ensure performance management arrangements in Department of Education, Arts and Libraries join up with those to be developed by other agencies.
4. Review the commitment of resources to child protection including for training.
5. Identify a deputy Child Protection Coordinator for each establishment and enable coordinators to attend briefings and training. Improve office accommodation, signage, and facilities for children.
7. Develop and implement the Children's Strategy.
8. Support the Children's Champion (Elected Member) in checking that the recommendations of the Laming Report have been implemented locally.
9. Contribute to the planning of Multi-agency assessment teams.
10. Contribute to the development and communication of clear guidelines and protocols for sharing information between constituent agencies, including a monitoring system. This should include clarifying expectations regarding record keeping across agencies. Contribute to devising an effective training strategy to ensure that all staff and independent contractors in contact with children receive appropriate training, with the minimum requirement being annual refresher Child Protection training briefing.
12. Review arrangements for dealing with allegations against staff
13. Ensure that support advice and guidance is easily accessible to young people, parents and staff

5.2 An operational action plan has been produced (see Appendix X), which includes the issues above together with the operational issues outlined in the report.

5.3 Members are asked to agree the action plans arising from the Safeguarding Children report, for Social Services and as lead agency for the Area Child Protection Committee and for Education, Arts and Libraries

Background papers used in the preparation of this report

Safeguarding Children in the London Borough of Barking and Dagenham – A Review of Services to Protect Children and Young People

Barking and Dagenham Area Child Protection Committee Safeguarding Children Audit: Action Plan for Social Services

	Policy/Procedure	Lead	Implementation Plan	Timescale	Completed
1.	<p>Audit of policy /procedure coverage</p> <p>a) Implement LCPP and ensure 100% training for C+F + a target for adults services will also need to be considered</p>	SH	To collate all policy, procedural guidance and forms	April	
		TV	audit material and identify areas with gaps and updating required	May	
		SH	work in conjunction with ACPC with the production of multi agency forms and those relevant to safeguarding	June	
		SH	Integrate to produce comprehensive manual with contractors TriXchild care.	October	
		SH	Work with ACPC in the production of information sharing protocols.	June	
		SH	Ensure embodied in procedure processes of the department and inclusion in procedural manual.	September	
		SH	OMT to produce an electronic procedural manual	October	
		SH (lead) TD RF & ACPC	ACPC to publish information and procedures on there Own website	May	

	<p>d) Devise and implement arrangements for policy and procedure monitoring including</p> <ul style="list-style-type: none"> i. Reviewing capacity of SWIFT re monitoring ii. Equalities and diversity issues 	RF	<p>Audit functioning and identify where there are compliance issues.</p> <p>Produce programme of improved functioning.</p> <p>Continue ongoing work and training.</p> <p>Through auditing of material consider the integration of diversity and equal opportunities procedures.</p>	<p>April</p> <p>April</p> <p>Ongoing</p> <p>March</p>	
<p>Page 38</p>	<p>e) Monitoring arrangements in the YOT for children on remand</p>	<p>JA (lead) SH</p> <p>JA</p> <p>RF</p> <p>SH</p>	<p>Adjust procedures accordingly prior to integration into comprehensive manual.</p> <p>Develop a protocol agreeing process for referring to SSD for care component of those on remand.</p> <p>Ensure swift captures this activity, leading to Business objects report on performance</p> <p>Ensure placements are properly reviewed under LAC procedure.</p>	<p>April</p> <p>May</p>	
	<p>f) Establish consistent inter agency arrangements in relation to Looked After Children (LAC) Including with GP's</p>	TD & ACPC	<p>To support ACPC in the development of a statement of responsibilities agencies to Looked After Children.</p> <p>Produce guidance on responsibility for LAC, including procedures linked to parental responsibility and consent.</p>	August	
	<p>g) Identify with staff gaps in policy /procedure/systems and report to PPP Sub group</p>	SH (lead) RF	<p>Develop a monitoring tool to look at quality of Review and into quarterly audit.</p>	April	

			Assistant Quality Assurance Manager to Assess IRO chairing.	August	
			Feed into Quality Assurance sub group on visiting patterns.	April	
		SH	Develop an audit tool checking on the quality of Reviews.	June	
			Assistant Quality Assurance manager to observe chairing of Reviews	August	
			Frequency of visits to be reported to the Quality Assurance Sub Group.	April	
		IL	Review level of compliance with established procedure.	April	
		SJH	To continue auditing process, findings to go to OMT.	Ongoing	
		PS	OMT to ensure compliance to recording with care standards.	Ongoing	
		SH	To work with ACPC ensuring consistency with common recording standards being developed across all agencies.	Ongoing	
		IW		April	
			Review level of meetings.		
			Maintain use of guidance on recording with care LCPP – 100% attendance		

	n) Ensure all staff aware of LAC procedures	SJH	By audit of children looked after recording and compliance with requirements.	Completed
		PS	Implementation of induction programme.	April
		SH	OMT to address with staff group lessons learnt from audit.	April
			Review protocols and guidance relating to LAC as described in answer 1.	See 1
	Identify opportunities to improve Health Service Information and monitoring.	TD (lead) & RF	Identify key information regarding health to be collated through Team Information Officers.	August
	o) Clarify whether there is 24-hour access to CP register.	SJH (lead) & RF	There is 24-hour access of swift via emergency duty team. Ensure process for checking live information is produced.	May
				Completed
2.	a) Audit of CRB checks	TF	To undertake audit of CRB checks. Identify whom CRB applies to. Report results to ACPC.	March March April
3.	a) Inter agency review of formal and informal eligibility for assessment and services	IL(lead) TD SH & ACPC	OMT will participate with ACPC in producing a universally understood eligibility criteria	July

	b) Translate key documents into community languages and different formats	IW	To request in conjunction with Helen Choudry identified policies, forms and procedures are translated into community languages	October	
	c) Clarify and implement arrangements to review children living in Hospitals and Hospices	SH TV	Develop policy & procedure defining review requirements. Constructing list of identified young people currently placed. Undertake reviews.	July	
4.	Working Together				
	a) Identify opportunities to improve joint assessments; implement new ways of working	ACPC & IL (lead) & TD	Work with ACPC and strategic health authority on transforming Child Protection project. To build on closer working relationships and review relationships with partner agencies.	Ongoing July	
	b) Check involvement of appropriate professionals in cases through supervision.	SH	By monitoring through supervision Core Group and Network Meeting activity.	June	
	c) Clarify the claim, set out in the report that "some staff feel that health professionals are unwilling to commit themselves to a judgement that symptoms are over and above what would be expected (e.g. NAI)"	CMT	To raise this issue and identify key themes from the managers. Agree a clear system of reporting concerns back on cases. Quality Assurance Manager to raise key themes at ACPC.	June June Ongoing	

	Clarify the issue, set out in the report that "special educational needs should be more closely linked to initial assessment"	IL	Monitor multi-agency consultation as part of Initial Assessment.	April	
	d) Liaise with DEAL to identify why referrals from schools increase in last week of term	IL(lead)& SH	Discuss joint approach in addressing this with schools.	July	
	e) Create formal contact with other councils that place children in Barking and Dagenham; identify resource implications and report to Members	PS	Implement notify system. Ensure procedures as outlined in the Pan London Procedures are in place and acted upon. Audit children known to be placed in B&D and cost implication to services.	Ongoing Ongoing	Completed
		IL(lead) & PS			
5.	Improve access/signage to SSD premises	AB	Heathway refurbishment & extension plans agreed; capital identified. Minor work required following recent DDA Audit, to be undertaken as part of refurbishment. Improved access to services at Ripple Rd still under review New directional signs provided for the Gascoigne Family Ctr to improve public access. Exercise has been completed with Team Information Officer posts included in budget for next year. To recruit to support information systems.	Work to be tendered March '04 – to be completed Summer '04	Completed
	Identify resources required to support performance monitoring	TV		August	

