

Notice of Meeting

THE EXECUTIVE

Tuesday, 12 August 2008 - 3:00 pm
Council Chamber, Civic Centre, Dagenham

Members: Councillor C J Fairbrass MBE (Chair); Councillor L A Smith (Deputy Chair); Councillor J L Alexander, Councillor G J Bramley, Councillor S Carroll, Councillor H J Collins, Councillor R C Little, Councillor M A McCarthy, Councillor M E McKenzie and Councillor Mrs V Rush

01.08.08

R. A. Whiteman
Chief Executive

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AGENDA

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

In accordance with the Council's Constitution, Members are asked to declare any personal or prejudicial interest they may have in any matter which is to be considered at this meeting.
3. **Minutes - To confirm as correct the minutes of the meeting held on 15 July 2008 (Pages 1 - 4)**
4. **Planning Advice Note (PAN) 6: Crime Prevention Through Environmental Design (Pages 5 - 42)**
5. **Budget Monitoring Report 2008/09 (Pages 43 - 76)**
6. **Debt Write Offs April 2008 – June 2008 (1st Quarter) (Pages 77 - 83)**
7. **Any other public items which the Chair decides are urgent**
8. **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 as amended).

9. Transforming Out Of Hours Services Through the London Connects Shared Services Initiative (Pages 85 - 91)

Concerns a contractual matter (paragraph 3)

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

THE EXECUTIVE

Tuesday, 15 July 2008
(7:00 - 7:48 pm)

Present: Councillor C J Fairbrass MBE (Chair), Councillor J L Alexander, Councillor G J Bramley, Councillor S Carroll, Councillor H J Collins, Councillor R C Little, Councillor M A McCarthy, Councillor M E McKenzie and Councillor Mrs V Rush

Also Present: Councillor Ms E Carpenter

Apologies: Councillor L A Smith

17. Declaration of Members' Interests

There were no declarations of interest.

18. Minutes (3 June 2008)

Agreed.

19. Budget Monitoring Report 2008/09

Received a report from the Corporate Director of Resources providing an update on the Council's revenue and capital position for the first two months of the 2008/09 financial year.

The position for revenue expenditure indicates that current budget pressures exist across four departments amounting to £6.4m. The largest pressure is within the Children's Services department where significant budget pressures continue to arise from Looked After Children placements and in meeting the Councils' Leaving Care responsibilities.

Agreed, in order to assist the Council to achieve all of its Community Priorities and as a matter of good financial practise, to:

- (i) Note the current position of the Council's revenue and capital budget as at 31 May 2008 as detailed in the report;
- (ii) Note the position and projected out-turn for the Housing Revenue Account as detailed in the report; and
- (iii) Note the action plans being undertaken to alleviate the budget pressures to ensure that the necessary balanced budget for the Council is achieved by the end of the financial year.

20. 'Achieving Excellence' - 4th Quarter (January to March 2008)

Received a report from the Corporate Director of Resources on the Council's performance management for the final quarter of 2007/08, including the progress

of actions previously agreed and overall achievements.

Noted that during 2007/08 the Council attained an improved Corporate Assessment score of '3' and the annual assessment of Adult Services delivered a 3-Star service rating, resulting in an overall rating of 'Good' in the Comprehensive Performance Assessment.

Arising from consideration of the key performance targets and specifically BV199a (cleanliness of public places), the Corporate Directors of Customer Services and Regeneration were asked to review the operations around the cleaning of Council parks that are hired out for weekend football and other recreational use.

Agreed, in order to assist the Council in achieving the Council Priority of "Improving Performance Across the Board", to:

- (i) Note the progress against Quarter 3 actions; and
- (ii) The further actions as set out in Appendix F to the report.

21. Housing Advice Service - Audit Commission Inspection Report

Received a report from the Corporate Director of Customer Services following the Audit Commission's inspection of the Council's Housing Advice Service.

The inspectors made a number of recommendations to improve the service including:

- Targeting homeless households for support with bidding for available houses;
- Ensuring the homelessness strategy is thoroughly reviewed and agreed with all stakeholders and published, with opportunities for scrutiny; and
- Ensuring that the service is achieving value for money by assessing unit costs and outcomes, and benchmarking these against other services.

Agreed, in order to assist the Council in achieving its Community Priorities of "Improving Health, Housing and Social Care" and "Promoting Equal Opportunities and Celebrating Diversity", to:

- (i) Note the Audit Commission's Inspection Report and, in particular, the main recommendations as detailed in the report;
- (ii) Endorse the Improvement Plan produced in response to the inspection findings and recommendations; and
- (iii) Note that a progress report on the implementation of the action plan will be submitted in March 2009.

22. National Memorial to the Evacuation Appeal Fund

Received a report from the Corporate Director of Adult and Community Services supporting a donation from the Council to the National Memorial Fund being launched by the Evacuees Reunion Association in recognition of the significant numbers of Barking and Dagenham residents who were affected by the evacuation in World War II.

Agreed, in order to assist the Council in achieving its Community Priority of “Raising General Pride in the Borough”, to a donation of £1,000 to the Evacuees Reunion Association Memorial Fund, subject to confirmation by the Association to the Corporate Director of Adult and Community Services that sufficient funds and an appropriate site have been secured for the purpose of erecting a national memorial to the evacuees of World War II.

23. Capital Programme - Primary Schools

Received a report from the Corporate Director of Children’s Services setting out the Strategy for Change document to submit to the Department for Children, Schools and Families (DCSF) to secure funding to invest in the Borough’s primary schools.

The objectives of the programme are:

- For Primary Schools to be fully equipped for 21st Century learning;
- To be at the heart of the community;
- For Children’s Services to be in reach of every family;
- To rebuild, remodel or refurbish at least half of primary schools;
- To target and address deprivation in every authority; and
- To responding to population changes

Having regard to the need to maximise the provision of new school places generally, requested the Corporate Director of Regeneration, in liaison with the Corporate Director of Children’s Services, to consider the possibility of appropriating the paved area (public realm) adjacent to St. Joseph’s Primary School for use by the School for classroom expansion.

Agreed, in order to assist the Council to achieve its Community Priority of “Better Education and Learning for All”, to:

- (i) Approve the Primary Strategy for Change document attached to the report;
- (ii) The various funding streams to secure value for money and best outcomes for projects;
- (iii) The provisional priority list of projects as set out in the document, which will be subject to annual review; and
- (iv) The procurement route as set out in the ‘Primary Capital Programme - Strategy for Change’ document appended to the report.

24. Dagenham Park School - Change of Status

Received a report from the Corporate Director of Children’s Services setting out the proposed change of status for Dagenham Park Community School to a school with religious character, as part of the Council’s Building Schools for the Future (BSF) Strategy for Change programme.

Noted that initial discussions have taken place with the School Governors and the

Director of Education at the Church of England Diocese of Chelmsford and, as a result, it is now proposed to engage in a wider dialogue with a range of stakeholders. Also discussed issues relating to the renaming of the school in the event of a change of status.

Agreed, in order to assist the Council to achieve its Community Priority of “Better Education and Learning for All”, to:

- (i) The consultation process in respect of the proposed change of status of Dagenham Park Community School to become a voluntary controlled school, as set out in the report; and
- (ii) The principles of the ‘Memorandum of Understanding’ as appended to the report.

25. Expansion of Ripple Infant School

Received a report from the Corporate Director of Children’s Services on the proposal to expand Ripple Infant School from a two-form to a three-form entry Infant School to meet the increase in demand for primary school places brought about by, amongst other things, the regeneration of Barking Town Centre and the extended area of Barking, which is attracting more families to the Borough.

Agreed, in order to assist the Council in achieving its Community Priority of “Better Education and Learning for All”, to the expansion of Ripple Infant School from a two-form to a three-form entry Infant School with effect from the start of the Autumn Term 2008.

26. * Local Government Pension Scheme - Employer Discretions

Received a report from the Corporate Director of Resources setting out the discretions within the Local Government Pension Scheme (LGPS) Regulations 2007 and 2008 that the London Borough of Barking and Dagenham, as the employer, is required to agree as part of its pension policy.

Agreed, in order for the Council to fulfil its statutory responsibilities to formulate, publish and keep under review a policy statement in relation to the exercise of a number of discretions under the Local Government Pension Scheme, to:

- (i) The discretionary policies as detailed in section 2 of the report; and
- (ii) The approval process for discretions as set out in section 3 of the report, including the creation of a panel consisting of the Corporate Director of Resources, Divisional Director of Corporate Finance and Divisional Director of Legal and Democratic Services to determine all cases that are not cost neutral.

(*The Chair agreed that this item could be considered as a matter of urgency under the provisions of Section 100B(4)(b) of the Local Government Act 1972).

THE EXECUTIVE

12 AUGUST 2008

REPORT OF THE CORPORATE DIRECTOR OF REGENERATION

Title: Planning Advice Note 6: Crime Prevention through Environmental Design	For Decision
<p>Summary:</p> <p>Planning Advice Notes (PANs) provide guidance to developers on how to implement and work with adopted planning policies.</p> <p>This Planning Advice Note (PAN 6) has been developed to provide guidance to help reduce crime and anti-social behaviour in new and refurbished developments within the Borough. It recognises that the built environment can influence criminal behaviour for good or bad and can also help people to exercise control over their surroundings. The planning advice note will provide guidance for planners, developers and architects to assist them to design and develop buildings and public spaces, recognising that crime prevention and public safety are a fundamental part of achieving sustainable communities.</p> <p>These issues are all discussed in detail in PAN 6, which is attached to this report at Appendix A.</p> <p>Wards Affected: All wards.</p>	
<p>Recommendation(s)</p> <p>The Executive is recommended to:</p> <ol style="list-style-type: none"> 1. Approve PAN 6: Crime Prevention through Environmental Design; and 2. Agree that the Corporate Director of Regeneration be authorised to make non-material changes as may be necessary to PAN 6 prior to publication. 	
<p>Reason(s)</p> <p>To assist the Council to achieve all of its Community Priorities.</p>	
<p>Implications:</p> <p>Financial: There are no financial implications to PAN 6. Implementation of its recommendations will be carried out in association with new development.</p> <p>The cost of printing PAN 6 and promoting it to developers / architects will be met from the existing Spatial Regeneration budget.</p> <p>Legal: There are no legal implications to PAN 6 as this is a non-statutory document. It is intended to provide further explanation and clarification of existing policy as set out in the Council's adopted Unitary Development Plan and emerging Local Development Framework.</p>	

The status of PAN 6 is made clear within the document, as attached at Appendix A.

Risk Management:

PAN 6 is important for crime reduction and greater public safety within the Borough. The guidance is intended to help reduce the future demands placed on both council and police resources resulting from the intended large scale re-development of the borough. Without the document it would be harder to achieve crime prevention benefits in relation to new development and this could potentially result in non-sustainable communities blighted by high crime rates and the fear of crime.

Social Inclusion and Diversity:

Anti-social behaviour blights the lives of individuals and whole communities and remains a key area of concern for the public. Fear and anxiety caused by anti-social behaviour can destroy people's quality of life. Even at its most minor, anti-social behaviour is associated with a strong perception of neglect by authorities (e.g. failure to deal with environmental crime such as fly-tipping and graffiti), and a low expectation of service providers' abilities to make a difference. At its most severe, it can affect people both physically and emotionally, undermining health and destroying family life and social cohesion. It costs public agencies over £3.4 billion to put right and it can also hold back the regeneration of our most disadvantaged areas, creating an environment in which crime can take hold.

PAN6 has no direct impact on Social Inclusion and Diversity but will assist the partners within the building industry and local agencies to bring all new and refurbished developments up to a nationally recognised crime resistant standard and reduce the opportunities for offenders to commit anti-social behaviour and other crimes including burglary and vehicle related crime.

By helping prevent crime and reducing opportunities for crime this PAN could have positive impacts on community cohesion by improving public perceptions of safety.

Crime and Disorder:

Section 17 of the 1998 Crime and Disorder act places a statutory duty on the police and local authorities to exercise their functions with the likely effect on crime and disorder. The result of this is that local authorities must consider these issues when making planning decisions.

The adoption and use of this Planning Advice Note will clearly have crime and disorder benefits by increasing our ability to reduce crime and fear of crime in relation to the design of the built environment.

Options Appraisal:

PAN 6 has been produced over and above our statutory requirements in order to supplement our formal development plan with detailed guidance relating to the important issue of the impact the design of buildings and spaces can have on reducing opportunities for crime.

Not producing detailed guidance on this issue could lead to opportunities to improve the safety of new development being lost.

Including the detail set out in this PAN in the emerging LDF would be an option, but due to the statutory processes required to move LDF documents to adoption this would delay the publication of the guidance and would mean that in the interim opportunities to influence

the safe design of new development would be lost.

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1. Introduction and Background

- 1.1 The concept of Crime Prevention through Environmental Design (CPTED) uses the principle of designing out crime (or more accurately designing against crime) to influence crime, the fear of crime and anti-social behaviour within the built environment.
- 1.2 Planning Advice Notes (PANs) provide guidance to developers on how to implement and work with planning policy. PAN 6 (Crime Prevention through Environmental Design) has been produced to address the following key issues:
- to help reduce crime and anti-social behaviour in new and refurbished developments within the Borough;
 - to recognise that the built environment can influence criminal behaviour for good or bad and can also help people to exercise control over their surroundings;
 - to provide guidance for planners, developers and architects to assist them to design and develop buildings and public spaces, recognising that crime prevention and public safety are a fundamental part of achieving sustainable communities.
- 1.3 This document is a corporate approach for the improvement of community safety and is supported jointly by Barking and Dagenham Borough Council and the Metropolitan Police.
- 1.4 The Council's Development Control Department will use PAN 6 to help assess planning applications, particularly those which relate to the public realm.

2. Relationship with other Policies and Documents

- 2.1 Recommendations made by PAN 6 are based on national, regional and local policy as well good or best practice elsewhere. Whilst PAN's are not part of the statutory planning process, they provide important guidance to the requirements of the new Local Development Framework (LDF) policies, section BC5 (Crime Prevention) requires applicants to detail the measures they will be implementing relating to the principals and practises of Secured by Design (SBD).
- 2.2 A strong legislative and policy framework exists for considering community safety as part of the planning process. The 1998 Crime and Disorder act strengthened the role of the police and council to tackle crime, disorder and anti social behaviour.
- 2.3 The Home Office has invested extensive research into establishing the most effective tactics in support of safer communities. This has culminated in the publication of a series of policy documents promoting crime prevention. In 2004 the Government

published the first of its new Planning Policy Statements (PPS), setting out its planning objectives and clearly putting crime prevention at the centre of the planning process.

- 2.4 2004 also saw the publication of the Office of the Deputy Prime Ministers (ODPM) hugely influential 'Safer Places: The Planning System and Crime Prevention'. It focuses closely on the merits of designing out crime and the virtues of Secured by Design.
- 2.5 In March 2007 the Prime Minister's Strategy Unit published 'Building on Progress: Security, Crime and Justice', in which the paper argues that improved crime prevention, amongst other elements, is needed "to ensure that demands from citizens for an improved sense of security can be met" and goes on to make specific reference to the Government's aim to design out crime.
- 2.6 In April 2007 the Housing Corporation published their 'Design and Security Standards' document, which sets out the Housing Corporation's requirements and recommendation for all new homes that receive social housing grants, stipulating that developers must "obtain Secured by Design certification wherever possible."

3. Report Structure

3.1 PAN 6 sets out a series of design principles for crime reduction and community safety based on the following themes:

- Layout
- Public and Private Space
- Boundary Treatment
- Natural Surveillance
- Landscape Design
- Building Design
- Bin Stores
- Cycle Parking
- Lighting
- CCTV
- Residential Parking
- Car parking Facilities
- Secured by Design

3.2 The document also contains a checklist to assist architects and designer in ensuring the recommendations made in the PAN have been considered prior to submitting a planning application.

4. Financial Implications

4.1 The cost of producing PAN 6, including printing and branding costs (including the cost of plain English) will be met from the existing Spatial Regeneration budget. Similarly existing resources will be used to promote the PAN; this can be done by officers at pre-application meetings and though working with the Barking and Dagenham Faith Forum.

4.2 The implementation of the recommendations of PAN 6 will be carried out in association with new development and at the expense of the relevant developer.

