

## Notice of Meeting

### THE EXECUTIVE

**Tuesday, 16 March 2010 - 5:00 pm**  
**Council Chamber, Civic Centre, Dagenham**

**Members:** Councillor L A Smith (Chair); Councillor R C Little (Deputy Chair); Councillor J L Alexander, Councillor G J Bramley, Councillor S Carroll, Councillor H J Collins, Councillor R Gill, Councillor M A McCarthy, Councillor Mrs V Rush and Councillor P T Waker

Date of publication: 5 March 2010

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 16 February 2010 (Pages 1 - 10)**

**4. Safer and Stronger Community Select Committee: Anti-Social Behaviour Scrutiny Review (Pages 11 - 12)**

The Select Committee's main report has been circulated under separate cover.

**5. Living and Working Select Committee: Supported Housing for Older People Scrutiny Review (Pages 13 - 14)**

The Select Committee's main report has been circulated under separate cover.

**6. Health and Adult Services Select Committee: Dementia Services Scrutiny Review (Page 15)**

The Select Committee's main report has been circulated under separate cover.

7. **Budget Monitoring 2009/10 - April 2009 to January 2010 (Pages 17 - 31)**
8. **Construction of New Council Housing – Beamway, Dagenham and Charlton Crescent 1 and 2 Sites, Thames View, Barking (Pages 33 - 37)**
9. **Proposed Investment in Creating Primary School Places (Pages 39 - 45)**
10. **Lease for the New Primary School at Barking Riverside (Pages 47 - 54)**
11. **Customer Strategy (Pages 55 - 105)**
12. **Getting It Right: ‘Six Lives’ Audit of Health and Social Care in Barking and Dagenham (Pages 107 - 147)**
13. **School Admissions Criteria for the 2011/12 Academic Year and Beyond (Pages 149 - 181)**
14. **Approval of Draft Leftley Estate Conservation Area Appraisal for Consultation (Pages 183 - 189)**
15. **Barking Station Forecourt Public Realm Improvements (Pages 191 - 199)**
16. **Mayesbrook Park Renovation Scheme (Pages 201 - 215)**
17. **Barking Business Centre - Appointment of Contractor (Pages 217 - 223)**
18. **Calendar of Meetings 2010/11 (Pages 225 - 227)**
19. **Adult and Young People’s Substance Misuse Treatment Plans 2010/11 (Pages 229 - 237)**
20. **Any other public items which the Chair decides are urgent**
21. **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). ***There are no such items at the time of preparing this agenda.***

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

## **THE EXECUTIVE**

Tuesday, 16 February 2010  
(5:00 - 5:16 pm)

**Present:** Councillor L A Smith (Chair), Councillor J L Alexander, Councillor G J Bramley, Councillor H J Collins, Councillor R Gill, Councillor Mrs V Rush and Councillor P T Waker

**Also Present:** Councillor J E McDermott

**Apologies:** Councillor R C Little and Councillor M A McCarthy

### **118. Declaration of Members' Interests**

There were no declarations of interest.

### **119. Minutes (19 January 2010)**

**Agreed.**

### **120. Urgent Action - Amendment to Calculation and Setting of the Council Tax Base 2010/11**

Received a report advising on the action taken by the Chief Executive, under the urgency procedures contained within paragraph 17.1 of Article 1, Part B of the Council's Constitution, to correct an error in relation to the Council Tax Base figure that was reported to our meeting on 22 December 2009 (Minute 105 refers).

Noted that the Chief Executive amended the amount calculated as the Tax Base for the year 2010/11 to 51,630.5 Band 'D' properties in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992.

### **121. Council Debt Write Offs**

Received and noted a report from the Corporate Director of Customer Services on the value and type of debts written off from the Income, Collection, Rents and Benefits Service areas as uncollectible for the third quarter of 2009/10 (October to December 2009), together with comparative information for previous periods. Further noted that a number of these debts will be publicised in accordance with the policy agreed by Minute 69 (6 November 2007).

### **122. Proposed Expansion of Cambell Infant School**

Further to Minute 45 (11 August 2009), received a report from the Corporate Director of Children's Services on the proposal to increase the standard admission number at Cambell Infant School to 120 pupils in each of the three year groups (Reception, Year 1 and Year 2) with effect from 1 September 2010.

Noted that interim arrangements were made with effect from September 2008 to increase the intake for Reception and Year 1 to four forms of entry and this proposal will formalise that arrangement as well as introducing an additional form

for Year 2 pupils. The expansion is part of wider plans to increase school places in the infant age range in order to meet Borough-wide demand.

**Agreed**, in order to assist the Council to achieve its Community Priority of “Inspired and Successful” and to fulfil its duty to provide every child in the Borough with a school place, to the formal expansion of Cambell Infant School from a three form to a four form entry Infant School with effect from the start of the Autumn Term 2010.

### **123. Commissioning of Domestic Violence Advocacy Services**

Received a report from the Corporate Director of Adult and Community Services on proposals to procure a Domestic Violence Advocacy Service on behalf of the Barking and Dagenham Partnership.

The present service had been managed within the Council since 2005 and an independent review undertaken in 2009 recommended that, in line with national best practice, the service be commissioned out to the voluntary or third sector as an interim arrangement while a formal procurement route was pursued for more permanent arrangements. Noted that funding of £720,000 over three years has been identified by the partner agencies to support the various initiatives that will be provided under the new service, which will include three maternity based advocates within the local Health Trust.

**Agreed**, in order to assist the Council and the Partnership to achieve the Community Priorities of ensuring that residents are “Safe” and “Healthy”, to:

- (i) The procurement of a three year contact for the provision of a Domestic Violence Advocacy Service on behalf of the Barking and Dagenham Partnership, as detailed in the report; and
- (ii) Authorise the Corporate Director of Adult and Community Services, in consultation with the Corporate Director of Finance and Commercial Services and Legal Partners, to award the contract to the preferred bidder.

### **124. Budget Monitoring 2009/10**

Received a report from the Corporate Director of Finance and Commercial Services providing an update on the Council’s revenue and capital position for the 2009/10 financial year as projected at 31 December 2009.

The current forecast for revenue expenditure across the Council shows in-year pressures amounting to £2.8m, for which current recovery plans have identified expected savings of £2.1m. In addition there are net potential corporate risks of a further £0.7m, which represents an improved position to that reported for the period up to 31 October. In this latter respect, noted proposals to off-set some of the corporate revenue pressures through the release of other specific reserves which are no longer required, as well as other proposals in relation to re-profiling of capital schemes and virements between revenue budgets in order to better reflect the current position. The Corporate Director commented that she is optimistic that a balanced budget position will be achieved by the year end.

**Agreed**, as a matter of good financial practice, to:

- (i) The transfer of £1.2m from specific and ear-marked reserves to the general balance as detailed in paragraph 3.1.6 of the report;
- (ii) The re-profiling of certain capital schemes as detailed in section 5 of the report and Appendix D;
- (iii) The revenue and capital virements as detailed in section 6 of the report;
- (iv) Note the current projected position for 31 March 2010 of the Council's revenue and capital budget as detailed in the report and Appendices A and C;
- (v) Note the position for the Housing Revenue Account as detailed in the report and Appendix B;
- (vi) Note that in light of the current potential overspend, departments are continuing work to identify and deliver recovery plans to eliminate overspends;
- (vii) Note that the Corporate Director of Finance and Commercial Services has imposed mechanisms to reduce in-year expenditure;
- (viii) Note that potential further actions may be required; and
- (ix) Note the third quarter Financial Health Indicators as detailed in Appendix E to the report.

**125. \* Council Plan Update 2010-11 Incorporating the Medium Term Financial Strategy (MTFS) 2010-2011 to 2012-2013**

Received a report from the Corporate Director of Finance and Commercial Services on the Council Plan and Medium Term Financial Strategy (MTFS). The Plan sets out how the Council intends to deliver its priorities over the next few years and the MTFS which it incorporates is the mechanism by which the Council plans its future finances.

**Recommend the Assembly**, in order to assist the Council to achieve all of its Community Priorities and as part of the budgetary framework process for 2010/11, to approve:

- (i) The Council Plan as set out at section 1 of Annex 1 to the report;
- (ii) The MTFS as set out at sections 2 to 13 of Annex 1 to the report which includes:
  - a. The Capital Strategy as detailed at section 8;
  - b. The Reserves and Contingency Strategy as detailed at section 12;
  - c. The budget options for 2010/11 and future years as set out in Appendix A to Annex 1; and
  - d. The investment decisions and assumptions as set out in Appendix B to Annex 1

## **126. \* Housing Revenue Account Estimates and Review of Rents and Other Charges 2010/11**

Received a report from the Corporate Directors of Finance and Commercial Services and Customer Services on the Housing Revenue Account (HRA) estimates and rents and other related charges for 2010/11. The Corporate Director of Finance and Commercial Services also clarified the position regarding some inconsistencies between the figures in the body of the report and those that appeared in the recommendations.

Noted that the proposals will enable the HRA working balance to continue to be replenished to a more prudent level, following the significant call on the balance during 2008/09, without the need for unnecessary increases in charges. This is possible as a result of a range of efficiency measures including the renegotiation of charges made by statutory providers such as Essex Water Board and successful negotiations with Government in relation to the subsidy arrangements that surround the HRA.

**Agreed**, in order for the Council to meet its statutory responsibilities, produce a balanced Housing Revenue Account and assist in achieving the Community Priority of "Prosperous", to:

- (i) The HRA estimates for 2010/2011, as set out in Appendix 1 to the report;
- (ii) A Council dwelling rent increase of 1.76%, calculated in accordance with the Government's rent restructuring policy, which represents an average weekly rent increase of £1.28 ;
- (iii) An increases to tenant service charges of 2.97% (average of £0.21 per week);
- (iv) An increase to communal heating and hot water charges of 13.68% (average of £1.26 per week);
- (v) An increase to garage rents of 1.76% (average of £0.19 per week);
- (vi) The increases referred to in (ii) to (v) above taking effect from 5 April 2010;
- (vii) Note that rents for commercial properties will increase in line with lease agreements; and
- (viii) The creation of a heating and hot water account to calculate charges over a three year cycle.

## **127. \* The Capital Programme 2010/11- 2013/14**

Received a report from the Corporate Director of Finance and Commercial Services on the proposed Capital Programme for 2010/11 to 2013/14.

The overall programme amounts to £394m of investment, primarily around the Primary Schools Investment and Building Schools for the Future programmes but also to support key priorities such as new Council house building. The Corporate Director also referred to the balance of funding needed for the Skills Centre which

has been included in the draft programme to ensure that this scheme can progress, although it was noted that external funding will continue to be sought for this scheme.

**Agreed**, in order to assist the Council to achieve all of its Community Priorities via a prudent and affordable Capital Programme, to:

- (i) Note the position of the 2009/10 Capital Programme as detailed in Appendix A to the report;
- (ii) Note the current capital accounting arrangements and prudential indicator capital guidelines as set out in section 3 of the report; and
- (iii) **Recommend the Assembly** to approve:
  - a. The overall Council Capital Programme for 2010/11 to 2013/14 as detailed in Appendix B, which includes New Build Council Housing funding of £10.011m (£0.307m in 2009/10) and Skills Centre funding of £13.409m (£0.491m in 2009/10); and
  - b. The Prudential Indicators for the Authority as set out in Appendix C.

#### **128. \* Budget and Council Tax 2010/11**

Received a report from the Corporate Director of Finance and Commercial Services on the proposed revenue estimates and level of Council Tax for 2010/11.

The Corporate Director advised that the proposals represent a prudent and balanced approach to the need to overcome pressures on the budget, replenish reserves and invest in key services while at the same time setting a budget that is both deliverable and sustainable. The budget for 2010/11 has been set within the context of the Council Plan and Medium Term Financial Strategy and the Cabinet Member for Finance and Human Resources commented that the proposals form a strong basis for meeting the increasingly difficult decisions that the Council will face as a result of the pressures on public sector finance now and in the years to come.

**Agreed**, in order to assist the Council to achieve all of its Community Priorities through the setting of a prudent budget and Council Tax, to:

- (i) **Recommend the Assembly** to approve:
  - a. A Council Tax increase of 0% for 2010/11, representing a freeze in Council Tax levels for the 2nd year in succession, as set out at Appendices A and B to the report;
  - b. The budget options and budget as set out at Appendices C, D and E to the report;
  - c. The position on Reserves as set out in paragraph 2.6 of the report.
- (ii) Note the continuing need to identify relevant efficiency gains throughout the organisation; and
- (iii) Authorise the Corporate Director of Finance and Commercial Services to allocate initial savings targets across all services for the 2011/2012 budget

process, to commence in April 2010.

#### **129. \* Fees and Charges 2010/11**

Received a report from the Corporate Director of Finance and Commercial Services on the proposed fees and charges for Council services for 2010/11.

Noted that in view of the current financial difficulties faced by local businesses and residents it is proposed that the vast majority of fees and charges are increased by an aggregate of just 1%.

**Agreed**, as part of the budgetary framework process for 2010/11, to:

- (i) The proposed fees and charges for 2010/11 as set out in Appendix A to the report, to be effective from the earliest, most appropriate date after 1 April 2010;
- (ii) Delegate authority to the Corporate Director of Children's Services, in consultation with the Corporate Director of Finance and Commercial Services and the Cabinet Member for Education and Children's Wellbeing, to set fees and charges which are applied from September for school and academic year based activities;
- (iii) Delegate authority to the Corporate Director of Adult and Community Services, in consultation with the Corporate Director of Finance and Commercial Services and Cabinet Member for Culture and Sport, to further reduce the charges applicable to the Leisure Pass Scheme in the event that additional external funding is secured and that any changes are at neutral cost to the Council; and
- (iv) Delegate authority to the Corporate Director of Finance and Commercial Services, in consultation with the relevant Cabinet Member, to agree any appropriate amendments to fees and/or to set new fees which may arise during 2010/11.

#### **130. \* Treasury Management Annual Strategy and the Council's Prudential Indicators**

Received a report from the Corporate Director of Finance and Commercial Services on the proposed Treasury Management Annual Investment Strategy Statement, Treasury and Prudential Indicators, Annual Investment Strategy and Borrowing Limits for 2010/11, in line with statutory requirements under Section 15(1) of the Local Government Act 2003.

**Recommend the Assembly** to approve the Treasury Management Strategy Statement for 2010/11 and, in doing so:

- (i) To agree an authorised borrowing limit of £200million for 2010/11 as the statutory limit determined under section 3(1) of the Local Government Act 2003, as detailed in section 4 of the report;
- (ii) To adopt the Borrowing Strategy and Debt Rescheduling Strategy for 2010/11 as detailed in sections 7 and 8 respectively of the report;



- (iii) To adopt the Minimum Revenue Provision Strategy for 2010/11 which sets out the Council's policy on repayment of debt, as detailed in section 9 of the report;
- (iv) To adopt the Annual Investment Strategy for 2010/11, which outlines the investments that the Council may use for the prudent management of its investment balances and benchmarks set for external managers, as set out in section 10 of the report;
- (v) To agree the Treasury Management Indicators and Prudential Indicators for 2010/11 as set out at Appendix A to this report; and
- (vi) To agree the Treasury Management Practices and Scheme of Delegation as set out at Appendix D and the Reporting Arrangements at Appendix E to this report.

### **131. Corporate Grants and Commissioning Programme 2009/10**

Received a report from the Corporate Director of Adult and Community Services on the proposed corporate grants and commissioning programme for 2010/11, together with a summary of the achievements of those groups that received funding last year. The report also outlined proposals for the Council and Legal Services Commission to jointly procure a contract for the provision of a Community Legal Advice Centre in the Borough.

Noted that all grant applications received were assessed against the Council's agreed criteria and those that are recommended will enable achievement of the overall objectives of building capacity in the third sector and making a contribution to community cohesion by bringing together all communities in the Borough.

**Agreed**, in order to assist in the achievement of corporate and partnership objectives and, in particular, the Community Priorities of "Fair and Respectful" and "Prosperous", to a corporate grants and commissioning programme for 2010/11 totalling £844,470 as follows:-

- (i) The renewal of commissions which commenced in 2008/9 to a total value of £216,600 as set out in Annex 1 (attached);
- (ii) The extension of commissions which commenced in 2008/9 but which were due to expire in 2009/10 to a total value of £145,000 as set out in Appendix 2 to the report;
- (iii) The renewal of commissions which commenced in 2009/10 to a total value of £87,600 as set out in Appendix 3 to the report;
- (iv) The entering into of a contract for a new Community Legal Advice Centre from 2010/11, estimated at a total cost to the Council of £196,500 per annum over three years, and to delegate authority to the Corporate Director of Adult and Community Services, in consultation with Legal Partners, to award the contract;
- (v) The award of grants of under £10,000 to a total value of £70,494 as set out

in Appendix 5 to the report;

- (vi) The award of small grants to a total value of £15,000 in line with the process described in paragraph 4.2 of the report;
- (vii) The allocation of funding totalling £17,500 for talented and gifted young people in line with the process described in paragraph 4.4 of the report;
- (viii) To delegate authority to the Corporate Director of Adult and Community Services to allocate funds from the remaining contingency budget of £95,776, in consultation with the Cabinet Member for Safer Neighbourhoods and Communities, in order to respond to any urgent issues or emerging priorities that may arise during 2010/11; and
- (ix) The rejection of grant applications as set out in Appendix 7 to the report.

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

## ANNEX 1

## COMMISSIONS LET DURING 2008/9 PROPOSED FOR RENEWAL IN 2010/11

Name of Organisation/Commission	Funding proposed
<b>Barking &amp; Dagenham African Welfare Association (BADAWA)</b> Strategic youth organisation supporting community cohesion and citizenship	£10,400
<b>Barking and Dagenham Volunteer Bureau</b> To develop and support volunteering in the borough	£18,000
<b>Barking Muslim Social &amp; Cultural Society</b> To provide a service to develop opportunities for Muslim communities which are for reason of race or culture significantly socially excluded and or/require capacity building to generate equal access to opportunities and to build connections with other communities	£14,400
<b>Caress</b> To facilitate an LGBT forum in the borough	£16,000
<b>Centre for Independent, Integrated, Inclusive Living Consortium (CIIL)</b> To facilitate a disability forum in the borough	£16,000
<b>Faith Forum</b> To facilitate a faith forum in the borough	£16,000
<b>Harmony House</b> To provide a focus for services and activities meeting local need through community building, promoting community development and community cohesion	£25,000
<b>Relate North East London</b> To provide counselling support for people on low income	£13,500
<b>Victim Support</b> To provide support for victims of crime	£36,500
<b>Wellgate Community Farm</b> To provide a free local open access farm	£30,000
<b>Youth League UK</b> To help integrate marginalised young people and increase community cohesion among young residents of the borough	£10,400
<b>YWCA Vineries Young Women's Project</b> Promoting community cohesion and citizenship through work with young women	£10,400

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## THE EXECUTIVE

16 MARCH 2010

## REPORT OF THE SAFER AND STRONGER COMMUNITY SELECT COMMITTEE

<b>Title:</b> Anti-Social Behaviour Perpetrated By And Against Young People In The Borough	<b>For Comment</b>
<p><b>Summary:</b> Attached under separate cover is the final report of the Safer and Stronger Community Select Committee (SSCSC) which concludes the in-depth review of anti-social behaviour perpetrated by and against young people in the borough. The review commenced on 1 July 2009 and was undertaken by the full membership of the Committee.</p> <p>In accordance with the Council's Constitution, Part C, Section H, paragraph 7, the draft final report setting out the Committee's findings and recommendations was agreed by the SSCSC on 17 February 2010 and is now being submitted to the Executive for information and comments.</p> <p>Once the report has been adopted by the Assembly, the SSCSC will ask the relevant departments and organisations to respond to the recommendations. A report setting out the progress against the recommendations will be presented to the SSCSC after six months for monitoring purposes.</p> <p><b>Wards Affected:</b> All</p>	
<p><b>Recommendation</b> The Executive is asked to consider the Safer and Stronger Community Select Committee's final report and, if appropriate, make comments to inform the Assembly on 24 March 2010.</p>	
<p><b>Reason(s)</b> To assist the Council to achieve the Community Priority to provide 'a safer borough where the problems of anti-social behaviour have been tackled and all young people have a positive role to play in the community'.</p>	
<p><b>Implications</b></p> <p><b>Financial:</b> Any financial requirements resulting from the recommendations in this report will be met from either existing Council budgets and or Partner budgets. Options for external funding will also be investigated wherever possible.</p> <p><b>Legal:</b> The Legal Practice works to ensure that the Local Authority meets its obligations under the Crime &amp; Disorder Act 1998, Police &amp; Justice Act 2006 and other relevant legislation. The Crime and Disorder Act 1998 established a specific legal responsibility on the Council to work with other Public Services and consider the crime and disorder implications of its functions. Further legislation such as for example the Children Act 2004 and the introduction of Local Safeguarding Boards strengthens the joined up multi agency approach to addressing and resolving through constructive engagement issues around young persons and the communities concerns about anti social behaviour. As an example of this partnership working the Legal Practice team works with partner agencies, Community Safety and Tenancy Services Teams to consider the whole range of legal</p>	

options open to the Local Authority such as legislation under the Crime & Disorder Act 1998 & the Housing Act 1996 to deal with anti social behaviour within the borough by working with young people but if need be utilising Acceptable Behaviour Orders, Anti-Social Behaviour Orders and Injunctions.