	<p>b. Reception areas – specify requirements, implement across all SS properties.</p> <p>Clarify whether there are high levels of Court Cases (more than expected?)</p>	PS	<p>Undertake a comparative check with performance with neighbouring borough.</p>	March	
	<p>c) Review adequacy of rooms for meetings/ play equipment</p>	AB	<p>Temporary improved case conference facility</p> <p>New case conference / contact facility built into design plans for Heathway and Ripple Road. To include informal / play area.</p>	<p>To open in March '04.</p> <p>See above</p>	
<p>6.</p>	<p>Staffing</p> <p>a) Ensure induction/training is regularly repeated for agency staff</p>	TV	<p>Induction programme to be fully implemented.</p> <p>Yearly training programmes for social services and ACPC produced and advertised</p> <p>Implement and distribute personal development folders</p> <p>Develop and monitor application and usage system regarding.</p> <p>To be undertaken.</p>	Ongoing	

	b) Review level of core social work staff/ volume of caseloads	Head of Service	Review BV review audit comparative figures with other authorities, caseloads, SWIFT and RWC compliances, waiting times etc & profile workforce requirements.		
	c) Undertake Training needs assessment and ensure recording of training undertaken	TM (lead) & SJH	Undertake Training analysis by social services and ACPC. Reflected in the shape of training.	Ongoing	Completed
	d) Ensure that training is sensitive to issues of race, religion, culture and disability	TM (lead) & SJH	Requirement listed in the contract for external trainers. Measured efficacy by Evaluation sheets on Diversity and equal opps.	Ongoing Ongoing	
	e) Ensure that the skills and knowledge of individuals are regularly evaluated	TD (lead)	Sustain the Appraisal system. Implement Personal Development Folders and ensure their maintenance.	Ongoing	
	f) Ensure that the messages from the Laming report are imparted and translated to ensure that workers have the necessary knowledge and develop relevant skills Develop the opportunity to share information and experiences with other ACPCs (benchmarking).	IL (lead) SH SH	Systems already implemented. Training adjustments already been made. Deliver staff briefing session on having recommendations and action undertaken. Refer to ACPC Business Plan, and support ACPC in its work.	Ongoing	
	g) Ensure staff cover for operational staff to attend training.	TD (lead)	By use of PDP's Appraisal and duty systems, staff are facilitated to attend training.	Ongoing	

	<p>h) Ensure that training is part of a Personal Development Plan for all staff.</p> <p>Seek the views of Australian /NZ recruited staff to learn as much as possible from overseas staff</p>	<p>TD (lead)</p> <p>TD</p>	<p>Ensure application by monitoring of usage.</p> <p>Monitoring requirement for information officers for the team.</p> <p>Performance to be reviewed regularly.</p> <p>To meet quarterly with staff to discuss experiences. Although caution in its application so as not to prioritise or single out views from other staff.</p>	<p>March</p> <p>July</p>	
	<p>i) Ensure staff are aware of the lessons from any local serious case reviews</p>	<p>SH/ OMT</p>	<p>By supporting ACPC in information dissemination by facilitating briefings as and when required.</p> <p>Implement ACPC recommendations within timescales.</p>	<p>Ongoing</p>	
<p>Page 45</p>	<p>j) Ensure social workers are aware of the existence of the ACPC, and its impact, if any, on their own service</p>	<p>SH</p>	<p>By supporting ACPC in completing its Business Plan Agenda.</p> <p>By actioning recommendations and by distribution of ACPC material.</p>	<p>Ongoing</p>	

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SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
Standard 1						
All agencies who staff (including volunteers) have contact with children and/or families have in place clear policies, strategies and procedures to ensure the safeguarding of children.						
Monitoring of Policy and Procedures.	Each service to have clear policy and procedure identified, with accompanying flow charts. Achieve minimum standards across division and schools (approx. 100 units) Provide Governor training. Development work with CIAS.	Policy and Procedures group to take the lead JMCColm to circulate generic policy Spring term 2004 DEAL to ensure that London Child Protection Procedures are cascaded through teams.	Undertake audit of policies. Contact Team Managers to assess how procedures are being cascaded. Monitoring of policies for effectiveness. DEAL SMG to examine any matters of concern relating to practice in Safeguarding Children. Annually, at systematic visit.	Jan McColm Paul Kelly	September 2004 December 2004	Administrative support for Training & Development Co-ordinator.
Standards re: Positive Handling	Achieve consistency re: Quality Assurance issues Multi Agency Borough Wide Policy with associated training	ACPC sub group to work on draft policy.	Policy implementation and training by September 2004	Brian Davis	September 2004	Dedicated time from PEP and QA Manager.
Criminal Records Bureau checks	To ensure all CRB checks pursued effectively and efficiently	Ensure staff briefing on Safer Services policy.	Arrangements in place with HR / employers / work placements.	Steve Harley Gail Clark Social	September 2004	

SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
	<p>on all educational professionals in significant contact with pupils and young people.</p> <p>Give consideration to extended work placements etc.</p>	Discussions with Trident.	3 yearly checks on identified employees in services.	Inclusion Managers		
Allegations against staff.	Develop effective process for induction / training for Head Teachers / Chairs of Governors / Heads of Services.	<p>Rollout programme for Head Teachers / Chairs of Governors / Heads of Services after publication of guidance document.</p> <p>Termly briefing sessions for Headteachers / Chairs of Governors / Heads of Services.</p> <p>Annual Report to ACPC and Chief Officers on allegations against staff.</p> <p>Ensure schools receive new DfES guidance and training on this.</p>	<p>Programme in place for Headteacher briefings and Governing bodies.</p> <p>Annual Report on allegations against staff.</p>	Paul Kelly	September 2004 December 2004	
ACPC Membership and Sub Groups	To ensure appropriate and effective DEAL representation at all ACPC and sub-group meetings.	Identify key personnel	Attendance at ACPC	Anna Harskamp	April 2004	
Equalities	To ensure equalities issues are appropriately reflected in policy and service delivery in safeguarding children	<p>Included in the generic policy.</p> <p>Request report from ACPC on profile of children and young people on the CPR (gender, ethnicity, age).</p>	<p>Audit of policies.</p> <p>Provision of ACPC report.</p>	Jan McColm Steve Harley	Ongoing	

SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
Standard 2						
Agencies have local Policies and Procedures that address the safeguarding of children living away from home and in other circumstances where they are known to be particularly vulnerable.						
Staff supervision needs to be consistent	Need to develop a minimum standard for all staff involved in work with individual children and young people inc. co-ordinators in schools. Each service to add to minimum standards according to need.	Devise minimum standards to achieve consistency at minimum level.	Audit of supervisory procedures and systems.	DEAL Safeguarding Management Group. Director and DMT	Standards - Sept 04. Review - Feb 05	
Availability of + Co-ordinator	To identify a deputy CP Co-ordinator for all establishments.	Termly list collated by LEA.	Feedback on termly basis.	J McColm/P Kelly	Termly from Jan 04	
DEAL staff awareness of London CP Procedures	To ensure all DEAL staff are aware of referral process for CP concerns.	Provide awareness training and ensure all teams have procedures.	Audit of policy and procedures.	DEAL SMG	Sept 04	
Ensure mechanisms for identifying pupils moving into the borough.	Ensure all children and young people of statutory school age are notified to Admissions.	Develop Policies and Procedures. View NOTIFY on a regular basis. Develop improved links with Health, Social Services, Asylum Services, NASS.	Development of mobility procedures.	Admissions P Kelly/ Elizabeth Ward	Sept 04	
Ensure safeguarding arrangements for out of borough placements.	To ensure residential placements are approved and relevant to educational needs.	SENART to continue to work with SS to seek high quality residential placements.	Report to QA Sub on quarterly basis.	SENART/ Leisel Batterham DEAL SMG QA Sub	Sept 04	

SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
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Standard 3

The ACPC ensures agencies work collaboratively to develop and implement joint systems for ensuring the safeguarding of children, and monitors and evaluates the effectiveness of the Child Protection Services.

ACPC to ensure collaborative work/joint systems.	To ensure DEAL is fully represented at ACPC and various sub-groups, and co-ordinating educational involvement in safeguarding (ECPG).	Identify DEAL officer to ACPC and sub-groups. Seek further involvement from Secondary Headteacher Group.	ECPG ensuring appropriate involvement in ACPC and all sub-groups.	ECPG DEAL SMG	Sept 04	
Awareness of ACPC	To ensure all DEAL staff are aware of function and purpose of ACPC and statutory responsibilities.	Continue to raise awareness through training and other events. Governors briefings. Publicise ACPC Business Plan and website information.		Jan McColm DEAL SMG	Ongoing	
CP Co-ordinators	Enable CP Co-ordinators to attend briefings.	Change from Twilight to afternoon meetings. Roger Luxton to be asked to discuss with Headteachers.	CP Co-ordinators attendance at training, briefings, support groups.	Jan McColm Roger Luxton Headteachers	April 04	
Understanding of thresholds for referral, thresholds for significant harm (section 17/section 47)	Ensure common understanding.	ACPC foundation training as well as DEAL single agency training.	Attendance at training. Feedback on quality of referrals to Social Services.	ACPC Jan McColm	May 04	

SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
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Standard 4

Child welfare concerns are identified and responded to appropriately and sensitively with agencies working in partnership to ensure children are effectively safeguarded.