5. Consultation

5.1 The following were consulted in the preparation of this report:

LDF Steering Group (Councillors Fairbrass, Kallar, Denyer, Jamu and Little)

Regeneration

Tim Lewis – Group Manager Development Control and Building Control

Ken Baikie – Group Manager Area Regeneration Group Manager

David Higham – Group Manager Transport Strategy

Alan Lazell – Head of Leisure, Arts and Olympics

Darren Henaghan – Head of Environmental and Enforcement Services

Jim Mack – Head of Asset Strategy and Capital Development

Ian Saxby – Group Manager Design and Surveying

Terry Regan – Interim Group Manager Employment and Enterprise Development

Judy Chapman – Executive Director Barking and Dagenham Enterprises

Resources

Nina Clark – Divisional Director of Legal and Democratic Services

Alex Anderson – Group Manager Regeneration and Customer Services Finance

Guy Swindle – Head of Special Projects

Stephen Meah-Sims – Principal Policy and Partnerships Officer

Robin Hanton - Group Manager, Corporate Legal

Adult and Community Services

Anne Bristow – Corporate Director of Adult and Community Services

Heather Wills – Head of Community Service, Libraries and Heritage

Glynis Rogers – Head of Community Safety and Preventative Services

Childrens' Services

Mike Freeman – Group Manager Asset Management and Capital

Customer Services

David Woods – Corporate Director of Customer Services

External

Metropolitan Police

5.2 Public and stakeholder consultation on a draft version of PAN 6 took place earlier in the year in tandem with consultation on the Urban Design Framework Supplementary Planning Document.

5.3 Feedback from internal and external consultees has been taken on board in order to make the recommendations in PAN 6 as practical and achievable as possible.

Background Papers:

- Association of Chief Police Officers Crime Prevention Independent (ACPO - CPI)Ltd: Secured by Design (www.securedbydesign.com)
- ODPM and Home Office (2004) Safer Places: The Planning system and Crime Prevention. London Thomas Telford Ltd

- Securing the Nation: A case for safer homes: Andrew Stunell MP for Hazel Grove
- Home Office, An Evaluation of Secured by Design in West Yorkshire, 2000.
- Glasgow Housing Association: Evaluation of Secured by Design Installations in GHA Communities, 2005.
- Brown, Jon, An Evaluation of the Secured by Design Initiative in Gwent, South Wales , 1999 (unpublished).
- British Parking Association Safer Parking Award.
- Crime Opportunity Profiling of Streets (COPS), BRE Bookshop
- Institution of Lighting Engineers, (ILE) Regent House, Rugby, CV21 2PN
- Supplementary Planning Guidance - Northamptonshire County Council, 2003
- Creating a Safe Environment – Supplementary Planning Guidance, Tower Hamlets



London Borough of Barking and Dagenham

Crime Prevention through Environmental Design

Planning Advice Note 6

For consultation and advice on any scheme, please contact:

Crime Prevention Design Advisor,

Department of Regeneration,
Planning & Transportation
Room100,
Town Hall,
Barking,
IG11 7LU.

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Introduction

This document is a corporate approach for the improvement of community safety and is supported jointly by Barking and Dagenham Borough Council and the Metropolitan Police. The Police Borough Crime Prevention Design Adviser works along side the Council's Department of Regeneration, and is located with the Planning & Transportation officers commenting on the security and safety implications of planning applications. By combining best practice in the field of community safety and recognising the contribution made around this issue by Crime prevention through Environmental Design, the expertise of the Police Crime Prevention Design Adviser can influence projects ranging from small lighting schemes to public space CCTV to major regeneration projects.

The concept of Crime Prevention through Environmental Design (CPTED) uses the principle of designing out crime (or more accurately designing against crime) to influence crime levels, the fear of crime and anti-social behaviour within the built environment. Crime Prevention through Environmental Design recognises that the built environment can influence criminal behaviour for good or bad and can also help people to exercise control over their surroundings.

"The built environment" covers any area with physical features created, adjusted or influenced by human intervention. Therefore it includes buildings, roads, car parks, open spaces etc.

The 2007 publication of Lord West's review of safety and security in crowded places in relation to terrorism has a direct link with Crime Prevention through Environmental Design. Acts of terrorism are acts of crime committed by groups or individuals with extremist views. Terrorism can be committed with acts of different magnitudes and at its most extreme can include explosive devices, but it can be where an extremist group target a specific individual or site and commit acts such as criminal damage including putting graffiti on part of a development. The advice contained within this document is intended to reduce the opportunity for an offender to commit all forms of crime. If the proposed development has the potential to attract extremist activity, the key elements of this document including the arrangement of streets, building designs, public and private open spaces the levels of activities, movement and surveillance all impact on the security and safety of places but it may be necessary to include more robust security measures and design advice which will be formulated on a site specific basis taking into account the type of development, its location and the known or potential security risk. Particular attention should be given to Bars, Pubs, Clubs, Shopping Centres, Stadiums or Arenas or Visitor attractions.

A check list has been included at the back of the document as a tool to assist architects and developers to include the information contained within this advice note when designing a new or refurbished development. The check list is for guidance only and there is no requirement to complete and return it to the planning section when submitting plans/drawing for planning approval.

Legislative and Policy Background

A strong legislative and policy framework exists for considering community safety as part of the planning process. The 1998 Crime and Disorder Act, as amended through the Police and Justice Act 2006 strengthened the role of the police and council to tackle crime, disorder and anti-social behaviour. Section 17 of the Act places a statutory duty on the police and local authorities to exercise their functions with the likely effect on crime and disorder. The result of this is that local authorities must consider these issues when making planning decisions.

Planning Policy Statement 3, (PPS3) part2 - The Government's Objectives. In relation to ensuring that every one has the opportunity of living in a decent affordable home in a community where they want to live, the Government is seeking to; "create sustainable, inclusive, mixed communities in all areas. Developments should be attractive, safe and designed and built to high quality. They should be located in areas with good access to jobs, key services and infrastructure".

Planning Policy Statement 6, (PPS6) section 2.19, (Promoting High Quality Design and making Efficient Use of Land) states "it is essential that town centres provide a high-quality and safe environment if they are to remain safe and attractive. Well designed public space and buildings which are fit for purpose, comfortable, safe, attractive, accessible and durable, are key elements which can improve the health, vitality and economic potential of a town centre".

The aim of this Planning Advice Note

The aim of this planning advice note is to provide guidance for planners, developers and architects to assist them to design and develop new and existing communities where crime prevention and public safety are recognised as a fundamental part in achieving sustainable communities. The advice contained within this document is important guidance and it should be noted that Local Development Framework (LDF) section BC5 (Crime Prevention) requires applicants to detail the measures they will be implementing relating to the principles and practices of Secured by Design (SBD). Applicants do not have to follow the advice contained in this document to be granted planning permission but the decision whether to approve planning applications may be judged on their impact into public safety and crime reduction. Secure buildings and greater public safety do not have to compromise the architecture of a development and it is hoped that greater security and public safety can be designed in so that architects, developers and contractors can strive to achieve design awards and also Secured by Design for their schemes. How the principles are applied in a practical sense will be dependent on site specific applications and the levels and types of crime experienced in a particular area or neighbourhood.

Key Objectives of the document are to:

- Provide planning guidance that enables security issues to be considered at all stages of the design process (pre-application to full planning application):
- Assist developers to adopt designs for new developments that take security of people and property into account:
- Assist individuals responsible for the planning and design of the external environment to make design considerations about safety and security matters:
- Promote and encourage good quality design in all developments:

Design Principles for Community Safety and Crime Reduction

- Building design should deter criminal and anti-social activity
- Buildings, signs and public spaces should be designed to minimise the opportunities for vandalism and graffiti
- Public and private spaces should have clearly defined boundaries
- Opportunities for natural surveillance to reduce incidents of criminal and anti-social behaviour should be maximised
- The number and mix of people using the area should be maximised through a mix of uses and activities
- Security measures should be an integral part of the design
- Footpaths and cycle routes should be designed to encourage maximum use and prevent opportunities for potential offenders to ambush their victims.
- Landscape design should prevent opportunities for concealment and access to adjacent property
- Lighting should deter criminal and anti-social behaviour while paying due regard to the issues of minimising light pollution

Mixed-use development, especially including residential use, can assist in crime reduction by increasing the number of people living in or using an area which will produce a general feeling of safety. This is particularly important in less inhabited areas, for example, in the town centre. Increasing the number of people in an area will have mutual benefits in terms of safety and security for both residential and non-residential uses provided that the public and private areas are clearly defined. The emphasis on mixed-use development should not however compromise the quality of residential areas close to centres, or result in the inappropriate loss of commercial developments.

The following headings recognise key areas where good design principles can impact on safety and security and these should be taken into account when assessing and designing all types of developments.

- Layout
- Public and private space definition
- Natural surveillance
- Landscape
- Building Design
- Shop Frontages
- Lighting
- CCTV
- Car Parking

Layout

The way development layouts are designed impacts on the way places function positively. The design of key elements such as the arrangement of streets, buildings and public and private open spaces collectively affect the levels of activities, movement and surveillance which impacts on the security and safety of places.

It is important to:

- Provide good visibility along all thoroughfares but particularly paths and cycle routes.
- Provide generous width of footpaths (not less than 2 metres wide) and provide space on either side of the path, they should be direct and well lit.
- Ensure natural surveillance from neighbouring properties
- Routes need to be positioned away from the rear access of buildings, as this will provide escape routes for criminals.
- Cul-de-sac design should be a simple linear form so that good mutual surveillance from other homes is easy, preferably with sight lines from nearby streets.
- Existing well used and essential footpaths and public rights of way will help to maintain direct access for existing residents and users and should be preserved and designed into layouts at an early stage.

Avoid creating long routes that increase segregation or create a link between cul-de-sacs. This type of route often creates opportunity for crime to be committed by reducing the levels of intrusive surveillance that could repel those intent on criminal activity or its existence could provide an escape road for an offender.

Avoid long detours on foot with no natural surveillance as these will reduce the presence of people in the streets making places less hospitable and safe. People will naturally choose the more direct route and the longer route will be under used, potentially resulting in criminal and anti-social activity.

Public and Private Space

All buildings should be arranged to create a clear distinction between areas that are public and private.

As a general rule, as the degree of influence exercised by an individual over an area increases the more private it becomes. Four types of space are recognised:

- Private – under the total control of the occupant and not visually or physically accessible to the public e.g. a rear garden
- Semi-Private – under the control of the occupant but visually or physically accessible to the public e.g. the front garden of a house.
- Semi-Public– under the control of, or within the area of responsibility of, a specific group of occupants and accessible to the public e.g. communal parking area.
- Public – where the general public has access by right e.g. public open space, roads, footpaths.

There are significant benefits in terms of crime reduction in creating private and semi-private spaces where occupants feel they have a sense of control. Spaces that are unclear as to boundaries, ownership and responsibility are more likely to be prone to criminal activity and vandalism. Therefore, creating clearly defined boundaries between public and private spaces can assist in reducing criminal and anti-social behaviour. Similarly, good design which supports community interaction will help to deny criminals anonymity if strangers are likely to be readily recognised.

Fig1



Fig1 illustrates that where buildings abut directly onto public space and are not protected by any defensible space they can be targeted by criminal activity. This has forced the owners to cover the windows with a protective metal mesh to restrict deliberate damage. The mesh can look oppressive and can raise the fear of crime within the local community.

Wherever possible development blocks should be designed to enclose (internally) essential private activity whilst providing a clear interactive frontage to public routes.

- Backyards, rear gardens or inner courtyards that are private or communally shared are best enclosed by the backs of the buildings.
- Rear gardens should be strongly private areas as should private vehicle parking arrangements.
- Boundary treatments should convey a positive image through the quality of materials and design but provide satisfactory security.
- Good quality, attractive boundary treatment and gated entrances should give the impression of a safer and more private location increasing the potential for offenders to feel more vulnerable.
- Allow for transparency of enclosures to enable views into and out of a site and also through a site to reduce blind corners and the opportunity for offenders to ambush victims or accidental collisions.

Fig2



Avoid rear gardens backing on to side roads, service roads and footpaths. Offenders can target properties for potential burglaries from here with anonymity and escape quickly and easily.

Boundary Treatment

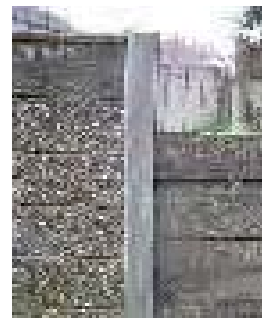
Boundaries should be clearly defined by using physical barriers including building lines, walls, fences and gates, which prevent unhindered access and easy escape routes. Where it is not possible to use physical barriers, the design should suggest a change in ownership, for example, through a change in road surface or a narrowed entrance. Anyone crossing such a 'boundary' should know instinctively that they are moving from a public into a semi-private or private area and need to have a good reason for being there.

The correct boundary treatment is an important element of defensible space. It is important that the intended treatment is robust, devoid of climbing aids, allows good through vision and is compatible with any intended Closed Circuit Television (CCTV) system. Solid structures will provide privacy, but what is private for the owner / occupier is also private for potential thieves and allows them anonymity. There is no opportunity for casual surveillance from neighbouring businesses or passers by as well as restricting the correct functioning of more formal surveillance methods such as CCTV and security patrols. A solid structure can also provide a canvas for Graffiti artists (see Fig3) and are often easier to climb.



Avoid concrete panel fences. Concrete panels can be easily lifted away from the posts for unlawful ingress (see Fig4). Where the concrete panels connect can form a grooved surface, which creates the potential for easy climbing access.

Fig4



Some types of fencing can appear militaristic and oppressive and appear like a solid metal wall when viewed at oblique angles, which could create the opportunity for offenders to move around inside a boundary and avoid being detected. The inset photo illustrates a security guard who was behind the fence and obscured from view in the main photograph.

If CCTV is to be used, the main picture could represent the quality and the associated problems with the recorded images.

Fig5



Welded mesh provides good through vision at all angles and does not look oppressive, but care should be taken to fix the fence securely to the posts. Full length brackets illustrated in Fig6 can provide a secure fixing. Small retaining clips positioned at pre-determined intervals can be targeted by offenders as these are often easily damaged.

Fig6



Fig7



Small
bracket

Open metal railings are often an appropriate form of boundary protection. It is important that they are climb resistant and high enough to restrict access by an offender. Open metal railings are particularly suitable around children's play areas as they allow good through vision but do not look oppressive. As a general rule the railings should be not less than 1.5 metres high, anything less allows an offender to simply step over it or reach over it and damage the adjacent property or even grab a child from within a play area.

Fig8



Fig8 illustrates how good quality open metal railings can be used to define an area of semi-private space in front of a residential development.

Close boarded fencing is often the preferred option for the demarcation of residential private space but there may be circumstances where more open fencing is required to allow for greater surveillance. The height of the fencing around vulnerable areas such as the side and rear gardens should be not less than 1.8 metres high. It may also be appropriate to top the fencing with good quality trellis where the property adjoins open land, footpaths, cycle routes and other public space. The trellis will help deter climbing and allow a degree of surveillance through it. Trellis can also be made more secure by using it as a frame work to carry deterrent planting.

Avoid boundaries that obscure views and hinder surveillance of the street and public places.

Avoid low-level fencing (Fig9) to define areas of semi private or private space. These features can be easily stepped over or damaged and subsequently serve no useful purpose. They may also create a seat on which offenders may congregate and cause anti-social behaviour.



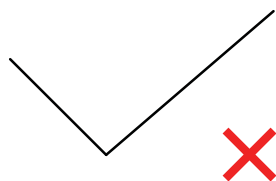
Avoid negative design features such as razor or barbed wire. Aggressive and defensive security measures are capable of affecting the perception of an area and could influence future investment.

Care should be taken where boundary fences meet to avoid creating a climbing aid which may result in creating easy access for an offender.



The arris rails (supporting structure) on close boarded fencing should face the private space to restrict unlawful access.

Care should be taken to avoid creating climbing aids within the gates where hinges, locks and supporting structures can provide foot holds and create a ladder for offenders to climb.



Hinges should be located behind the gate post to restrict climbing.

Supporting structure should be along the top and bottom of the gates and sufficiently far enough apart to restrict climbing.



Avoid creating a foot hold around the lock or locking mechanism.

Natural Surveillance

Safety of the street and security of dwellings can be improved by providing surveillance opportunities both to and from the street.

- Ensure maximum surveillance through out the day by providing a mixture of house types on new developments which cater for all age ranges within the community. If all residents are of a similar age and are at their place of work, there is little chance of an offender being detected.
- Ensure that design solutions for corner sites maintain natural surveillance and this could influence defensive planting and the choice of plants used.
- Dwellings should have at least one habitable room, (not a bedroom or bathroom), facing the street at ground floor level. This enables residents to see visitors and tradesmen and control access to their properties and also gives opportunity for surveillance of the adjacent street or public space.
- Boundary treatment and landscaping should provide sufficient privacy but not obstruct views to the street. As a general guide bushes should be maintained below 1m in height and species of trees used which exhibit bare narrow trunks. Where other species of tree are desired, the canopy should be removed below 2m above ground level.
- Avoid locating street furniture or signage where it will obscure surveillance opportunities. By ensuring that all areas such as footpaths, open spaces and children's play areas can be viewed from adjoining properties and/or well-used roads, footpaths and cycle paths, criminals will feel vulnerable to detection and anti-social behaviour is discouraged. The greater the levels of public use of spaces and footpaths, the greater the level of surveillance achieved. Good lighting schemes can extend the effectiveness of natural observation beyond daylight hours
- Avoid creating blank gable facades, these will allow no surveillance opportunities and often become victim to graffiti.