A major contribution to tackling a contributory element of anti-social behaviour is the rigorous enforcement of the law to prevent the sale and consumption of alcohol to under age persons and the effective dialogue to educate on the health, welfare and future prospects of drug and alcohol abuse. Working together with the Police test purchases are routinely carried out to ensure retailers are conducting their businesses responsibly. Any failures are reported and are likely to lead to criminal sanctions and a Review of the Personal and Premises Licence under the Licensing Act 2003.

<b>Contact Officer:</b> Paramjit Nijher	<b>Title:</b> Senior Scrutiny Officer	<b>Contact Details:</b> Tel: 020 8227 5069 E-mail: <a href="mailto:Paramjit.nijher@lbbd.gov.uk">Paramjit.nijher@lbbd.gov.uk</a>
<b>Lead Member:</b> Councillor John White		

## EXECUTIVE

16 MARCH 2010

## REPORT OF THE LIVING AND WORKING SELECT COMMITTEE

<b>Title:</b> Supported Housing for Older People Scrutiny	<b>For Comment</b>
<p><b>Summary:</b> Attached under separate cover is the final report of the Living and Working Select Committee (LWSC).</p> <p>The LWSC has completed its in-depth review into older people's housing. This piece of work represents the findings and recommendations that have emerged from the scrutiny review.</p> <p>In accordance with the Council's Constitution, Part C, Section F, paragraph 7, the draft final report setting out the Select Committee's findings and recommendations will be formally agreed by the LWSC on 10 March 2010. Any changes to the report arising from this meeting will be verbally updated to the Executive.</p> <p>The Executive is being asked to note this report before it is considered by the Assembly on 24 March 2010. If agreed by the Assembly, the LWSC will ask the relevant departments and organisations to respond to the recommendations and an action plan of implementation will be drawn up. After six months a progress report will be presented to the LWSC for monitoring purposes.</p> <p><b>Wards Affected:</b> ALL</p>	
<p><b>Recommendation(s)</b></p> <p>The Executive is asked to consider the Living and Working Select Committee's final report and, if appropriate, make comments to inform the Assembly on 24 March 2010.</p>	
<p><b>Reason(s)</b></p> <p>To assist the Council in achieving its Community Priorities of a 'fair and respectful', and 'healthy borough'. The outcomes of the review are also intended to complement the development of the Council's draft Older People's Strategy.</p>	
<p><b>Implications</b></p> <p><b>Financial:</b></p> <p>Any financial requirements resulting from the recommendations in this report will be met from either existing Council budgets and or Partner budgets. Options for external funding will also be investigated wherever possible. If agreed recommendations cannot be met from existing budgets, appropriate approvals will be sought from council processes for the relevant financial resource.</p> <p><b>Legal:</b></p> <p>The Living and Working Select Committee has undertaken a scrutiny review of the</p>	

provision of specialist supported housing for older people in Barking and Dagenham. This report sets out the Select Committee's findings and contains recommendations for the council's future policy and practice in this area.

<b>Contact Officer:</b> Glen Oldfield	<b>Title:</b> Overview and Scrutiny Officer	<b>Contact Details:</b> Tel: 020 8227 5796 E-mail: <a href="mailto:glen.oldfield@lbbd.gov.uk">glen.oldfield@lbbd.gov.uk</a>
Councillor G Vincent	Lead Member, Living and Working Select Committee	



## THE EXECUTIVE

16 MARCH 2010

### REPORT OF THE HEALTH AND ADULT SERVICES SELECT COMMITTEE

<b>Title:</b> Dementia Services Scrutiny – Final Report		<b>For Comments</b>
<p><b>Summary:</b>  The Health and Adult Services Select Committee at its meeting on 15 July 2009 agreed to undertake an in-depth scrutiny of Dementia services to consider a number of wide ranging issues.</p> <p>In accordance with the Council's Constitution, Part C, Section E, paragraph 9, a final report setting out the Select Committee's findings and recommendations will be agreed by the Health and Adult Services Select Committee on 10 March 2010 and is now being submitted to the Executive for information and comments. Any changes to the report arising from the Select Committee's meeting will be verbally updated to the Executive.</p> <p>If adopted by the Assembly, the Health and Adult Services Select Committee will ask commissioners and service providers to respond to the recommendations and provide an implementation action plan. A report setting out the progress of the action plan will be presented to the Health and Adult Services Select Committee after six months for monitoring purposes.</p> <p>A copy of the final report is attached as <b>Appendix A</b>.</p>		
<p><b>Recommendation:</b>  The Executive is asked to consider the Health and Adult Services Select Committee's final report and, if appropriate, respond in a separate report to the Assembly on 24 March 2010.</p>		
<p><b>Reason(s)</b>  To assist the Council to achieve its Community Priority of 'A healthy Borough, where health inequalities are reduced with greater knowledge of lifestyle impacts on health'.</p>		
<p><b>Implications:</b>  <b>Financial:</b> Any financial requirements resulting from the recommendations in this report will be met from either existing Council budgets and or Partner budgets. Options for external funding will also be investigated wherever possible.</p>		
<p><b>Legal:</b>  No legal implications have been identified.</p>		
<p><b>Contact Officer for further details:</b>  Pat Brown</p> <p><b>Lead Member:</b>  Councillor Evelyn Carpenter</p>	<p><b>Title:</b>  Senior Scrutiny Officer,  London Borough of  Barking and Dagenham</p>	<p><b>Contact Details:</b>  Tel: 020 8227 3271  Fax: 020 8227 2162  E-mail: <a href="mailto:pat.brown@lbbd.gov.uk">pat.brown@lbbd.gov.uk</a></p>

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## EXECUTIVE

16 MARCH 2010

## REPORT OF THE CORPORATE DIRECTOR OF FINANCE AND COMMERCIAL SERVICES

<b>Title:</b> Budget Monitoring 2009/10 - April 2009 to January 2010	<b>For Decision</b>
<p><b>Summary</b></p> <p>The report updates the Executive on the Council's expected revenue and capital outturn position based on the period April to January and projected to the end of the 2009-10 financial year.</p> <p>The net projected General Fund service overspend before recovery plans is £1.92m. Recovery plans are estimated to reduce this by £0.87m. Net potential corporate risks total £0.84m. Balances would reduce from £3.7m to £1.817m. This is still £5.68m below the target level of balances of £7.5m</p> <p>Interventions continue in place to reduce expenditure. Should the interventions be unsuccessful in bringing the position back into line, the impact will be that the Council's General Fund balance could fall to an unacceptably low level by the end of the financial year. A review of other reserves is underway to consider transfer to general balances.</p> <p>The Housing Revenue Account (HRA) is forecast to have a year end working balance (including the Rent Reserve) of £4.4m which includes an in-year contribution to balances of £3.43m. The HRA is a ring fenced account and cannot make contributions to the General Fund.</p> <p>In regard to the Capital Programme, the current projection is that the year-end outturn position will be £107.9m against a proposed working budget of £115.6m. Directors continue to review the delivery of individual capital schemes to ensure maximum spend within budget is achieved by the year end. Capital budgets cannot contribute to the General Fund although officers are working to ensure that all appropriate capitalisation occurs.</p> <p><b>Wards Affected:</b> All wards.</p>	
<p><b>Recommendations</b></p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> <li>1. Note the current projected position for 31 March 2010 of the Council's revenue and capital budget as detailed in sections 3 and 5 of the report and <b>Appendices A and C</b>;</li> <li>2. Note the position for the HRA as detailed in section 4 of the report and <b>Appendix B</b>;</li> <li>3. Note that in light of the current potential overspend, departments are continuing work to identify and deliver recovery plans to eliminate overspends;</li> <li>4. Note that the Corporate Director of Finance and Commercial Services has imposed mechanisms to reduce in-year expenditure;</li> </ol>	

5. Note potential further actions may be required;
6. Approve the 2010/11 budget virements as outlined in section 6.1 of the report.
7. Extend the funding of the Strategic Partnership procurement into 2010/11 at a cost of £300,000, to be funded from the Invest to Save reserve – section 6.2 of the report
8. Delegate the placing of an order with Kier London for the construction of the Skills Centre to the Corporate Director of Children's Services in consultation with the Corporate Director of Finance and Commercial Services and Legal Partners – section 5.3.

### **Reason**

As a matter of good financial practice, the Executive should be regularly updated with the position on the Council's budget. In particular, this paper alerts Members to particular efforts to reduce in year expenditure in order to manage the financial position effectively.

### **Implications**

#### **Financial:**

The overall revenue budget is indicating potential budget pressures in most of the Council's service departments and corporate matters totalling £1.88m against general fund balances at the start of the financial year of £3.7m.

The capital programme is projected to outturn at £107.9m against the proposed working budget of £115.6m.

#### **Legal:**

Previous reports to the Executive have highlighted the following key legal considerations:

- the requirement to set a balanced budget each year (s. 32 Local Government Finance Act 1992);
- the duty to keep the financial situation under review and take necessary action where a deterioration in the financial position is seen;
- the obligation to set an appropriate level of reserves (for which no set figure is laid down in statute but for the authority to determine in the light of risk as advised by CIPFA);
- the ultimate power and duty vested in the section 151 Officer to issue a 'section 114 notice' under s. 114 Local Government Finance Act 1988 if among other things it appears that expenditure the authority proposed to incur in a financial year is likely to exceed the resources (including sums borrowed) available to meet that expenditure.

The council is entering into the final month of the current financial year and the report indicates a challenging month lies ahead with departments being required to drastically reduce expenditure to bring spend within targets. The section 151 Officer in consultation with the Head of Paid Service and Monitoring Officer must carefully consider during and at the end of the current financial year what further appropriate actions she needs to take. Members will no doubt be keen to satisfy themselves that every effort is being made to bring services within budget

**Contractual:**

No specific implications

**Risk Management:**

The risk to the Council is that if the currently projected overspends are not eliminated the level of balances will fall to a level which is not acceptable to meet future financial risks. Low levels of general balances are being addressed as part of the 2010/11 budget setting process.

**Staffing:**

As part of the measures to reduce in-year pressures a freeze on recruitment has been implemented. Recruitment is currently limited to essential appointments only and overtime payments have been reduced.

**Customer Impact:**

As far as possible all restraints have been placed on non-essential services spend. Some cuts may directly or indirectly affect customers but every effort is being made to mitigate any impact on front line services. Should current restraints be ineffective, further restraint may impact on low risk services.

**Safeguarding Children:**

No specific implications

**Crime and Disorder:**

No specific implications

**Property/Assets:**

Some non-essential maintenance to properties may be re-phased.

**Options Appraisal:**

Not applicable.

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**1. Background**

- 1.1 This report provides a summary of the Council's projected revenue and capital position and consequent balances based on the first ten months of the 2009-10 financial year.
- 1.2 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 regularly 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.
- 1.3 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).

- 1.4 The monthly Resource Monitoring Panels (RMP), chaired by the Cabinet Member for Finance and Human Resources, 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.
- 1.5 Over the last four months reports to the Executive have identified significant pressures being faced by Departments. As reporting enters the final quarter of the financial year projections become more robust but the opportunity to manage pressures becomes more restricted.

## 2 Current Position

- 2.1 The impact of the current revenue projections to the end of the financial year is that the Council's General Fund balance will fall by £1.883m as shown in the table at paragraph 2.2. The Chief Finance Officer has a responsibility under statute to ensure that the Council maintains appropriate balances. Actions are already in place to reduce the Council's cash out-goings and these will continue to be reviewed.
- 2.2 In the report to Members regarding the setting of the 2009-10 annual budget and Council Tax, the Chief Finance Officer, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003, set a target reserves level of £7.5m. The current projected balance for the end of the financial year is significantly below this level. Whilst the external auditor has not offered an opinion on a minimum acceptable level of general balances the Local Government Act 2003 requires the Authority to set an appropriate level of reserves.

	<b>Balance at 1 April 2009</b>	<b>Projected Balance at 31 March 2010</b>
	£000	£000
General Fund	3,700	1,817
Housing Revenue Account (including Rent Reserve)	977	4,402

- 2.3 In light of the current financial position, all departments have been instructed by the Chief Executive to prepare recovery plans to eliminate their overspends and, in addition, the Corporate Director of Finance and Commercial Services has imposed a council-wide non-essential expenditure freeze including the close monitoring of recruitment spend through a central panel. The 'likely' effect of the recovery plans identified by departments on the currently projected overspends are shown in the table below.

<b>January 2010</b>	<b>Gross Projected Outturn</b>	<b>'Likely' Effect of Recovery Plans</b>	<b>Net Projected Outturn</b>
	£000	£000	£000

<u>Service Expenditure</u>			
Adult and Community Services	170	(170)	0
Children's Services (1)	1,472	(700)	772
Customer Services (1)	423	0	423
Resources (1)	(81)	0	(81)
Finance & Commercial Services (1)	(169)	0	(169)
General Finance	100	0	100
<b>Total Service In-Year Variances</b>	<b>1,915</b>	<b>(870)</b>	<b>1,045</b>

(1) Gross projected outturn already includes effects of recovery plans.

- 2.4 The current forecast end of year outturn position across the Council for the General Fund compared with the position reported last month and taking into account the effect of recovery plans, is shown in the table below.

	<b>January Forecast Outturn £000</b>	<b>December Forecast Outturn £000</b>	<b>Movement £000</b>
<u>Service Expenditure</u>			
Adult and Community Services	0	0	0
Children's Services	772	200	572
Customer Services	423	725	(302)
Resources	(81)	(22)	(59)
Finance & Commercial Services	(169)	(194)	25
General Finance	100	0	100
<b>Total Service In-Year Pressures</b>	<b>1,045</b>	<b>709</b>	<b>336</b>
Other			
<u>Corporate Issues</u>			
Building Schools for the Future	1,000	1,000	0
Looked After Children	1,100	1,100	0
Local Housing Company	640	500	140
Recharges to revenue	300	300	0
Specific reserves/funding released	(1,202)	(1,202)	0
Budgeted contribution to balances	(1,000)	(1,000)	0
<b>Total In-Year Pressures</b>	<b>1,883</b>	<b>1,407</b>	<b>476</b>

- 2.5 Additional to the risks identified in the tables above are other pressures where the financial consequence is not yet known and where Directors and Head of Services are attempting to manage the issues. If, however, these pressures come to fruition either wholly or in part, then the financial position will worsen. Equally, if the 'likely' effect of the existing recovery plans is not achieved, the projected balance position will be worse than reported in paragraph 2.1.
- 2.6 The probability of Departments being able to manage the implementation of their action plans is reduced due to the fact that there is now less than 1 month left of the financial year in which to implement quite severe savings plans.

- 2.7 The Council Plan/MTFS and Budget and Council Tax Setting reports approved by Executive and Assembly in February set out plans to increase reserves to £10m in 2010/11. If the proposed 2009/10 recovery plans are not achieved and/or if additional in-year pressures arise, the Council will start the 2010/11 financial year short of its planned opening balances.

### **3 General Revenue Services**

- 3.1 The detailed departmental positions, prior to the effects of any recovery plans, are shown in Appendix A. The key areas of overspend and the movements from the previously reported position, are outlined in the paragraphs below.

#### **3.1.1 Adult and Community Services**

The Adult and Community Services department is currently projecting that without any corrective action there will be an in-year overspend of £170K, an improvement of £200K from the previous month. Adult Commissioning Services are projected to overspend by £570K. The two most significant issues are in Older Persons where externally commissioned homecare hours have increased by 15% since April 2009; and in Learning Disabilities where Supported Living placements have increased by 12 in the same period.

To offset this over spend, there is now a requirement within the department for all non care service divisions to, on aggregate, come in under budget by £100k.

#### **3.1.2 Children's Services**

The Children's Services department is projecting an overspend of £773K by year end which represents an increase of £573k from the previously reported position. The increase is due to legacy costs of legal cases (£373K) and unpaid historical placements invoices (£200K). The departmental management team has identified action plans to potentially achieve savings of £2.543m; of this £1.071m is achievable, and £699k is 'likely'. This leaves a £773k risk which is now the projected overspend.

The key overspend area is in Children's Safeguarding & Rights Division. One element of the overspend is the rise in Looked After Children rising from 330 in June 2009 to a projected 347 in March.

#### **3.1.3 Customer Services**

The Customer Services department is currently projecting an overspend of £425K which is a decrease of £300K on the position reported in December. This projection already includes the effect of the recovery plans identified by the Departmental Management Team. The area of projected overspend is in the Revenues and Benefits division £1.35m – this is offset by projected underspends in Environment & Enforcement (£744k) and B&D Direct (£214k).

The key decrease in the overspend is within the Environment & Enforcement division and in particular the on-street parking service where income from PCN tickets has been increased. This is due to more robust management of the Council's on-street parking strategy and the installation of 10 more cameras.



### **3.1.4 Resources**

The Resources department is projecting that there will be an underspend of £81k which is an improvement of £59k from the position previously reported. The main movements are a decrease of £35K within the Legal & Democratic Services and a decrease of £35k due to the completion of a review into interim staffing arrangements and service budgets within the Human Resources division.

### **3.1.5 Finance & Commercial Services**

The Corporate Finance area of this department is currently completing and implementing a reorganisation. Budget pressures, caused by the use of agency staff, have been alleviated through the use of the Council's contingency budget and it is projected that this area will show a small underspend at the end of the year.

The Policy, Performance and Partnerships area of the department is projected to under spend by £181K due to a number of vacant posts that will not be filled by the end of the year.

### **3.1.6 Corporate Issues**

Corporate revenue pressures exist in 2009-10 relating to

- the Building Schools for the Future project (£1m). A base budget item has been included in the Medium Term Financial Strategy (MTFS) to address this issue in future years.
- prior year expenditure on Looked after Children which will not be grant funded by the Home Office (£1.1m) although the authority is continuing to negotiate with Central Government to resolve this.
- the costs of setting up the Local Housing Company (LHC) and the assumption that there will be no recovery of these costs in 2009-10 (£0.64m).
- costs (£0.3m) which can no longer be charged to capital and which will fall to revenue.

Off-setting these pressures are a budgeted contribution to reserves and the transfer from specific reserves of funds no longer required. The net effect of these corporate issues is to reduce balances by £838k. Further review of other specific reserves will continue. The DCLG have approved the Councils bid to capitalise redundancy costs incurred in 2009/10. Subject to confirmation of this spend projected service departmental costs may fall.

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

4.1 The HRA is currently projecting a contribution to balances for the year of £3.43m mainly as a result of a decrease in the amount of negative subsidy and Housing Benefit Limitation payable and an underspend on Repairs and Maintenance.

4.2 The detailed HRA position is shown in Appendix B.

## **5 Capital Programme**

- 5.1 Actual spend as at the end of January was £61.24m which is 53% of the current working budget. At this stage in the year, it is expected that the outturn will be £107.9m against the budget of £115.6m. This position is subject to robust scrutiny to ensure that timetables and milestones can be adhered to and that budgets are realistic.
- 5.2 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.
- 5.3 Funding for the Skills Centre was approved by the Executive (16/2/10) and Assembly (24/2/10). In order to expedite the process of procuring and delivering the Skills Centre Executive are now asked to delegate the placing of an order with Kier London for the construction of the Skills Centre to the Corporate Director of Children's Services in consultation with the Corporate Director of Finance and Commercial Services.

## **6 Virements**

- 6.1 Ongoing work on the 2010-11 budget has identified that the following virements are required:
- £1m from General Finance to Resources for Building Schools for the Future
  - £750K from General Finance to Contingency for the MTFS item on the Pension Fund Revaluation
  - £236K from Resources to Adults & Community Services. This is the transfer of the Olympic Ambition function from the Chief Executives direct reporting line to the Leisure and Arts division.
  - £359K from Adults & Community Services to Customer Services. This is in relation to the split of the MTFS provision for the Dagenham library and one stop shop.
- 6.2 As part of the budget process for 2009/10, the Council set aside funding to progress the market testing of the ICT service, which was included in budgets for 2009/10. As a result of economic conditions and the need for the Council to consider all options for future delivery of back office services, the scope of this exercise has been extended into the Strategic Partnership procurement that is now underway. Outline bids returned in January have confirmed that there is potentially a significant benefit in expanding the scope of this project, and so the Executive is asked to agree to the funding of the project for the next financial year - 2010/11. The costs are estimated to be £300,000, and will be funded from the Invest to Save reserve, and will be paid back to the reserve. The profile of the repayments will be subject to the final agreement of the Strategic Partnership.