Impact of exclusion on vulnerable children and young people.	Ensure Headteachers are clear on CP Procedures and vulnerability factors.	Continue to provide training and raise awareness of existing training programme. Consider building in to systematic visits.	Feedback from attendance at training sessions. Further discussion with CIAS to raise profile of safeguarding agenda in schools.	DEAL SMG	Jan 05	
Training requirements for Admin staff etc.	To ensure staff have access to training and briefing.	Needs analysis to include admin staff to be undertaken through SIGS Group.	Feedback from training events, register of briefing sessions.	DEAL SMG Jan McColm	Jan 05	
Feedback from SSD	To ensure appropriate contact/response to referral is received.	Addressed by the implementation of the London Procedures.	Review feedback in ECPG.	Chair of ECPG (Madeleine Knowles)	Ongoing	

SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
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Standard 5

Information for the purposes of safeguarding children is shared appropriately between agencies.

Information sharing	Ensure protocols for sharing information are clear and understood	Information sharing is part of the Modular ACPC Training. Every school and service will have a copy "What to do if you are worried a child is being abused" which includes guidance on information sharing. Information sharing will be addressed through training and support group for co-ordinators. Briefing for all staff on the protocol agreed by IRT.	Monitoring of externally commissioned training will be continued and be sensitive to race, gender, age, religion, culture and disability Attendance of DEAL staff at briefings will be monitored.	Jan McColm Madeleine Knowles/Brian Davis (IRT Steering Group)	May 04 September 04	
Skills and knowledge.	Supervision, Appraisal, work on development of core competencies, individual professional development. To ensure all staff provide a high quality professional service.	Supervision, appraisal and training. Work on development of core competencies. Continuing professional development.	Supervision and appraisal. Feedback from service users.	All Managers in DEAL HR	Ongoing	
Message from Laming	Messages from Laming, NSPCC etc will be incorporated into practice.	Awareness raising and training on the new DFES guidance which incorporates messages from Laming and Baginsky.	Attendance at training and briefings. Feedback on training.	Jan McColm	Ongoing	

SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
Record keeping.	<p>To ensure minimum standards and expectations for record keeping.</p> <p>To ensure services are aware of specified minimum standards.</p> <p>Work towards clarity in terms of record keeping.</p>	<p>Provision of training/briefing as appropriate using cascade model.</p> <p>Define minimum standards.</p> <p>Share existing minimum standards/expectations.</p> <p>Training on record keeping and monitoring of standards.</p>	Monitoring and audit by all Managers.	<p>All Managers in DEAL.</p> <p>Jan McColm</p>	Sept 04	

SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
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Standard 6

The ACPC ensures that staff (of the constituent bodies of the ACPC) who undertake work to safeguard children are well informed in respect of good practice and are appropriately skilled for the tasks.

Knowledge and skills.	Ensure Managers take responsibility to direct staff to access training (as opposed to solely self-direction. All staff and Governors inducted.	Refresher briefing for all staff annually. Cascade - all schools and services. Make use of the 5 established inclusion areas in the delivery of training.	Attendance at training	ACPC All Managers	Ongoing	Administrative support for Development and Training Co-ordinator. Budget for refreshments for training events. Cover for teaching staff.
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SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
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Standard 7

The ACPC conducts case reviews under the guidance of Chapter 8 of Working Together to Safeguard Children effectively and ensures that appropriate lessons are learnt and changes to practice implemented to maximise safeguarding for children.

Sharing lessons from serious cases	To use Serious Cases sub for discussion and learning experiences.	Contribute to work of sub-group and sharing information on cases that have not been progressed by agencies in a satisfactory manner. Multi-agency briefing on case reviews - DEAL will undertake this where briefing has not taken place.	General points from Serious Case reviews to come to ECPG.	ACPC ECPG	Ongoing	
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SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
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Standard 8

MAPP	DEAL representation continues via Head of Inclusion and Psychology.	Need formal mechanisms for feedback via ECPG. Use ECPG as consultation group. Include Education Inclusion colleagues as appropriate.	Formalise DEAL Safeguarding Management Group.	Anna Harskamp	Ongoing	
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SAFEGUARDING CHILDREN – Action Plan for DEAL

Policy/ Procedure	Objective	Specific Actions	How Measured	Named Lead	Timescale	Resources
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Glossary

CIAS – Community Inspection & Advisory Service.

DEAL SMG – DEAL Safeguarding Management Group (Anna Harskamp, Madeleine Knowles, Jan McColm and Paul Kelly).

SENART – Special Educational Needs Assessment and Review Team.

ECPG – Education Child Protection Group.

SENAMAM – Special Educational Needs Multi-Agency Management Group.

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Safeguarding Children Audit-ACPC Action Plan

Recommendations	Action /Lead	Timescale	Comment
Overall All agencies must take responsibility to address issues highlighted in agency specific feedback.	ACPC lead for each Agency to produce action plan	March	
Standard 1			
Review membership of the ACPC	CW	Completed	Broader range of agencies now represented. Remits for lead agency reps clarified.
Implement the new London Child Protection Procedures, review and then address gaps and inconsistencies.	SH	Started 1.12.03	Initial briefing/training undertaken. New procedures in place.
Define ACPC priority objectives; clarify ACPC decision making role and establish working arrangements to make and communicate effective strategic and operational decisions.	1)PPP to draft priority objectives 2)Options for decision making role in respect of policy /practice/finance/training to be discussed at ACPC meeting on 25 th February based on the Business Plan. 3)Working arrangements to be reviewed at ACPC Seminar in October	March	

<p>Develop performance management across agencies.</p>	<p>1)Current position to be identified across agencies in respect of current information collected and analysed/used by MF/SH 2)Template of information required to be drawn up by DW/SH 3)Resource implications to be discussed at CE's meeting on 26th May 04 (CW to lead) 4)ACPC to consider project management arrangements for introducing performance management on</p>	<p>February 2004 March 2004</p>	
<p>Produce simple summary flowcharts setting out procedures and contacts.</p>	<p>PPP to lead</p>	<p>May</p>	
<p>Review the commitment of resources to child protection by all agencies. NHS agencies appoint to all "designated" and "named" posts.</p>	<p>SW to assess current commitment 1)ACPC leads to brief CW on local position 2)CW to raise at CE's meeting on 26th May 04 3)To be regularly monitored at ACPC</p>	<p>April Each ACPC main Committee Meeting</p>	<p>NELMHT have appointed to the posts BHRT position to be checked</p>

Improve office accommodation, signage, and facilities for children	Leads to be identified by ACPC;TV (Social Services)		Heathway - plans agreed; capital identified; major alterations in capital programme for 2004/05. Ripple Rd still under review
Develop and implement the Children's Strategy.	1)Draft Strategy to be issued as a consultation draft by 28 February 2004 2)Feedback to be considered and revised version issued by 1 June 2004 3)Final Plan to be produced by 1 June 2004 AH/TV for CSSG		
Clarify when the Abusive Behaviour Panel will be set up	Protocol and Procedure submitted to Main Committee on 25 th February 04. Advertise and then launch following	April	
Standard 2 Clarify the exercising of parental responsibility and consent when children are looked after.	SSD/PPP Sub Group to 1) Identify anomalies in current practice	June	NB See reference in all-London Procedures

		2) Clarify legal position 3) Draft and issue guidance 4) Ensure that new guidance is supported by training and appropriate communication		
Establish a protocol in the Youth Offending Team regarding young people who offend, and also are remanded or sentenced to custodial institutions.	SH/JA to draft a protocol	June	NB See reference in all London procedures (pg 3, 5-6)	
Ensure that children placed on a long term basis in hospitals or hospices have their cases reviewed.	DEAL/SSD/PCT to; 1) Identify children placed on a long term basis 2) Establish review timetable 3) Identify lead responsibility for ensuring reviews are undertaken 4) Also important to check the other children living away from home	June		
Approve residential educational establishments need for placements.	1) Identify children placed 2) Establish review timetable 3) Identify lead responsibility for ensuring reviews are undertaken TV/AH	July		