Fig11

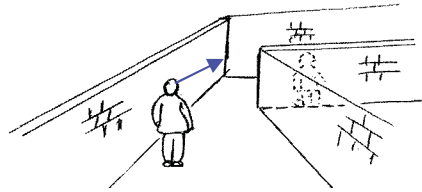
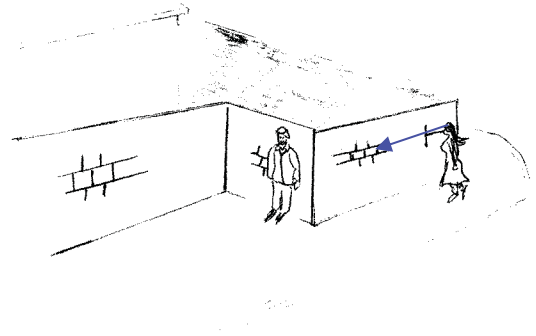


Fig12



Avoid sharp angular corners around solid structures where surveillance is limited and offenders may hide and ambush their victims.

Landscape Design

Landscape design plays an important part in creating an attractive environment that reinforces identity and enjoyment of a place

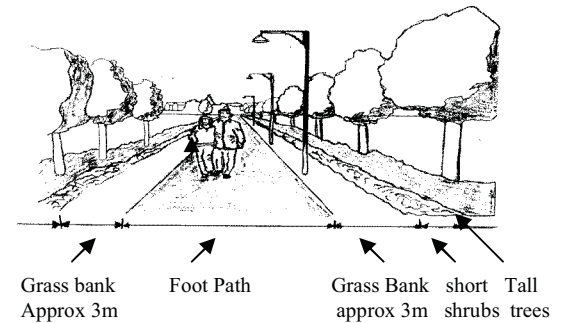
Inadequate landscape design proposals can compromise the safety and security of people and properties. The way trees and shrubs are poorly positioned and species inappropriately chosen and maintained can reduce visibility and create ambush places.

Good landscape design can contribute to the creation of a high quality environment, but the choice and position of planting is also important so that opportunities are not created for concealment or to provide easy access to buildings. The inappropriate location and species of trees can also obscure streetlights and hide views from CCTV cameras. Appropriate planting such as thorny shrubs, can actively deter crime by creating physical barriers between public areas and private areas that may be vulnerable to crime including domestic gardens. It is important that an appropriate balance is achieved between crime prevention and providing a high quality environment.

Landscape schemes need to consider the following criteria for external spaces to ensure better security.

Fig13

- Reduce potential hiding and ambush places.
- Design out overgrown shrubs and other thick barriers that are in close proximity to public footpaths, these may become ambush places for offenders.
- Grading vegetation along path boundaries so that there are small ground hugging plants adjacent to the path which then progressively get taller and denser over distance from the walkway will allow better surveillance opportunities for the users.
- Provide clear sight lines.
- Plant thorny or spiny shrub species in front of all vulnerable boundaries and buildings. This can assist in reducing graffiti and unlawful access to properties.
- Boundaries between public and private spaces should be clearly defined to deter casual intrusion.
- Design communal facilities so that nearby dwellings can provide supervision around them.



Trees in public spaces such as streets, parks and open spaces should not have any foliage below 2 metres above the ground. Bushes should be maintained below 1 metre in height, this will maintain a good field of vision

Fig14



Fig14 illustrates how the public have good clear views along the path and cycle route and also of the cycles and users of the cycle parking area.

Fig15 illustrates how inappropriate planting can remove surveillance opportunities.

- The height of the plants in the front gardens restricts surveillance over the footpath and adjacent street from the ground floor windows within the houses.
- The planting around the base of the tree creates a place for an offender to hide behind and ambush a potential victim and negates the advantages of a wide footpath.

Fig15



Avoid planting trees in locations where they may become climbing aids to properties or obscure surveillance from windows and doors.

Avoid private rear boundaries backing onto a public open spaces or parks. Offenders can target potential burglaries from here with anonymity and escape quickly and easily.

Fig 16

Avoid the inappropriate use of seats; these may be used by offenders for inappropriate activity. Seats should include arm rests at regular intervals to restrict the opportunity for offenders to lay along them, or be designed to a shape/style that will restrict people laying on them. It is recommended that solid structures should be avoided to restrict the opportunity for graffiti.

Avoid locating seats close to buildings or boundary treatment where they may provide a climbing aid to assist offenders to gain entry to adjacent property.

Building Design

The design of a building, the space around it and the type of property boundary can significantly contribute towards crime prevention. The opportunity to increase natural surveillance should be taken when deciding on the number and position of windows, although a balance may need to be struck between the extent of the surveillance and any loss of privacy. Design features that might assist entry to the property such as street furniture, ornamental designs or flat roofed extensions which may allow a wall to be climbed or provide access to an upper window should be avoided.

Particular attention needs to be given to security measures in the design of development that is likely to be the target of criminal activity. In such cases, an increase in security may be appropriate including fencing, lighting and other devices to build a resistance to crime. This is an integral part of crime prevention through design but care needs to be taken not to create a hostile environment.

The design of housing layouts can make a significant contribution to the prevention of crime and reducing the fear of crime as well as deterring anti-social behaviour. Most crime in residential areas is opportunistic including burglary, theft, vandalism, and car-related crime. In designing new housing layouts developers are expected to take account of the following:

Dwellings should be sited in small clusters to encourage social interaction.

- A variety of dwelling types and sizes, including those suitable for retired people, should be provided within each cluster to facilitate natural surveillance.
- In all developments use doors and door sets tested to at least PAS 24 security standards. This is a minimal standard and high risk developments may require a higher standard.
- Windows should be tested to BS 7950 and use laminated glass in the outer pane for all ground floor and accessible windows.
- Individual developments should be positioned to give surveillance into and across the public roads. This allows occupiers of buildings on both sides of the road to observe movement within the area and look after each others interests.
- Existing well-used footpath routes should be retained as part of new housing to integrate the development with established communities and to encourage pedestrian movement. Additional footpaths should be restricted to as few as possible. Unnecessary footpaths should be excluded, these might be used to gain unobserved access to properties and provide a means of escape for offenders. Where footpaths and cycle routes have to be located directly along the rear of residential properties, suitable physical barriers, such as quickly established thorny shrubs should be provided to supplement walls and fences to prevent access to rear gardens. Steps may need to be taken to ensure that litter caught in the planting does not blemish the area and potentially increase the perception of crime.
- Utility meters should be located outside the venue within the front garden area. This removes the need for the utility companies to enter the venues and reduces the opportunity for burglary relating to bogus officials. The letter plate (the aperture within a door) should be located at least 400mm away from any locks to stop access to the locking system through the aperture. Front entrances must be well lit externally.
- Where the development consists of residential apartments, letter boxes (a depository for mail delivery) should be incorporated into an external wall adjacent to the main entrance. There must be a system of retrieving the mail from inside the venue but no requirement for the post office to enter the development to deliver it. Utility meters should be located outside the venue or within a controlled sterile entrance area.

Fig17

External illustration

Mail in



Mail retrieved
by residents

- Avoid creating several rear pedestrian accesses to properties. (*Please note:* Care should be taken to avoid the design conflicting with the requirements of fire regulations). If this is necessary then a lockable and climb resistant gate should be provided and either keys held by individual residents or a suitable tamper proof internal emergency release should be fitted.
- Avoid designing recessed areas such as doorways abutting the public domain or sharp angular corners where offender can hide and ambush their victims, see Fig18.

Fig18

- If recessed doorways are essential, splayed or rounded corners combined with the minimal necessary recess can increase visibility. Surveillance opportunities can be enhanced by extending windows around the corners into the reassessed area, see Fig19.

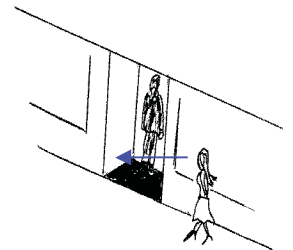


Fig19

- Avoid locating bedrooms and bathrooms on the ground floor with windows abutting public and semi public areas. These windows may offer a place of entry during hot summer weather if occupiers need to sleep with a window open or cause the occupier to be observed by the public.
- Fire exits are frequently abused for the purposes of:
 - Smoke breaks
 - An exit for a short cut
 - Additional ventilation by wedging open the door
 - Unlawful ingress and egress

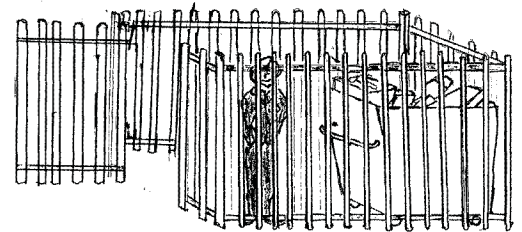
Single action push bar mechanisms are open to abuse, simply because there is no control over its primary use. This is a relaxed method of security which can inadvertently compromise the security of the building, by allowing the opportunity for thieves and dishonest employees a method of unchallenged ingress and egress. Break glass detector or a similar device should be used and not a push bar. All external fire doors should operate an alarm when opened which should be independent of the intruder alarm and transmit a signal directly to the reception / security. Appropriate signage should be displayed stating that the doors are strictly fire exits only. Emergency escape doors and frames should be manufactured from steel and be manufactured without visible external ironmongery.

Bin Stores

Un-wanted rubbish can provide ammunition for an offender to use to either damage or gain entry to buildings or property. Where rubbish is allowed to build up close to buildings or boundary treatments it can also provide a climbing frame which offenders could use to access an area.

- Where a site consists of multi-occupancy buildings or commercial properties, rubbish should be stored in dedicated bin stores. The bin stores should either be an integral part of the building or a purpose built compound located a minimum of 2 metres away from both the building and boundary treatment. The purpose of the gap is to restrict the rubbish or the structure of the bin store creating a climbing frame and also reduce the opportunity for arson attacks.
- The design of external bin stores should be as open as possible to allow for surveillance of the users or possible intruders and also provide ventilation.
- It is recommended that either open metal railings or separated panels are used with sufficient spacing to allow surveillance through them, vertical railings can restrict climbing access see *Fig 20*. Any supporting structure/frame work should be located as close to the bottom and top of the structure as possible to further restrict climbing.
- Avoid putting a roof on external bin stores as this can create a potential shelter for offenders to use to commit crime or anti-social behaviour.
- In developments where a bin store is incorporated within the development design as a dedicated internal room, care must be taken to avoid the bin store creating a “short cut” into the building which could be used to bypass the main entrance and security. For ease of collection an external access will generally be required and in many cases this access may also be appropriate for the users to deposit the rubbish. If an internal access to the bin store is also required it is recommended that this access should be from a secure foyer area within the main entrance to the building.

Fig 20



Cycle Parking

Cycle use is increasing in popularity and if there is a desire to actively encourage cycling as a method of transport, it is important that there are not only well designed cycle routes but also safe and secure cycle parking facilities. A bicycle is stolen every 71 seconds in England as nearly 440,000 were reported stolen in 2006.

Source: Halifax Home Insurance.

In order to truly encourage cycle use, individual storage provision must be made for bicycles. Riders of expensive machines, with easily removable accessories, will be reluctant to leave their machines in a communal shelter. The majority of today's society rotates more and more upon the convenience of things in order to make use of them, this is human nature; hence we have 'desire' lines where pathways ought to be. If the flat owner/occupier has the inclination to cycle, their cycles are highly likely end up being stored either within the flat itself, within the communal entrances or nearby to the flats outside in spite of any central provision for cycles and management policies. This is likely to lead to unnecessary and unsightly clutter about the development and could hinder escape in the event of an emergency such as a fire.

Fig 21

- Where many cycles are stored together, this can result in a jumbled mess where offenders can target valuable cycles, or damaged cycles can be left unwanted raising the fear and the perception of crime.



- Large communal facilities could become an additional store room used for general storage. Many areas are busy removing old pram sheds from older estates because of abuse. Cycle parking spaces allocated to individual dwellings is the ideal. Where a development consists of apartments, cycle parking should be allocated for no more than fifteen flats for a parking area. This will encourage the residents to recognise the other users of the facility and also recognise potential intruders or offenders. It may be necessary to have more than one parking area within a development.

- It is preferable that cycle parking should be incorporated within the development design as a dedicated internal room or rooms, care must be taken to avoid the parking creating a “short cut” into the building which could be used to bypass the main entrance and security. One point of entry to the parking area from a private/residents only part of the development is recommended.
- Avoid having both an internal and external access to the parking which could be used to bypass the main entrance and security creating the opportunity for offenders to target the cycles and also the development.
- Avoid external cycle storage for residential developments, nationally 51% of cycles that are stolen are taken from gardens and garden sheds (Source: Halifax Home Insurance) and within Barking and Dagenham this figure increases to 83%. If there is no alternative other than to include external storage, the cycle parking must be located within a secure private area which is afforded maximum surveillance opportunities over it by the residents. The parking facility should be enclosed and include a good quality secure door.

Fig22

Fig22 illustrates an enclosed design of cycle shelter where it is possible to secure the cycles but also allows surveillance into and out of the compound. In the event that an offender gains access to the compound they can be seen while inside targeting the cycles.



- In public areas where cycles are parked for short periods of time while the owners are nearby, the cycle parking should be located in a prominent position to maximise the natural surveillance within the adjacent street and buildings. In these circumstances the cycle parking should be as open as possible to maximise the natural surveillance opportunities.

Fig23

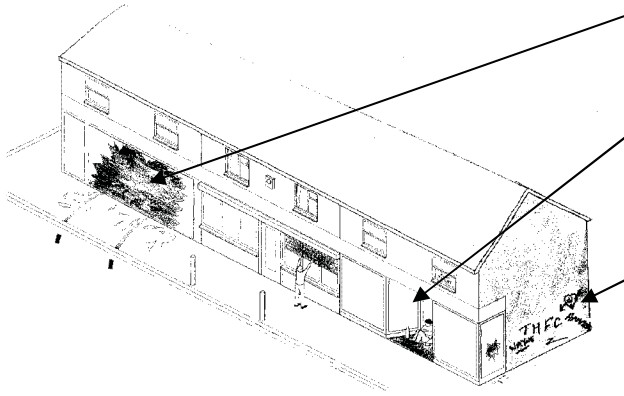
Fig23 illustrates a tubular steel cycle stand, this type of stand is frequently used in public areas as it offers good surveillance opportunities around it and a cycle can be securely locked to it using a standard bicycle lock or chain. The stand should be mounted securely to the ground and be strong enough to resist a physical attack.



Shop Frontages/Town centres

Town centres in general are lively places during the day but at night become much quieter with little activity allowing greater opportunity for burglary and vandalism to occur.

Fig24



Ram Raiding: locate bollards, planters and other street furniture to reduce the opportunity for ram raiding.

Recessed Doorways: provide shelter and hiding places for offenders.

Graffiti: maximise natural surveillance opportunities include first floor windows in gable ends. Climbing plants producing spiteful heavy cover can be used against blank walls/boundaries to reduce graffiti.