## **7 Consultees**

The following were consulted in the preparation of this report:

Councillor G Bramley, Cabinet Member for Finance and Human Resources  
Rob Whiteman, Chief Executive  
Anne Bristow, Corporate Director of Adult and Community Services  
Helen Jenner, Corporate Director of Children's Services  
David Woods, Corporate Director of Customer Services  
Bill Murphy, Corporate Director of Resources

Tracie Evans, Corporate Director of Finance and Commercial Services  
John Hooton, Strategic Finance Controller  
Lee Russell, Group Manager – Resources  
Steve Whitelock, Group Manager - Adult and Community Services Finance  
Shenis Hassan, Acting Group Manager - Children's Services Finance  
Tony McNamara, Acting Group Manager - Customer Services Finance  
Alex Anderson, Group Manager - Systems and Control  
Winston Brown, Legal Partner – Corporate Law and Employment  
Capital Programme Management Office (CPMO)

## **8 Background Papers Used in the Preparation of the Report**

- Oracle reports
- CPMO reports
- Revenue Monitoring Panel (RMP) briefing papers

## **9 List of Appendices**

**Appendix A** – General Fund Revenue Budget Monitoring Statement – December 2009

**Appendix B** – Housing Revenue Account (HRA) Budget Monitoring Statement – December 2009

**Appendix C** – Capital Programme Budget Statement – December 2009

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# APPENDIX A

## REVENUE BUDGET MONITORING STATEMENT - JANUARY 2010

SERVICES	2009/10			
	Original Budget	Working Budget	Forecast Outturn Before Recovery Plan	Projected Variance - over/(under)
	£'000	£'000	£'000	£'000
<b><u>Adult &amp; Community Services</u></b>				
Adult Care Services	5,054	4,917	4,867	(50)
Adult Commissioning Services	43,681	43,735	44,305	570
Community Safety & Neighbourhood Services	3,652	3,693	3,593	(100)
Community Cohesion & Equalities	7,537	7,585	7,485	(100)
Leisure & Arts	6,473	6,657	6,557	(100)
Other Services	581	742	692	(50)
	<b>66,978</b>	<b>67,329</b>	<b>67,499</b>	<b>170</b>
<b><u>Children's Services</u></b>				
Quality & Schools Improvement	7,151	7,202	7,248	46
Integrated Family Services	770	752	585	(167)
Safeguarding & Rights Services	33,064	33,036	34,924	1,888
Children's Policy & Trust Commissioning	2,199	2,195	2,194	(1)
Skills, Learning and Enterprise	1,837	2,413	2,388	(25)
Other Services	6,952	7,000	6,731	(269)
	<b>51,973</b>	<b>52,598</b>	<b>54,070</b>	<b>1,472</b>
<b><u>Children's Services - DSG</u></b>				
Schools	(11,341)	(2,182)	(2,182)	0
Quality & Schools Improvement	7,417	7,669	7,669	0
Integrated Family Services	3,022	3,157	3,157	0
Safeguarding & Rights Services	131	131	131	0
Children's Policy & Trust Commissioning	587	1,308	1,308	0
Other Services	225	(10,083)	(10,083)	0
	<b>41</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Customer Services</u></b>				
Environment & Enforcement	21,369	21,887	21,143	(744)
Housing Services	842	1,008	1,043	35
Revenues & Benefits	2,688	2,208	3,555	1,347
Barking & Dagenham Direct	(518)	(266)	(481)	(215)
	<b>24,381</b>	<b>24,837</b>	<b>25,260</b>	<b>423</b>
<b><u>Resources</u></b>				
Chief Executive	(4)	(4)	(4)	0
Director of Resources & Business Support	400	488	285	(203)
Legal & Democratic Services	727	589	870	281
ICT & eGovernment	(577)	(579)	(929)	(350)
Human Resources	(290)	(210)	(178)	32
Strategic Asset Management/Capital Delivery	376	364	581	217
Regeneration & Economic Development	3,151	3,364	3,306	(58)
Corporate Management	5,757	5,454	5,454	0
	<b>9,540</b>	<b>9,466</b>	<b>9,385</b>	<b>(81)</b>
<b><u>Finance &amp; Commercial Services</u></b>				
	<b>84</b>	<b>716</b>	<b>547</b>	<b>(169)</b>
<b><u>Other</u></b>				
General Finance	(10,980)	(12,206)	(12,106)	100
Contingency	1,500	777	777	0
Levies	7,646	7,646	7,646	0
<b>TOTAL</b>	<b>151,163</b>	<b>151,163</b>	<b>153,078</b>	<b>1,915</b>

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# APPENDIX B

## HOUSING REVENUE ACCOUNT - BUDGET MONITORING SUMMARY - JANUARY 2010

	Original Budget £'000	Revised Budget £'000	Forecast £'000	Variance £'000
<b>INCOME</b>				
DWELLING RENT	(74,068)	(73,868)	(71,653)	2,215
NON DWELLING RENTS	(2,473)	(2,673)	(2,729)	(56)
CHARGES FOR SERVICES & FACILITIES	(10,575)	(10,773)	(11,012)	(239)
CAPITALISATION OF REVENUE REPAIRS	(3,500)	(3,500)	(4,234)	(734)
<b>TOTAL INCOME</b>	<b>(90,616)</b>	<b>(90,815)</b>	<b>(89,628)</b>	<b>1,187</b>
<b>EXPENDITURE</b>				
REPAIRS AND MAINTENANCE	23,982	24,315	23,376	(939)
SUPERVISION AND MANAGEMENT	27,996	27,922	28,200	278
RENT RATES TAXES AND OTHER CHARGES	524	465	459	(6)
NEGATIVE HRA SUBSIDY PAYABLE	22,057	22,057	18,110	(3,947)
HOUSING BENEFIT LIMITATION	504	504	292	(212)
DEPRECIATION AND IMPAIRMENT OF FIXED ASSETS	13,689	13,689	13,689	0
BAD DEBT PROVISION/WRITE OFFS	746	746	746	0
CAPITAL EXPENDITURE FUNDED FROM REVENUE	1,885	1,885	1,385	(500)
<b>TOTAL EXPENDITURE</b>	<b>91,383</b>	<b>91,582</b>	<b>86,257</b>	<b>(5,325)</b>
NET COST OF HRA SERVICES PER AUTHORITY (I&E) CORPORATE & DEMOCRATIC CORE	767	767	(3,372)	(4,139)
	811	811	811	0
<b>NET COST OF HRA SERVICES</b>	<b>1,578</b>	<b>1,578</b>	<b>(2,561)</b>	<b>(4,139)</b>
INTEREST AND INVESTMENT INCOME	(1,364)	(1,364)	(864)	500
TRANSFER TO / (FROM) RESERVES	(214)	(214)	3,425	3,639
<b>(SURPLUS)/DEFICIT FOR THE YEAR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
HOUSING REVENUE ACCOUNT SURPLUS B/F	4,200	(977)	(977)	0
HOUSING REVENUE ACCOUNT SURPLUS C/F	3,986	(549)	(4,402)	(3,853)

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CAPITAL PROGRAMME 2009/2010SUMMARY OF EXPENDITURE - JANUARY 2010

<u>Department</u>	<u>Original Budget (1)</u>	<u>Revised Budget</u>	<u>Actual to date</u>	<u>Percentage Spend to Date</u>	<u>Projected Outturn</u>	<u>Projected Outturn against Revised Budget</u>	<u>Projected Outturn Variation against Original Budget</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>%</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Adult & Community Services	25,850	18,011	8,138	45%	14,114	(3,897)	(11,736)
Children's Services	9,809	26,958	12,758	47%	24,101	(2,857)	14,292
Customer Services	25,493	39,854	29,675	74%	42,743	2,889	17,250
Resources	10,597	30,787	10,670	35%	26,970	(3,817)	16,373
<b>Total for Department Schemes</b>	<b>71,749</b>	<b>115,610</b>	<b>61,241</b>	<b>53%</b>	<b>107,928</b>	<b>(7,682)</b>	<b>36,179</b>
<u>Accountable Body Schemes</u>							
Resources	-	-	-	-	-	0	0
<b>Total for Accountable Body Schemes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>
<b>Total for all Schemes</b>	<b>71,749</b>	<b>115,610</b>	<b>61,241</b>	<b>53%</b>	<b>107,928</b>	<b>(7,682)</b>	<b>36,179</b>

**Note**

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

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## EXECUTIVE

16 MARCH 2010

JOINT REPORT OF THE CORPORATE DIRECTORS OF RESOURCES AND FINANCE  
AND COMMERCIAL SERVICES

<b>Title:</b> Construction of New Council Housing – Beamway, Dagenham and Charlton Crescent 1 and 2 Sites, Thames View, Barking	<b>For Decision</b>
<b>Summary:</b> This report presents proposals in respect of the procurement of construction partners for the new housing at Beamway, Dagenham, and Charlton Crescent 1 and 2 sites, being part of Phase 2 Council Housing and Thames View garage sites.  <b>Wards Affected:</b> Village and Thames.	
<b>Recommendation(s)</b>  The Executive is recommended to: <ul style="list-style-type: none"> <li>(i) Agree the procurement of construction services, in accordance with national and EU procurement legislation and the Council’s Contract Rules, in respect of the Phase 2 Council Housing and Thames View sites at Beamway, Dagenham and Charlton Crescent sites 1 and 2, Thames View, Barking, as detailed in the report;</li> <li>(ii) Authorise the Corporate Director of Resources, in consultation with the Corporate Director of Finance and Commercial Services and Legal Partners, to award the contract; and</li> <li>(iii) Indicate, in accordance with the Council’s Contract Rules (paragraph 3.6.4, Part D of the Constitution), if it wishes to be further informed or consulted on the progress of the procurement and the award of the contract.</li> </ul>	
<b>Reason(s)</b>  To assist the Council in achieving the Community Priority “Prosperous” through increasing the supply and range of family sized social rented housing in Barking and Dagenham by utilising existing Housing Revenue Account (HRA) land and development sites.	
<b>Implications</b>  <b>Financial</b> The report of 17 November 2009 identified a total of £7.073m resources that would be redirected to fund the new council house building programme. The Homes and Communities Agency announced in the summer two rounds of bidding for Local Authority New Build funding via the National Affordable Housing Programme (NAHP). The Council has submitted a total of 11 bids under this programme totalling £8.5m The HCA announced on 11 January 2010 that the Council has been successful in being awarded a total of £3.217m of grant in the latest bidding round. In addition the Council has been awarded separately by the HCA £4,844,050 of grant for the 31 homes at the William Street	

Quarter.

### **Legal**

Section 80B of the Local Government and Housing Act 1989 enables councils to exclude specified properties from the HRA Subsidy System by agreement with the Secretary of State. This includes new build properties developed by the Council. Such properties remain within the HRA, with the Council being able to retain the full rental income from such properties.

In addition, amendments to the Local Authorities - Capital Finance and Accounting (England) Regulations 2003 enable local authorities to retain the full capital receipt on any subsequent sale of excluded properties, provided the receipts are used for affordable housing and regeneration projects.

All local authority new build homes receiving NAHP grant will automatically receive exemption under Section 80B. It has, therefore, not been necessary for the Council to make a Section 80B application.

The Council has power to enter into a works contract for the design and build of new homes under section 1 of the Local Government (Contracts) Act 1997 on the basis that such works are properly required for the discharge of the Council's duties.

### **Contractual**

For Phase 2 Council Housing and Thames View sites identified, it is anticipated that the estimated value of the works contract will be up to £2,594,628. The contract is being procured through the Council's existing Housing Contractor Framework, which has been procured in accordance with the Council's Constitution, the Public Contracts Regulations 2006 and European Procurement Directives. The Council (as a contracting authority) will also procure in line with the general EC Treaty principles of i.e. non-discrimination, equal treatment, transparency, proportionality and mutual recognition.

The report confirms that the procuring department will seek tenders from the Council's contracting framework, using the JCT Design and Build 2005 standard contract terms. It is also noted that tenders will be evaluated using the evaluation criteria and associated weightings as set out in the invitation to tender documentation and detailed below in paragraph 2.3 to ensure compliance with legislation and Council's Constitution.

### **Risk Management**

Each of the new build projects has been subjected to the Council's Capital Programme Management Office (CPMO) process which includes a full risk management process from inception through to design, construction and completion.

The new build programme will be managed by a dedicated project manager within the Strategic Asset Management and Capital Delivery Division. The programme will be monitored by the Housing Joint Ventures Board whose membership includes Divisional Directors of Strategic Asset Management and Capital Delivery, Regeneration and Economic Development, Legal Partner, Procurement, Property and Planning, Finance and Land Services.

### **Staffing**

No specific implications

### **Customer Impact**

The number of larger homes available for Social Rent will increase because of this programme. The Borough currently has over 120 families awaiting homes with four bedroom and 2,446 families awaiting homes with three bedroom. Increasing the supply of larger family sized socially rented accommodation will improve the housing overcrowding problem in the Borough; this programme aims to provide up to 11 four bedroom and 5 three bedroom homes for local families on the register.

All of the new homes built under this programme will be built to Lifetime Homes and generous space standards.

### **Safeguarding Children**

The provision of more, larger family sized accommodation will alleviate the pressures placed on families who are forced to live in overcrowded accommodation.

### **Crime and Disorder**

Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals.

In any development the Council will seek to achieve 'secured by design' status to ensure that the opportunities for crime are minimised at the design stage of development. During construction the security arrangements for each site will be the responsibility of the appointed Contractor, for each site adjacent neighbours will be given contact details for the site management in case of any problems and out of hours' emergencies.

### **Property / Assets**

Sites identified for redevelopment in the HRA new build programme will not be available for disposal as part of the borough's Disposal Programme. Retention will create a long-term capital asset within the HRA for households requiring social rented housing.

### **Options appraisal**

Each HRA new build site has been subject to a full option appraisal process to ensure that the development optimises its contribution to meeting housing supply and impact on the local environment and that the proposed development is in line with Planning Policy. In addition, each site will be required to meet minimum sustainability thresholds to minimise impact on the environment in both construction and occupation.

<b>Head of Service:</b> Sue Lees	<b>Title:</b> Divisional Director of Asset Management and Capital Delivery	<b>Contact Details:</b> Tel: 020 8227 3300 E-mail: <a href="mailto:sue.lees@lbbd.gov.uk">sue.lees@lbbd.gov.uk</a>
Jeremy Grint	Divisional Director of Regeneration and Economic Development	Tel: 020 8227 2443 E-mail: <a href="mailto:jeremy.grint@lbbd.gov.uk">jeremy.grint@lbbd.gov.uk</a>
<b>Report Author:</b> Ola Laniyan	<b>Title:</b> Client Manager Housing	<b>Contact Details:</b> Tel: 020 8227 5736 E-mail: <a href="mailto:olatundun.laniyan@lbbd.gov.uk">olatundun.laniyan@lbbd.gov.uk</a>

## **1. Background**

- 1.1 On 11 January 2010 the Homes and Communities Agency (HCA) announced that the Council was successful with its grant application for National Affordable Housing Programme. Of the total sum of £3.217m awarded, £1.375m was allocated to the sites at Beamway and Charlton Crescent sites 1 and 2.
- 1.2 On 19 January 2010, the Executive agreed to the use of the £1.219m of the remaining re-allocated resources to meet the borrowing required for the sites allocated grant at Beamway and Charlton Crescent (sites 1 and 2).
- 1.3 The sites at Beamway and Charlton Crescent 1 and 2 are being progressed, with planning application being sought for the development of new houses on the sites.

## **2. Appointment of Contractors**

- 2.1 It is intended that for the construction of the new housing at these sites, tenders will be sought from the Council's Housing Framework Contractors in April 2010.
- 2.2 The form of Contract to be used for the project is the JCT Design and Build 2005 (revision 2) with Contractors design post stage D+.
- 2.3 The weighting for the evaluation of the tender will be on the basis of 60:40 ratio quality / price. The assessment of the quality criteria will be based on the answers provided to questions as outlined below:
  - Contractors Proposals, compliance with Employer's Requirements.
  - What recent examples (in the last three years) does the Contractor have of successfully completing other similar social housing new build projects?
  - How will the contractor deal with the dispersed nature of the works and ensure that each of the sites is adequately managed?
  - What particular health and safety issues would the contractor expect to see with this type of work and how would these be addressed?
- 2.4 It is intended that successful contractors will be appointed in May, with an anticipated start on site at the end of June 2010. The project will be expected to be completed on site by March 2011; this is a specific requirement of the grant funding.
- 2.5 The successful contractor's performance will be monitored and managed by the use of Key Performance Indicators, which will be reported to the client on a monthly basis. This will include the indicators on the use of local labour, apprentices and local supply.

## **3. Links to Corporate and other Plans and Strategies**

- 3.1 The supply of New Build Council Housing will increase the supply of family sized socially rented accommodation and contribute to reducing the level of overcrowding and housing shortage within the borough.

#### **4. Consultees**

##### **4.1 The following were consulted in the preparation of this report:**

Councillor P Waker - Cabinet Member for Housing  
Councillor M McCarthy - Cabinet Member for Regeneration  
Tracie Evans – Corporate Director of Finance and Commercial Services  
Lee Russell - Group Manager, Corporate Finance  
Yinka Owa - Legal Partner (Procurement, Property and Planning)  
Eldred Taylor-Camara - Deputy Head of Law (Procurement, Property and Planning)  
Stephen Clarke - Divisional Director for Housing Services  
Sue Lees - Divisional Director of Asset Management and Capital Delivery  
Jeremy Grint - Divisional Director of Regeneration and Economic Development  
Glynis Rogers - Divisional Director, Community Safety and Neighbourhood Services  
Heather Wills - Head of Community Cohesion and Equalities  
Paul Ansell - Procurement Officer

#### **5. Background Papers Used in the Preparation of the Report:**

Executive Report and Minute 89, 17 November 2009 - Construction of New Council Housing within the Housing Revenue Account.

Executive Report and Minute 116, 19 January 2010 - Construction of New Council Housing Phase 1 and 2 Sites, King William Street Quarter, and Thames View Garage Sites.

#### **6. List of Appendices**

None

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## EXECUTIVE

16 MARCH 2010

## REPORT OF THE CORPORATE DIRECTOR OF CHILDREN'S SERVICES

Title: Proposed Investment in Creating Primary School Places	For Decision														
<p><b>Summary:</b></p> <p>Overall, the Borough has a rising birth rate from 2,380 (2000/01) to 3,619 (2007/08) and this together with the regeneration investment is putting pressure on school places in the Borough. When there has been an opportunity to bid for resources, Children's Services has always seized that opportunity. There has been a measure of success in securing funds, particularly from the Department of Children, Schools &amp; Families (DCSF) as follows:</p> <table border="0"> <tr> <td>▪ Exceptional Basic Need 2005</td> <td style="text-align: right;">£16,204,438</td> </tr> <tr> <td>▪ Exceptional Basic Need 2008</td> <td style="text-align: right;">£31,514,596</td> </tr> </table> <p>Most recently, the Government has announced additional funding as a one off grant to support local authorities who have high demand for school places because of population increases. The sum awarded to Barking and Dagenham amounts to the following:</p> <table border="0"> <tr> <td>▪ Exceptional Basic Need</td> <td></td> </tr> <tr> <td>- Emergency Fund 2009</td> <td style="text-align: right;">£18,388,000</td> </tr> <tr> <td>▪ Primary Capital Programme</td> <td></td> </tr> <tr> <td>- Funding Allocation 2010/11</td> <td style="text-align: right;"><u>£6,118,824</u></td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td style="text-align: right;"><b>£24,506,824</b></td> </tr> </table> <p>It is proposed that this sum of £24.5m together with £3.5m from the Exceptional Basic Need 2008 grant (already included in the Capital Programme) and a further £3.8m that has been secured to support the provision of a new school at the former University of East London (UEL) site through the S106 planning gain by the developer, be earmarked to support a package of expansion and new school developments, the details of which are set out in Appendix A.</p> <p>The Executive is also asked to note that discussions are ongoing with the London Thames Gateway Development Corporation (LTGDC) regarding a possible contribution of £1,090,000 towards the proposed expansion and refurbishment of Thames View Infant and Junior schools. However, this funding is not included in the overall sum identified in the report and would be an enhancement to the scheme in the event of successful discussions.</p> <p><b>Wards Affected:</b> All Wards</p>		▪ Exceptional Basic Need 2005	£16,204,438	▪ Exceptional Basic Need 2008	£31,514,596	▪ Exceptional Basic Need		- Emergency Fund 2009	£18,388,000	▪ Primary Capital Programme		- Funding Allocation 2010/11	<u>£6,118,824</u>	<b>Total</b>	<b>£24,506,824</b>
▪ Exceptional Basic Need 2005	£16,204,438														
▪ Exceptional Basic Need 2008	£31,514,596														
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- Emergency Fund 2009	£18,388,000														
▪ Primary Capital Programme															
- Funding Allocation 2010/11	<u>£6,118,824</u>														
<b>Total</b>	<b>£24,506,824</b>														
<p><b>Recommendations:</b></p> <p>The Executive is recommended to:</p> <ol style="list-style-type: none"> <li>(i) approve the increase in available funds for capital investment as detailed in the report amounting to £28,306,824 (external grant funding + S106);</li> <li>(ii) approve the outline spending plan for 2010/11 as detailed in Appendix A, and to note the possible additional fund of £1,090,000 from LTGDC;</li> </ol>															

- (iii) approve the proposed procurement route using the Council's Framework Contractors and indicate, in accordance with the Council's Contract Rules (paragraph 3.6.4, Part D of the Constitution), if it wishes to be further informed or consulted on the progress of the procurement and the award of the contract.
- (iv) authorise the Corporate Director of Children's Services, in consultation with the Corporate Director of Finance and Commercial Services and Legal Partners, to award the contract for works using the Council's Framework, each project being progressed as a separate contract;
- (v) note that further reports will be presented as appropriate on the formal expansion of the existing schools and issues relating to the development of the new schools, as referred to in section 4 of the report.