<p>Standard 3</p> <p>All agencies should develop performance management and quality assurance arrangements, (to Social Services), to be fed back to and co-ordinated by the ACPC. A dedicated Performance Officer should be considered by the ACPC.</p>	<p>1) For performance management see Standard 1 above. 2) Options for a coordinated approach to QA to be considered by ACPC 3) each agency to identify lead 4) Budget to be prepared</p>	<p>May</p>	
<p>The Children's Champion (Elected Member), should check that the recommendations of the Laming Report have been implemented locally.</p>	<p>1) CW/BK to brief Cllr Bramley</p>	<p>20th January 2004</p>	<p>Complete</p>
<p>The ACPC should co-ordinate thresholds of intervention in line with the Strategy for Children, (see Standard 1)</p>	<p>1) Existing criteria/practice to be reviewed by TV and police 2) Options for coordinating thresholds to be considered by ACPC on May Committee</p>	<p>May</p>	<p>NB relates to early intervention services to be considered as part of children's strategy</p>

<p>Standard 4</p> <p>Social Services and the PCT should review staffing levels of core social work and health visitors staff.</p>	<p>1) TV/EF to review staffing levels in Social services 2) MK/AC to review staffing levels in PCT</p>	<p>June</p>	<p>Approved by PCT Board/Executive</p>
<p>Multi-agency assessment teams should be developed.</p>	<p>1) General principle outlined in Children's Strategy</p>	<p>To possibly be linked to Transforming Child</p>	<p>To include Primary Care involvement in Assessment</p>

	2) Service plans 2004-5 to work way forward	Protection Sub Group throughout the year for implementation 2005	Teams in 2004 /05??
The thresholds for referrals in Social Services and the Police should be clarified, along with feedback expectations.	See 3 above	May	
Standard 5			
The ACPC should develop and communicate clear guidelines and protocols for sharing information between constituent agencies, inclusive of a monitoring system. (This work should be based on Appendix 3 of the Department of Health booklet "What to do if you're worried a child is being abused").	PPP sub group to develop protocol and guidelines	July	See also all London procedures
The ACPC should clarify expectations regarding record keeping across agencies.	ACPC to discuss applicability of 'Recording with Care' as the standard for recording across agencies SH/PPP	August	

Social Services should ensure that up to date 'real-time' enquiries to the Child Protection register can be made by outside agencies, including out of hours.	SH/MF to advise ACPC of options SH/TV	August	
Social Services should ensure that enquiries to the Child Protection Register will communicate mounting concern over time.	SH/MF to advise ACPC of options	August	
Social Services should review notification arrangements following case conferences, reviews and core group meetings.	SH to review arrangements	May	

Standard 6			
The ACPC should devise an effective training strategy to ensure that all staff and independent contractors in contact with children receive appropriate training, with the minimum requirement being annual refresher Child Protection training briefing.	Training Sub Group to prepare options paper for ACPC	April	
The ACPC should agree equitable and proportional resourcing arrangements with constituent agencies to fund current and additional training.	CW to lead discussion at ACPC and CE's group based on assessment by SW (see above)	May	

The PCT should discuss with GPs ways of organising and supporting refresher training.	MK to discuss with Director of Primary Care	August	
Standard 7 The ACPC should review procedures to ensure that lessons drawn from Case Review may be disseminated to and learned by relevant staff across agencies.	PPP sub group and Serious Cases sub group to agree processes	April, subsequent Review produced dissemination to be re evaluated.	

THE EXECUTIVE**27 APRIL 2004****REPORT FROM THE DIRECTOR LEISURE AND ENVIRONMENTAL SERVICES**

RESPONSE TO THE CONSULTATION ON THE MAYOR FOR LONDON'S DRAFT ECONOMIC DEVELOPMENT STRATEGY "SUSTAINING SUCCESS"	FOR DECISION	
<p><i>This report is of strategic significance to the Council.</i></p> <p><u>Summary</u></p> <p>This report sets out the proposals contained in the draft economic development strategy, <i>Sustaining Success</i>, prepared by the London Development Agency (LDA) on behalf of the Mayor for London, along with a response prepared on behalf of the Council. The strategy looks to set shared priorities for all agencies involved in economic development in London. It sets these out under four broad priorities of investment in infrastructure and places, investment in people, investment in knowledge and enterprise and investment in marketing respectively.</p> <p>The Council's response is supportive of these four broadly drawn priorities for investment. It seeks clarification on the Mayor and LDA's role in the supply of homes in relation to other agencies such as English Partnerships and makes clear that the Borough will require significant investment in infrastructure to deliver growth in the number of jobs and homes. It also seeks a greater focus on skill levels as a priority for investment in people so that existing residents can benefit from the regeneration of the Borough.</p> <p><u>Wards affected</u></p> <p>This will have a substantial impact on all wards in the Borough, with a particular emphasis on the south of the Borough.</p> <p><u>Recommendation</u></p> <p>The Executive is recommended to endorse the Council's response to the Mayor for London's Draft Economic Development Strategy</p> <p><u>Reason</u></p> <p>To assist the Council achieve its Community Priorities of "Regenerating the Local Economy" and "Improving Health, Housing and Social Care".</p>		
<p>Contact: Jeremy Grint</p>	<p>Head of Regeneration Implementation</p>	<p>Tel: 020 8227 2443 Fax: 020 8227 3231 Minicom: 020 8227 3034 E-mail: jeremy.grint@lbbd.gov.uk</p>

1. Background

- 1.1 The draft strategy, *Sustaining Success*, is one of eight that the Mayor for London is required by law to produce. It is underpinned by the London Plan and seeks to promote strong and diverse economic growth, along with social inclusion and the sustainable use of finite resources. There is a clear commitment to steer growth to those parts of London where it is needed most and can be effectively accommodated. Regenerating the Thames Gateway is one of the regional priorities identified.
- 1.2 The document makes clear that, given the finite resources that the LDA has at its disposal, there is a need for partnership working with other stakeholders involved in delivering economic development, including Councils. The LDA is looking to secure a commitment from its partners to the aims and objectives outlined in the strategy.

2. Investment priorities in the draft strategy

- 2.1 An analysis of the key issues in relation to economic development for London in the draft strategy leads on to four key investment objectives, each of which is associated with a series of strategic actions that will help in their delivery. The draft strategy also lists key indicators for each investment priority that will be used to measure progress. The four investment priorities are outlined in turn below.
- 2.2 *Investment in infrastructure and places* – Objectives 1-4 set out wide-ranging priorities relating to transport, the delivery of an adequate supply of commercial property and homes and the development of a healthy, sustainable, safe and high quality urban environment.
- 2.3 *Investment in people* – Objectives 5-8 set out labour market interventions that will enable all of London's residents to secure employment and businesses to secure the qualified employees they need to succeed.
- 2.4 *Investment in knowledge and enterprise* – Objectives 9-12 focus on support for the knowledge economy, support to small and medium-sized businesses (SMEs) and London's role as a business location. Objective 12 highlights creative, technology-intensive and green industries as key sectors that warrant targeted support.
- 2.5 *Investment in marketing* – Objectives 13 and 14 focus on international marketing and promotion of London as a centre of tourism, trade, learning, culture and a location for investment.
- 2.6 Full details of the objectives, strategic actions and high level indicators in the strategy are included at Appendix 1 to this report.

3. The Council's response

- 3.1 The draft strategy is a key document that will set the framework of investment priorities for the LDA and key partners involved in the delivery of economic development within London. The Council's response seeks to influence the objectives, strategic actions

and key indicators of progress in ways that are favourable to the Borough, reflecting its pivotal position in the regeneration of the Thames Gateway.

- 3.2 Appendix 2 sets out the full response of the Council, which is supportive of the four broadly drawn priorities for investment, especially the inclusion of investment in infrastructure and places. The response seeks clarification on the Mayor and LDA's role in the supply of homes in relation to other agencies such as English Partnerships. It makes clear that the Borough will require significant investment in a range of infrastructure (including transport and utilities) if it is to achieve growth in the number of jobs and homes.
- 3.3 The Council's response seeks a greater focus on skill levels as a priority for investment in people and an expectation that it is included as a partner in the local implementation of actions under this investment heading. It stresses that the Council is actively looking for ways in which existing residents can benefit from the regeneration of the Borough through access to jobs and skills initiatives. The promotion of green industries, which accords with the strategy for Dagenham Dock, is strongly supported.

4. Consultation

- 4.1 Consultation on the draft strategy has been taken forward through a report to the Regeneration Board (30 March 2004) which includes all Chief Officers, the Head of the Regeneration Implementation Division and Councillor Kallar.

Background papers used in the preparation of this report:

Mayor for London / London Development Agency, Sustaining Success: Developing London's Economy – Draft Strategy

Investment in infrastructure and places

Objective 1: Support the objectives of the London Plan

- 1a ensure co-ordinated strategy development and delivery across London, and in the Thames Gateway in particular (including inter-regional co-ordination where appropriate)
- 1b apply London Plan policies to help deliver a sustainable pattern of development in London
- 1c ensure joined up-interventions in the fields of physical development, skills and business support.