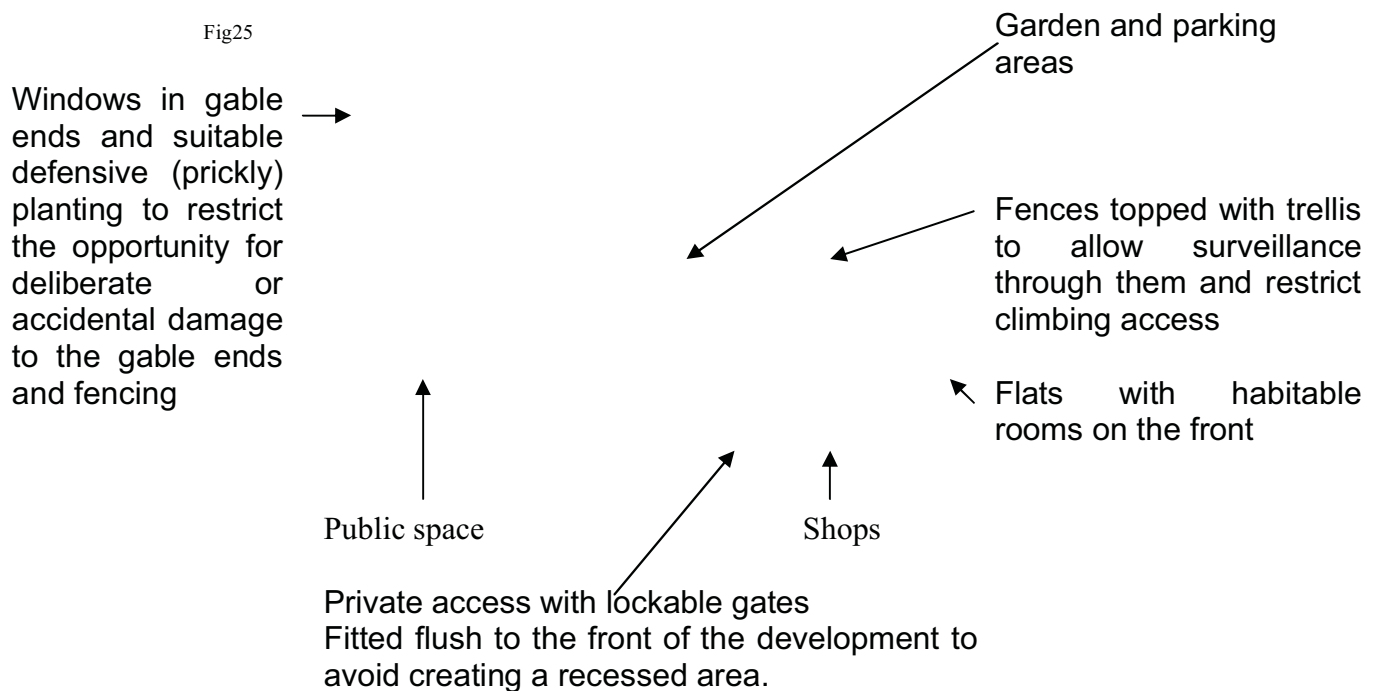
The key to reducing theft, vandalism, burglary and anti-social behaviour that is often associated with shopping centres is to achieve greater pedestrian activity, especially by increasing the use of the centres in the evening and by discouraging the creation of dead and hostile street frontages. This may be achieved through:

- Entrances and shop frontages should be well lit.
- All shutters whether internal or external should be as transparent as possible and should incorporate large round punch holes or be of a lattice design to optimise visibility both ways. They should be powder colour coated for durability and better visual affect.
- Consider using alternatives to glass in shop windows, such as polycarbonates. This type of material can be resistant to damage and reduce the need for shutters, creating a friendlier environment and allowing the potential for window shopping after the shops are closed.
- Remove unnecessary recessed areas and doors.
- Bollards, planters and other street furniture can be used to reduce the opportunity for ram raiding. Care should be taken not to unintentionally create seats on which offenders may congregate and cause anti-social behaviour. For example, 1.5 metre high bollards with rounded tops are less likely to become a seat than a 1 metre high flat topped bollard.

Mixed use solutions can help to increase the presence of people in the streets. Combining a mix of activities and higher densities will increase the presence of people.

- Mixed use developments should be located close to the nearby shops and other amenities to encourage interaction between the users and facilities.
- Provide separate entrances for private and commercial activities within individual developments into the public street.
- Living rooms of residential upper floors should face the public street to increase natural surveillance. Where there is private rear access, a proportion of active rooms should face the back of the premises to increase natural surveillance.
- Private rear parking and gardens should have controlled access, giving the impression of a safer and more private location and increasing the potential for offenders to feel more vulnerable.

Fig25



Lighting

The key function of public lighting is to ensure that road users and pedestrians are seen and that their health and safety is not put at risk. The correct application of lighting will deter crime, enhance safety and reduce the perceived fear of crime. In order to achieve the best results, the lighting requirements need to change between uses and in some circumstances they may not be necessary. For lighting to be effective, the exact lighting need must be determined together with the most effective siting of the lamps for each scheme.

Effective lighting should be sensitively applied, providing an even and generous distribution of light with the maximum reduction in shadows. Lighting should conform to BS5489.

The human eye can see objects in light levels between 0.01 lux (the country side at night lit only by the stars), to the brightest day light of 100,000 lux. Problems often occur when people move between areas of brightness and darkness; their eyes take time to adjust to the changing light levels which can facilitate the opportunity for crime to be committed.

Fig26

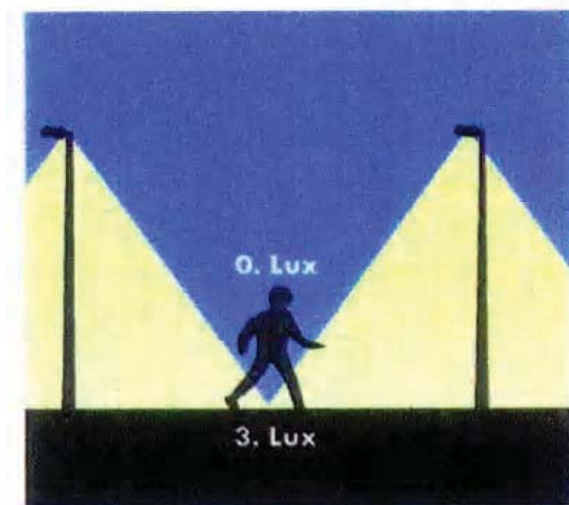


Fig27

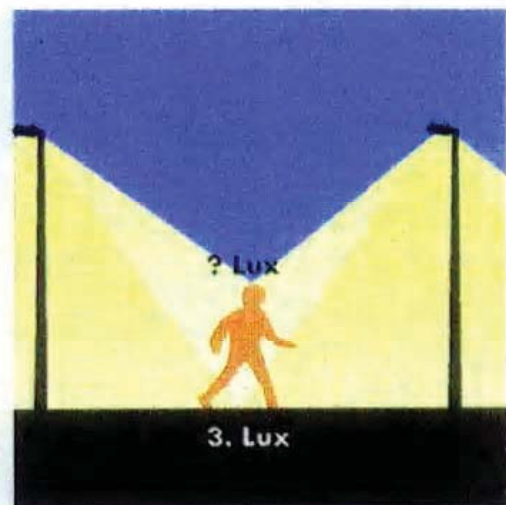


Fig26 represents inadequate lighting resulting in shadow areas. It may be possible for offenders to hide within the shadows. *Fig27* illustrates a good uniform spread of light where the person can clearly see and be seen.

Uniformity and white light are both features of natural day light in which the human eye functions best. The standard BS5489 provides advice and minimum standards.

Fig28



Metal Halide lamps provide good quality colour recognition. The light produced is a white light which is reminiscent of day light. The adjacent photograph illustrates the advantages of Metal Halide lighting as the colours of the parked cars are clearly evident.

Metal Halide lighting is more expensive than low pressure sodium lighting and has a shorter life but the quality of light for the users of an area may help to reduce the disadvantages.

Metal Halide lighting may be especially appropriate in areas requiring a higher level of security or where there is a perceived crime risk. The good quality colour recognition not only makes people feel safer but it provides greater evidential value when used in conjunction with closed circuit television (CCTV) systems.

- Types and style of lighting need to be considered for different situations.
- Lighting should be mounted on smooth substantial columns that are difficult to climb. The columns should be protected at their base to avoid deliberate or accidental damage.
- All external doorways should be lit by luminaires that are mounted out of easy reach and secured to the fabric of the building, using clutch head screws. Sufficient provision must be made to protect against vandalism.
- Bulkhead lighting can be controlled by photo-electric cell, a time switch or passive infra red detector. The use of low consumption lamps is recommended with units positioned to reduce glare, light pollution and possible attack. Good appropriate lighting will deter offenders.
- Low-level lighting (bollard style) should be avoided, as it is particularly prone to deliberate or accidental damage.

Although it is important to avoid creating pools of darkness, care should be taken to ensure that the impact of light spillage or light pollution is kept to a minimum. In particular, it should not detract from the street scene; cause a problem for residents or have a harmful effect on the character of the more rural parts of the Borough.

Closed Circuit Television Systems (CCTV)

CCTV has a place in the monitoring and prevention of crime in town centres, car parks and sensitive areas where crime rates are high. CCTV should be used as an integrated approach in crime prevention along with other design measures.

Where CCTV is used within a development it should include a recording ability. Colour systems must be used and consideration must be given to the balance and compatibility of CCTV, lighting and landscaping.

Specific crime risks and the type of location will influence the choice of camera type. A traditional camera design enables people to see that they are being monitored and these are useful in areas such as shop entrances where people entering know immediately they are being monitored. An offender is also able to observe the area monitored and to conduct their activity away from view. Dome cameras offer an additional deterrent value, as offenders are not able to distinguish the area being monitored and consequently, there is a greater element of risk for the offender.

Cameras should be of a vandal resistant construction and be sighted in locations where they can monitor each other and not be interfered with.

Residential Parking

- Private parking should be in close proximity of dwellings.
- Residents should have un-restricted views over their vehicles.
- Garages or parking located at the rear of properties should have controlled access via a private gate for safety and security. The perimeter of the car park should be secure to prevent unauthorised intrusion.
- Parking courts should have residences abutting the court with habitable rooms providing surveillance over the parking area.
- Any artificial illumination should where possible, provide high colour recognition.
- Car parks should be designed to reduce opportunities for inappropriate use such as easy and quick escape routes for offenders.

Car Parking Facilities

Car parking areas are vulnerable to theft from and of cars. The fear of other crimes including muggings and physical assault within car parks and on footpaths leading to car parks is common amongst vulnerable sections of the community, including the disabled, women and the elderly. Good design, management and maintenance of car parks go hand in hand. In order to create facilities where people feel safe and secure account should be taken of:

- Car parks should be designed to reduce opportunities for inappropriate use such as easy and quick escape routes for offenders.
- Car parks should lead directly to the street or main entrance of a building served by a car park.
- Where there is open access at ground level consideration should be given to securing the perimeter of the car park to prevent unauthorised intrusion.
- Surveillance should be maximised by nearby buildings and is essential in areas where the car park is used more frequently at night.
- The presence of a member of staff at or visiting a parking facility offers a valuable form of surveillance. Where a member of staff is permanently located at a parking facility consideration should be given to their personal safety. They must be able to secure their immediate area of operation/office using robust methods of construction including suitable windows, doors and locks. A suitable audible or panic alarm should also be considered.
- Pedestrian areas should be clearly defined and visual markers used to direct users and increase ease of movement.
- Parking bays, paths and circulation routes should be well lit and signage clearly visible.
- Any artificial illumination should where possible, provide high colour recognition.

Avoid dead ends, blind corners and solid walls that reduce visibility, or locating footpaths close to high walls or densely landscaped areas.

Landscape planting should not obscure views, cars or create potential hiding places.

The Safer Parking Scheme is an initiative owned by the Association of Chief Police Officers (ACPO). The aim of the scheme is to reduce crime and the fear of crime within parking facilities and to provide car parking where users can instantly recognise that the parking facility has been designed to be as crime resistant as possible.



A range of parking facilities are covered by the scheme which include cars, Caravans, Lorries, Buses, Coaches, Cycles and Motorbikes

The British Parking Association (BPA) manages the scheme on behalf of ACPO. This involves:

- Administering the scheme
- Employing the Development Managers who work along side the Police and help operators bring their sites up to Safer Parking Scheme standards ready for Assessment.
- Working with ACPO, the Home Office, to continually develop, improve and promote the scheme.

Secured by Design (SBD)



Secured by Design (SBD) - the security of developments and their design should meet the principles of the Police initiative "Secured by Design". Developers are encouraged to initiate Secured by Design (SBD) approval prior to a planning application being submitted.

Improving security to individual dwellings is an important part of achieving social sustainability for residents within developments. The aim of SBD is to encourage architects, surveyors, developers and builders to adopt sensible crime prevention measures in all property refurbishment and new developments. The Crime Prevention Design Advisor (CPDA) should be consulted during the initial planning phase, they will be aware of any local security issues that are not covered in general SBD guidance. More detailed advice can be found on the Secured by Design web site www.securedbydesign.com.

The Association of British Insurers (ABI) has recently published a detailed survey relating to the cost of implementing SBD and the potential savings that can be made from the scheme for house owners/occupiers. The research states "The average cost of SBD target hardening is £630 per home and The average cost of a burglary claim is £1,040, almost identical to the £1,033 average cost of property stolen and damaged during burglaries as reported by the Home Office. The analysis takes account of different types of newly built homes, including detached and terraced housing, and apartments, each of which require a different number and type of security features. The schedule of additions for security measures are drawn from SBD and include security for doors and windows, lighting, intruder alarm spurs and CCTV entry systems (the latter for apartment buildings only). Windows are specified to meet Part L requirements for insulation."

The findings are based on an annual household benefit from SBD measures at a 50% reduction in burglary rate. Case studies were conducted in West Yorkshire, Glasgow and Gwent and the average reduction of crime for the three studies was taken to be 50%.

Reported crime rates on two West Yorkshire estates reduced by 67% and 54% post SBD refurbishment. New-build estates reported 6% fewer crime events per home as compared to non-SBD estates and burglary offences were twice as high within the non-SBD sample.

Source: Home Office, An Evaluation of Secured by Design in West Yorkshire, 2000.

Glasgow Housing Association's action of installing SBD 11,500 doors and 7,500 windows into homes reaped significant benefits. Homes with SBD showed a 75% reduction in burglary and, in those areas where SBD was installed (where not all houses were fitted with SBD doors and windows), burglary reduced by 63% as compared to an increase of 6% in non-SBD areas. In the evaluation sample area no burglar accessed a property via a door, highlighting the effect of target hardening.

Source: Glasgow Housing Association: Evaluation of Secured by Design Installations in GHA Communities, 2005.

A two-year study by Gwent Police into recorded crime data in areas covered by six housing associations provided details on 9,173 properties in Gwent (representing 4% of the total housing stock). 81.7% of the properties were non-SBD and 18.3% were SBD. Cross referencing these properties with recorded crime data revealed that SBD properties suffered at least 40% less burglaries and vehicle-related crime and 25% less criminal damage than the non-SBD properties.

Source: Brown, Jon, An Evaluation of the Secured by Design Initiative in Gwent, South Wales , 1999 (unpublished).

All new developments can be entered for the Secured by Design award and these include commercial property, schools, hospitals and dwellings.

Checklist

- Pre-planning application with Barking and Dagenham Development control
- Pre-planning application with the Crime Prevention Design Advisor
- Defined entrance using real or symbolic barriers, these may include changes in road surface colour and texture.
- All access routes are designed to be well used with good natural surveillance.
- Single well defined entrance into development
- Footpaths and cycle routes are located away from the rear accesses to buildings
- Surveillance opportunities are included within end plots such as windows at first floor level within the gable ends or wrapping end houses around the corner.
- Active frontages – dwellings face and over look public spaces
- Uncomplicated building shape to provide clear sight lines, remove hiding places and maximise natural surveillance
- Unobstructed views of neighbouring properties to create reciprocal natural surveillance.
- Care taken to identify and remove potential climbing aids which may compromise development security, such as low level flat roofs below windows, trees planted adjacent to walls or in-appropriate boundary treatment.
- Clearly defined boundaries create defensible space where residents are provided with a semi private front space and a private securable rear area.

- Side access has been protected with lockable gates with a minimal height of 1.8m and as close to the front building line as possible.
- Meters in multi occupational dwellings located externally within a semi public space or within a sterile area within the ground floor to restrict casual intrusion into the building.
- Letterboxes in multi occupational dwellings located externally within a semi public space or within a sterile area within the ground floor to restrict casual intrusion into the building.
- Subject to Fire Safety Regulations, fire escape doors to be alarmed and fitted with anti tamper devices
- Street lighting conforms to BS5489
- Lighting Functions correctly and is not obscured by trees
- Lighting is designed to achieve a high level of uniformity avoiding pools of darkness or glare.
- Lighting columns can not be used as a climbing aid to adjacent premises.
- Lighting is provided for external doors, common areas and vulnerable areas.
- Defensive planting (spiteful Shrubs) are used to protect vulnerable boundaries and buildings to restrict unlawful access.
- Climbing plants producing spiteful heavy cover have been used against blank walls/boundaries to reduce graffiti.
- Landscape provides clear sight lines and avoids the creation of hiding places.
- Surveillance from doors, windows and CCTV is not compromised by trees and bushes.
- Trees are not sited where they can be used as a climbing aid.