**Reasons:**

To assist the Council in achieving its Community Priority 'Inspired and Successful' and in fulfilling its duty to provide every child in the Borough with a school place.

**Implications**

**Financial**

The extra funding amounting to £28,306,824 will increase the available capital budget for 2010/11 and is fully funded by grant from the DCSF or through a S106 funding agreement with the developer for the former UEL site. For ongoing revenue costs associated with the new and expanded schools, the Dedicated Schools Grant is based on funding per student, so as school rolls increase, so the DSG allocation increases to reflect the increase in pupil numbers. .

As this programme of capital investment is wholly funded from grant and section 106 funding there is no impact on revenue costs associated with financing capital expenditure provided expenditure and funding remains in line with budget.

The Council's capital resources are fully utilised on the current capital programme. If any shortfall on external funding exists, the scope of the relevant projects has to be reduced to ensure that the revenue impact on the Council's revenue budget is protected.

**Legal**

The recommendations in this report will give rise to a range of legal issues including the procurement process for each project on which the Legal Partner should be consulted. It is intended that each project will be procured using the council's framework agreements which have been procured in a manner that is compliant with the council's contract rules and relevant public procurement regulations. The Legal Partner should be consulted at each stage of the procurement process.

**Contractual**

Contractual issues will be secured through support from Legal Partners and the Council's Asset Management and Capital Delivery section.

**Risk Management**

The Council has a statutory obligation to provide pupil places across schools in the

Borough and the projects outlined in the report will support the provision of new school places and mitigate the risk of failing to provide suitable numbers of places for pupils' learning.

### **Staffing**

As schools take on additional pupils there will be an increase in staff at schools, both teaching and non-teaching staff.

### **Customer Impact**

The increase in pupil places at the schools listed will improve the available places for parents expressing a preference for their children. It will ensure that pupils have better access to education provision in the primary sector and are more likely to be able to attend schools in their local area.

### **Safeguarding Children**

No specific implications. Local school place provision improves accessibility.

### **Crime and Disorder**

No specific implications. During the design process appropriate consideration to design out potential crime spots.

### **Property/Assets**

The value of the school estate will be enhanced in terms of the investment made.

### **Options appraisal**

- (i) Do nothing – this would not be possible due to the legal and statutory obligations placed on the Council.
- (ii) Choose other schemes – alternative options for investment have been considered, but the projects suggested are the most appropriate to meet demand.
- (iii) Temporary expansions of schools – the preferred permanent investment as outlined in the report will give a solution for the long term that addresses the shortfall in pupil places projected, rather than a temporary solution.

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<b>Report Author:</b> Mike Freeman	<b>Title:</b> Group Manager School Estate	<b>Contact Details:</b> Tel: 020 8227 3492 Fax: 020 8227 3148 E-mail: mike.freeman@lbbd.gov.uk

## **1 Background**

- 1.1 The Council commissioned two independent reports – one in 2008 and a subsequent report in 2009 – to identify the true impact of the rise in the birth rate, changes in the age profile of the Borough and the impact of larger families on the demand for extra school places. For the primary sector, the demand is for some 11,000 school places and in the secondary sector at least 2,500, although the effect of recent higher birth rates is likely to increase this demand when the figures are

next reviewed.

- 1.2 This report concentrates very much on creating new school places in the primary sector as the funding grant allocation which has been made is designed specifically for investment in key stages one and two provision.

## 2 Proposal

- 2.1 The finances available for investment need to be linked to the existing capital programme of investment and Appendix A sets out proposals which are recommended to Members.

- 2.2 The available expenditure is made up of the following funding:

DCSF Basic Need 2008 Grant	£3,500,000 (already in Capital Programme)
DCSF Exceptional Basic Need 2009 Grant	£18,388,000
DCSF Primary Capital Programme Grant 2010/2011	£6,118,824
S106 Funding UEL Site	£3,800,000
<b>Total</b>	<b>£31,806,824</b>

- 2.3 The schedule of investment is in the early stages of development and subject to technical support for improving budget accuracy. Any changes will be reported back to the Executive through the regular budget monitoring reports.

## 3 Procurement

- 3.1 In order to secure the projects identified in the programme colleagues in Asset Management and Capital Delivery have been asked to map out a programme for delivery. It is intended to utilise the Council's construction framework contractor to benefit from the partnership relationship this will give.

- 3.2 It may be that there will need to be different types of contracts with the framework contractors and advice will be sought from Corporate Procurement and the Legal Partnership about the most appropriate contract arrangement for each scheme.

- 3.3 Approved contracted suppliers are to be used for IT and furniture.

- 3.4 The decision about the most beneficial tender will be determined based on price and quality.

## 4 New and Expanded Schools

- 4.1 There is a formal process which needs to be undertaken to expand existing schools, which includes obtaining the agreement of the Governing Body and a process of public consultation - details of the processes were included in recent reports to the Executive on 22 December 2009 and 16 February 2010 in respect of the expansion of Thames View and Cambell Infant schools respectively and similar arrangements will be in place for the other schools listed in Appendix A.

- 4.2 Where a new school is proposed, a separate report will come back to the Executive on how it is intended to deal with the management issues. At this stage, strategic permission is needed to progress design and think about construction.
- 4.3 For proposals in respect of new schools, it is the Government's intention that a competition, as provided for by Section 7 of the Education and Inspection Act 2006 and the School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2007, is expected to be the usual route by which most new schools will be established. Determination of who runs the school once the competition has been held will be an issue for the Council to decide. There are alternative routes, for example if no proposers come forward then it is possible for the local authority to make an application to the Secretary of State to run the school. In considering these issues, as indicated in 4.2 above, a report will be presented to the Executive on how the Council might manage expansion and new school provision across the school estate.

## **5 Links to Corporate and other Plans and Strategies**

5.1 The proposals in this report are in line with:

- The Children and Young People's Plan
- The Council Plan

## **6 Consultees**

6.1 The following have been consulted in the preparation of this report:

Councillor Rocky Gill	Cabinet Member for Education and Children's Well Being
Corporate Management Team	
Jane Hargreaves	Head of Quality and School Improvement
Yinka Owa	Legal Partner, Procurement, Contracts, Property
Shenis Hassan	Interim Group Manager Children's Services Finance
Sue Lees	Divisional Director of Asset Management and Capital Delivery
Sharon Roots	Group Manager Risk Management
Vivienne Cooling	Group Manager Marketing and Communications
Paul Ansell	Strategic Procurement Manager
Carol Sharp	Interim Head of HR
John Hooton	Strategic Finance Controller

## **7 Background Papers Used in the Preparation of the Report:**

- 10 Year Primary and Secondary Pupil Place Planning Report 2006/07 to 2016/17
- Forecast Update Report 10 Year Pupil Places Planning 2008/09 to 2018/19

## **8 List of appendices:**

Appendix A – Schedule of investment proposals.

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## Schedule of Investment Proposals Proposed Investment in Creating Primary School Places

School	Brief Description	Additional Places Created	Basic Need 2008	Exceptional Basic Need 2009	Primary Capital Programme 2010/2011	Other Funding [see description]	Total	funding description
Former UEL Site	New Primary school	630 plus 39 fte nursery	£ 7,000,000	£ 3,800,000	£ 10,800,000			S106 planning gain from developer
Roslyn Road/Faircross	New Primary school	420 plus 26 fte nursery	£ 4,750,000	£	£ 4,750,000			
Thames View Infants	Expansion and Refurbishment	90 already created [3fe to 4fe]	£ 750,000	£	£			Possible £590k investment from LTGDC
Thames View Junior	Expansion and Refurbishment	120 [3fe to 4fe]	£ 2,500,000	£	£			Possible £500k investment from LTGDC
Cambell Junior	Expansion and Refurbishment	120 [3fe to 4fe]	£ 250,000	£	£ 250,000			
Ripple Primary	Expansion to facilities	210 plus 13 fte nursery [2fe to 3fe]	£	£ 3,200,000	£ 3,200,000			
Westbury	New Primary school	420 plus 26 fte nursery [2fe]	£ 1,638,000	£ 2,362,000	£ 4,000,000			
St Georges	New Primary school	630 plus 39 fte nursery [3fe]	£ 3,500,000	£ 500,000	£ 4,000,000			
	Contingency		£ 1,000,000	£ 556,824	£ 1,556,824			
	<b>Totals</b>		<b>£ 3,500,000</b>	<b>£ 18,388,000</b>	<b>£ 6,118,824</b>	<b>£ 3,800,000</b>	<b>£ 31,806,824</b>	

Note: Cost identified in this spreadsheet have not been the subject of any technical input at the time of compilation.  
Funding for Basic Need 2008 is currently part of the approved capital programme and is shown here as it is intended to increase the investment.

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**EXECUTIVE****16 MARCH 2010****REPORT OF CORPORATE DIRECTOR OF FINANCE AND COMMERCIAL SERVICES**

<b>Title:</b> Barking Riverside Rivergate Centre – Lease For The School Site	<b>For Decision</b>
<p><b>Summary:</b>  This report seeks the agreement of the Executive on behalf of the Council to agree to the taking of a 999 year lease at a peppercorn rate from Barking Riverside Limited (BRL) for the site known as the Barking Riverside Rivergate Centre on which a new primary school will be located. Further consent is required to enable the Council to grant a sub-lease of the school site to the Diocese of Chelmsford or its agents, whom it is intended will operate the school and hold the sub-lease in trust as a voluntary aided school. Authorisation is also sought to enable the Corporate Director of Finance and Commercial Services to enter into a single contract with BRL to deliver the Rivergate centre.</p> <p><b>Wards Affected:</b> Thames</p>	
<p><b>Recommendations:</b></p> <p>The Executive is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Agree that the Council enters into an agreement for lease and development with BRL to procure the construction of the School and playing fields;</li> <li>(ii) Agree that the Council enters into a 999 year lease at a peppercorn rate with BRL for the primary school premises at the Barking Riverside Rivergate Centre;</li> <li>(iii) Authorise the Corporate Director of Finance and Commercial Services to approve the terms of the lease, in consultation with Legal Partners and Property Services;</li> <li>(iv) Agree that the Council grants a sub-lease to the Diocese of Chelmsford or its agents as the operator of the school and so that the school site can be held by the trust, subject to the Secretary of State's agreement regarding the running of the school; and</li> <li>(v) Authorise the Corporate Director of Finance and Commercial Services, in consultation with Legal Partners, to enter into a Single Building Contract to deliver Phase 1 of the Rivergate Centre at Barking Riverside, including the provision of a primary school and nursery subject to the Council's contribution to the scheme not exceeding £8.5m and a guarantee from the BRL / Homes and Communities Agency (HCA) with regard to the remaining funding.</li> </ul>	
<p><b>Reasons:</b>  To assist in achieving the Council's community priorities of better education, learning for all and raising pride in the borough.</p>	
<p><b>Implications</b></p> <p><b>Financial</b>  The delivery of a school at Barking Riverside is part of the current capital programme. The school will be built using direct grant funding secured under the Department of Children, Schools and Families, (DCSF) Exceptional Basic Need Allocation 2008-11 for</p>	

£31,514,596, of which £10.5 million will fund the first primary school at Barking Riverside. Children’s Services have committed to contribute £8.5 million, inclusive of professional fees, for the construction of the school. The remaining £2million will be used to finance the fit out for the school. The BRL contribution of £3 million will fund the construction of the community areas, including the church, café, community offices, pct, CHP, pocket part and public square.

The build contract sum for the first stage tender is £10.5million. The expected cost for the second stage is £11.5 million for a 60 Week build programme. Authorisation is sought to enter into negotiations at second stage tender in order to reach agreement on the final total contract cost.

The total budget for the project is as follows:

	<b>Original Budget</b>	<b>Stage 1 Tender</b>	<b>Stage 2 Tender value engineered</b>	<b>Total Budget</b>
<b>LBBD</b>	£8.5			
<b>BRL</b>	£3			
<b>Total</b>	£11.5	£10.5	£11.5	£11.5

Final agreement of the apportionment on the total cost is currently in the process of being agreed between BRL and the Department of Children’s service. The final figures will be agreed based on budget levels above and will be marked and shown in the transfer plan so the contractor is clear about boundary and budgetary responsibilities within the building.

The responsibility for all future ongoing repairs, maintenance and upkeep of the school will be shared between the Diocese and the Council, for which both parties will receive DCSF Direct Schools Grant funding, which is triggered by the creation of the new pupil places. BRL will fund and manage, through the CDT, the community buildings, public square and sports pitch.

As the school will form part of and be directly linked to the neighbourhood centre, the landlord (BRL) requires that the Council enters into a lease that imposes ongoing service charge commitments from the Council as tenant. The service charge will cover expenses incurred by the landlord such as repair and maintenance, heating, lighting, decoration, security systems, fire protection systems, management of common parts etc. At the time of preparation of this report, the landlord was unable to give an indication of the likely level of expenses that will be incurred by the Council.

However, as the intention is to sub let the school to the Diocese, the service charge commitments will be transferred to the Council’s sub-tenant(s) by their sub-leases. The Council will be responsible for collecting the service charge monies from its tenant(s) and paying them to the landlord for the duration of the sub-lease(s). In the event that the sub-lease(s) terminate, the Council will become directly responsible for the service charge outgoings for the duration of it’s’ lease.

**Legal**

The Council’s Constitution (Part D, Land Acquisition and Disposals Rules Section 3)) require that the Executive must exercise its judgement regarding the use, acquisition and disposal of land in respect of the grant and/or disposal of leases over 20 years.

The proposal will involve the Council entering into an Agreement for Lease with BRL, with an obligation for BRL to grant a long lease of the part of the building where the school will be located.

The Council will enter into a single building contract to undertake the design and build contract for the Rivergate Centre.

Upon completion of the construction of the school building BRL will grant a lease for a term of 999 years for a peppercorn rent. There will be included provisions for service charge payments by the Council as tenant towards the landlord's (BRL/CDT) repair and maintenance of the external structure of the school building, common areas and services in respect of the building and new estate. Detailed terms of the lease are yet to be agreed between the parties.

Following grant of the 999 year lease, the Council will grant a sublease to the Diocese of Chelmsford (or its authorised agents) to operate the school as a voluntary-aided school. The Council has sought consent of the Secretary of State to enable it achieve this purpose. Detailed terms of the sublease are yet to be agreed between the parties.

The freehold of the Rivergate centre and the open/public spaces are to be transferred from BRL to the BRCDT (Barking Riverside Community Development Trust). Ordinarily the Council would adopt much of the community (i.e. non-commercial/residential) elements of the estate (community buildings, roads, open spaces and public squares etc) but at Barking Riverside the Council has given itself the option to not take on the responsibilities (such as those associated with maintaining these public areas) on the basis that the BRCDT will fulfil this role.

### **Contractual**

Approval is sought for the Executive to authorise the Corporate Director of Finance and Commercial Services to enter into a Single Build contract in accordance with the conditions and schedules annexed to the JCT Design and Build Contract (2005 edition) as amended by revision 1 2007, a copy of which is annexed to this report. The recommended building contractor is Neilcott.

### **Risk Management**

By accepting a 999 year lease and granting a sub-lease, the Council will effectively place itself as being the guarantor of the sub-tenant (i.e. the Diocese) for the duration of the term. This risk will be minimised as far as possible by including appropriate break clauses in the head lease to allow the Council to terminate the lease in the event of the school no longer being required, or in the event of the financial failure of the sub tenant. Officers are involved in ongoing negotiations with the landlord to protect the public sector grant money that will go into this project by allowing the Council to share in the development value of the land should it be necessary to break the lease at some point in the future.

Not proceeding with the lease would prevent the school construction from starting and the school from being ready to open in September 2011.

If the Council takes the lead in a single build contract there needs to be some financial guarantee provided by BRL that their £3million contribution is secured. Prior to entering into the agreement some form of guarantee will be required from BRL or the Homes and Communities Agency (HCA).

A risk register for the project is updated regularly. The table in section 5 of the report assesses the probability of a number of key risks with the proposals recommended.

### **Staffing**

No specific implications

### **Customer Impact**

The Rivergate centre will deliver a new school, community facilities, church, shops, public square, playing fields and housing for not only future residents of Barking Riverside, but for existing residents in Thames View and Great Fleete. Other customers such as the Council, the Police and the PCT are well served in the community facilities. The BRCDT will manage the Rivergate centre as well as provide consistent management across the whole of Barking Riverside, which will alleviate pressure on the Council's funds for maintenance and management across the Borough.

### **Safeguarding Children**

The school premises will form part of a community centre, therefore, the design team have looked carefully, worked in consultation with Education and children's services, and followed secure by design principles, to ensure the safeguarding of the school children will not be compromised. The school has been designed with separate exits and entrances to school and playing fields,

### **Crime and Disorder**

There are no direct impacts. The school has been designed to take account of designing out crime principles and specifications.

### **Property/Assets**

A long lease of the school premises and playing fields will be granted to the Council who will then sublease the school premises and playing fields to the Diocese of Chelmsford as detailed in the body of this report.

### **Options appraisal**

- Obtaining Freehold - BRL will transfer the freehold of the Rivergate centre to the Community Development Trust once it is established.
- Not taking lease - The school cannot proceed and the children at Barking Riverside will have no school place which will put additional pressure on existing schools within the Borough.

<b>Head of Service and Report Author:</b> Jeremy Grint	<b>Title:</b> Divisional Director of Regeneration and Economic Development	<b>Contact Details:</b>  Tel: 020 8227 2443 E-mail: <a href="mailto:jeremy.grint@lbbd.gov.uk">jeremy.grint@lbbd.gov.uk</a>
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## **1 Background**

- 1.1 The Executive will be aware that the detailed planning application for the Rivergate Centre was received by the Council's Planning office on 4 December 2009. Extensive pre-application discussions were held with various stakeholders, most notably, the LBBD Children's Services Department, PCT, Faith Forum, the Police,

Neighbourhood groups, the A13 Sub-regeneration group and the Barking Riverside Access Forum. Consecutively, Planning approval was received from LBBB and the LTGDC on 8 February 2010 and 11 February 2010.

- 1.2 The Rivergate Centre comprises of a 3-form entry primary school and nursery. The primary school will be 3 form entry for 630 pupils aged 4-11 years plus a nursery for 39 full time equivalent 3 year olds. The Rivergate centre will also consist of a Church, social enterprise café, community development trust offices, PCT rooms and other community rooms available for hire, a Safer Neighbourhood team office plus some shops with flats above.
- 1.3 The school is due to start construction in May 2010 to be ready to open in September 2011. The retail and housing will start approximately 9 months after the commencement of construction on the school and community facilities.
- 1.4 At its meeting on 24 March 2009 the Executive received a report about the first primary school for the Barking Riverside development and agreed the procurement process and the establishment of the school with the Diocese of Chelmsford being the operator of the school as a foundation/trust school (Minute 162 refers).

## **2 Demand for Primary School Places**

- 2.1 Reports have come to the Executive previously indicating a growing demand for school places and, as part of that process, we have identified a need to provide a new primary school on the Riverside development. Some initial discussions have been held with BRL and a site has been agreed in principle, subject to a formal legal agreement for the use and transfer of the land which will be on a long term lease.
- 2.2 The Section 106 agreement which is in place means that BRL cannot allow more than 500 homes to be occupied until construction of the first primary school has commenced. It is vital, therefore, in order not to impinge on the Barking Riverside development and to ensure that appropriate social infrastructure is provided before any more new homes are built in this area.