Objective 2: Deliver an improved and effective infrastructure for London's future growth and development

- 2a make the economic, social and environmental case for London and help ensure the delivery of major projects that are critical to London's growth (such as Crossrail, the Thames Gateway Bridge and Wembley Stadium), as well as securing funding for vital improvements to the existing transport system
- 2b implement the Mayor's Transport Strategy
- 2c maximise the use of London's 100 per cent broadband availability
- 2d maximise the economic, social and environmental benefits from investments in infrastructure
- 2e ensure that the required infrastructure is in place to support bidding for – and holding – the 2012 Olympic Games, while maximising the lasting legacy for London
- 2f address labour shortages in the development and construction sectors and build the capacity of London firms to respond to supply chain opportunities, in order to avoid delays to key projects.

Objective 3: Support the delivery of an adequate supply of commercial property and homes

- 3a ensure an adequate supply and mix of housing that is accessible to all income levels and is suitable to meet the diverse needs of all of London's people
- 3b ensure an appropriate strategic approach to land use in London and retention of essential employment sites, while facilitating changes of use in appropriate locations.

Objective 4: Promote the development of a healthy, sustainable, safe and high quality urban environment

- 4a support the objectives of the Mayor's environmental strategies

- 4b develop an integrated approach regeneration, to the fostering of regeneration expertise and the sharing of best practice
- 4c develop and implement initiatives to improve the design and management of public spaces and places, while ensuring issues of energy efficiency, noise and air quality, safety, health, biodiversity, and sustainable design and construction practices are taken into account
- 4d take action to encourage developers and all businesses to adopt environmentally friendly goods and services
- 4e support the adoption of sustainable construction and design practices and address the strategic location needs of waste, recycling and other environmental industries
- 4f develop and implement new forms of partnership to attract private investment and other new resources to achieve development objectives.

Indicators

- Expected phased completion of Crossrail 1 from 2012 and of Thameslink 2000 by 2012.
- Increase in supply of housing and affordable housing over the economic cycle of 458,000 units by 2016, at a minimum rate of 23,000 net additional homes per annum with a target of 50 per cent being affordable.
- Increased number of new eco-homes and a greater percentage of new buildings with high sustainability rating as a share of all new homes by 2016.

Investment in people

Objective 5: Tackle barriers to employment

- 5a improve accessibility, affordability and availability of childcare
- 5b act to reduce and, where possible, eradicate barriers to women, disabled people and those from black and minority ethnic backgrounds from entering employment in high level positions
- 5c increase the accessibility of lower paid employment through better use of in-work support
- 5d encourage the expansion of flexible and family-friendly employment practices in the public and private sectors
- 5e support active labour market approaches to developing pathways to employment
- 5f improve the standard of training and business support to meet the needs of the wider community

Objective 6: Reduce the disparities in labour market outcomes between groups

- 6a ensure that employment programmes proportionately benefit disadvantaged groups in London
- 6b target interventions to address specific barriers to the labour market faced by particular groups
- 6c ensure that all London's employers are ready to implement Part III of the Disability Discrimination Act

Objective 7: Improve the skills of the workforce

- 7a promote and improve links between education and business
- 7b make the case for increased educational resources, particularly to help those facing additional economic burdens, including women, black and minority ethnic groups and disabled people
- 7c support training for those re-entering employment after periods of inactivity, promote progression and ensure sustainability of outcomes
- 7d ensure London businesses are fully engaged in identifying skill needs and developing provision and initiatives to address them.

Objective 8: Address the impacts of the concentration of disadvantage

- 8a ensure that existing and planned housing developments lead to balanced, healthy and sustainable communities, including provision of safe play areas and amenities
- 8b increase participation and attainment of disadvantaged pupils
- 8c ensure disadvantaged young people are able to participate fully in society

Indicators

- Government targets for widening participation in higher education achieved.
- The gap between the Job Seeker Allowance claimant rate in the 20 per cent most deprived wards in London and the London average is eliminated by 2016.
- Age-specific unemployment rates for black and minority ethnic groups to be no higher than for the white population by 2016; 50 per cent reduction of the difference by 2011.
- Difference in employment rates between disabled and non-disabled residents are halved by 2016.

Investment in knowledge and enterprise

Objective 9: Increase participation in the knowledge economy

- 9a increase the take-up of product, process or service innovation in a wider variety and number of businesses
- 9b provide infrastructure for start-up and sustenance of high growth businesses
- 9c support growing and high potential technology sectors
- 9d increase access to finance for businesses facing a barrier (such as start-ups or black and minority ethnic owned businesses)

Objective 10: Support SMEs to increase survival, productivity and employment potential

- 10a increase the supply of affordable SME accommodation
- 10b deliver customer-responsive, high-impact business advice to SMEs
- 10c support development of, and advice to, social enterprise and voluntary organisations

Objective 11: Maintain London's position as a key business location

- 11a maintain London's position as a key destination for inward investment
- 11b retain businesses in London where economically efficient and feasible
- 11c promote enterprise in areas with low business start-up and survival rates

Objective 12: Support improvements in productivity through targeted sector interventions

- 12a support successful clusters such as creative, tourism and technology-intensive industries
- 12b promote green industries and services to help meet the Mayor's target of 10,000 jobs and ensure the promotion of resource efficiency and goods and services to improve business productivity and environmental sustainability.

Indicators

- London maintains its position as the leading recipient of Foreign Direct Investment in Europe in 2016
- The gap between the proportion of innovation-active firms in London and the UK average (as defined by the Department of Trade and Industry) is eliminated by 2016.
- Year-on-year increase in expenditure on green products by London's businesses, through the Mayor's Green Procurement Code.

Investment in marketing and promotion

Objective 13: Invest in and deliver new products to support effective international marketing and promotion

- 13a counter negative perception of London and develop a shared marketing and promotional resource for London
- 13b raise the level of foreign direct investment in London
- 13c attract domestic and international students to London
- 13d benchmark London's offerings with other international cities

Objective 14: Reinforce and develop London's status as a top international destination and gateway to the UK for tourism, inward investment, learning, trade and culture

- 14a develop London's capacity to compete for business and convention tourism and to host major events
- 14b increase the returns from London's role as a centre for international students
- 14c strengthen London's gateway role to promote the rest of the UK
- 14d increase the appeal of less visited parts of London as a destination
- 14e counter unexpected downturns in tourism and investment
- 14f improve the quality of London's visitor accommodation

Indicators

- Successfully hosting a major new international sporting event by 2016.
- Decline in London's market share of world tourism arrested by 2016.
- Number of international students studying at London Higher Education Institutions increased by 15 per cent by 2016, maintaining London's above average national share.

Sustaining Success: Developing London's Economy – Consultation on Draft Strategy

1 Response of the London Borough of Barking and Dagenham

- 1.1 The Council supports the four broadly drawn priority areas identified in the draft strategy (investment in infrastructure and places; investment in people; investment in knowledge and enterprise; investment in marketing and promotion) and the commitment to target resources on, among other things, the regeneration of the Thames Gateway. In particular it welcomes the inclusion of investment in infrastructure and places, particularly transport, as a vital underpinning to the functioning of London's economy and to the regeneration of Barking and Dagenham.
- 1.2 Whilst there is agreement with these high level objectives the Council will be concerned to ensure that it is fully consulted and involved in their implementation with the London Development Agency and other partners. Comments on each of the priority areas, analysis of issues, objectives and actions where appropriate are addressed in turn below.

2. Investment in infrastructure and places

- 2.1 In respect of references to housing it is unclear from objectives 1 and 3 and their associated activities whether the role of the London Development Agency is in supporting or delivering the supply of homes in London, especially in the Thames Gateway. This is further complicated by other regeneration agencies such as English Partnerships, who have a specific remit around this issue, along with questions around the role of the prospective Urban Development Corporation. Clarification is therefore sought by the Council on the LDA's role.
- 2.2 Strategic action 3a sets out the need to ensure "an adequate supply and mix of housing that is accessible to all income levels". In this respect there is a need for the identification of key worker needs, particularly for Barking and Dagenham which is expected to accommodate a significant degree of growth in the Thames Gateway both in terms of housing and associated social infrastructure. This should therefore be included as a proposed activity.
- 2.3 A significant concern for existing businesses in Barking and Dagenham is the affordability of business space to both lease and buy. A further concern is the mix of premises that are available, with a need to supply smaller premises in certain locations. This has an impact on business retention and survival. This is not currently reflected in the strategy and should be included within Objective 3 as a key action, along with the need to create new affordable space and to the protection and enhancement of existing second hand space which serves this function.