THE EXECUTIVE

12 AUGUST 2008

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

Title: Budget Monitoring Report June 2008/2009	For Decision
<p>Summary:</p> <p>The report updates the Executive on the Council's revenue and capital position for the first three months of the 2008/09 financial year.</p> <p>The current forecast across the Council in respect of its revenue budget has identified that four departments are projecting in-year pressures amounting to £7.4million (Adult & Community Services £900k, Children's Services £5.1m, Customer Services £815k and Regeneration £663k). The largest pressure is within the Children's Services department where significant budget pressures continue to arise from Looked after Children Placements and in meeting the Councils' Leaving Care responsibilities.</p> <p>Where pressures do exist, all departments will need to address these as part of their own, and the Council's, ongoing budget monitoring process so that they produce the necessary balanced budget by the year end. The outcomes and progress of any action plans will be monitored and reported to both the Resource Monitoring panels and the Executive through the regular budget monitoring meetings and reports.</p> <p>For the Housing Revenue Account the forecast is that the year end working balance will be £3.1million which is broadly in line with the budget projection of £3.2million.</p> <p>In regard to the Capital programme, the current working budget is £101.4million. Directors have been and are continuing to review the delivery of individual capital schemes to ensure maximum spend is achieved by the year end, and to this end there a number of re-profiling and budget virement requests for individual schemes contained within this report, which if approved by Members will change the working budget to £96.8million.</p> <p>Wards Affected: This is a regular budget monitoring report of the Council's resource position and applies to all wards.</p>	
<p>Recommendations</p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> 1. note the current position of the Council's revenue and capital budget as at 30th June 2008 (Appendix A and C, Sections 3 and 5 of the report); 2. note the position and projected out-turn for the Housing Revenue Account (Appendix B and Section 4 of the report); 3. note that where pressures exist Directors are required to identify and implement the necessary action plans to alleviate these budget pressures to ensure that the necessary balanced budget for the Council is achieved by year end (section 3 of the report); 	

4. agree that the Sterry Road and Markyate land sites previously earmarked for disposal now be retained for use as Children's Centres in phase 3 and that funding of £1.1m is vired from phase 3 of the Children's Centres project to phase 2 to support the completion of the phase 2 projects as detailed in Appendix D;
5. agree the re-profiling of individual capital schemes as identified in Appendix D;
6. note the prudential indicators for April to June 2008 (section 6 of the report and Appendix E); and
7. note the first quarter financial health indicators (section 7 of the report and Appendix F).

Reason

As a matter of good financial practise, the Executive should be regularly updated with the position on the Council's budget.

Implications:

Financial:

The overall revenue budget for June 2008 is indicating early budget pressures across four of the Council's service departments totalling £7.4million. Where pressures exist Directors are required to identify and implement the necessary action plans to alleviate these pressures. The working capital programme is now reported at £101.4million but this will reduce to £96.8million subject to the Executive's approval of the re-profiling and budget virement requests contained within this report.

Legal:

In respect of the above recommendations, Members will have regard to the council's fiduciary duty to ratepayers to ensure proper and prudent financial management. While a certain number of overspends are also projected at this stage members will note that in all cases actions have been identified to manage services in budget and the overall position remains under ongoing review.

Risk Management:

The risk to the Council is that budgets are overspent and that this reduces the Council's overall resource position. Where there is an indication that a budget may overspend by the year end the relevant Director will be required to review the Departmental budget position to achieve a balanced position by the year end. This may involve the need to produce a formal action plan to ensure delivery of this position for approval and monitoring by the Resource Monitoring Panel and the Executive.

Similarly, if there are underspends this may mean a lower level of service or capital investment not being fully delivered. Specific procedures and sanctions are in place through the Resource Monitoring Panels, Capital Programme Management Office (CPMO), Corporate Management Team and the Executive.

Social Inclusion and Diversity:

As this report does not concern a new or revised policy there are no specific adverse impacts insofar as this report is concerned.

<p>Crime and Disorder: There are no specific implications insofar as this report is concerned.</p> <p>Options Appraisal: There are no specific implications insofar as this report is concerned.</p>		
<p>Contact Officer Joe Chesterton</p>	<p>Title: Divisional Director - Corporate Finance</p>	<p>Contact Details: Tel:020 8227 2932 E-mail: joe.chesterton@lbbd.gov.uk</p>

1. Introduction and Background

- 1.1 It is important that the Council regularly monitors its revenue and capital budgets to ensure good financial management. It is now practise within the Council for this monitoring to occur on a regular monthly basis, which helps members to be constantly updated on the Council's overall financial position and to enable the Executive to make relevant decisions as necessary on the direction of both the revenue and capital budgets.
- 1.2 The report is based upon the core information contained in the Oracle general ledger system supplemented by detailed examinations of budgets between the budget holders and the relevant Finance teams to take account of commitments and projected end of year positions. In addition, for capital monitoring there is the extensive work carried out by the Capital Programme Management Office (CPMO).
- 1.3 The monthly Resource Monitoring Panels, chaired by the lead member for finance, and attended by Directors and Heads of Service, monitors the detail of individual departments' revenue and capital budgets alongside relevant performance data and this also enhances and forms the basis of this report.

2. Current Position

2.1 Overview for Revenue Budget

- 2.1.1 The current forecast across the Council in respect of its revenue budget has identified that four departments are projecting in-year pressures amounting to £7.4million as detailed below:

	<u>£'000</u>
Adult & Community Services	900
Children's Services	5,067
Customer Services	815
Regeneration	<u>663</u>
Total	<u>7,445</u>

The largest pressure is within the Children's Services department where significant budget pressures continue to arise from Looked after Children Placements, and in meeting the Councils' Leaving Care responsibilities. On the basis of existing

commitments and projections to the end of the financial year, the forecast overspend in this area is £5.1million.

- 2.1.2 Details of each Department's current financial position are provided in Section 3 of this report. In those areas where budget pressures have been highlighted, continual work is being undertaken by Corporate Directors and their management teams to ensure a balanced budget is produced for the year end. To this end, Corporate Directors are beginning to identify action plans to address and rectify these pressure areas and these plans will be actively monitored by the various Resource Monitoring Panels.

3. Service Position

3.1 General

- 3.1.1 Details of each Department's current financial position and the work being undertaken by Corporate Directors and their management teams, to ensure a balanced budget is produced for the year end, are provided in this section of the report.

3.2 Adult and Community Services Department

- 3.2.1 At this early stage of the year the Department is projecting a £900k overspend position. However, as these end of year projections are based on only three month's activity, it is difficult to quantify this position with full certainty at this stage.

However, it is clear that there are some issues and pressures facing the Department at this time, but the Executive is reminded that the Department and its Management Team have a track record of dealing with issues and pressures throughout the year to deliver a balanced budget. The current projected overspend of £900k is primarily as a result of delays in the Older Persons Home Care Modernisation programme and the anticipated 2008/09 savings taken from the base budget.

- 3.2.2 The department's 2008/09 budget reflects a total of £3.35million of savings which includes the outstanding £900k of savings from last years Older Persons Modernisation Programme in the Home Support Service.

The Corporate Director and the management team have implemented several actions to ensure a balanced budget is produced for the year end. These include reduction in the use of agency staff and vacancy management, tighter demand management of care budgets and exploration of partnering opportunities.

3.2.3 Adult Care Services

This service area is primarily Older Persons Residential and Home support provided by the councils remaining in-house services, and also includes the Passenger Transport Service. The net budget for this area is £7.1million. The budget pressures of £900k are being experienced in this area mainly due to the savings issues regarding the Older Persons Modernisation Programme.

3.2.4 Adult Commissioning Services

This service area represents the Social Work and Care Management budgets in the department, together with services commissioned from the Independent and Private Sector. Service areas include Older Persons, Physical Disability, Learning Disability and Mental Health. The net budget for the area is £44.5million and is by far the largest area (70%) in cash terms in the department. The department has set itself some challenging targets in this area particularly around procurement and commissioning gains/savings. Interface issues with the local Hospitals and the PCT regarding Delayed Transfers of Care are acute in this area, and are carefully managed.

The Executive will recall pressures in previous years' regarding external care packages in this area that led to a review of the FACS eligibility criteria. It is envisaged that robust monitoring and gate-keeping will again be required in this area to contain demand within budgets in 2008/09.

3.2.5 Community Safety and Preventive Services

This service area includes CCTV, Community Safety & Parks Police, Substance Misuse, Neighbourhood Management and the Youth Offending Team. The total net budgets are in the region of £4million for this area. Minor pressures are being experienced in the Community Safety area at present.

3.2.6 Community Services and Libraries

This service area covers Heritage and Libraries, the Lifelong Learning Centre, Community Development and Halls, Community Cohesion and Equalities and Diversity. Net budgets are in the region of £7.7million and currently the budgets in this area are cost neutral.

3.2.7 Other Services, Central Budgets, Recharges, and Government Grants

The Adult and Community Services Department receive specific government grants, and incur recharges for departmental and divisional support. All specific grants will be used in support of existing service areas. Central budgets and recharges within the department are on target.

3.3 Children's Services Department

3.3.1 Although it is early in the financial year, it is clear that the budget pressures experienced in 2007/08 from Looked after Children Placements and in meeting the Councils' Leaving Care responsibilities are likely to prevail again in 2008/09. On the basis of existing commitments and assessing the future profile for each of the 343 looked after children, the forecast is for an overspend on these budgets of £5.1million.

3.3.2 Elsewhere within Children's Services it is estimated, at this early point in the year, that spending can be contained within budget. There are nonetheless a number of significant and potential variances that may partly offset each other, but in-year management action will be necessary to contain all of those pressures.

3.3.3 Schools

The carry-forward revenue balances for schools were £6million at 31st March 2008. All schools with balances are being asked to demonstrate why they are holding balances, with the Scheme for Financing Schools allowing for clawback where

schools have no plans for balances in excess of DCSF thresholds, which are 8% for primary and special schools, and 5% for secondary schools. All schools with deficits are required to have a recovery plan.

3.3.4 Quality and School Improvement

The Quality and School Improvement budget is projected to overspend by £504k due to pressures relating to transport (£400k), Castle Green (£150k) and Morline House (£100k), which are partially offset by savings from robust vacancies management in the school inspection and Assets areas. In addition, the division will maximize the use of the Standards Funds, including some elements in the Area Based Grant (ABG) to assist with the departmental financial position.

3.3.5 Shared Services and Engagement

Much of the work of the Shared Services and Engagement division is either funded from SureStart Grant or from the Dedicated Schools Grant (DSG), with only around £1million funded from the General Fund. This division has some savings targets to deliver, as well as absorbing some of the Integrated Family Services work from a now disbanded division. There are not anticipated to be any major variances at this stage.

3.3.6 Safeguarding and Rights

The main budget issue for the Safeguarding & Rights service is that of the cost of Looked After Children placements and Leaving Care costs. On the basis of existing commitments and an assessment of the future profile for each of the 343 looked after children, the current forecast is for an overspend on these budgets of £5.1million.

The main reasons for this projected overspend include:

- Change in demographics – highest number of 0-18s;
- Significant improvements in the life chances of children in care;
- Complexity of cases with multiple presenting issues;
- A high number of children in need cases open to Safeguarding & Rights;
- Significant improvements in fostering service – judgment of ‘outstanding’ in January 2008 OFSTED inspection – including:
 - Not placing over approved numbers
 - Improved matching
- Deregistration of some foster carers;
- No recourse to public funds cases & new arrivals to LBBB;
- Lack of sufficient ‘edge of care’ projects to prevent admissions into care;
- Contact, transport and legal costs.

Extensive work is being done in analysing the activity that is producing these costs, with a view to identifying financial forecasts that are more sensitive to the care plans for individual children, taking account of future demand, but also to assess the likely effectiveness of any measures to prevent children having to go into care or to keep costs reasonable when this is not avoidable. Further updates will be provided in future reports to the Executive.

3.3.7 Children’s Policy Trust and Commissioning

At present, there are concerns about cost pressures being experienced by the catering service, whose costs are predominantly charged to the Dedicated Schools Grant. The division has no pressures contributing to the General Fund position, but is maximizing

the use of grants from ABG and is planning to keep vacancies across the division which may result in an underspend of £150k to assist with the departmental financial position.

3.3.8 **Other**

Most of the costs here are for capital charges, on-going pension costs, central recharges and the costs of the Director of Children's Services. It is not anticipated that there will be any major variances in this area at this stage.

3.4 **Customer Services Department**

3.4.1 The current review and forecast of the 2008/09 revenue budgets for the Customer Services Department has highlighted some areas of pressures which may result in an overspend of £815k. The Management Team are identifying management actions to ensure actual spend for the year stays within the budget allocation.

3.4.2 **Environmental and Enforcement Services**

The Environmental and Enforcement Section is projected to overspend by £209k mainly due to loss of income within the Refuse Collection service, arising from a number of clients cancelling collection contracts because of increased charges imposed from April 2008. A review of this Service is being undertaken to mitigate this reduction and the outcome will feed into future budget monitoring reports.

The Fleet service is undergoing a review of its budgets to minimise the risk of overspending this year. This is particularly relevant as the service is undergoing a procurement process to replace the existing high maintenance fleet. The procurement process was expected to be completed in October 2008, however this has been delayed and completion is now planned for December 2008.

The division's financial resources are often overstretched due to the need to employ temporary staff to cover vacant posts to maintain regular high quality services. Whilst this pressure will continue throughout the year, robust budgetary control should enable management to contain these pressures within existing budgets.

3.4.3 **General Housing**

The Council has a statutory duty to provide temporary accommodation to vulnerable clients and by the nature of the service is subject to fluctuating costs that are associated with a demand led service. A recent Government initiative to reduce the use of Temporary Accommodation by 2010 is embedded in the Departments Homelessness Strategy, however this is contingent on socio-economic factors that are outside the control of the Council and as such emphasise the need for management to maintain financial discipline through rigorous budgetary control.

The current review of the budget indicates an overspend of £295k which is due to write off of uncollectible debts. The Housing Management Team is currently working on action plans to ensure that the total spend for the financial year stays within the budget.

3.4.4 **Customer Strategy**

This service is projecting a small overspend of £60k mainly in employee expenses. However, robust budgetary control should enable management to contain these pressures within existing budgets.

3.4.5 **Barking & Dagenham Direct**

The Service is projected to overspend by £251k mainly in the Emergency Out of Hours Service, One Stop Shops and Contact Centre due to increasing use of agency staff to cover vacant posts. Actions are being taken in July & August to manage the use of agency staff and this should lead to a significant reduction in the projected overspend reported in subsequent months. The Management Team is currently discussing a transformation plan for the service which will realign service delivery to contain spends within the allocated budgets and effectively address any budget shortfall.

3.5 **Regeneration Department**

3.5.1 The June forecast for 2008/09 for the Regeneration Department is a projected overspend by £663k mainly due to shortfall in income on rental of commercial properties, land charges income and LSC funding, offset by holding posts vacant in order to assist with the departmental financial position.

The current key issues for the department are:

- the creation of the Capital Programme Unit which, by drawing in staff and budgets from across the council, will require a re-structuring and the identification of savings;
- provision of free swims for under-18s – working in partnership with the PCT;
- delivery of the land disposal programme to support the capital programme and generate budgeted revenue income from transaction fees.

3.5.2 **Directorate and PPP**

The current projection is for an underspend of £161k mainly from holding posts vacant in order to assist with the departmental financial position.

3.5.3 **Housing Strategy & Property**

The main pressure for this division relates to potential delays in the delivery of the land disposal programme which will result in a loss of budgeted income in respect of transaction fees and loss of commercial rental income due to the economic slowdown. The current projection indicates potential overspend of £597k.

3.5.4 **Spatial Regeneration**

The current projection is a small overspend of £31k. The main pressure in this area is on income generation in the Local Land Charge service as a result of the slow down in the housing market. Similarly the slow down in the housing market may also impact on the Development Control and Building Control functions.

3.5.5 **Skills, Learning & Enterprise**

The main financial pressure in the division relates to a shortfall of income in relation to LSC funding and other unbudgeted operational costs resulting in an overspend of £317k.

3.5.6 **Leisure, Arts and Olympics**

The current projection is for a small overspend of £20k.

Potential service issues in the near future include:

- Finalisation of the Leisure Centre Value for Money review scheduled for June 2008;
- Introduction of free swimming for under 18's in partnership with PCT in September;

- Broadway Theatre – potential financial risk to the council in relation to finalisation of access and usage arrangements for Barking College which are not able to be quantified at this stage.

3.5.7 **Asset Strategy & Capital Delivery**

The current projection is for an underspend of £140k mainly due to staff vacancies. Potential service issues for the near future are around the delivery of the Capital Programme Unit. This involves the drawing together of significant numbers of staff and budgets from across the council to create a re-shaped structure to delivery both a more effective service and significant savings. Value for Money will form an integrated part of the process of creating the new function.

3.6 **Resources Department**

- 3.6.1 The Department has identified some pressures which may result in an overspend. These include the continuing costs associated with the implementation of Single Status due to the Trade Union requests for reviewed job evaluations and costs associated with preparation for the “Investors in People” assessment. In addition, the Department is also experiencing a cost pressure in relation to its contribution towards various corporate initiatives.

The departmental management team are currently in the process of identifying alternative funding sources which may include contribution from other Departments and examining ways of funding these additional costs from existing budgets. A special meeting has been scheduled in August to discuss and agree an action plan to resolve these issues.

Overall the Department is confident that it will produce a balanced budget by the end of the financial year through disciplined and robust financial management combined with timely and effective management decisions.