## **3 Proposal for Lease**

- 3.1 This report outlines the need to have land leased to London Borough of Barking and Dagenham from BRL in order for the school to be built. The freehold of the land will remain with BRL and will be transferred to the Community Development Trust once it is established. It is anticipated that the lease to the Council will be for a maximum term of 999 years at a peppercorn rent.
- 3.2 The second stage of the proposal will be to grant a sub-lease to the Diocese of Chelmsford to hold the property in trust as the operator of the School. It is anticipated that the sub-lease will be for a period of 50 years with renewal rights in favour of the Diocese.
- 3.3 The formation of the lease and sub-lease to be the subject of discussion with BRL and its legal and property team. For the Council the Strategic Asset Management and Capital Delivery division, Regeneration and Economic Development division and Legal Partnership will advise and participate in the discussion.

#### 4. Build Contract

- 4.1 The procurement of the school was reported to the Executive on 24 March 2009 and preceded in accordance with the Council's construction framework.
- 4.2 First stage tenders were issued to four main contractors, on the London Borough of Barking and Dagenham's Education and Other Services Construction Framework Agreement dated May 2009, on 5 January 2010 for the construction of the school and community building at Barking Riverside. The four contractors were Kier, May Gurney, Borrás Construction and Neilcott Construction, The tender was a two stage tender on an amended JCT Design & Build Contract 2005 Edition.
- 4.3 The tender document stated that the contractor would be appointed on scoring criteria of 50% quality and 50% cost. After combining the scores for quality and cost the final scores are as set out below:

	<b>Cost</b>	<b>Quality</b>	<b>Total</b>	<b>%</b>
<b>Neilcott Alternative (Option 2/3)</b>	<b>1296</b>	<b>1114</b>	<b>2410</b>	<b>93.0%</b>
Neilcott (Option 1)	1293	1114	2407	92.9%
Kier Alternative	1283	1065	2348	90.6%
Kier	1242	1065	2307	89.0%
Borrás	1234	799	2033	78.4%
May Gurney	1262	Not Compliant		

- 4.4 It is recommend that Neilcott are approved as the preferred contractor and invited to proceed to the second stage subject to the satisfaction of both clients (LBBD & BRL) that the current projected second stage tenders plus contingency of £11,500,000 can be accommodated.

#### 5. Risk Register

- 5.1 A risk register for the project is updated regularly. The following table assesses the probability of a number of key risks with the proposals recommended.

<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigation</b>
Financial Risk – Risk of BRL becoming insolvent and/or unable to pay their contribution of £3million to the contractor.	Low	High	In reality this is a very low and unlikely risk due to the fact that BRL are partly owned and funded by HCA. However, to mitigate against this BRL have been asked by the council to guarantee their financial contribution through either a bond/or escrow account. Further staged payments from BRL will be agreed as part of the build contract.
Variations to Build Contract which could lead to escalated project costs.	Low	High	Conditions will be written into the contract to act as control measures against variations to the build contract. Major changes to the design are not expected due to the amount of consultation and involvement from stakeholders in the design process.

Conflict Management	Low	High	The build contract will set out clear parameters for either partner to ensure that there can be no event in which major changes will be made to the building without agreement by both LBBB & BRL.
Increased Build Contract price	Low	High	The final build contract price will be agreed through negotiation with the preferred contractor to reach agreement inline with the original budget.
Delay to Programme	Low	Medium	The build contract will place the responsibility on the contractor to deliver the new school and community buildings by September 2011. The council, BRL and employers agent will need to ensure regular attendance at project meetings to monitor progress of the project.
Secretary of State Decision concerning future management of the school.	Low	High	The Department of Children's services are currently awaiting a decision from the secretary of State on whether the school which be a church run school. A letter will be sent by the Divisional Director of Regeneration to request an urgent decision in order to be able to appoint the new Head Teacher.
Single/Joint Build Contract	Low	Medium	Concern and Risk was highlighted by the council's legal team on the council entering into a Joint Contract with BRL. It is believed that there could be complications with a joint contract, including, delays, potential for disagreements and conflicts which may cause confusion and as a result escalating costs. Discussions have taken place between Capital Delivery, Regeneration, Legal and Children's services to agree the best route for the council. A single contract is the preferred option.

## 6 Links to Corporate and other Plans and Strategies

- 6.1 The proposals in this report are in line with:
- The Children and Young People's Plan
  - The Council Plan

## 7 Consultees

- 7.1 The following have been consulted in the preparation of this report:

Councillor M McCarthy, Cabinet Member for Regeneration  
Councillor R Gill, Cabinet Member for Education and Children's Well Being

Councillor W Barns )  
Councillor B Poulton ) Thames Ward Councillor  
Councillor Mrs J E Rawlinson )  
Corporate Management Team  
Jane Hargreaves, Head of Quality and School Improvement  
Mike Freeman, Group Manager for Children's Services  
Jeremy Grint, Divisional Director of Regeneration and Economic Development  
Yinka Owa, Legal Partner  
Tracie Evans, Corporate Director of Finance and Commercial Services  
Sue Lees, Divisional Director of Asset Management and Capital Delivery  
Marc Auden, Resources – Corporate Client  
Keith Wilson, Resources – Property Services  
Nick Slater, Resources – Property Services

**8 Background Papers Used in the Preparation of the Report:**

- Report to Executive “Barking Riverside First Primary School”, 24 March 2009

**9 List of appendices:**

None



## EXECUTIVE

16 MARCH 2010

## REPORT OF THE CORPORATE DIRECTOR OF CUSTOMER SERVICES

Title: Customer Strategy	For Decision
<p><b>Summary:</b></p> <p>The Council's one B&amp;D programme leads on the Customer Strategy for the Council; its objective is 'to put the Customer at the heart of what we do' and it focuses on how our residents, local businesses and people who use our services—will access and provide feedback on our services. The council's customers should not be expected to know or understand how the council works. Government and public expectations about improved efficiency and delivery have been made clear in the Varney Report and linked to measures such as 'avoidable contact'. Meeting these expectations will be reflected in the satisfaction of customers and be critical parts of local assessments such as the Corporate Area Assessment (CAA).</p> <p>The changes necessary to deliver excellent service for council customers will be led by the Customer Services directorate. Customer Services brings together the council's main front-line services, the contact centre, One Stop Shops, access to services via the website and leadership of the One B&amp;D transformational programme so that it can make the quick, coordinated changes needed. Delivery of the customer strategy will transform customers' experiences and deliver the efficiencies required by residents and services.</p> <p>Our customers are demanding better and more effective services that are value for money and more accessible face to face, via phone, text and on-line – this strategy aims to address these issues.</p> <p><b>Wards Affected:</b> All</p>	
<p><b>Recommendation(s)</b></p> <p>The Executive is recommended to agree:</p> <ul style="list-style-type: none"> <li>(i) The Customer Strategy and Action Plan attached at Appendix A; and</li> <li>(ii) That the Council continue to work with Capital Ambition on a shared services option.</li> </ul>	
<p><b>Reason(s)</b></p> <p>The Council has signed up to the Barking and Dagenham Partnership vision: "Working together for a better borough that is safe, clean, fair and respectful, healthy and prosperous, and where our young people are inspired and successful." The Council has three strategic priorities that support its community priorities: delivering excellent customer services, improving the performance of the authority and regenerating the borough. The purpose of the Customer Strategy is to provide a framework and action plan for delivering excellent customer services across the council and with our partners. It details what is required to achieve customer service excellence and why.</p>	

## **Implications**

### **Financial**

The consideration of a shared approach between East London boroughs referred to in this report has not defined any specific financial implications at this stage. This work will be the subject of a further report once a detailed business case has been developed. The production of the business case across the East London boroughs is being undertaken by consultants funded externally by Capital Ambition and commissioned by London Councils.

Council officer support and resources for new systems and processes is currently provided from the One B&D programme. Options to take all the work forward will include a full resource appraisal. A key element of the business cases under development is the examination of the use of resources across boroughs.

A key driver and benefit of the strategy is to deliver improved operational effectiveness and efficiencies. There are considerable potential cost benefits to be achieved at the same time as delivering improved quality of customer experience. These will be realised across the strategy, but specifically from reduced customer contact, re-designed processes and more web enabled services. The One B&D projects delivering this transformation will be supported by detailed business cases and identified and planned benefits. Customer Insight and improved data analysis will provide a clear mechanism to identify costs and baselines and track delivery of benefits.

### **Legal**

No specific implications

### **Contractual**

No specific implications

### **Risk Management**

No specific implications

### **Staffing**

No specific implications

### **Customer Impact**

This strategy will drive the improvement of customer service across the council through specific actions and projects. Better understanding of customers and the services they receive will improve access to services and be more efficient. The council will engage with its customers to agree how services are designed and will learn from their experiences, using techniques like journey mapping and analysing comments and complaints. Customer satisfaction will be fully integrated into how the strategy is monitored.

Equalities and Diversity is at the core of delivering excellent services and runs through every element of this strategy. The strategy puts actions in place to understand who customers are and how they compare with the borough population in terms of age, gender, disability, ethnic background, faith and sexual orientation breakdown (the established six equality theme groups). The strategy aims to address other issues that individual services must meet that are not covered by these groups (such as low levels of literacy or low income) so that the council provides more responsive services and meets these needs.

The council needs to ensure that it reaches all potential customers and specifically those it is not currently reaching and ensure its services contribute to community cohesion. The

council will use Equalities Impact Assessments and monitor information about how often services are used and who uses them .The customer insight work will address how well groups within our community can and do access services. Service plans will use this information to be specific about how customer needs are met and the improvements planned.

**Safeguarding Children**

No specific implications

**Crime and Disorder**

No specific implications

**Property/Assets**

No specific implications

**Options appraisal**

Not applicable

<p><b>Head of Service:</b> Katherine Maddock-Lyon</p>	<p><b>Title:</b> Ms</p>	<p><b>Contact Details:</b> Tel: 020 8227 2009 E-mail: katherine.maddock-lyon@lbbd.gov.uk</p>
<p><b>Report Author:</b> Tim Pearce</p>	<p><b>Title:</b> Customer Strategy</p>	<p><b>Contact Details:</b> Tel: 020 8227 5003 E-mail: timothy.pearce@lbbd.gov.uk</p>

**1. Background**

- 1.1 The Customer Strategy ‘**Own it; fix it, learn from it**’ is a transformational strategy: transforming the way the council thinks about and treats customers and transforming the services delivered so that the customer is at their heart. Services will be reviewed and improved across the council and linked up with partners from a customer perspective so it meets customer needs for delivery, resolution and satisfaction. The strategy is based on the One B&D model.
- 1.2 The strategy addresses residents concerns that have been raised about the Contact Centre and web access through Tell-us, mystery shopping and systematic service observations from a customer view-point. It also recognises that the BLC OSS has provided a step-change in customer service – and this will be built on with the Dagenham Library customer service OSS provision.
- 1.3 The strategy addresses how the Council will ensure services are available through the right channel for the person and the service e.g. web, telephone, text/SMS, mail, or in person are all appropriate for particular customer groups and services. the aim is not a ‘one size fits all’ – but personalised to the need and proactively delivered.
- 1.4 The strategy will reduce costs, wastage, and complaints and enable better decisions based on intelligence gained from better understanding of customers and how they do business with the council. Driving down avoidable customer contact through problem management and proactive use of business intelligence; increasing the % of contacts resolved at first point of contact; minimising unnecessary hand-offs, improving customer information and consistency, and

through more effective business processes that make best use of resources and direct work to the most appropriate part of the organisation to deliver complex or front-line services.

- 1.5 The strategy places a greater focus on proactive problem and resolution management – managing failure and driving service improvement from real customer experiences. The strategy places a greater emphasis on delivery across all access methods – face to face, phone, text/SMS, on-line and will create opportunities for innovation across services to make better use of technology to ensure effective customer service.

## **2. Report Detail – Background**

- 2.1 The purpose of the customer strategy is to address and improve current levels of customer satisfaction and operational efficiency and to build on the success of the Customer First and ‘Done In One’ programmes. Analysis of information available about customers and how they interact with services has demonstrated significant potential for improvement. A consultation workshop was carried out with members and staff in March 2008 and further consultation and customer journey mapping exercises have been undertaken with The Public Office and thinkpublic. The place survey shows a need to improve with customer satisfaction at 49.3% against a Local Area Agreement target of 60%. Satisfaction with the area as a place to live is also low compared to other London authorities.
- 2.3 The contact centre plays a critical role in our customers’ experiences and answering the customer query first time is a major theme in the strategy. Avoidable contact with customers has been measured regularly and systematically, i.e. when customers chase a service request or have been misdirected. In December 2009 this was 45% based on a sample of calls answered using the government definition (Ni14). This is a significant improvement on the October 2008 figure of 58% and compares well nationally – but still provides considerable opportunities for improvement. Once services have been through complete service re-design this is estimated to move down to between 15-30%. However, calls offered generally far exceeds the number of calls answered and time taken to complete calls increased in the period up to October 2009. This is recognised as one of a number of important issues for customers and the contact centre. There is also increasing contact across all channels and further analysis is required for each service to understand the drivers for increased contact and improvements that are being delivered must be sustained. In some cases increased contact is good and to be encouraged; in others it is a sign of service failure. In any event customer contact should be directed to the most efficient access channel to ensure effective service delivery and consistency.

## **3. The Customer Strategy Vision and the One B&D model**

- 3.1 The Customer Strategy and implementation plan is attached for approval of the Executive. The vision of the Customer Strategy is “Working as one team to deliver excellent services by putting our customers at the heart of what we do”. This is to be delivered through the implementation of the One B&D model which will lead to improvements in customer satisfaction, improved operational performance and reduced operational costs.

3.2 The key customer service outcomes are that:

- services are accessible;
- responses to customers are timely and answer their needs;
- services are joined up for the customer;
- services are fair, credible and trusted;
- customers are kept informed, know what happens next and are informed of progress;
- customers know what services and opportunities are available;
- customers are encouraged to give feedback;
- customers are treated as individuals and with empathy

#### 4. Shared Service Option

4.1 An opportunity has arisen to work with four East London boroughs to share customer service improvement planning. This has been commissioned by London Councils and funded through Capital Ambition. AMTEC consultants have been appointed to work with Waltham Forest, Havering and Newham Councils. Opportunities include:

- sharing data such as customer contact volumes;
- comparing best practice;
- sharing service design resources (BPR);
- adopting a common approach to contact resolution;
- a common approach to the internet and web information and transactions;
- web self service – common forms, look and customer experience etc;
- telephony;
- considering a common CRM – LBBB have selected Microsoft Dynamics and this may be a solution shared across more than one borough.

4.2 The four boroughs are developing a road map and business case for consideration. The Executive are asked to approve the continuation of these discussions. The detailed business case demonstrating options, costs and efficiencies is aligned with this strategy and will be presented for further approval.

#### 5. The Customer Strategy Performance Framework

5.1 The strategy commits the council to meeting the Cabinet Office Customer Service Excellence standard – that replaced the Charter Mark. This government sponsored standard offers public services a practical tool for driving customer-focused change. The standard tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. The five areas are:

- **Customer Insight:** developing and improving understanding of customers through customer insight to enable the council to design and deliver services in the most effective and efficient way;
- **Leadership, Policy & Culture:** council values and behaviour must reflect an understanding of and a desire to deliver what customers want and need;

- **Service Information and Access:** getting the right information to customers first time where and in the way customers want it;
- **Delivery:** delivering the service to the customer to a standard that they want and understanding and dealing effectively with problems;
- **Timeliness and Quality of Service:** when customers contact the council they expect prompt and consistent service from staff and that we do what we say we will – every time.

## 5.2 Customer Insight

5.2.1 The council has undertaken a customer profiling project with NHS partners using Experian. This gives us a greater understanding of customers' service needs and how to meet them. It focuses on:

- the main characteristics of each group and where they live;
- the main services consumed;
- how they prefer to access services;
- how they prefer to receive information about services;
- drivers of satisfaction and
- the likely complexity of their enquiries.

5.2.2 The data provides an opportunity to build a model for future service provision. It includes a wide range of information like complaints, customer responsiveness data, consultations, mystery shopping and Experian Mosaic data (including local NHS data sets). Mystery shopping for all services is identifying priority areas for improvement. Results are used by service management teams to develop action plans. Scenarios based on real life customer experiences have demonstrated how services can be improved and costs reduced.

## 5.3 Leadership, Policy & Culture

5.3.1 The strategy takes forward the change of culture from "Done in One" and 'Customer First'. It will create an environment where all employees are equipped and motivated to deliver the best customer service. Customer Services are leading on taking the message out across the authority under a new strapline 'Own it, Fix it, Learn from it'. Promotional activities underway include the e-bulletin and pops ups. A poster campaign focusing on different elements each month has commenced (last month's poster focused on behaviours). Managers are encouraged to take responsibility for ensuring their staff are delivering our promises.

5.3.2 The strategy recognises that the council has to strengthen our approach to internal customer service and apply a common culture and principles. Internally facing services need to understand their impact on customer satisfaction and support the drive for improving services. Customer service skills, values and behaviours are being embedded in the new competency framework and a job swap programme will be promoted to increase awareness of customer service from different perspectives, such as working on the front line in a customer contact environment.

## 5.4 Service Information and Access

5.4.1 A major element of delivering the strategy will be an Access Strategy. This will:

- enable us to ensure we have the right facilities in the right place;
- ensure that the right services are on offer;
- ensure that the right services are accessible by the most suitable channels and
- specifically inform our face to face access strategy in the borough by understanding where there are access 'cold spots' in the borough.

5.4.4 Services will be developed to maximise the opportunities of on-line services via the web - where it is most appropriate. The council will encourage customers to conduct business on the web rather than by telephone and so saving our customers' time and effort. However, the customer strategy also recognises that on-line services are not accessible for all residents and services will continue to be available via the phone and in person whilst there is a demand. Customers will be able to walk into one stop shops at the new Dagenham Library and the Barking Learning Centre. Work is being undertaken to identify gaps in face to face provision to determine which services need to be offered to communities on a face to face basis and where they need to be available.

## **5.5 Delivery**

5.5.1 The Executive have approved the replacement of the customer services main IT system (customer relationship management CRM) which will be ready to go live in June 2010. This will enable a step change in delivering services especially resolving or directing customers to the right place – with an audit trail and a comprehensive and systematic approach to managing customer contacts within the organisation. Improved performance reporting will enable the council to prioritise systems for integration, develop our knowledge base, provide evidence for service improvement and the potential for a common view of the customer by many services.

5.5.2 The One B&D programme has improved a number of service processes that will deliver better value for money through business process re-design and service improvements. Examples are: the Housing Advice Project to provide an automated response to customer applications; the Schools' Admissions project to offer places more frequently to parents and a consistent view of processes, and a Members' Casework solution that has improved the response rate to Casework by 100% within the agreed time limit and has common procedures and guidelines. This will be an on-going process – with the aim being to ensure services can re-design their own services – maximising the contact centre, web site and OSS and ensuring most effective use of front-line services – reducing overheads and unnecessary bureaucracy and non-value adding work.

5.5.3 An important building block for delivery is having a clear and shared understanding of the agreements between the customer service staff and the services they represent about how customer requests are handled and how soon things are completed. These service level agreements 'SLA's' are being developed with service areas to provide a robust performance monitoring tool with a focus on being clear on what is delivered, within agreed timescales delivering a seamless service for the customer.

## **5.6 Timeliness and Quality of Service**

5.6.1 Better and clearer customer service standards will be provided to both customers and to staff in customer services. Our new standards will be separated from main

business standards (SLAs) to make sure the requirements for setting and monitoring standards in these areas are more important and visible to staff and customers.

5.6.2 Customer Services are making sure staff understand and use them. Posters are being designed and standards are being highlighted in staff magazines, emails and through the intranet. We have developed a monthly performance report that provides real-time reporting information and contact centre statistics. We are developing a new performance management and coaching framework to support the delivery of the new standards.

## **6. Current Implementation and Next Steps**

6.1 Implementation of the strategy is through transformation projects in the One B&D programme and by service areas in their service plans. Major projects are:

- opening of the Dagenham Library and One Stop shop;
- enabling and developing how transactions are undertaken on the web and a creating neighbourhood portal;
- development of our customer access strategy, making services local or grouped around places i.e. libraries, children's centres, health centres, leisure centres etc;
- further simplification and redesign of services;
- scoping of handling of complex cases where customers have actual or potential complex needs and
- working with other boroughs to share best practice.

6.2 The One B&D team has commissioned work to create design principles to help services implement the customer strategy. This will enable the council to understand the relationship between services and customer channels and the numbers and types of enquiries. With this knowledge we can use design to deliver a more efficient model for resolving customer contacts.

6.3 Customer Services will ensure that the Customer Strategy vision is realised so that the council is "Working as one team to deliver excellent services by putting our customers at the heart of what we do". Customers will have a wide range of choice in the way that they contact the council knowing, whichever route is taken, it will be consistently high quality and lead to their issue being dealt at the first point of contact. In addition we will see the:

- One B&D values embedded;
- Customer Service Excellence standard achieved;
- One B&D business model implemented across the Council;

The aim being to

- Improve services, efficiencies and create better value for the residents, local business and people who use our services in the borough.