- 2.4 The draft strategy states that “If London’s economic development potential is to be realised, it needs significant investment in both its infrastructure and places”. Barking and Dagenham can achieve significant employment growth as part of the delivery of the Sustainable Communities Plan only with significant investment in terms of infrastructure, transport, utilities, environmental improvements and remediation of land.
- 2.5 The Thames Gateway generally and London Riverside in particular face significant utility servicing issues in delivering the density of jobs and homes sought. Power shortages are already resulting in delayed employment development. As the draft strategy states that “sustainable, safe and secure delivery of key utilities is required” the LDA should work to secure investment in sustainable power supply and other utility infrastructure, looking at innovative methods such as combined heat and power systems and other renewable systems, in order that housing and job targets for the Borough can be met. The commitment to the regeneration of the Thames Gateway must be backed by significant financial support.
- 2.6 In respect of strategic action 2d (maximising the economic, social and environmental benefits from investment in infrastructure) the proposed activity should look to encompass more than transport. The need to ensure that all developments benefit existing local communities is also addressed under Investment in People below.
- 2.7 With respect to strategic action 3b (ensure an appropriate strategic approach to land use in London and retention of essential employment sites, while facilitating changes of use in appropriate locations) it should be explicitly recognised that the Council is best placed to understand local circumstances and to determine whether industrial land should be reallocated.
- 2.8 The Council strongly supports strategic actions 4d and 4 e of encouraging the adoption of environmentally-friendly goods and services. This accords with the strategy for green industries at Dagenham Dock.

3. Investment in people

- 3.1 The principal weakness in this priority area is the relative lack of emphasis placed on the skills agenda, as set out by the Government in the national skills strategy, *21st Century Skills: Realising Our Potential*. In particular the vital importance of basic skills and the need to increase the proportion of the adult workforce qualified to NVQ Levels 2 and 3 or equivalent needs to be an explicit objective.
- 3.2 Levels of unemployment and employment rates are, of course, indicators of labour market disadvantage. However, economic disadvantage is also reflected in low skills and low pay. According to the census, Barking and Dagenham has the highest proportion of adults with no qualifications in London (almost 40%). Additionally, the English Local Labour Force Survey shows 50% of Borough residents fall below Level 2 in terms of qualifications, while 74% fall below Level 3. These are the highest in London East and well above the corresponding figures for London of 28% and 46% respectively. These figures directly translate into the very low average wage rate of Borough residents.

- 3.3 The draft strategy recognises that “because the demand for labour is concentrated far more in higher skilled (and higher paid) occupations than in other parts of the UK, those with low qualifications face higher risks of exclusion from the labour market”. Welcome though pathways to employment are, they need to be accompanied by a much greater focus on workforce development for those in lower paid employment. Those with low levels of skills need to be explicitly recognised as a disadvantaged group.
- 3.4 If the draft strategy is setting the priorities for all agencies involved in economic development in London then the national skills strategy targets which filter down to the Learning and Skills Councils need to be explicitly acknowledged and included as a key action under the objective of improving the skills of the workforce. At present there is only a brief reference to the Framework for Regional Employment and Skills Action (FRESA).
- 3.5 The Council agrees that the availability of childcare is a crucial determinant in the supply of labour, particularly for women. However, the strategy should recognise the existing financial commitments made in this respect under the Sure Start and Children’s Centre initiatives. These have as a crucial aim the reduction of the proportion of children in workless households. The draft strategy needs to underpin and build upon these initiatives, recognising the crucial role being played by local authorities in their delivery.
- 3.6 The Council welcomes the commitment to tackling the barriers to employment faced by people with disabilities. Greater London Authority analysis of published Labour Force Survey figures shows that almost a quarter of working age residents in Barking and Dagenham have a disability, the highest in London. The Council has, through the Local Strategic Partnership, supported a Welfare to Work for Disabled People project with pump priming from the Neighbourhood Renewal Fund. The commitment to financially support and develop such initiatives at a local level under strategic action 5e is welcome.
- 3.7 The Council has recently adopted Economic Development, Access to Jobs and Workforce Development Strategies. These stress that, as part of the regeneration of the Borough and the wider Thames Gateway, the Council will look to explore how local residents can directly benefit through pathways to employment and upskilling initiatives. Actions will take place through the Council’s roles as planning authority and major local employer as well as its significant procurement programmes. As such commitments to support the construction sector are particularly valuable and the Council would be expected to be included as a key partner in their implementation locally to maximise the benefit to existing local communities.
- 3.8 The Council sees itself as a key partner in all of the strategic actions listed and would expect to be included as a partner in their local implementation. There are a number of reasons for this. Like other authorities the Council is a funder and deliverer of business support initiatives / networks, adult and community learning and support for the voluntary sector. It also supports a groundbreaking Adult Basic Skills Initiative, an Adult College and a Training Services arm that focuses on skills development for young people aged 18-24.

- 3.9 In partnership with the University of East London and Barking College the Council is leading on the development of a Lifelong Learning Centre in the mixed used scheme for Barking Town Square that will focus on the delivery of training to the education, health, social care and public administration sectors, along with basic skills provision, integrated with the Council's main library facility. The education authority also leads for the Council in the Early Years Development and Childcare Partnership and the Children's Centre Initiative. A new fully extended school is being built in the Borough incorporating a training facility for 16-25 year olds, a children's centre, adult learning facilities and a library, as well as a secondary school.
- 3.10 The Council also supports job brokerage activities through the Heart of Thames Gateway Jobnet project, which is LDA funded. Actions and activities that do not take into account the Council's role in these respects will not lead to the optimal use of public funds, but result in overlap and duplication.

4. Investment in knowledge and enterprise

- 4.1 The Council supports the strategic actions contained in Objective 9 (increase participation in the knowledge economy) and would want to see a targeted approach to presenting a package clearly to businesses. This should be combined with the effective business support contained in strategic action 10b (customer responsive, high impact business advice to SMEs). Strategic action 10a on access to finance should be reworded to take into account expansion rather than start-up. The Council should be regarded as a partner in strategic action 10c (development and advice to social enterprises) particularly in relation to procurement.
- 4.2 Strategic Action 11b, looking at the retention of businesses in London, needs to be accompanied by measures in relation to accommodation. The Council strongly supports strategic action 12b (promotion of green industries) which accords with the strategy for green industries at Dagenham Dock.

5. Investment in marketing and promotion

- 5.1 Many of the actions and activities here are not directly relevant to the Council but have been noted. However, the Council would welcome the opportunity to explore how it could contribute towards action 14d (increasing the appeal of less visited parts of London as a destination) through the promotion of heritage and conservation attractions in the Borough such as Eastbury Manor House, Valence House Museum and Eastbrookend Country Park / Millennium Visitor Centre.

THE EXECUTIVE**27 APRIL 2003****REPORT FROM THE DIRECTOR OF LEISURE AND ENVIRONMENTAL SERVICES**

BARKING TOWN CENTRE PARKING ASSESSMENT	FOR DECISION
<p><i>This report concerns policy issues, and the Scheme of Delegation in the Constitution reserves such decisions to the Executive.</i></p>	
<p><u>Summary</u></p>	
<p>This report considers the impact of development on existing public car parking provided in Barking Town Centre and a car parking assessment that looks at parking provision during development, future parking demand, car park management and on-street parking.</p>	
<p>Whilst car parking arrangements within Barking Town Centre are adequate at the present time, it is recognised that the considerable regeneration activity for the area, together with growth related to the Barking Reach and the Town Centre, is likely to produce a higher demand for car parking in the Town Centre. Surveys were carried out to ascertain current levels of demand and future projections of growth.</p>	
<p>A number of car parks will be closed whilst redevelopment is undertaken in the Town Centre. Depending on the phasing of this activity, this may result in a shortage of parking space(s) to meet the projected demand in 2005.</p>	
<p>Under the current Town Centre development proposals, long-term car parking problems will be experienced with an anticipated under capacity of 6% to 10% by 2020. This may impact on the future viability of Barking Town Centre, unless alternative provision is made, through changes to policy.</p>	
<p><u>Wards Affected</u> - Longbridge, Abbey and Gascoigne Wards specifically, although the facilities are used by the public both from all over the Borough and surrounding areas.</p>	
<p><u>Recommendations</u></p>	
<p>The Executive is recommended to consider the following:</p>	
<ol style="list-style-type: none"> 1. Setting a new policy which requires developers to provide a contribution towards providing a multi-storey car park elsewhere in Barking Town Centre (option 2) and to note the potential requirement for capital funding which would need to be considered in the context of the Council's overall Capital Programme. 2. To re-examine the current development programme with a view to ensuring there is sufficient car parking space available within the Town Centre and where this cannot be accommodated off-street, to introduce on-street pay and display as a temporary measure. 	