3.6.2 **Policy, Performance, Partnerships & Communications**

The current projection is for a balanced budget. The main pressures currently identified within the division relate to reduced levels of income in relation to the cessation of Standards Fund grant for the Corporate Web Team (£31k) and a reduction in the amount of income received for filming at locations within the Borough (£10K). These shortfalls can, however, be funded in 2008/09 from existing budgets as there are currently a number of vacant posts.

3.6.3 **Legal & Democratic Services**

There are currently no indications of any significant pressures which cannot be contained within the service budgets.

3.6.4 **Corporate & Strategic Finance**

There are a number of vacant posts within the division for which a number of agency staff has been approved to ensure that the service continues to deliver its statutory functions. The recruitment process for several of these posts is ongoing and it is envisaged that these vacancies will be filled by September/October 2008.

However, it should be noted that the division has experienced difficulties in the past to recruit suitable candidates for senior roles and therefore, heavy reliance on agency staff may result in a pressure on the budgets. Managers have implemented

tight controls on hours worked by agency staff and will continue to monitor the staff levels in order to ensure that costs are contained within existing budgets.

3.6.5 **ICT & e-Government**

There are currently no indications of any significant pressures which cannot be contained within the service budgets.

3.6.6 **Human Resources**

The Division currently has a number of cost pressures including:

- The implementation of the Council's Single Status Strategy has been successful with the process set to be fully completed by the end of July 2008. However, there is still the need for some additional work (estimated at £80k) resulting from the legal challenges from the Trade Unions in respect of the "Knowledge and Experience Allowance";
- One-off costs in respect of the Statutory Equal Pay Review and the Administrative, Technical, Professional and Clerical (ATP & C) Staff Review. The cost of this work is estimated to be in the region of £45K;
- Cost pressures of around £30K in respect of the preparation for the Authority's "Investors in People (IIP)" assessment planned for October 2008.

The departmental management team are currently in the process of identifying the necessary funding sources to finance these costs.

3.6.7 **Interest on Balances**

The current position on interest from investments is that these are performing to the budget target. A proportion of the Council's investments continues to be managed by two external investment managers, and the Council's Treasury Management Strategy has once again set stretching targets for these managers in 2008/09 which are being closely monitored by the Corporate Finance Division. An element of these investments may require the use of investment instruments such as gilts to be used which require tactical trades to be undertaken. Inevitably there are risks and rewards with the use of such investment instruments, and whilst the Council needs to continue to review the manager's performance it also needs to be aware that these potential risks/rewards do exist.

The position of interest on balances is also affected during the year by both performance and actual spend on the Capital Programme and the delivery of the Council's disposals programme. Any positive position arising in these areas may allow Council balances to increase, however, at the same time any weakening of this position may lead to reductions in investment income.

3.6.8 **Corporate Management**

There are currently no immediate issues identified within Corporate Management and it is projected that this budget will break even by the end of the financial year.

4. **Housing Revenue Account (HRA)**

- 4.1 The Housing Revenue Account balances in 2008/09 are forecast to reduce by £350k due to the revenue contribution of £255k towards the Housing Modernisation Programme (Capital) and other net overspends of £95k. This revised projection compares to an original budgeted reduction of £255k.

Projected HRA Working Balance

Description	£000
Working Balance – 1 st April 2008	3,449
Projected Surplus / (Deficit) Balance 2008/09	(350)
Projected Working Balance – 31st March 2009	3,099

- 4.2 The income due from HRA tenants in respect of Housing Rents and service charges are currently forecast to overachieve by £473k, this is due to a lower than budgeted Right to Buy (RTB) sales in 2008/09.
- 4.3 Supervision and management costs are projected to overspend by £568k due to increased energy costs of £447k and increased estate management costs of £121k. Proactive budget management has helped to identify potential budget pressures earlier and will enable budget holders/service managers to take corrective actions to contain these pressures within existing resources.
- 4.4 RTB sales were estimated to be 200 in 2008/09 which would generate capital receipts of £19.2million. The current projection for RTB sales has reduced significantly in light of the economic downturn faced by consumers to 100 sales. This is estimated to generate capital receipts of £9.6million, equalling a projected shortfall in capital receipts of £9.6million. The revised projection will impact on the available capital receipts to the Council for investment in capital projects, reducing the retained capital receipts from a budgeted £4.8million to a projected £2.4million.

5. Capital Programme

- 5.1 As at the end of June, the working budget on the capital programme had increased to £101.4million against an original budget of £65million. Since the original budget was set, the programme has been updated for approved roll-overs from 2007/08 and a number of new schemes for 2008/09. This report is requesting for approval re-profiling of the programme that will see the working budget for 2008/09 decrease to £96.8million (see appendix D).
- 5.2 These new schemes fall into two categories:
- (a) Provisional schemes from the 2008/09 budget report that have now been successfully appraised by the Capital Programme Management Office (CPMO); and
 - (b) Schemes which have attracted additional external funding, and whose budgets have been increased accordingly.
- 5.3 Whilst the current projection is that total spend will be in line with the budget by the year end, it is vitally important at this early stage of the year that projects and budgets are subject to robust scrutiny to ensure that timetables and milestones can be adhered to, and that budgets are realistic. As a result, Directors and sponsors, with support from corporate finance and CPMO, are currently carrying on this work which will include reviewing the delivery of individual capital schemes to ensure maximum spend is achieved by the year end.
- 5.4 The completion of capital projects on time and on budget not only supports the Council's drive to excellence through its Use of Resources score, but will also

ensure that the benefits arising from our capital projects are realised for the community as a whole.

6. Prudential Indicators

- 6.1 The Assembly at its meeting on 27th February 2008 agreed the Council's Prudential indicators for 2008/09. The indicators are required to be set and regularly monitored by the Council to ensure capital investment plans of the authority are prudent, affordable and sustainable. The monitoring of these indicators take place on a quarterly basis, and the position at the end of the first quarter of the financial year i.e. April to June 2008, is presented at Appendix E.
- 6.2 The Prudential indicators as laid out in this report show the impact of capital investment decisions at the end of the first quarter of the financial year compared to those figures agreed at the beginning of 2008/09.

These figures demonstrate that the capital programme has been put together taking into account the key principles of the CIPFA Prudential Code of prudence, affordability and sustainability.

7. Financial Health Indicators

- 7.1 The Audit Commission's Comprehensive Performance Assessment (CPA) introduced the requirement for the Council to undergo an assessment into its Use of Resources (UoR). The Council has a clear ambition to deliver excellent value for money services and to constantly improve and hence aspires to achieving Level 4 in its UoR assessment.
- 7.2 One of key themes within the UoR assessment is the need to evaluate the Council's position regarding its financial standing. A key line of Enquiry in achieving level 4 requires Members to monitor key financial health indicators and set challenging targets, for example, for income collection, level of variance form budget, prudential framework indicators, capital programme management etc. Whilst the council has a good track record of achieving these targets, it is appropriate that performance against these targets is presented to Executive on a regular basis. Attached at Appendix F is a list of the Council's significant financial health indicators for the period ending 30th June 2008.

8. Consultees

- 8.1 The members and officers consulted on this report are:

Councillor Bramley
Corporate Management Team
Group Managers – Corporate Finance
Capital Programme Management Office (CPMO)

Background Papers Used in the Preparation of the Report:

- Oracle reports
- CPMO reports

BUDGET MONITORING REPORT - JUNE 2008

SERVICES	2008/09								
	Original Budget	Working Budget	Year to Date Budget	Actual to Date	Year to Date Variance - over/(under)	Forecast Outturn	Variance - over/(under)	Action in place/to be taken	Projected Outturn 2008/09
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult & Community Services									
Adult Care Services	5,399	7,139	1,545	1,770	225	8,039	900	900	0
Adult Commissioning Services	45,102	44,511	10,302	10,302	0	44,511	0	0	0
Community Safety & Preventative Services	3,913	4,018	(840)	(840)	0	4,018	0	0	0
Community Services, Heritage & Libraries	7,499	7,732	3,002	3,002	0	7,732	0	0	0
Other Services	643	476	2,225	2,225	0	476	0	0	0
Total Adult & Community Services	62,556	63,876	16,234	16,459	225	64,776	900	900	0
Children's Services									
Schools	123,673	123,673	30,918	32,748	1,830	123,673	0	0	0
Quality & School Improvement	14,026	13,974	3,493	4,451	958	14,478	504	0	504
Shared Services & Engagement	3,018	3,028	757	67	(690)	3,028	0	0	0
Safeguarding & Rights Services	30,885	30,962	7,740	11,915	4,175	36,027	5,065	0	5,065
Children's Policy & Trust Commissioning	3,525	3,419	855	1,449	594	3,269	(150)	0	(150)
Other Services	6,902	6,988	1,747	669	(1,078)	6,636	(352)	0	(352)
Total Children's Services	182,029	182,043	45,511	51,301	5,790	187,110	5,067	0	5,067
Customer Services									
Environment & Enforcement	21,714	22,122	4,406	4,523	117	22,331	209	209	0
Barking & Dagenham Direct	4,139	4,469	12,957	13,245	288	4,720	251	251	0
Customer Services Strategy	(75)	0	0	63	63	60	60	60	0
Housing Services	672	681	709	655	(54)	976	295	295	0
Total Customer Services	26,450	27,272	18,072	18,486	414	28,087	815	815	0
Regeneration Department									
Asset Strategy & Capital Delivery	306	332	772	647	(125)	192	(141)	0	(141)
Spatial Regeneration	4,298	4,346	725	1,462	738	4,377	31	0	31
Skills, Learning & Enterprise	1,700	1,726	432	2,380	1,948	2,043	317	0	317
Leisure, Arts & Olympics	6,704	6,847	1,984	1,358	(627)	6,867	20	0	20
Housing Strategy Services	(1,053)	(1,060)	(265)	(332)	(67)	(463)	597	0	597
Directorate, Policy & Strategic Services	(31)	(77)	(90)	(77)	13	(238)	(161)	0	(161)
Total Regeneration Department	11,924	12,116	3,557	5,437	1,880	12,778	663	0	663
Resources Department									
Chief Executive	35	37	9	15	6	37	0	0	0
Director of Resources & Business Support	130	131	33	44	11	131	0	0	0
Corporate Finance	(330)	(305)	(76)	76	152	(305)	0	0	0
Human Resources	51	74	19	213	195	74	0	0	0
ICT & eGovernment	304	328	61	198	137	328	0	0	0
Partnerships, Policy, Performance & Communications	563	578	328	391	64	578	0	0	0
Legal & Democratic Services	883	940	173	289	116	940	0	0	0
Strategic Finance & Audit	34	39	10	(19)	(29)	39	0	0	0
Total Resources Department	1,669	1,822	556	1,207	651	1,822	0	0	0
TOTAL SERVICE DEPARTMENTS	284,628	287,128	83,930	92,889	8,960	294,573	7,445	1,715	5,730
Other Services									
Corporate Management	4,986	4,986	1,131	1,097	(34)	4,986	0	0	0
General Finance	(15,668)	(18,168)	(4,542)	(4,550)	(8)	(18,168)	0	0	0
Contingency	1,200	1,200	0	0	0	1,200	0	0	0
Levies	7,182	7,182	1,759	1,759	0	7,182	0	0	0
TOTAL OTHER SERVICES	(2,300)	(4,800)	(1,652)	(1,694)	(42)	(4,800)	0	0	0
GRAND TOTAL	282,328	282,328	82,277	91,195	8,918	289,773	7,445	1,715	5,730

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APPENDIX B

HOUSING REVENUE ACCOUNT - BUDGET MONITORING SUMMARY

Month June 2008

Housing Revenue Account

	Original Budget £'000	Revised Budget £'000	Budget Jun-08 £'000	Actual Jun-08 £'000	Forecast £'000	Variance £'000
NET RENT OF DWELLINGS	(73,317)	(73,317)	(18,329)	(18,458)	(73,731)	(414)
OTHER RENTS	(2,593)	(2,593)	(648)	(648)	(2,593)	0
OTHER CHARGES	(5,542)	(5,542)	(1,386)	(1,386)	(5,601)	(59)
CONTRIBUTIONS TOWARDS EXPENDITURE	0	0	0	0	0	0

TOTAL INCOME **(81,452)** **(81,452)** **(20,363)** **(20,492)** **(81,925)** **(473)**

REPAIRS AND MAINTENANCE	21,754	21,754	5,439	5,439	21,754	0
SUPERVISION & MANAGEMENT	25,549	25,549	6,387	6,515	26,117	568
RENT, RATES AND OTHER CHARGES	379	379	95	95	379	0
NEGATIVE HRA SUBSIDY PAYABLE	17,046	17,046	4,262	4,262	17,046	0
NEGATIVE HRA SUBSIDY TRANSFERABLE TO GENERAL FUND UNDER TRANSITIONAL ARRANGEMENTS	4,611	4,611	0	0	4,611	0
DEPRECIATION & IMPAIRMENT OF FIXED ASSETS	19,963	19,963	4,991	4,991	19,963	0
CAPITAL EXPENDITURE FUNDED FROM REVENUE	255	255	0	0	255	0
HRA SHARE OF CORPORATE & DEMOCRATIC CORE (CDC) COSTS	792	792	198	198	792	0

TOTAL EXPENDITURE **90,349** **90,349** **21,372** **21,500** **90,917** **568**

INTEREST EARNED (1,660) (1,660) (415) (415) (1,660) 0

NET COST OF SERVICE **7,237** **7,237** **594** **593** **7,332** **95**

NET ADDITIONAL AMOUNT REQUIRED BY STATUTE TO BE DEBITED
(OR CREDITED) TO THE HRA (6,982) (6,982) (1,746) (1,746) (6,982) 0

MOVEMENT IN WORKING BALANCE **255** **255** **(1,152)** **(1,153)** **350** **95**

WORKING BALANCE B/F (2,819) (3,449) (3,449) (3,449) (3,449) 0

WORKING BALANCE C/F (2,564) (3,194) (3,194) (3,194) (3,099) 95

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CAPITAL PROGRAMME 2008/2009
SUMMARY OF EXPENDITURE - JUNE 2008

<u>Department</u>	<u>Original Budget (1)</u>	<u>Working Budget</u>	<u>Re-profiling Requests (as set out in Appendix D)</u>	<u>Revised Budget (after re-profiling)</u>	<u>Actual to date</u>	<u>Percentage Spend to Date</u>	<u>Projected Outturn</u>	<u>Projected Variation against Revised Budget</u>	<u>Projected Outturn</u>	<u>Projected Variation against Original Budget</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>%</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Adult & Community Services	3,661	3,967	(122)	3,845	345	9%	4,251	406	590	
Children's Services	4,982	9,929	1,711	11,640	1,384	14%	12,377	737	7,395	
Customer Services	5,683	10,861	1,610	12,471	1,247	11%	12,416	(55)	6,733	
Regeneration	47,007	72,183	(7,728)	64,455	7,792	11%	66,026	1,571	19,019	
Resources	3,675	4,486	(127)	4,359	561	13%	2,960	(1,399)	(715)	
Total for Department Schemes	65,008	101,426	(4,656)	96,770	11,329	11%	98,030	1,260	33,022	
Accountable Body Schemes										
Regeneration	-	11	0	11	-	0%	11	0	11	
Total for Accountable Body Schemes	-	11	0	11	-	0%	11	0	11	
Total for all Schemes	65,008	101,437	(4,656)	96,781	11,329	11%	98,041	1,260	33,033	

Note

(1) Excludes provisional schemes approved at Executive 19th February subject to achieving 'four green lights' from CPMO appraisal.

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Capital Programme 2008-09**Re-profiling of Schemes****Adult & Community Services****Valence Museum**

This project has not been re-profiled for approximately two years; during this time, a “stage 2 pass” was received from the Heritage Lottery Fund (HLF) and consultants have progressed detailed design work to tender stage. The project will go out to tender at the end of July 2008. There is therefore now more certainty about project programming and budget.

Between stages 1 and 2 of the HLF bidding process, many questions were raised about the ability of the Stage 1 design to meet the project objectives; this resulted in significant redesign work and the project budget was increased significantly. This need to revisit the design caused delays to the anticipated start on site date which is reflected in the new spend profile; in addition to this the increased scope of the project requires a longer build time which has caused an increase in project duration.

This project will be part funded by the HLF, who will be contributing just under £2,000,000 with the LBBD capital budget funding the remainder (as approved by the Assembly in the capital budget report in February 2008). All invoices will be paid through the capital budget and quarterly draw downs from the HLF will reimburse their percentage (23%) on invoices. **This re-profiling is subject to a successful CPMO appraisal.**

	Up to 31 March 08	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000	£000
Current profile	555	1,823	0	0	2,378
Proposed profile	555	2,694	4,460	61	7,770

St. Georges

This project has received additional funding, which gives the Council an opportunity to significantly enhance the scope of this project. The full budget will be added to the programme once confirmation has been received from the awarding body. The profile below is in respect of Council funding, and represents the latest estimate of the timing of the project:

	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000
Current profile	1,059	0	0	1,059
Proposed profile	66	993	0	1,059

Children's Services

Dagenham Park - new community sports hall

The Council developed a school and community sports facility which was jointly funded through Council and Lottery funding. This project was completed on time and below budget, and only £200,000 of the remaining £539,000 will be needed to finalise the scheme.