6.4 Work currently underway will ensure the council resolves customer queries and requests more effectively and efficiently through improved systems and processes. This approach will be widened into other council services during 2010 and 2011. The effort and focus provided by Customer Services and the One B&D programme



team will produce financial (efficiency savings, reduced unit costs) and non financial benefits (improved customer service, reduced avoidable contact, improved staff morale and data collection). It will see significant improvements in capability and delivery reflected in better customer experiences and satisfaction.

## **7. Links to Corporate and other Plans and Strategies**

- Community Plan
- Corporate Plan
- All service plans

## **8. Consultees**

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

- Councillor S Carroll, Cabinet Member for Customer Services;
- CMT;
- One B&D Board;
- Member's and staff workshops (including the Public Office event);
- Customer satisfaction, mystery shopping and journey mapping (including thinkpublic);
- Customer Service Excellence Board (a strategy sub board of the One B&D programme including representation and sign off by all services).

## **9. Background Papers Used in the Preparation of the Report:**

- One B&D Reports – Customer Strategy
- Customer Service Excellence Board reports
- CMT report – Customer Strategy

## **10. List of appendices:**

Appendix A - Customer Strategy and Action Plan

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## London Borough of Barking and Dagenham

### Customer Strategy & action plan



**Own it, fix it, learn from it**

## EXECUTIVE SUMMARY

Our Customer Strategy is to deliver excellent customer service by using the Customer Service Excellence standard as our guide and to drive change. We have chosen the Customer Service Excellence standard as the framework because it tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude.

Our customers should not be expected to know or understand the complexities of the council's inner workings. Government and public expectations about improved efficiency and delivery have been made clear in the Varney Report and linked measures such as 'avoidable contact'. Meeting these expectations will be reflected in the satisfaction of our customers and be critical parts of local assessments such as the Corporate Area Assessment (CAA). So our Customer Strategy will focus on the customer: who they are, what they do, where they are and their needs.

Our Customer Strategy is about transformation: transforming the way we think about and treat our customers and transforming the services we deliver so that the customer is at their heart. Supporting our transformational activity we will review and improve our services across the whole council and with our partners from a customer perspective to ensure that we are meeting our customer needs for delivery and contact resolution and satisfaction. We will migrate customers to channels that are both most effective and efficient for the customer and for the service provided. At the core of our delivery model will be a high capability CRM (Customer Relationship Management) system that will offer a seamless view of our services to the customer and so will be critical to the success of our strategy. Our strategy will reduce costs, wastage, and complaints and enable better business decisions based on intelligence gained from our understanding of our customers.

The changes necessary to deliver for our customer will be led by the Customer Services directorate and will be assessed against the Customer Service Excellence criteria across the authority. Customer Services will continue to bring together the council's main front-line teams and leadership of the One B&D programme so that it can make quick, coordinated and transformational changes to the way we deliver our community and corporate plans for the customer. The projects, programmes, initiatives and workstreams that will deliver the transformational changes required will be managed under the One B&D programme and business as usual activity through our service plans.

Delivery of the customer strategy will transform our customers' experiences and deliver the efficiencies required by our residents and our services.

# 1. Purpose

The purpose of the Customer Strategy is to provide a framework and action plan for customer focused activities across the council and with our partners. It is about what we need to do to achieve customer service excellence and why.

This strategy is for our customer facing services and for our services that meet the needs of 'internal customers'. It applies to all council departments that deliver services directly to customers and to the services that support that delivery both internally and with our partners.

Our Services: Our services are provided by Adult and Community Services, Children's Services, Customer Services and Resources. Delivering customer service excellence will require work across the organisation including internal teams and specifically: the One B&D programme, B&D Direct, all customer service and performance teams and fully integrated into the ICT, accommodation and Organisational Development (OD) strategies. It will be a major efficiency driver.

The Internal Customer: The importance of the 'internal customer' recognises that the extent council service areas directly serve our customers varies and all service areas respond to a variety of demands from other council service suppliers. Where a service area provides an exclusively 'internal' facing service, it is covered under this strategy as responding to a service demand from an 'internal customer'. Our partners are representatives of customers where they are acting as on behalf of customers, for example, arranging a secure placement. This strategy does not cover business as usual relationships between staff or between staff and their managers.

Our Partners: We will work with our partners to ensure that our customers receive a consistent high quality service whether the service is delivered directly by the council or by partners. This will include the PCT, Police, and voluntary sector organisations and will be led through our Local Strategic Partnership.

## 2. Our Vision

Our Customer Strategy vision is:

Working as one team to deliver excellent services by putting our customers at the heart of what we do.

This strategy is about our customers: who they are, what they do, where they are and their needs. Our customers should have a 'single view' of our council and services and not be expected to know or understand the complexities of the council's inner workings. Demographic and other information on our customers will be used to develop a better understanding and insight into our customers needs. Wherever possible our services will be designed to meet these needs.

Our customers will receive as many services as possible through a single contact, first time, every time. When customers contact us, our staff will have comprehensive, accurate, and up to date information, about them and their dealings with us. Delivery of services will be grouped around themes that are meaningful for our customers – for instance, changes of circumstances associated with bereavement, birth and change of address. Our customers will receive the same information in a consistent way, however and wherever they make their request.

Improvements and changes to our services will involve engaging with our customers to get their views on their design and delivery. We will make maximum use of technology to offer efficient ways of meeting customers' needs. Electronic or 'e-services' will be the primary channel for information and transactional services and we will use ICT and a CRM to join up front office and service area functions to create a more seamless customer journey.

This strategy will be supported by robust monitoring of clear and transparent standards that customers can understand and expect. We will establish, monitor, report and make decisions on comprehensive delivery and response standards for all services. This will reduce costs, wastage, complaints and enable better research by opening up ways of communicating with our customers.

Delivery of the customer strategy will transform our customer's experience and deliver the efficiencies and benefits required by our services and by our customers.

### 3. Context

The Council has signed up to the Barking and Dagenham Partnership vision: "Working together for a better borough that is safe, clean, fair and respectful, healthy and prosperous, and where our young people are inspired and successful." The Council has 3 strategic priorities that support our community priorities: delivering excellent customer services, improving the performance of the authority and regenerating the borough.

The changes necessary to deliver excellent service for our customers will be led by the Customer Services directorate. Customer Services brings together the council's main front-line services, the B&D Direct contact centre and One Stop Shops, and leadership of the One B&D programme so that it can make the quick, coordinated and transformational changes needed. The One B&D Vision is 'delivering excellent services by working together: as one seamless team, with our partners; creating a supportive work environment; where everyone can deliver, with the right tools, for our residents.'

The changes we will make will build on what we have learned and what we know about our current customer service delivery:

- our baseline – Customer First; Done in One; B&D Direct (B&DD);
- national picture: increasing customer expectations around delivery and how they are treated;
- customer satisfaction: not consistent with our view of performance;
- customer experience: polite and professional but not meeting the need;
- understanding of our customer: the who; where; how & what is inconsistent and generally poor;
- B&DD: 50k calls monthly: 34k transferred;
- increasing contacts across all channels: not clear why;
- impact of changes to services not seen from the customer's view;
- customers have limited choice of how to make transactions or solve their problems;
- services are not being migrated to the front office;
- CRM and technology not used: (17% of B&DD calls use CRM);
- customers not informed of progress, and
- too many simple enquiries being handled by expensive staff resources.

### 4. Our Customer Outcomes & Benefits

The **outcomes** of this strategy will be:

- services are accessible;
- responses to customers are timely and answer their needs;
- services are joined up for the customer;
- services are fair, credible and trusted;

- customers are kept informed, know what happens next and of progress;
- customers know what services and opportunities are available;
- customers are encouraged to give feedback;
- customers are treated as individuals and with empathy.

These outcomes were highlighted by the staff and member workshop on Excellent Customer Service and Modern Ways of Working in March 2008.

The **benefits** of delivering this strategy are:

- increased customer satisfaction;
- improved operational performance;
- reduced operational cost.

## 5. Achieving Customer Service Excellence

The strategy has been benchmarked against best practice and guidance. It delivers against national standards under the LAA (Local Area Agreement) and CAA. We will use these to challenge customer service across the council to ensure that we are delivering to the highest recognised standards. Specifically, these standards are:

The Customer Service Excellence (CSE) Standard. This government sponsored standard offers public services a practical tool for driving customer-focused change. The standard tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. You can find out more about the standard at the following link: <http://www.cse.cabinetoffice.gov.uk/homeCSE.do>

The Institute of Customer Service (ICS) ServiceMark. This is the national customer service standard from the ICS. It is achieved by meeting benchmark scores and satisfying an independent assessor. You can find out more about the Institute at the following link: <http://www.instituteofcustomerservice.com/>

The IDeA benchmark for customer service. This document that outlines the principal practices of an 'ideal' authority in customer service. It has been developed through an iterative consultation process involving members of the local government community, and will be continually updated and reassessed as appropriate. You can find out more about the customer on the IDeA at the following link:

<http://www.idea.gov.uk/idk/search/system-search.do?forwardTo=&k=customer+service&x=56&y=12>



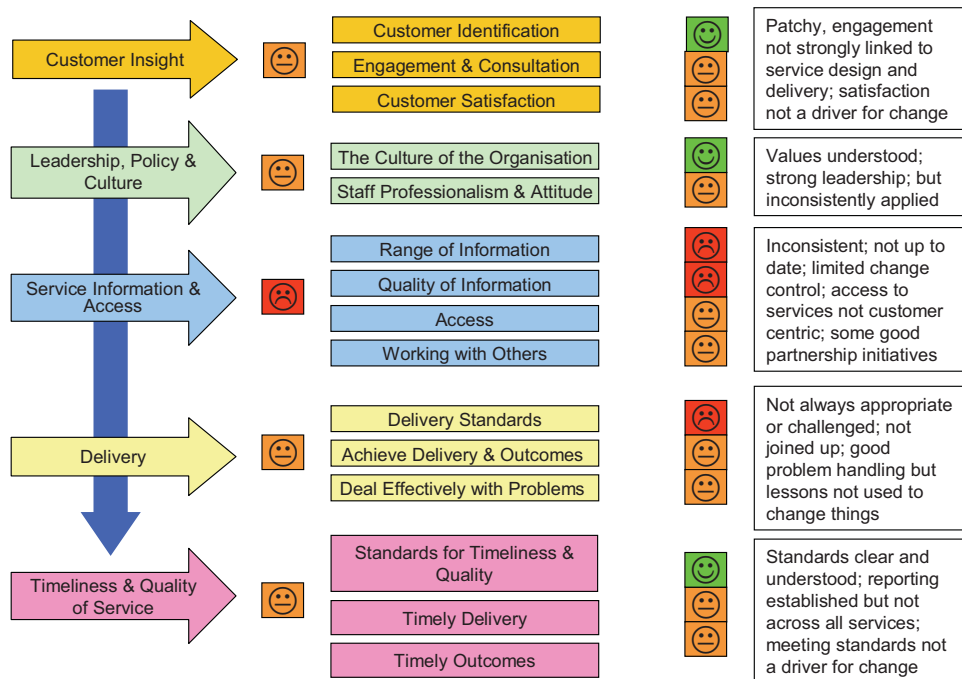
National Indicators. The following national indicators are the core measures for the delivery of our customer strategy:

- Ni4 – % of people who feel they can influence decisions in their locality as measured by the Place Survey;
- Ni14 – Avoidable contact: The average number, of customer contacts per received customer request;
- Ni140 – Fair treatment by local services as measured by the Place Survey.

We have selected the Customer Service Excellence standard as our framework for delivery. The Customer Service Excellence standard’s criteria measure the improvement of our main activities and transformation for the customer. The criteria are:

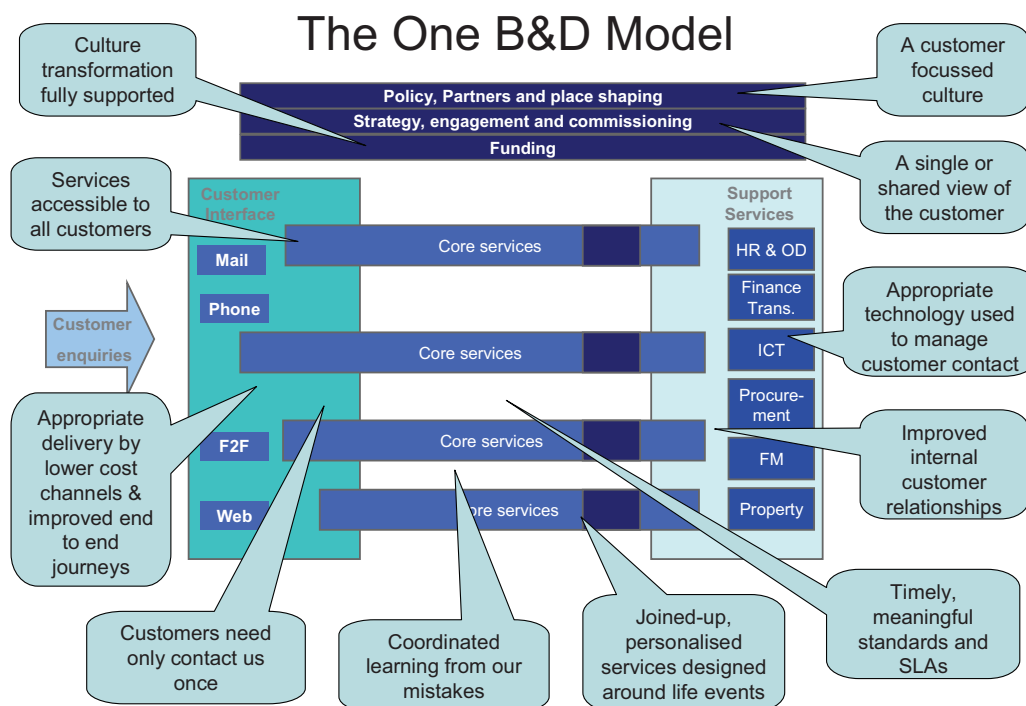
- Customer Insight;
- Leadership, Policy & Culture;
- Service Information and Access;
- Delivery;
- Timeliness and Quality of Service.

We have carried out a self assessment using these criteria to use as a baseline for our delivery planning:



## 6. The One B&D Model

We have agreed a 'Target Operating Model' to deliver customer focused design known as the 'One B&D Model', shown below. We know that at present we have a 'shallow' service delivery by our front offices and inconsistent level of support by internal customer facing services. The transition from our current way of working to the One B&D Model will deliver a wider and deeper delivery by front offices and more consistent support for internal customers.

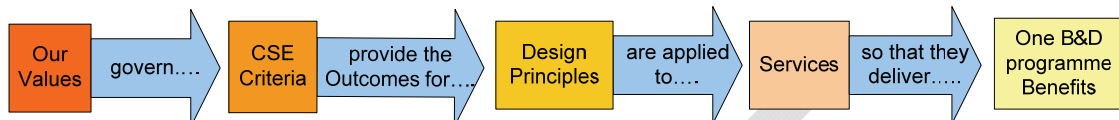


To deliver the One B&D Model, all services will be reviewed using design principles and identify the most efficient way for customers to contact the council. This will require full integration into our CRM infrastructure and a detailed understanding of our complex and straightforward services. Our internal support services will be linked to delivery for our customers.

Process mapping, service simplification and improvement, and Business Process Re-engineering (BPR) will deliver the efficiencies required. Service migration into our front office and customer migration across channels will be driven by specific design criteria based on customer insight. This will be supported by better monitoring of customer satisfaction and delivery standards to ensure benefits are realised. This will enable 'trigger points' to be created to identify on going review and service improvement, i.e. high service failure, complaints or low satisfaction.

## 7. Our Golden Thread – Criteria, Outcomes and Design

Customer Services is leading the way in the implementation of the Customer Strategy and has developed and applied the One B&D Model and design principles to their services. Customer Services is using the experience gained to develop a detailed model for all services delivered by them on behalf of other service areas.

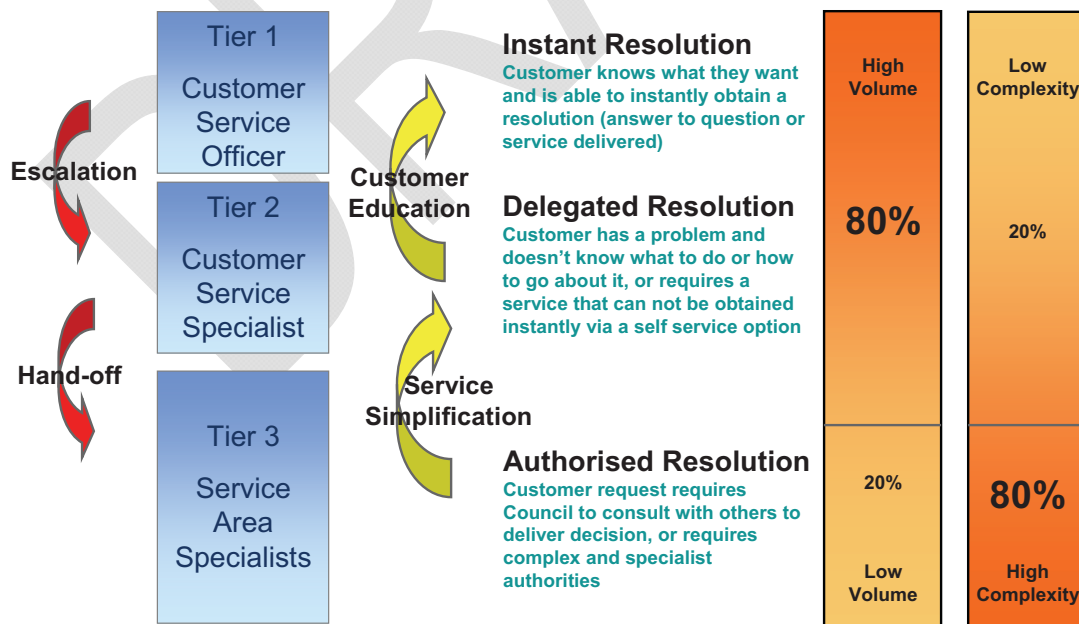


Our Golden Thread - How our values deliver the benefits we need

## 8. Service Migration and the Three Tier Model

The three tier model applied to Customer Services is being developed for the full scope of council services. This will require us to review services in consultation with service providers and customers and to use a common customer contact resolution model. The model uses a design approach aligned to the reason for the customer contact. Service migration, improvement and re-design will drive the efficiencies achievable from this model.

### Customer Contact – Resolution & Migration



Agreement as to which services will be delivered by each tier in the One B&D Model is reached through agreement with the service owners and management teams. Design principles are agreed with service areas and contact reasons identified. Contact reasons fall into one of the following; information provision, signposting, book and appointment, make a payment, simple assessment or complex case assessment.

The contact resolution tiers are as follows:

Tier 1 - to handle high volume, simple transactions that require little if any detailed service expertise and can be defined within clear process rules which can be automated within technology, either CRM for front line agents or self service within the web.

Tier 2 - to handle lower volume transactions that can be defined and automated, supported by a agents with a level of service expertise.

Tier 1 and tier 2 contacts would be handled within the front office of the council. Tier 1 contacts will be handled by a multi skilled operational team, with tier 2 teams being established around customer need, to be defined. Whilst the tier 2 teams are being agreed the initial teams will be established around functional requirements, i.e. for customer services around Housing, E&E or Revs and Benefits.

Tier 3 - to handle contacts requiring detailed technical / professional expertise. The tier 3 teams will remain within the service areas.

Meeting the customer need with an appropriate level of resolution will be supported by the migration of customers to channels that are both most effective for the customer and the service provided. This will maximise our ability to resolve customer queries at the earliest point, at the access point or using the channel most appropriate and effective for our customers. This will make a significant impact on improving transaction times and so drive efficiency.

## **9. CRM**

The choice and implementation of our CRM is critical to the success of our strategy as it is critical to the relationship between the council and our customers. CRM can have a major impact through:

- shifting the focus from product to customer;
- streamlining what is offered to what the customer requires, rather than what the organization can provide;
- highlighting the competencies required for an effective delivery of our strategy;
- logging and tracking all key customer interactions across all access channels;

- providing customer business intelligence and customer insight;
- providing the engine for a common, universal and coherent view of how to manage customer interactions for all staff.

Delivery of the CRM requirement will be central to the delivery of the customer strategy, enhancing customer service across the authority and supporting the contact centre business deliver the transformation and efficiencies required by the One B&D programme.