3. Note that consultation will be undertaken with the Barking Town Centre Statutory Agencies Partnership on the Executive's preferred option, and,
4. Note that following (iii) above being completed, a further report on the results of the consultation and a comprehensive Car Parking Strategy for Barking Town Centre will be reported to the Executive in due course.
5. To agree that any potential loss of income during the development phases be considered as an unavoidable item to fund within the Medium Term Financial Strategy (MTFS).

Reason

To enable the Council to consider its options in achieving its Community Priority of *"Regenerating the Local Economy"*.

Contact

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1. Background

- 1.1 Consultants were appointed on 19 November 2003 to undertake a study of existing and possible future demand for parking in Barking Town Centre. The study area covered Barking Town Centre and the Controlled Parking Zone (CPZ) that surrounds it, and also extends to the A406 to the West and the A13 to the South. This report deals with the results of the surveys.
- 1.2 Currently, car parking arrangements within Barking Town Centre are considered adequate but it is recognised that the considerable regeneration activity planned for the area together with growth related to the Barking Reach housing development is likely to lead to a requirement for more car parking and a car parking strategy for Barking Town Centre, with the aim of accommodating future parking needs in a sustainable and timely manner.
- 1.3 Surveys were carried out on a non-market day Wednesday, 19 November and a market day Thursday, 4 December 2003 to ascertain the current levels of car parking utilisation, both within the Town Centre and in the CPZ. On street parking beat surveys were carried out every hour from 9.00am until 6.00pm, and included all public Town Centre car parks. Residential parking surveys within the CPZ were carried out once on each day.
- 1.4 Over the next 15 to 20 years, substantial development is planned within Barking Town Centre and the London Riverside area. Over this period, the population is expected to grow by between 46,000 to 57,000 people, with a consequent requirement for an additional 20,000 to 25,000 dwellings.

- 1.5 If the current programme of development is assumed, a total of 107 spaces will be permanently lost within the Town Centre (assuming that developers re-provide spaces at a ratio of 1 to 1). These losses result from the closure of Wakering Road public car park (57spaces), and the relocation of the Town Hall staff overspill car park in Axe Street (50 spaces) users in London Road Multi-Storey Car Park. All other spaces will either be re-provided after a temporary closure, or remain as they are.
- 1.6 Assuming the development of the Barking and Thames Gateway areas goes to schedule, there are likely to be car parking capacity problems by 2015, although the level and quality of public transport might mitigate this impact, and by 2020 it is anticipated that demand could outstrip capacity by 6 -10%. This figure is based upon no additional parking being provided above current levels.
- 1.7 A copy of the full consultants' report, which includes the survey data, can be obtained from the author of this report.

2. Conclusions Based on Study

2.1 Existing Car Parking

- 2.1.1 The existing public car parking provision for Barking Town Centre is adequate to cater for current levels of demand. Both Clockhouse Avenue and Wakering Road car parks are either at or near capacity throughout the day, but there is sufficient similar provision nearby to cater for this.
- 2.1.2 If no Town Centre redevelopment is assumed, the existing parking stock would also cater for forecast future demand until 2020 (the last assessment year).

2.2 Impact of Town Centre and Thames Gateway developments

- 2.2.1 The timing of new developments may result in significant parking demand problems during 2005/ 2006. This is because of temporary closure of car parks before they are re-provided. A minimum of 366 spaces will be temporarily lost if the Axe Street, Clockhouse Avenue and Vicarage Field car parks are all closed at the same time. If this cannot be resolved by reprogramming the stages of development, consideration should be given to the introduction (on a temporary basis) of short-term pay and display parking in residential streets within the Town Centre. Sections of Broadway, Ripple Road, Wakering Road, Clockhouse Avenue, Axe Street, Longbridge Road and the top end of Salisbury Road (on the non-residential side) will be investigated to ascertain if they are suitability for this.
- 2.2.2 It is recognised that in order to ensure economic viability of the Town Centre, some level of car parking is required. The challenge facing the Council is to identify the balance between car and other modes of travel to ensure that both environmental sustainability and economic viability objectives are met. If the public have problems in accessing and finding a parking space they

may be discouraged from returning to the Town Centre and once lost to another shopping / entertainment area they may be less inclined to return.

2.3 Car Park Management

- 2.3.1 The current car park management system gives the Council full control over policy and charging and it can decide on the number of car parking spaces and level of charges. Management of car parking can be used to aid the delivery of the Barking Town Centre strategy.
- 2.3.2 As existing car parks are made available for development, the Council will receive a one off payment for the sale price of the land, but lose any future revenue and ability to set policy with regard to commuter / shopper provision and car parking charges.
- 2.3.3 With this loss of control, the Council will find it more difficult to use car parking to deliver the Town Centre policy and to support the Town Centre so that it can compete with neighbouring centres.
- 2.3.4 An alternative to this loss of control is that the Council considers a new policy which requires developers to provide a contribution towards the cost of building a car park elsewhere in Barking, on a one-for-one replacement, plus 10%, basis. This new car park would remain under the control of the Council. Due to the lack of space it is likely that a new car park would need to be multi-storey and it would also need to be designed as part of a mixed use scheme to lessen the impact. The Council could then become responsible for its management and maintenance, either in-house or externally.
- 2.4.5 Plans showing the existing public car parks and their parking space capacity is attached as Figure 1 and a plan showing planned development sites is attached as Figure 2. Developers are now also showing interest in the Linton Road/Cambridge Road Car Park, although this is not shown in Figure 2.

3. Financial Implications

3.1 Option 1

Based on current income from the existing Council run car parks Option 1 will result in an annual loss of income to the parking account of £243,610, (this figure has already allowed for £28,000 reduction in management costs to the Council). The Council's estimates would need to be adjusted down accordingly as this income could not be recovered from elsewhere.

3.2 Option 2

Capital Cost

Developers would be required to make payment to the Council to cover the full Capital Cost of providing a new 350/400 space multi-story car park. This would equate to approximately £10,000 to £15,000 per parking space. To enable the parking capacity to be maintained Capital funding will be needed to construct the

multi-storey car park, before the existing car parks are lost to development. This will need further detailed consideration in terms of site location, timescales and funding opportunities and will be the subject of a further report to the Executive in due course. It may be necessary to consider the Council contributing Capital resources while developers contributions are being received i.e. to bridge any timing differences.

Revenue Cost

During development phases there will be a reduction in income as car parks are taken out of use and developed. Income will not be regenerated until car park places are replaced.

Income from charging for parking would be set to cover all Revenue costs for the new facility and should also provide additional income similar to that already occurring for existing car parks (£243,000 per year) for the Council's general fund.

3.3. Effect on LESD and EPCS budgets

3.3.1 The potential loss of £243,610 from car parking income will impact on Leisure and Environmental Services Department's (LESD) budgets and on the Environmental, Protective and Cultural Services (EPCS) block as a whole. This loss of income needs to be considered in relation to the Council's Budget Strategy and the Medium Term Financial Strategy approved by Assembly on 3 March 2004.

3.3.2 The impact on this potential loss of income will occur in 2005/06 onwards. For the construction of the 2005/06 budgets, a decision is required as to how this potential loss of income is to be funded. This could be achieved by the following options:

- (i) The Director of Leisure and Environmental Services being required to identify compensatory savings from existing budgets in 2005/06.
- (ii) This being considered as an item of unavoidable growth in the Budget Strategy for 2005/06.

4. Passenger Transport Improvements

4.1 The implementation of Park and Ride is a possible option to assist in meeting increased demand in the long-term, but needs to be considered in conjunction with East London Transit, Barking Reach and South Dagenham Developments. Any scheme would need detailed study and planning; which is separate from this strategy.

5. Consultation

- 5.1 The following people have been consulted during the preparation of this report and comments received have been incorporated.

Councillors

Portfolio Holders:

Councillors Kallar (Regeneration), Geddes (Property Services and Financial Planning and Strategy), McKenzie (Street Scene).