The balance of £339,000 will be set aside in 2009/10 for a project to provide specialist access facilities at the Trewern Centre to compliment the climbing wall so that the centre can offer opportunities to pupils and adults with disabilities.

This additional project will be subject to a report to Executive and subsequent CPMO evaluation process. The re-profile below reflects the remaining spend for this scheme for this programme subject to these approvals.

	2008/09	2009/10	Total
	£'000	£'000	£'000
Current profile	539	0	539
Proposed profile	200	339	539

Northbury Infants & Juniors School - school expansion

The Executive received a report 4th March 2008 indicating a proposed total budget of £6million for the development of Northbury Infants and Junior School. This innovative project is now on site and is currently running to budget and ahead of schedule. The proposed re-profile reflects the current spend rate for this development:

	Previous years	2008/09	2009/10	Total
	£'000	£'000	£'000	£'000
Current profile	479	2,255	3,266	6,000
Proposed profile	479	4,555	966	6,000

Eastbury Primary School

The Executive received a report 4th March 2008 indicating a proposed total budget of £10million for the development of Eastbury Primary School. The project is currently being developed by architects and is anticipated to be on site in autumn 2008 the spend profile reflects the proposed current development arrangements on site:

	Previous years	2008/09	2009/10	20010/11	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	1,157	3,272	5,571	0	10,000
Proposed profile	1,157	1,272	4,576	2,995	10,000

School Modernisation Fund

The Executive received a report 4th March 2008 detailing that £1.3million of school modernisation funding originally allocated to the Eastbury & Northbury school expansion projects would not be required and would be returned to the SMF for other school projects. These additional projects have now been agreed and the proposed spend profile reflects the anticipated spend. **This is dependent on a CPMO Gateway Review and the provision of a programme of work.**

	2008/09	2009/10	Total
	£'000	£'000	£'000
Current profile	619	0	619
Proposed profile	1,269	650	1,919

Children's Centres

Phase 2 of the Children's Centres programme is nearing completion. A number of schemes require additional funding. It has been identified that £2.25m of existing approved budgets have been earmarked for phase 3 children's centres projects and will not be needed. It is therefore recommended that £1.1m of this funding is transferred to phase 2 schemes as follows:

Furze

	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000
Current profile	0	0	0	0
Proposed profile	300	0	0	300

Leys

	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000
Current profile	0	0	0	0
Proposed profile	100	0	0	100

Becontree

	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000
Current profile	0	0	0	0
Proposed profile	300	0	0	300

William Bellamy

	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000
Current profile	0	0	0	0
Proposed profile	300	0	0	300

Gascoigne

	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000
Current profile	0	0	0	0
Proposed profile	100	0	0	100

In addition, approximately £0.5million of disposal proceeds from the Sterry Road and Markyate sites was due to be used to fund phase 3 children's centres. These sites are now proposed for use rather than disposal. In light of the corporate resources now available to cover this funding gap, it is recommended that these sites are therefore retained for use to enable two children's centre projects to progress under phase 3.

Customer Services

Housing Modernisation Programme

The budget for the Housing Modernisation Programme will be updated to reflect the detailed profile of the scheme. Additional funding is "self financing", whereby the savings that the programme will generate will fund the cost of capital finance.

	2008/09	2009/10	Total
	£'000	£'000	£'000
Current profile	810	4,643	5,453
Proposed profile	2,420	3,033	5,453

Regeneration

Housing Futures

The Housing Futures programme is being re-profiled to bring the budgets in line with the expected spend profile for the project. The latest projections are as follows:

	2008/09	2009/10	2010/11	2011/12	Total
	£000	£000	£000	£000	£000
Current Profile	44,508	35,195	10,550	11,047	101,300
Proposed Profile	39,249	40,454	10,550	11,047	101,300

Parks and Green Spaces Strategy - Barking Park

The capital programme for Barking Park shows a working budget of £2,880,000. A revised profile is requested to reflect the latest position on external funding, as follows:

	2008/09	2009/10	2010/11	2011/12	Total
	£000	£000	£000	£000	£000
Current Profile	2,880	3,278	20	8	6,186
Variance	(2,341)	(845)	3,194	232	240
Proposed Profile	539	2,433	3,214	240	6,426

The current capital programme shows the funding split between PGSS, HLF and S106 for this project as follows:

	2008/09	2009/10	2010/11	2011/12	Total
	£000	£000	£000	£000	£000
LBBD	1,163	1,746	20	8	2,937
HLF	1,577	1,437	0	0	3,014
S106	140	95	0	0	235
Total	2,880	3,278	20	8	6,186

This request seeks to re-profile the internal and external finances as follows:

	2008/09	2009/10	2010/11	2011/12	Total
	£000	£000	£000	£000	£000
LBBD	336	867	1,494	240	2,934
HLF	203	1,331	1,720	0	3,254
S106	0	235	0	0	235
Total	539	2,433	3,214	240	6,426

The Heritage Lottery Fund (HLF) formally agreed to grant a Stage 2 award of £3,253,515 in February 2008. This figure represented an increase of c. £240k over that previously agreed between the Council and the HLF. The HLF formally authorised 'permission to start' the project in May 2008 and CPMO approval was secured in June 2008 for the overall project value and funding split.

Rather than report this increase to Members immediately, Members are being updated on this increased grant along with the preferred Works procurement option for Barking Park within the PGSS Phase 2 Executive Report along with this re-profiling request on 12 August 2008.

Parks and Green Spaces Strategy – other projects

The following movements are required to bring the capital programme in line with predicted expenditure and in line with the PGSS Executive report also going up to the Executive on 12 August 2008. They include:

Increased external funding: £180,000, made up as follows:

- £20k EA (Environment Agency) external funding for the Lakes Improvements project (2568)
- £70k LDA (London Development Agency) external funding for Abbey Green design competition (LDA/2051819/24147)
- £50k Section 106 for Abbey Green (DC/06/00890/FUL)
- £40k Section 106 for Tantony Green (1H42/TP386/95/92)

Movements:

- Pondfield Park (2423): £40k S106 from 2008/09 into 2009/10.

	2008/09	2009/10	2010/11	2011/12	Total
	£000	£000	£000	£000	£000
Current Profile	738	142	210	272	1,362
Variance	(128)	200	53	55	180
Proposed Profile	610	342	263	327	1,542

The financing of these profiles is shown in the following tables:

Current Profile	2008/09	2009/10	2010/11	2011/12	Total
	£000	£000	£000	£000	£000
LBD	649	102	210	272	1,233
External	49	0	0	0	49
S106	40	40	0	0	80
Total	738	142	210	272	1,362

Proposed Profile	2008/09	2009/10	2010/11	2011/12	Total
	£000	£000	£000	£000	£000
LBD	463	180	263	327	1,233
External	139	0	0	0	139
S106	8	162	0	0	170
Total	610	342	263	327	1,542

Resources

Microsoft Enterprise Agreement

Since the commencement of the project, it has come to light that it would be more cost effective to purchase a three year software licence for Education at a cost of £80,000 rather than an outright purchase of the software at a cost of £200,000. In year 3 the software could then be purchased at a reduced cost of around £80,000 giving a potential saving of around £40,000.

Therefore, it is proposed to move the sum of £126,632 from 2008/09 to 2010/11 as indicated in the table below. This will enable the Authority to make the most cost effective decision about its software licensing in 2010/11 and this could possibly result in the realisation of the potential saving.

	2008/09	2009/10	2010/11	Total
	£000	£000	£000	£000
Current Profile	584	384	384	1,352
Proposed Profile	457	384	511	1,352

The Prudential Code for Capital Investment in Local Authorities

Prudential Indicators First Quarter 2008/09

1. Introduction

- 1.1. The Prudential Code for Capital Investment commenced on the 1st April 2004. This system replaced the previously complex system of central Government control over council borrowing, although the Government has retained reserve powers of control which it may use in exceptional circumstances. The Code offers significantly greater freedom to authorities to make their own capital investment plans, whereas the previous system restricted authorities to credit approvals controlled by central government.
- 1.2. Within the regime, authorities must have regard to the *Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code for Capital Finance in Local Authorities*. The principles behind this code are that capital investment plans made by the Council are prudent, affordable and sustainable. The code identifies a range of indicators which must be considered by the Council when it makes its decisions about future capital programme and sets its budget.

2. The Prudential Indicators

- 2.1. The Prudential Code sets out the information that each Council must consider when making its decisions about future borrowing and investment. This takes the form of a series of "Prudential Indicators".
- 2.2. Since 1st April 2005, the Council's "prudential indicators" have been reported to the Executive on a quarterly basis as an appendix to the budget monitoring report. This ensures that members and senior officers are kept up to date with the financial implications of capital investment decisions on a regular basis.

3. Capital Expenditure

- 3.1 The first prudential indicator sets out **capital expenditure** both for the General Fund, and Housing Revenue Account Expenditure. These figures are shown in table 1:

Table 1: Capital Expenditure (Prudential Indicator)

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
HRA	41,128	40,454	10,550
General Fund	55,653	20,710	6,855
Total	96,781	61,164	17,405

- 3.2 Table 1 shows the current “approved” 3 year programme (2008/09 to 2010/11). These figures do not include projects for future years that will be subject to appraisal before inclusion in the programme.

4. Financing Costs

- 4.1 The prudential code also requires Councils to have regard to the financing costs associated with its capital programme.
- 4.2 When capital receipts are used to finance the capital programme, the amount of interest earned will be reduced. The use of capital receipts to finance the capital programme, rather than to raise interest receipts, is therefore a cost to the Council. For an authority that has debt, financing costs are also incurred based on the interest and repayment of principle on borrowing.
- 4.3 **The key development for 2008/09 is that during the first quarter, in accordance with the original budget and medium term financial strategy, the Council has entered into borrowing, having been debt free since the early 1990s. The Council borrowed £10m in the period.**
- 4.4 For the HRA there is a charge for depreciation based on the Major Repairs Allowance. This is included in the financing costs of the authority although in practice it is matched by an equivalent amount in HRA Subsidy.
- 4.5 Table 2 shows the following:
- Figures as at 30th June 2008 for the Council's Net Revenue Streams for both the General Fund and the Housing Revenue Account;
 - Financing Costs for these two funds; and
 - The ratio of Net Revenue Streams to Financing Costs, based on capital expenditure shown in Table 1.

Table 2: Financing Costs (Prudential Indicator)

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Net Revenue Stream			
HRA	78,009	78,009	78,009
General Fund	147,304	153,637	159,680
Financing Costs			
HRA	12,627	12,628	12,000
General Fund	(973)	2,461	4,975
Ratio			
HRA	16.19%	16.19%	15.38%
General Fund	(0.66%)	1.60%	3.12%

- 4.6 The net revenue streams for the HRA and the General Fund have not changed since the original budgets were set.
- 4.7 Financing costs in the General Fund relate to the fall in interest receipts that the Council has to suffer as a result of spending capital receipts on capital expenditure, rather than earning income to support revenue budgets. Financing costs also take into account the cost of borrowing.
- 4.8 Financing costs in the HRA relate principally to the Major Repairs Allowance, which is a government subsidy from the Department for Communities and Local Government (DCLG). This figure is fixed throughout the year.
- 4.9 Financing costs can also be shown with reference to their impact on Council Tax and Housing Rents. This shows the Council Tax burden for Band D from financing new capital schemes. This is set out in Table 3.

Table 3: The Impact of Capital Programme on the Council Tax and Housing Rents (Prudential Indicator)

	2008/09	2009/10	2010/11
	£	£	£
For Band D Council Tax	(£1.92)	£4.86	£9.82
For average Housing Rents	0	0	0

- 4.10 Any additional capital schemes added to the programme over and above the level included in the original budget for 2008/09 onwards will further reduce the investment income and increase borrowing costs for the general fund.

- 4.11 As a consequence of the absence of debt and the Government's policy on rent restructuring the capital programme has a minimal impact on future rents. There are no borrowing costs and the revenue contribution to capital expenditure is set according to the rent levels that are established by the rent restructuring regulations.

5. **Capital Financing Requirement**

- 5.1 The Prudential Code requires the Council to measure its underlying need to borrow for capital investment by calculating its **Capital Financing Requirement**.
- 5.2 The capital financing requirement identifies the level of capital assets on an authority's balance sheet, and compares this to the capital reserves to see how much of these assets have been "funded". The difference is the level of debt that the authority has to repay in the future, or the "capital financing requirement".

Table 4: Capital Financing Requirement (Prudential Indicator)

	2008/09	2009/10	2010/11
	£'000	£'000	£'000
Housing Revenue Account (HRA)	(21,355)	(21,355)	(21,355)
General Fund	47,854	87,176	110,725
Capital Financing Requirement	26,499	65,821	89,370

- 5.3 The capital financing requirement as shown in table 4 takes into account the fact that in setting the capital programme budget for 2008/09 to 2010/11, the Council included a number of schemes which would require borrowing. The revenue impact of borrowing costs was at that time factored into the Council's medium term financial strategy.

6. **External Debt**

- 6.1 Table 5 sets out the prudential indicators in borrowing limits. The Council is required to set two limits, an operational limit which should be kept to on a day to day basis (but could be exceeded for short term, "cashflow" purposes), and an authorised limit, which is the outer limit for borrowing in exceptional purposes. In the medium term local authorities only have the power to borrow for capital purposes.
- 6.2 The operational limit has been set at £50m for 2008/09, in line with the Council capital programme requirements, which will require the Council to borrow during 2008/09. The authorised limit has been set at £150m which allows significant flexibility should the Council want to borrow for significant housing or regeneration projects (as a statutory limit, it is sensible for this limit to be set well above the expected level of borrowing).

- 6.3 **The Council has not exceeded either limit up to 30th June 2008.** Actual borrowing as at 30th June was £10m. No investment decisions have been made that suggest either of these limits will be breached in future.

Table 5: Authorised Borrowing Limits (Prudential Indicator)

	2008/09 £m	2009/10 £m	2010/11 £m
Operational Limit on Borrowing	50	70	85
Margin for Unforeseen Cash Flow Movements	100	80	65
Authorised Limit	150	150	150

7. Treasury Management Indicators of Prudence

- 7.1 The authority has an integrated treasury management strategy and has adopted the *CIPFA Code of Practice for Treasury Management in the Public Sector*. The *Prudential Code for Capital Finance in Local Authorities* supplements this by requiring council's to set and monitor specific indicators to demonstrate the prudence of its treasury management policies. The position against these indicators is set out below:

a) Interest Rate Exposure

Indicator set:

The Council will not be exposed to any interest rate risk since all its borrowing will be at fixed rates.

30th June position:

The Council was not exposed to any interest rate risk up to 30th June 2008.

b) Maturity Structure of Borrowing

Indicator set:

All long term borrowing is expected to be for a period of over 10 years.

30th June position:

The Council has started to build up a borrowing portfolio during the first quarter of 2008/09. The portfolio will comprise a combination of market loans and loans from the Public Works Loan Board (PWLB). As at 30th June, the Council had borrowed £10m at a rate of 3.98% repayable over a 70 year period. This transaction is in line with the indicator.

c) Total Principle Sums Invested

The overriding objective of the investment strategy is to ensure that funds are available on a daily basis to meet the Council's liabilities. The risk inherent in the maturity structure of the Council's investments is that it may be forced to realise an investment before it reaches final maturity and thus at a time when its value may be dependent on market conditions that cannot be known in advance.

30th June position:

The maturity structure of the Council's investments to the 30th June 2008 was such that it did not have to release any of its investments before they reached their maturity date.

8. Summary Assessment

- 8.1 The Prudential Indicators as laid out in this report show the impact of capital investment decisions in the first quarter of 2008/09 compared to those figures agreed at the beginning of 2008/09.
- 8.2 These figures demonstrate that, while changes to the capital programme have had financial implications on the Council, they have been made having taken into account the key principles of the CIPFA Prudential Code of **prudence, affordability** and **sustainability**.