## **10. Equalities and Diversity**

Equalities and Diversity is at the core of how we plan to deliver excellent services. and is a main thread running through every element of this strategy. The Council has longstanding commitment to equality and diversity and has worked hard to progress to Level 5. We need to understand who our customers are and how they compare with the borough population in terms of age, gender, disability, ethnic background, faith and sexual orientation breakdown (i.e. the established 6 equality theme groups). We will consider any other issues unique to each of our services not covered by the equality theme groups in order to provide a more responsive service (i.e. such as low levels of literacy or low income) and assess how are we responding to these needs. We will need to ensure that we reach all potential customers, groups we are not currently reaching and ensure our services contribute to community cohesion. In order to inform our decisions we will use Equalities Impact Assessments and monitor information about service take-up, with data broken down by equality theme group. We will examine customer satisfaction survey data, analyse it with reference to equality theme groups and customer consultations to identify and assess needs. Our service plans will identify these needs and be specific about how their needs are being met and the improvements planned.

Annexes:

- A. Delivering Customer Service Excellence
- B. Strategy Action Plan and Projects 2010 - 2012
- C. One B&D Programme – Customer Strategy Transformational Activity

## Annex A: Delivering Customer Service Excellence

### A1. Criteria 1: Customer Insight

This criteria means: Customer Identification; Engagement & Consultation, and Customer Satisfaction

Understanding customers in this way is essential for us to deliver our services. It is not just about being able to collect information, it is about having the ability to use that information, and developing a culture that values this kind of understanding and constantly looks to improve.

#### Our outcomes from this criteria:

1.1	services the customer accesses and needs most often are identified
1.2	improved understanding of customer satisfaction and other sources of customer insight

#### The design principles we will apply to deliver these outcomes:

Design principle	How achieved
design services around customer needs	business intelligence used to inform and anticipate needs
deliver personalisation of service delivery	customer insight used to prioritise and map services into our front office service demand compared with community demographics and like authorities to inform delivery provision existing customer insight used to inform service delivery

## A2. Criteria 2: Leadership, Policy & Culture

This criteria means: The Culture of the Organisation, and Staff Professionalism & Attitude

In building a customer-focused culture, we will look at how our staff demonstrate the necessary values and understanding as well as how our operations and procedures meet customer needs and expectations.

### Our outcomes from this criteria:

2.1	improved key drivers relating to staff behaviour: our professionalism and attitude
2.2	internal customer service understood, recognised and promoted
2.3	culture transformation fully supported by our leadership team
2.4	customer-focused culture that supports improved service delivery built and developed

### The design principles we will apply to deliver these outcomes:

Design principle	How achieved
customer service understood, recognised and promoted	a clear link between individual and corporate objectives
develop, value and reward staff	our values championed and realised both internally and externally
	staff trained in the basic principles of customer service

### A3. Criteria 3: Service Information and Access

This criteria means: Range of Information; Quality of Information; Access, and Working with Others

We see that putting customers first will be an important step towards providing more effective communication. We know that information is vital to customers. They particularly value accurate and detailed information and we will make sure that we have this in mind in everything we do. Our communication planning will ensure we consult and involve customers as we know that one of the most frustrating parts of public services is not being kept informed about what is happening.

#### Our outcomes from this criteria:

3.1	services are easily accessible to all customers
3.2	services evaluated against how customers interact with the council
3.3	consultation with customers to plan and support channel migration
3.4	access to our services based on customer need
3.5	technology used to manage customer contacts in the way that is both most effective for our customers and efficient for our services
3.6	a single view of the customer where appropriate and achievable

#### The design principles we will apply to deliver these outcomes:

Design principle	How achieved
a range of alternative channels provided	
information over all our contact channels is up to date and fit for purpose	a single approach to customer access to the council
information used to identify possible service improvements and to offer better choices	preventative actions built into service processes customers enter their details once
customers use channels that are most cost effective	the 20% of enquiries that require service area support established
organisational complexity removed from the customer experience	only complex advice handled by the service area customers contacted proactively
design services with the customer	customers engaged in service design
map our main customer services into the front office	self-service opportunities through web, telephone and mobile channels maximised
deliver customer contact through the front-line	complexity removed and technology solutions implemented
facilitate delivery through the cheapest channel	
build in measures to control & contain cost	the web used as the default channel to market



#### A4. Criteria 4: Delivery

This criteria means: Delivery Standards; Achieve Delivery & Outcomes, and Deal Effectively with Problems

Research shows that many customers are satisfied with the outcome of their contact with us, but fewer are satisfied with the way the service kept promises and handled problems. We understand that the way we handle problems in particular often receives one of the lowest ratings out of all the different areas measured.

##### Our outcomes from this criteria:

4.1	coordinated learning from our mistakes so that we gain trust from our customers and listen to, and ask for, comments, feedback and complaints
4.2	service delivery designed around life events, like births, deaths and changes in circumstances, so that they are understandable and relevant to our customers
4.3	services grouped to deliver outcomes for our communities, like better health and well being
4.4	customer feedback managed as a positive influence in designing our services
4.5	design ensures that customers do not need to contact us more than once with the same information
4.6	services have delivery standards

##### The design principles we will apply to deliver these outcomes:

Design principle	How achieved
services allow feedback to drive adjustments to the way we work	utilise customer feedback and complaints data to drive continuous improvement
services are understandable and relevant to our customers	service level agreements and seamless handover between front office and service areas established
complexity of the customer journey assessed and challenged	80% of enquiries in the front office resolved
services are fit for purpose and meet both the needs of our customers and the obligations of our services	workflow managed electronically
focus upon resolution at first point of contact	customers kept informed on progress
develop technology to support service delivery	
simplify, standardise and share organisational E2E processes (removing process failure)	
standards are challenged, monitored and reported as to how well they are being met	consistent service provided regardless of access channel

**A5. Criteria 5: Timeliness and Quality of Service**

This criteria means: Standards for Timeliness and Quality; Timely Delivery, and Timely Outcomes

Having timely, accurate and appropriate standards has been identified as the most important factors in excellent customer service.

**Our outcomes from this criteria:**

5.1	timely, accurate and appropriate standards relating to how we deliver against customer expectations
5.2	simple, better and clear customer service standards
5.3	reports on how well we are meeting our standards for customers and staff

**The design principles we will apply to deliver these outcomes:**

Design Principle	How achieved
the need for setting and monitoring standards is highlighted to staff	staff procedures and policies simplified
these standards are separated from main business standards	
standards are provided to customers and staff	
consistent quality of service delivered to customers	
standards benchmarked against other similar organisations	service delivery managed using key performance indicators for cost and quality

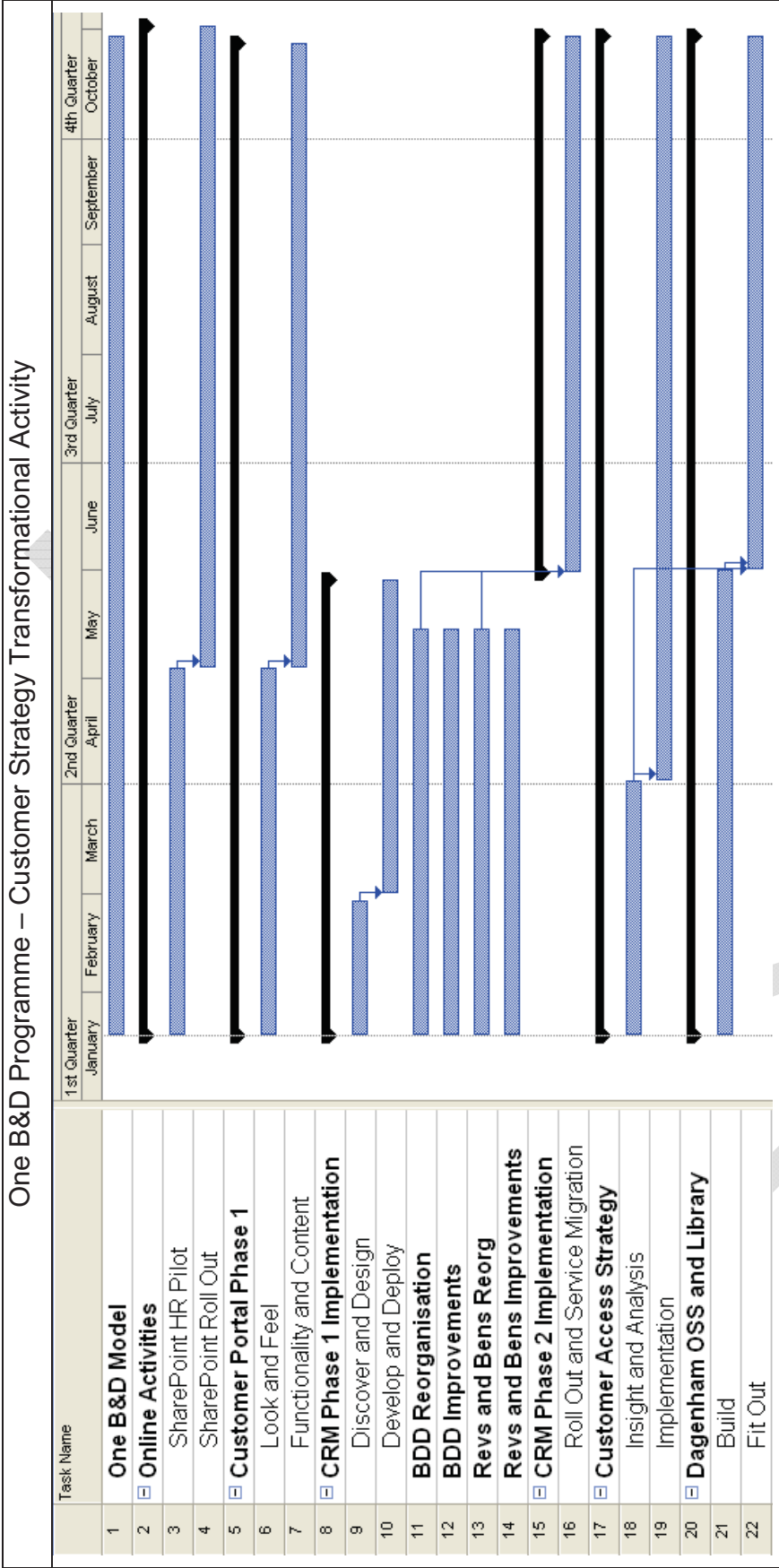
## Annex B: Strategy Action Plan and Projects 2010 - 2012

Ref	Action	Projects	Delivery Plans	Lead
<b>Customer Insight</b>				
1.1	services the customer accesses and needs most often identified	Customer Service Implementation, One B&D Model, Customer Insight; Experian	One B&D & Service Plans	Customer Services Customer Insight
1.2	improved understanding of customer satisfaction and other sources of customer insight			
<b>Leadership, Policy &amp; Culture</b>				
2.1	improved key drivers relating to staff behaviour: our professionalism and attitude			
2.2	internal customer service understood, recognised and promoted	ICS; OD; One B&D Values; Standards; NCSW	One B&D & Service Plans	One B&D Programme OD
2.3	culture transformation fully supported by our leadership team			
2.4	customer-focused culture that supports improved service delivery built and developed			
<b>Service Information and Access</b>				
3.1	services are easily accessible to all customers			
3.2	services evaluated against how customers interact with the council			
3.3	consultation with customers to plan and support channel migration			
3.4	access to our services based on customer need	CRM; Customer Portal; One Stop Shops; Sharepoint; Localities and Access review; One B&D Model; B&DD Transition	One B&D & Service Plans; Customer Access Strategy; ICT Strategy	One B&D Customer Service Implementation
3.5	technology used to manage customer contacts in the way that is both most effective for our customers and efficient for our services			
3.6	a single view of the customer where appropriate and achievable			

Ref	Action	Projects	Delivery Plans	Lead
<b>Delivery</b>				
4.1	coordinated learning from our mistakes so that we gain trust from our customers and listen to, and ask for, comments, feedback and complaints	Customer Service Implementation;	One B&D & Service Plans;	Customer Services
4.2	service delivery designed around life events, like births, deaths and changes in circumstances, so that they are understandable and relevant to our customers	Complaints; Members Casework; Tell Us, Mystery Shopping, Ni14; CRM	Customer Access Strategy	Customer Service Improvement
4.3	services grouped to deliver outcomes for our communities, like better health and well being	Service Improvement; BPR Projects, HMP Implementation; CRM Strategy		
4.4	customer feedback managed as a positive influence in designing our services	CRM Strategy; One B&D Model; Tell Us Once		
4.5	design that ensures that customers do not need to contact us more than once with the same information	Service Directory & CRM		
4.6	services have delivery standards			
<b>Timeliness &amp; Quality of Service</b>				
5.1	timely, accurate and appropriate standards relating to how we deliver against customer expectations	Customer Service Implementation CRM; Customer Standards; SLAs	One B&D & Service Plans	Customer Services
5.2	simple, better and clear customer service standards	Customer Standards		Customer Service Improvement
5.3	reports on how well we are meeting our response standards for our customers and staff	PPP; Customer Insight; CRM		

**Annex C:**

**One B&D Programme – Customer Strategy Transformational Activity**



You can find out the detail of these projects through the One B&D programme and in service plans.

# Enclosure 1

## Customer Strategy

### Customer Access and Channel Insights

## Customer & Channel Insights for LBBD

### Group 1: Younger married couples, former council housing

#### Summary:

Mainly younger couples and long term residents who have bought their council homes situated largely in the centre of the borough. Limited educational attainment but have reasonable employment prospects in manually skilled jobs. Not likely to spend leisure time in the borough. High car users. Are moderate consumers of many council services, and do not tend to 'over-consume' specific services over any other.

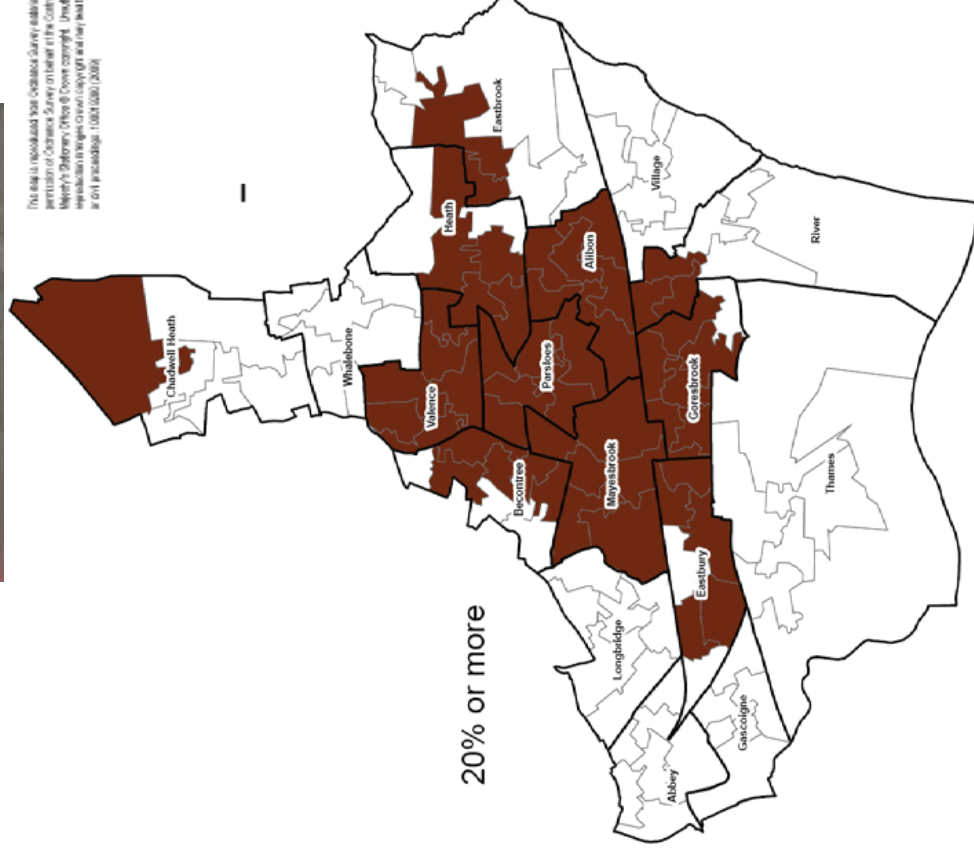
#### Main Indicators

- Predominantly white English
- Mainly 1 & 2 people households
- Own homes outright or with mortgage
- Connected to the internet



#### Main Areas

- Central wards
- Northern Marks Gate
- Northern Eastbrook

The map is produced from Census Survey data relating to the 2011 Census Survey of the London Borough of Barking and Dagenham. The map is produced from Census Survey data relating to the 2011 Census Survey of the London Borough of Barking and Dagenham. The map is produced from Census Survey data relating to the 2011 Census Survey of the London Borough of Barking and Dagenham.



# Group 1: Younger married couples, former council housing – Implications for LBBD

<p><b>Main Services Consumed</b></p> <ul style="list-style-type: none"> <li>• Council Housing</li> <li>• Taxi Card</li> <li>• Alcohol admissions</li> <li>• Disabled Blue Badges</li> <li>• Respiratory related health problems (COPD)</li> <li>• Land and Property Improvement</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Average for being connected to internet</li> <li>• Average preference to use internet to receive information and to access services</li> <li>• Slightly above average preference to interact face to face</li> <li>• Not amenable to post as an access channel</li> <li>• Receptive to information in the local press</li> <li>• Moderate likelihood to pay rent and council tax by direct debit</li> </ul>	<p><b>Communication Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>  <ul style="list-style-type: none"> <li>• Receptive to television, radio and posters</li> </ul> </li> <li>  <ul style="list-style-type: none"> <li>• Unreceptive to magazines and newspapers</li> </ul> </li> </ul>
<p><b>Drivers of Satisfaction</b></p> <ul style="list-style-type: none"> <li>• Moderate contact with council. Services tend to be ‘subconsciously’ consumed, e.g.:             <ul style="list-style-type: none"> <li>- Borough wide property based services such as waste collection and local environment</li> <li>- Statutory registration and payment of council tax</li> </ul> </li> <li>• Information around housing, environment, and council tax should be obtainable via the internet to reduce avoidable contact.</li> <li>• As this group is the largest group and many are already connected to the internet, effort should be focussed on targeting web based services at them.</li> <li>• There is probably opportunity to increase direct debit bill payments within this group, with the focus being on convenience.</li> <li>• More should be done to make leisure, arts and heritage activities attractive to this group.</li> </ul>		

Tier 1



# Customer & Channel Insights for LBBD

## Group 2: Older working ages, former council housing

### Summary:

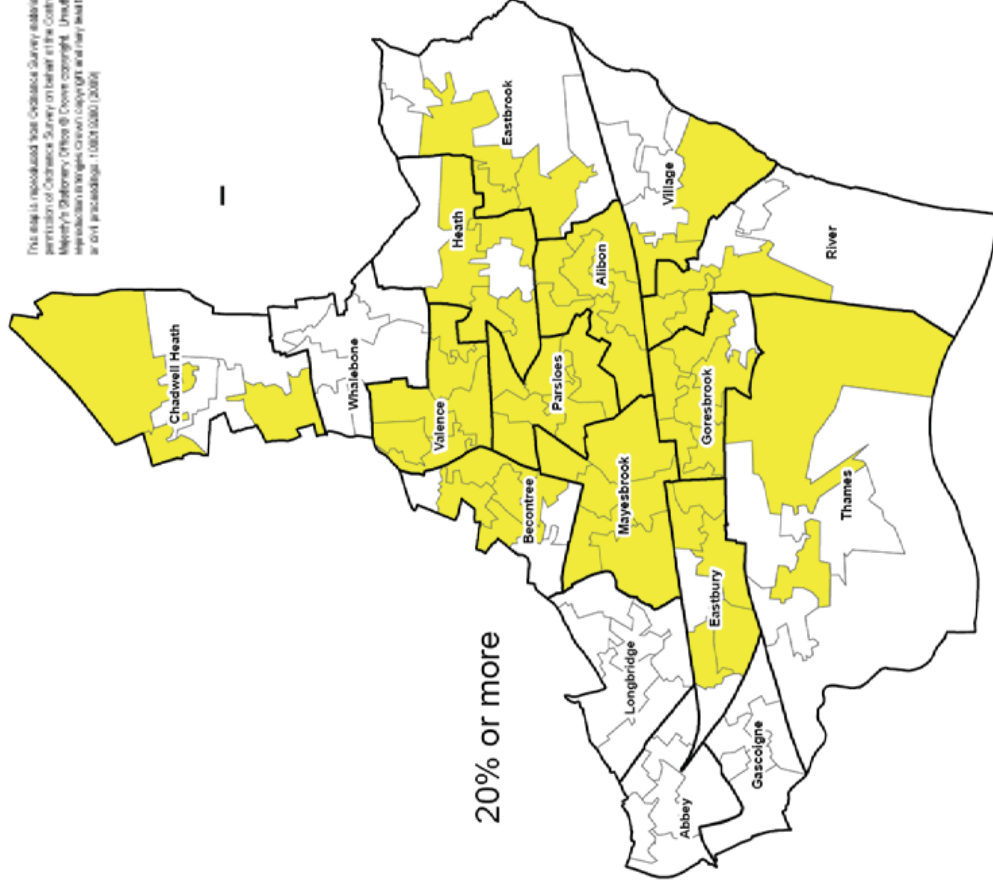
Predominantly people of older working ages who live in council properties and young couples who have bought their council homes. Tenant participation activists and high users of 'Tell Us'. High levels of overall contact with the council.