The Ward Councillors below have also been advised of the issues:

Abbey Ward, Councillors Alexander, Bramley and Fani

Gascoigne Ward, Councillors Flint, Rush and McKenzie (also Portfolio Holder)

Longbridge Ward, Councillors Baker, Clark and Cook

Officers

Bob Cooper, Interim Head of Finance, LESD

Jeremy Grint, Head of Regeneration

Peter Wright, Head of Planning and Transport

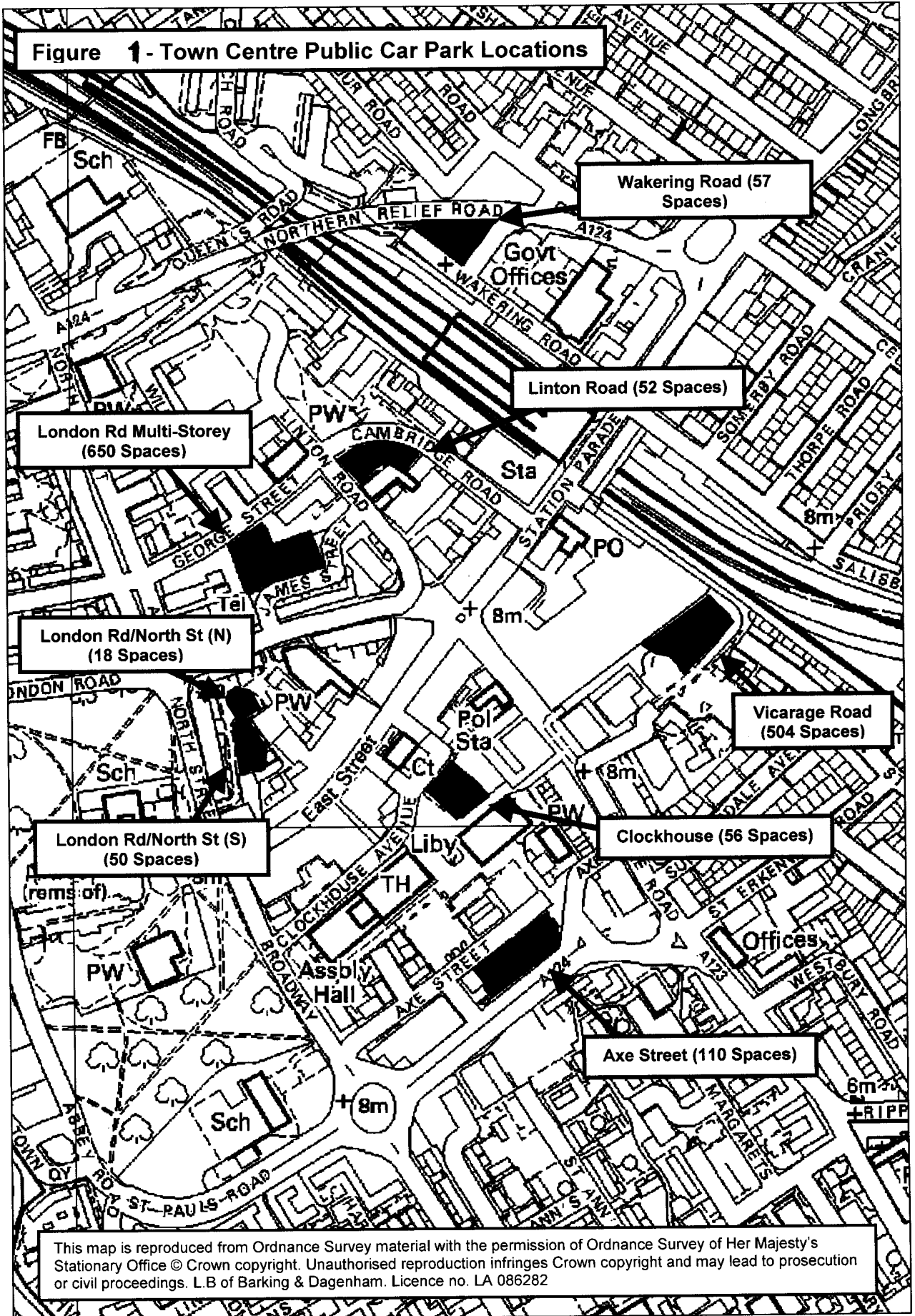
Julie Davis, Regeneration Manager

Ralph Cook, Town Centres Manager

Background Papers

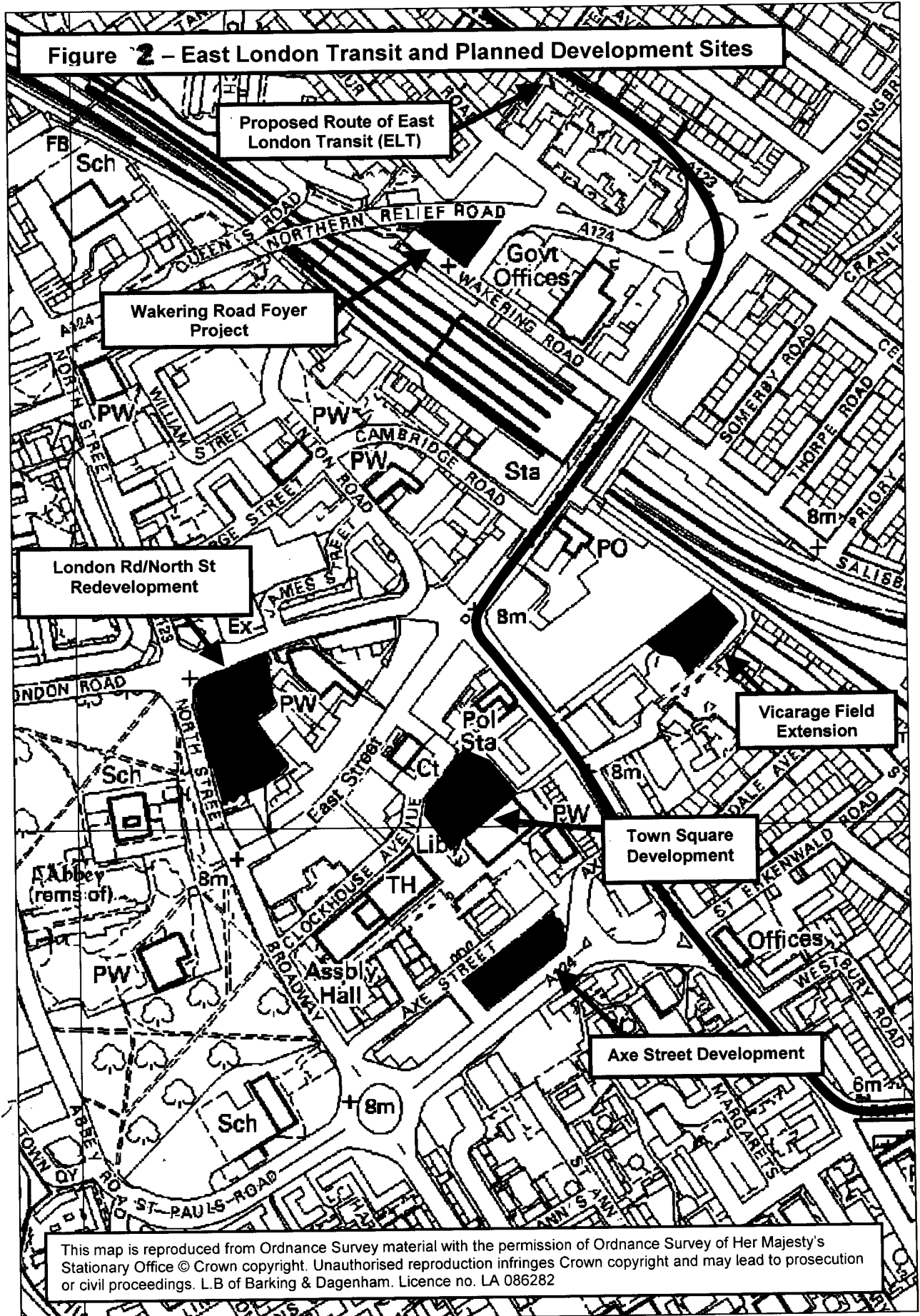
- Car Parking Strategy for Barking Town Centre – Volume 1: Car Parking Assessment (Hyder Consulting for LBBD 19 January 2004)
- Executive Report and Minute 73, 12 August 2003 re: Best Value Review of Street Safe Services - Final Report
- Barking Town Centre Strategy.

Figure 1 - Town Centre Public Car Park Locations



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Figure 2 - East London Transit and Planned Development Sites



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