Key Financial Health Indicators to 30th June 2008Revenue

<u>Financial Monitoring</u>	<u>2008/09</u> <u>Variance</u> <u>Projection</u>	<u>Current</u> <u>Budget</u>	<u>Projected</u> <u>Outturn</u>	<u>Quarter 1</u> <u>Variance</u> <u>Projection</u>	<u>Variance to</u> <u>2008/09</u> <u>Projection</u>	<u>Next</u> <u>Quarter</u> <u>Variance</u> <u>Target</u>	<u>Year end</u> <u>Variance</u> <u>Target</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Service Departments	0.0	287.1	294.5	7.4	7.4	5.7	0
Other Services	0.0	(4.8)	(4.8)	0	0.0	0.0	0
Total	0.0	282.3	289.7	7.4	7.4	5.7	0

Narrative:

Four departments of the council are reporting budgetary pressures. The largest pressure is within the Children's Services department where significant budget pressures totalling £5.1 million continue to arise from Looked after Children Placements and in meeting the Councils' Leaving Care responsibilities. A number of action plans have been implemented to ensure that the Council achieves a balanced budget by the year end. The current adverse position at the end of Quarter 1 is not considered irreversible and consequently the Council is expected to be on budget by the year end. Full details of the June position is included in Section 3 within the main text of this report.

Key Financial Health Indicators to 30th June 2008

Revenue

<u>Income Collection</u>	<u>Target Collection Rate</u>	<u>Cash Equivalent</u>	<u>Actual Collection Rate</u>	<u>Cash Equivalent</u>	<u>Variance to Target Rate</u>	<u>Cash Equivalent</u>	<u>Next Quarter Target</u>
Council Tax*	28.80%	£14.823m	28.40%	£14.604m	(0.4%)	(£219k)	57.00%
NNDR*	31.50%	£16.370m	30.70%	£15.935m	(0.8%)	(£435k)	60.00%
Ctax Arrears*	9.00%	£828k	8.50%	£781k	(0.5%)	(£103k)	12.00%
• prior years	97.40%	£75.131m	95.53%	£73.689m	(1.87%)	(£1.442m)	97.40%
Rent Collection							
<u>Narrative:</u>							
<p>Council Tax collection is behind target by 0.4%, but is up on last year's performance at this stage by 0.3% A peer review has been undertaken and will report during July. It is anticipated that its recommendation will inform recovery action during the remainder of the year. NNDR collection is below target by 0.8% for the first quarter of the financial year. However, this needs to be seen in light of changed legislation bringing into collection rating for empty property. The first summonses were issued in early July and the response to these will give the first indication of the level of difficulty we are likely to experience in collecting from the empty property owners.</p> <p>The calculation for rent collection is based on the calculation for BVPi66a, which is the indicator which was in use for all LA's, until 2008/09. This indicator is no longer a national indicator but we are using the same methodology for the Local Indicator. This shows that the current figure is slightly above the same point as in the last financial year.</p> <p>* indicates target under review</p>							

Key Financial Health Indicators to 30th June 2008

Investments

	<u>Average Investment Balances</u> £m	<u>Benchmark Return</u>	<u>Actual Return @ Q1</u>	<u>Variance at Q1</u>	<u>Projected Year End Variation</u> £'000
Council in House team	59.9	5.50%	4.96%	(0.54%)	0
External Fund Manager (1)	22	5.50%	4.40%	(1.10%)	0
External Fund Manager (2)	35.3	5.50%	5.00%	(0.50%)	0

Narrative:

The above statistics show investment statistics to the end of June 2008. Quarter 1 was unfavourable for both fund managers. Although the market expectations was for the Bank of England to reduce interest rates further from 5.0% to 4.75%, rates have been kept at 5.0% over the past 3 months, amidst inflation rates now over 3.0% and falling house prices. The internal team's portfolio of £28million of investments invested between April 2006 and June 2006 at an average of 4.96% has now matured. This has enabled the internal team to invest in higher rates fixed deposits which will ensure that the yearly return of 5.5% can be exceeded. The quarterly return for all funds looks to be lower than benchmark. External fund managers have taken advantage of current high lending rates and secured deals for periods of up to one year. The valuation of these deals in the short term brings the return down, but as they reach maturity, unrealised losses unwind, and each fund is expected at least to achieve benchmark for the year.

Capital

<u>Capital Programme</u>	<u>Original Budget</u> £m	<u>Working Budget</u> £m	<u>Actual Spend @ Q1</u> £m	<u>Projected Spend</u> £m	<u>Variance to Working Budget</u> £m
Capital Spend	65	101	11	98	(3)
					(2.97%)

Narrative:

The capital programme working budget has been increased as a result of a number of proposed schemes being successfully appraised through the CPMO process. Projected spend is broadly in line with the working budget. However, Corporate Directors have reviewed the delivery of individual capital schemes within the June monthly Budget Monitoring report to the Executive, and if approved the Working Budget from July will reflect a revised estimated spend of £96.8million against projected spend of £98million. Additional external funding secured will be added to capital budgets as at the end of July, which will mean that projected spend will come back in line with the working budget. Schemes continue to be monitored through both the Capital Programme Management Office (CPMO) and at monthly Resource Monitoring Panels.

Key Financial Health Indicators to 30th June 2008

Capital

<u>Prudential Indicators</u>	<u>Original Indicators @ 1/4/08</u>			<u>Revised Indicators @ 30/6/08</u>		
	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>
<u>Indicators</u>						
<u>Capital</u>						
Capital Expenditure (£'000)	£79,963	£58,935	£51,120	£96,781	£61,164	£17,405
Financing Costs						
- Ratio of HRA Financing costs to Net Revenue Stream	16.19%	16.19%	15.38%	16.19%	16.19%	15.38%
- Ratio of General Fund Financing costs to Net Revenue Stream	(0.66%)	1.60%	3.12%	(0.66%)	1.60%	3.12%
Impact on Band 'D' Council Tax	(£1.92)	£4.86	£9.82	(£1.92)	£4.86	£9.82
Impact on Average Housing Rent	£0	£0	£0	£0	£0	£0
Capital Financing Requirement (£'000)	£26,499	£65,821	£89,370	£26,499	£65,821	£89,370
<u>Treasury Management</u>						
Operational Limit on Borrowing	£50m	£70m	£85m	£50m	£70m	£85m
Authorised Limit	£150m	£150m	£150m	£150m	£150m	£150m
<u>Narrative:</u>	<p>The capital expenditure indicator is showing an increase in the capital programme budget as a result of schemes being successfully appraised through the CPMO process. The remaining capital indicators look at the affordability of the capital programme, and at this stage of the year, there are no signs that this affordability will be different from that which was projected at the beginning of the year. The Treasury indicators look at the level of borrowing required to finance capital expenditure. As at the end of quarter 1, the projection is in line with budget.</p>					

EXECUTIVE

12 AUGUST 2008

REPORT OF THE CORPORATE DIRECTOR OF CUSTOMER SERVICES

Title: Debt Write Offs April 2008 – June 2008 (1 st Quarter)	For Information
<p>Summary:</p> <p>Barking and Dagenham Direct is made up of a number of service areas. Two of these (Income & Collection & Rents & Benefits sections), are linked to the billing, collection and recovery of the vast majority of debts that fall due to be paid to the Council for chargeable services and statutory levies such as Council Tax and Business Rates.</p> <p>The value and type of debts written off as uncollectible within these two sections, must be reported to the Executive on a quarterly basis in line with the Council's financial regulations. This is the first such report for the financial year 2008/9 and provides a summary of debts written off for Quarter 1 of 2008/9 financial year (i.e. April to June 2008) shown in table 3 of appendix A.</p> <p>Wards Affected: None specific.</p>	
<p>Recommendation(s)</p> <p>The Executive is asked to note the debt write-offs for the 1st quarter of 2008/09 as detailed in the report and that a number of these debts are being publicised in accordance with the policy agreed by Minute 69 of our meeting held on 6 November 2007.</p>	
<p>Reason(s)</p> <p>To accord with the requirements of paragraph 19.5 of the Council's Financial Rules (Part D of the Constitution).</p>	
<p>Implications:</p> <p>Financial: All debts written off will have been provided for within the Council's Bad Debt Provision and as such there should be no specific financial implications. However, there is the possibility that unforeseen and unplanned additional write offs occur, which lead to the value of debts written off in any year, exceeding the agreed bad debt provision.</p> <p>Where this is likely to happen, this quarterly report will act as an early warning system and will enable additional control measure to be agreed and taken, to either bring the situation back under control, or to make appropriate adjustments to the bad debt provision.</p> <p>Legal: As this report is likely to be a public report, there should not be any legal implication of publicising the details of individual debts. In addition, any lists publicised will be limited to those cases where prior to the debt being written off, the debt has been proven at Court as rightly and properly due.</p>	

Risk Management:

No specific implications, save that of this report acting as an early warning system to any problems in the area of write offs.

Social Inclusion and Diversity:

No specific implications

Crime and Disorder:

No specific implications

Options Appraisal:

Not applicable.

Contact Officer: Philip Walker	Title: Interim Group Manager (Income & Collection)	Contact Details: Tel: 020 8227 2578 Fax: 020 8227 2574 E-mail: Philip.walker@lbbd.gov.uk
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1. Introduction and Background

1.1 The Income & Collection section and the Rents and Benefits Section is responsible for the collection of the vast majority of debts falling due to the Council by way of statutory levies and chargeable services. Whilst measures are taken to collect all debts and levies due, it is invariably the case that some debts will remain unpaid, even after concerted efforts have been made to collect them.

1.2 In order that the Council can take proper account of debts that will actually be paid and also take account of debts that are unlikely to be paid, the writing off of uncollectible debts are carried out on a regular basis. This way the Council is able to take account of just those debts that it knows will be paid, whilst making some provision within its accounts for debts that are unlikely to be paid.

1.3 Policy for write off of irrecoverable debts & unclaimed credits.
The processes and procedures in place for managing and recording debts written off are governed by the Council's write off policy. The purpose of the policy is to establish a framework to regulate the write off of irrecoverable debts and long standing unallocated and unclaimed credits. Adherence to this policy will ensure that there is always consistency and probity adopted in the procedures of debt and credit write offs and that best practice is followed in:

- Debt collection and recovery
- Accountancy code of practice
- Audit controls

1.4 Authorisation to write off debts.
Authority to write off debts and credits is delegated to the Chief Financial Officer by the Council's Constitution. Further delegation is made via the constitution and is specified below:

- Up to £2,000 (Group Managers)
- 2,000.001 to £10,000 (Head of Service)

- Over 10,000 Corporate (Corporate Director / Divisional Director of Corporate Finance)

1.5 Ongoing debt recovery and tracing work

It should be noted that debt recovery and tracing work is an ongoing activity within the Income & Collection and Rents & Benefits section. Some form of tracing work continues on debts even after the debt has been written off. In many cases, tracing and follow-up work can continue for up to a year after the debt has been written off (e.g. in the case of higher debts) and debtors have been known to resurface up to five years after a debt has been written off.

Where debtors are located after a long period of time, measures are taken to recover the debts and in some cases, the debt is written back on so that legal action can commence or be picked up from where it was left.

2. Current Position

- 2.1 The net value of debts written off for the first quarter (Q1) of 2008/9 (i.e. April 2008 – June 2008) was £213,043.28 as shown in table 3 of Appendix B.

3. Report Detail

- 3.1 Points to note from debt write off tables (Appendix A)

Council Tax and Business Rates are both statutory debts and for the most part, regular monthly write offs take place. However, for administrative reasons no business rates were written off during Q1.

General Income debts relate to debts raised for chargeable services that the Council either provides as a statutory duty or as a service where no other providers are available to provide a similar service.

Home Care and Residential Care debts are also dealt with within the General Income section and are shown separately.

4. Implications

Publication of individual details of debts written off

- 4.1 A number of Authorities have begun to publicise the details (names, addresses etc.), of residents who have had debts written off. In the vast majority of cases, these debts have been written off where the debtor has absconded.
- 4.2 The Executive agreed in November 2007 (Minute 69, 6 November 2007) that a list showing the details of debtors who have had debts written off, would be attached to this report. A list has been attached at Appendix C. The list has been limited to the top ten debts only.
- 4.3 As outlined within recommendation 3 above, the Executive is asked to consider the publication of this list of debtors locally (e.g. within the Citizen, local newspapers etc.).

- 4.4 As was previously outlined within the 6th November 2007 Executive report, It was recommended that the following types of debt write offs are excluded from this publicised list:
- a) Debts that have been written off following a corporate complaint being upheld
 - b) Debts that have been written off due to the debtor falling within one of the many vulnerable groups (e.g. elderly, disabled, infirm etc.)
 - c) Where the original debt was raised in error
 - d) Where debts have been written off, but no legal action has been taken to prove that the debt was legally and properly due
 - e) Where the debt has been written off following bankruptcy or insolvency action (the majority of these cases will be individually publicised)
- 4.5 The exclusion of the category of debts listed above, will eliminate the possibility of any unnecessary and potentially costly legal challenges from debtors, who take issue with their details being publicised. It is intended that where the details or whereabouts of debtors become known following publication, those debtors will be pursued as far as is possible, to secure full payment of the debt.
- 4.6 The list provided at appendix C does not include any debts or debtors that fall within categories a-e above, so the list as it stands can be publicised.

5. Consultees

- 5.1 The following were consulted in the preparation of this report:

Councillor Bramley	Resources Portfolio
Joe Chesterton	Divisional Director of Corporate Finance
Bola Odunsi	Head of Barking & Dagenham Direct
Jackie Adams	Group Manager (Rents & Benefits)
William Ssempala	Group Manager (Legal Services)

Background Papers Used in the Preparation of the Report:

- Report and Minutes of Executive 6 November 2007
- Policy for write off of irrecoverable debts and unclaimed credits
- Income & Collection tracing procedure

Debts written off 2006/7
Table 1

Month	General Income	Former Tenant Arrears	Home Care	Residential Care	Council Tax	NDR	Total
2006/07	£209,571	£698,423	£32,234	£98,608	£1,965,030	£82,256	£3,086,122

Debts written off during 2007/8
Table 2

Write Offs	General Income	Former Tenant Arrears	Home Care	Residential Care	Council Tax	NDR	TOTAL
2007-8 Totals	£165,413	£373,275	£ -	£10,543	£ 668,163	£169,657	£1,387,051

Debts written off 2008/09
Table 3

Write Offs	Oracle	FTA	Rents	Home Care	Residential Care	Council Tax	NNDR	TOTAL
Apr-08	Under £2k	£476.87		£108.26	£644.29	£58,937.17		£81,415.38
	Over £2k	£37,545.09				£2,507.91		£40,053.00
	Over £10k							£0.00
	Total	£58,793.88	£476.87	£0.00	£108.26	£644.29	£61,445.08	£0.00
May-08	Under £2k	£12,861.66	£72.12		£159.00	£29,413.39		£42,506.17
	Over £2k					£5,330.73		£5,330.73
	Over £10k							£0.00
	Total	£12,861.66	£72.12	£0.00	£0.00	£159.00	£34,744.12	£0.00
Jun-08	Under £2k		£2,472.94	£81.94	£347.18	£28,240.97		£31,733.46
	Over £2k					£12,004.54		£12,004.54
	Over £10k							£0.00
	Total	£0.00	£2,472.94	£590.43	£81.94	£347.18	£40,245.51	£0.00
Quarter 1 Totals	£71,655.54	£3,021.93	£590.43	£190.20	£1,150.47	£136,434.71	£0.00	£213,043.28

TOP TEN WRITE OFFS (APRIL - JUNE 08)
Table 4

Ref	Origin	Value	W/Off	Name	Original Address	Last Known Address	Comments
87336332	CTAX	£3,019.55	02/06/08	Mr Kryzstof Gotowicki	15 Nuneaton Road, Dagenham	Same	All traces unsuccessful
86959891	CTAX	£2,172.91	23/04/08	Mr Ken Omaruyi	104 Ballards Road, Dagenham	81 Wood Farm Road, Oxford, OX3 8PS	All traces unsuccessful
87532328	CTAX	£2,098.82	23/04/08	Mr J Davis	8d The Pinnacles, 160 High Road, Chadwell Heath	Same	All traces unsuccessful
87445344	CTAX	£1,846.29	29/05/08	Miss Monica Mhonda	20 Great Galley Close, Barking	Same	All traces unsuccessful
87642913	CTAX	£1,826.03	23/04/08	Mrs Annie M Soko	8 Muggerridge Road, Dagenham	Same	All traces unsuccessful
87855224	CTAX	£1,808.41	02/06/08	Mr W Bello	6 Cotesmore Gds, Dagenham, RM8 2ET	Same	All traces unsuccessful
87415054	CTAX	£1,642.89	02/06/08	Mrs E Clayton	1 Cories Close, Dagenham, RM8 3DF	Same	All traces unsuccessful
87635909	CTAX	£1,470.21	02/06/08	Mr D Dredge	54 Victoria Rd, Barking, IG11 8PY	Same	All traces unsuccessful
87296683	CTAX	£1,466.58	02/06/08	Mr B Frazer	11 Rowdowns Rd, Dagenham, RM9 6NL	124 Davington Rd, Dagenham, RM8 2LL	All traces unsuccessful
87567806	CTAX	£1,461.20	23/04/08	Mr J Rickler	297 Rugby Rd, Dagenham, RM9 4AT	Same	All traces unsuccessful

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