### Main Indicators

- Long term residents
- Largely older working age
- Limited qualifications among adults
- Low incomes
- Low value terraced and semi detached housing
- Ex council housing
- Some children

### Main Areas

- Northern Marks Gate
- High Road & Chadwell Heath Road
- Central Wards
- Leys Estate
- Scrattons Farm



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2008-2009  
Tackling Climate Change



## Group 2: Older working ages, former council housing - Implications for LBBD

<p><b>Main Services Consumed</b></p> <ul style="list-style-type: none"> <li>• Council housing and housing waiting list</li> <li>• Leaseholders</li> <li>• Benefits</li> <li>• Disabled blue badges and freedom passes</li> <li>• Taxi cards</li> <li>• Leisure Centre's</li> <li>• Libraries</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• High preference for face to face contact above all other channels</li> <li>• Not likely to use internet to receive information or access services, although average levels of internet connectivity amongst this group</li> <li>• Unlikely to use the telephone to access and engage with the council including SMS facilities</li> </ul>	<p><b>Communication Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Receptive to television, posters and newspapers</li> <li>• Unreceptive to magazines, internet and broadsheet newspapers</li> </ul>
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Tier 1

### Drivers of Satisfaction

- Due to the size and channel preferences of group 2, this group will form a substantial percentage of the council's overall face to face contact. Consideration may be given to engaging this group on to telephone channels initially to reduce cost.
- Special attention should be given to the way health and adult social care services are consumed (high consumers of these)
- Possible likelihood is that the high relevance of council housing in this group actually relates to adult children still living at home.
- Focus on increasing direct debit among this group should be targeted around saving money

## Customer & Channel Insights for LBBD

### Group 3: Young singles and families, some ethnic minorities

#### Summary:

High salaried, well educated professionals seeking affordable housing away from inner city life. Tend to spend leisure time in the borough and enjoy cinema, films and art. Have moderate overall levels of contact with the council. Have an above average fear of crime especially around being a victim of personal attack.

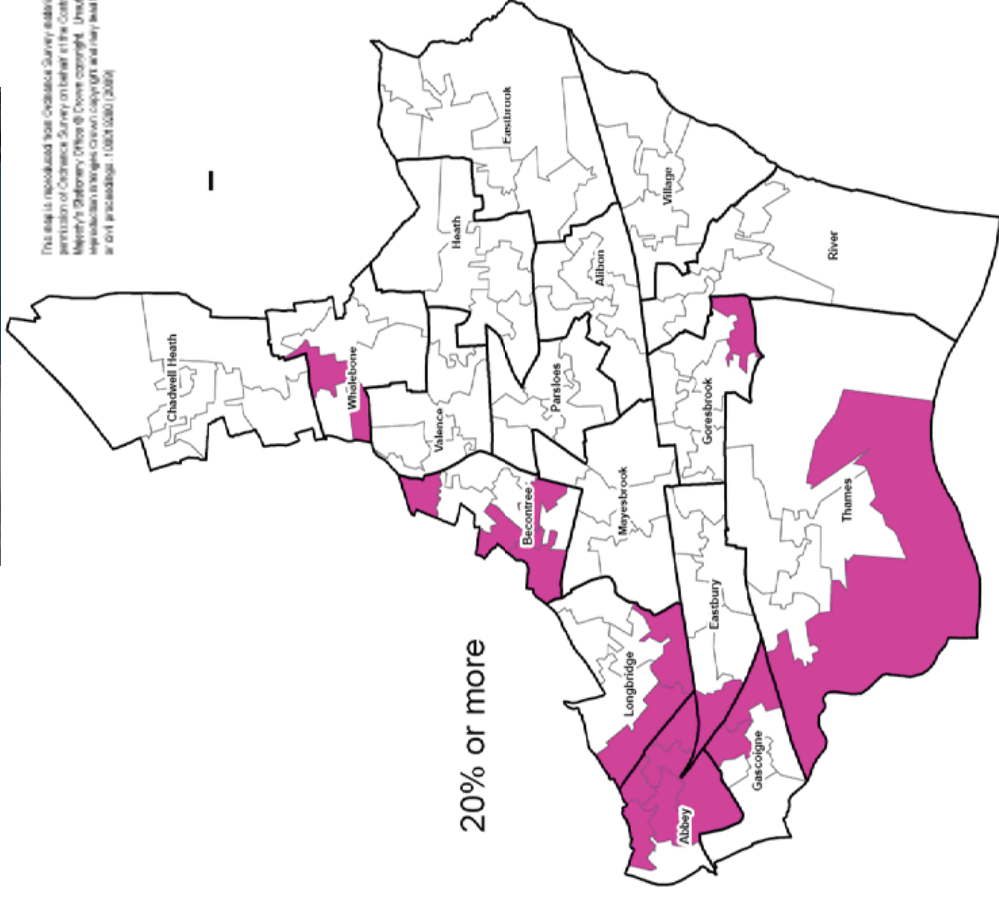
#### Main Indicators

- Young families and singles
- Ethnically diverse
- English not home language
- Well educated
- Professional, service sector jobs
- High incomes
- Privately renting older flats and houses
- High fear of crime

#### Main Areas



- South of Chadwell Heath High Road
- Housing West of River Road – (Barking)
- Victorian / Edwardian housing in central Barking
- Goodmayes Park Area

20% or more



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## Group 3: Young singles and families, some ethnic minorities - Implications for LBBD

<p><b>Main Services Consumed</b></p> <ul style="list-style-type: none"> <li>• Children’s Centre’s</li> <li>• Leisure Centre’s</li> <li>• Libraries</li> <li>• Tell Us</li> <li>• Mental Health Services</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• High internet users</li> <li>• Like text and mobile phone contact</li> <li>• Much less likely to use face to face channel</li> <li>• Some preference for using post channel</li> </ul>	<p><b>Communication Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>•  Receptive to internet, telephone and newspapers</li> <li>•  Unreceptive to tabloid press and television</li> </ul>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Tier 1</div>		
<p><b>Drivers of Satisfaction</b></p> <ul style="list-style-type: none"> <li>• This group make good use of the borough’s community infrastructure.</li> <li>• There is a big opportunity to communicate with this group by SMS, whether it be to confirm appointments or remind them that their library book is returned on time.</li> <li>• Housing advice, housing waiting list communication and services should also be accessible electronically to reduce avoidable contact.</li> </ul>		

## Customer & Channel Insights for LBBD

### Group 4: Middle aged couples, middle incomes

#### Summary:

Middle aged house owners, many with children, living on large developments of semi-detached housing. Some work in manufacturing industries. Spend an average amount of time using the borough's leisure facilities. Medium levels of overall contact with the council.

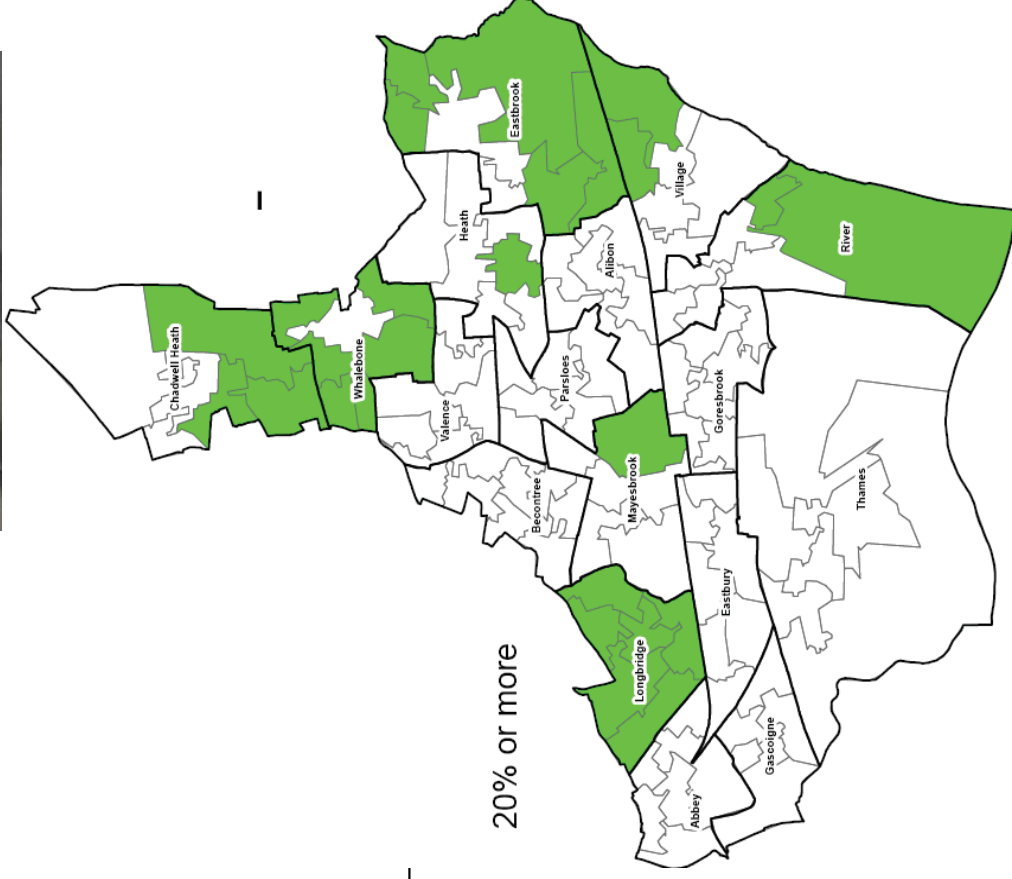
#### Main Indicators

- Middle aged families with children
- Middle incomes
- Low unemployment
- Predominantly white British
- Large, privately owned semi detached houses
- Savers rather than borrowers
- Strong sense of community
- Low fear of crime

#### Main Areas

- Longbridge
- Rylands Estate
- Dagenham East – Western Ave / Auriel Ave
- Wykeham Green (Maysbrook)
- South of Heath Park Estate
- Chadwell Heath

20% or more



Survey conducted with the aid of the Controller of the Budget. Unpublished and may lead to inaccuracies.

## Group 4: Middle aged couples, middle incomes - Implications for LBBD

<p><b>Main Services Consumed</b></p> <ul style="list-style-type: none"> <li>• Further education – likely to be for their children at home</li> <li>• Long term health conditions</li> <li>• Leisure centre's</li> <li>• Diabetes related health services</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Like Internet and telephone to receive information and access services</li> <li>• Less likely to use face to face channel</li> <li>• Prefer to write letters and use the post channel to interact</li> <li>• Not likely to use mobile phone or SMS</li> <li>• Likely to pay the council by direct debit</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Receptive to internet, telephone and newspapers</li> <li>• Unreceptive to television, telemarketing and posters</li> </ul>
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Tier 1

### Drivers of Satisfaction

- This group have relatively small amounts of contact with the council, as tend to pay their bills on time and by direct debit, and are unlikely to be on benefits.
- There is an opportunity to migrate this groups' letter writing preference to email channels rather than using physical post channel.
- This group has a particularly strong sense of community, so information and registration relating to community activities should be accessible on the web, as well as information about volunteering and neighbourhood watch.

# Customer & Channel Insights for LBBD

## Group 5: Young couples, prosperous lifestyles

### Summary:

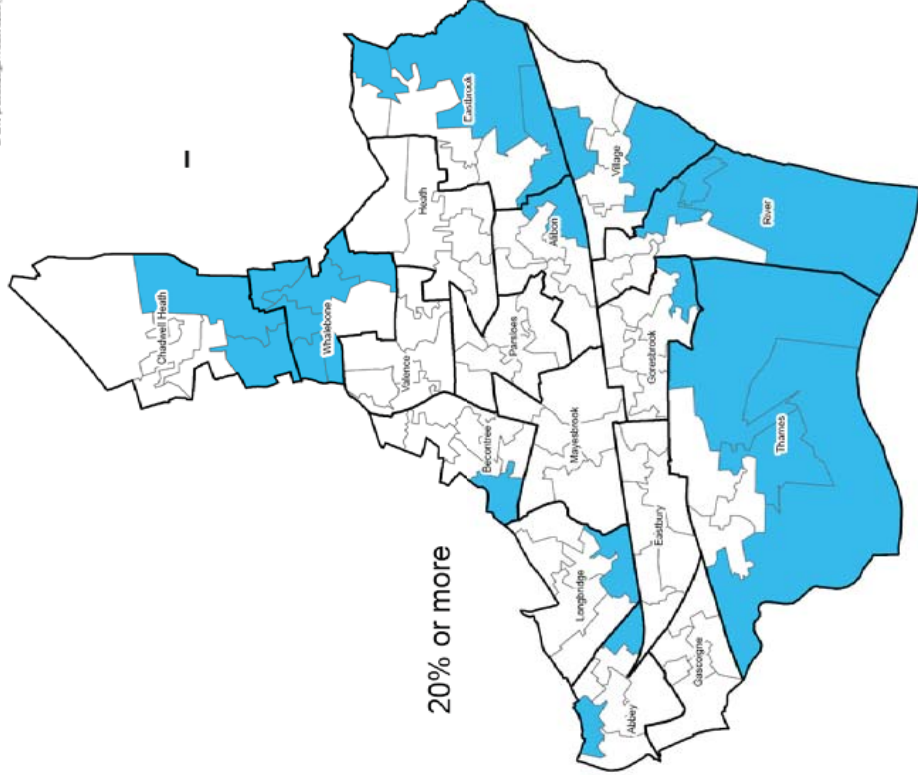
This group have low levels of overall contact with the council and are typically young professional couples living in new starter homes of attractive terraced housing. They tend to be co-habiting or married and sometimes with young children.

### Main Indicators

- Well educated
- Own homes or privately renting
- Young couples
- Internet savvy

### Main Areas

- Mayfair Estate & Whalebone
- Chadwell Heath
- Rush Green
- Pondfield Park
- South of Dagenham East
- Leys Estate
- Rylands Estate
- Barking Riverside
- North of Harts Lane
- Fairview Estate (Abbey)
- Barking Hospital area (Upney)
- North of Mayesbrook Park



20% or more

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2008-2009  
Tackling Climate Change



# Group 5: Young couples, prosperous lifestyles - Implications for LBBD

<p><b>Main Services Consumed</b></p> <ul style="list-style-type: none"> <li>• Children’s Centre’s</li> <li>• Housing waiting list</li> <li>• Babies and young children’s related health services</li> <li>• Leisure centre’s</li> <li>• Community Safety</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Heavily favour the internet for accessing services and information finding</li> <li>• Above average preference for telephone channels, including interaction via mobile phone and SMS</li> <li>• Unlikely to use face to face contact</li> <li>• Higher than average preference for post channel</li> <li>• Tend to pay council via direct debit</li> </ul>	<p><b>Communication Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Receptive to internet, radio and telephone</li> <li>• Unreceptive to television, telemarketing and local shops advertising</li> </ul>
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Tier 1</div>		

## Drivers of Satisfaction

- The lives of this group tend to be quite busy, juggling the demands of their career with that of their family and so forced face to face contact with the council is likely to annoy them.
- More should be done to personally communicate with this group via SMS whilst they are ‘on the go’.
- The majority of these customer’s needs and issues should be able to be resolved the first time round.
- Moderate contact with council. Services tend to be ‘subconsciously’ consumed, e.g.
  - Borough wide municipal property based services such as waste collection and local environment
  - Statutory registration and payment of council tax



## Customer & Channel Insights for LBBD

### Group 6: Disadvantaged families, low educational attainment

#### Summary:

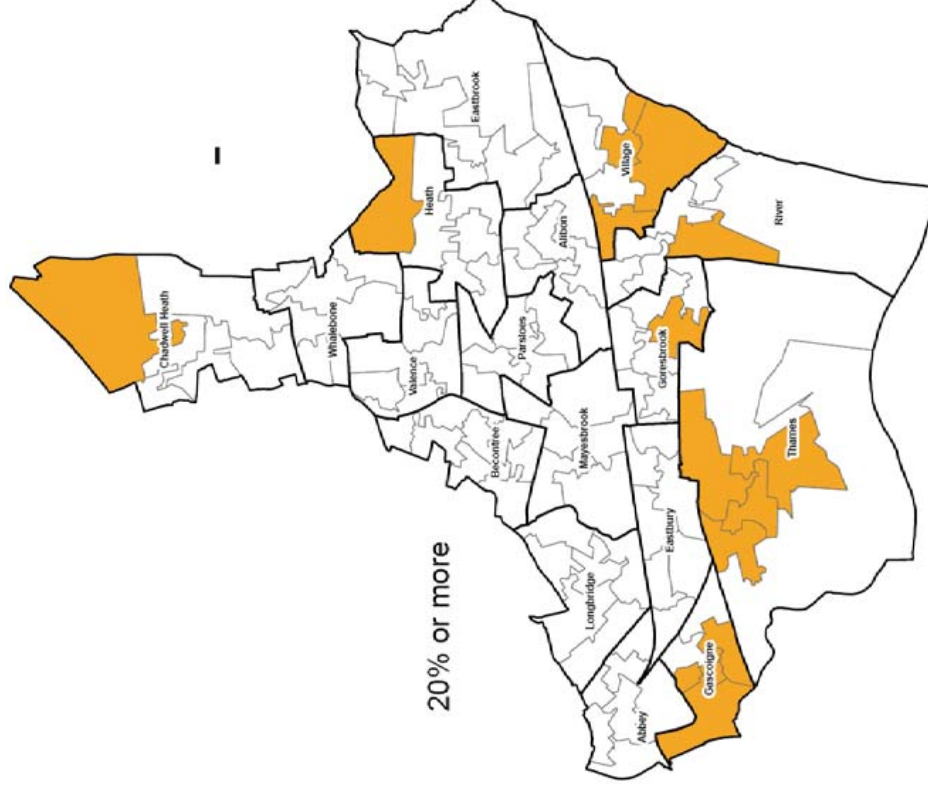
Generally this group is made up of low income young couples and single parents with children. Typically they are social housing tenants experiencing high levels of unemployment and are in receipt of benefits. They tend to experience Anti-Social Behaviour and crime in their neighbourhoods. Low levels of overall contact with the council

#### Main Indicators

- Single parent families
- Heavy smokers and drinkers
- Poorly educated
- In receipt of benefits
- Social housing tenants
- Teenage pregnancies



#### Main Areas

- Marks Gate
- Becontree Heath
- Leys Estate & North of Rainham Road South
- Heathway – The Mall
- Marsh Green (River)
- Goresbrook Village
- Flatted Thames view Estate
- The Gascoigne



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## Group 6: Disadvantaged families, low educational attainment - Implications for LBBD

<p><b>Main Services Consumed</b></p> <ul style="list-style-type: none"> <li>• Council Housing / Tenant</li> <li>• Domestic violence</li> <li>• Mental health</li> <li>• Disabled freedom passes</li> <li>• Tenant participation</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Prefer face to face contact over all other channels</li> <li>• Not likely to use the internet, although moderate levels of connectivity amongst this group</li> <li>• Less likely to use telephone channel</li> <li>• More likely to be receptive to SMS to receive information but NOT to interact with services</li> </ul>	<p><b>Communication Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>  <ul style="list-style-type: none"> <li>• Receptive to Posters, telemarketing and television</li> </ul> </li> <li>  <ul style="list-style-type: none"> <li>• Unreceptive to Magazines, internet and broadsheet newspapers</li> </ul> </li> </ul>
<p><b>Tier 2 &amp; 3</b></p>		
<p><b>Drivers of Satisfaction</b></p>		
<ul style="list-style-type: none"> <li>• This group tends to have complex needs, meaning that the face to face contact that they prefer is likely to take up a lot of officer time.</li> <li>• There is a possible opportunity to encourage service access via SMS, as the group are receptive to information communicated to them in this way.</li> <li>• Consideration needs to be given to the lack of interaction via telephone and internet, which are probably due to low household incomes and having 'pay as you go' mobile phone contracts. Being put 'on hold' for long periods of time when making telephone contact is likely to antagonise this group because it will eat up their credit.</li> <li>• Face to face contact for this group is probably the cheapest method of contact for them.</li> </ul>		

## Customer & Channel Insights for LBBD

### Group 7: Young ethnic minorities, social housing tenants

#### Summary:

Concentrated in the younger working age groups from 25-45, a large proportion are from non white populations. This group does not tend to interact with the council very much at all. Are typically not without qualifications but don't have employment, or are in low paid service sector jobs.

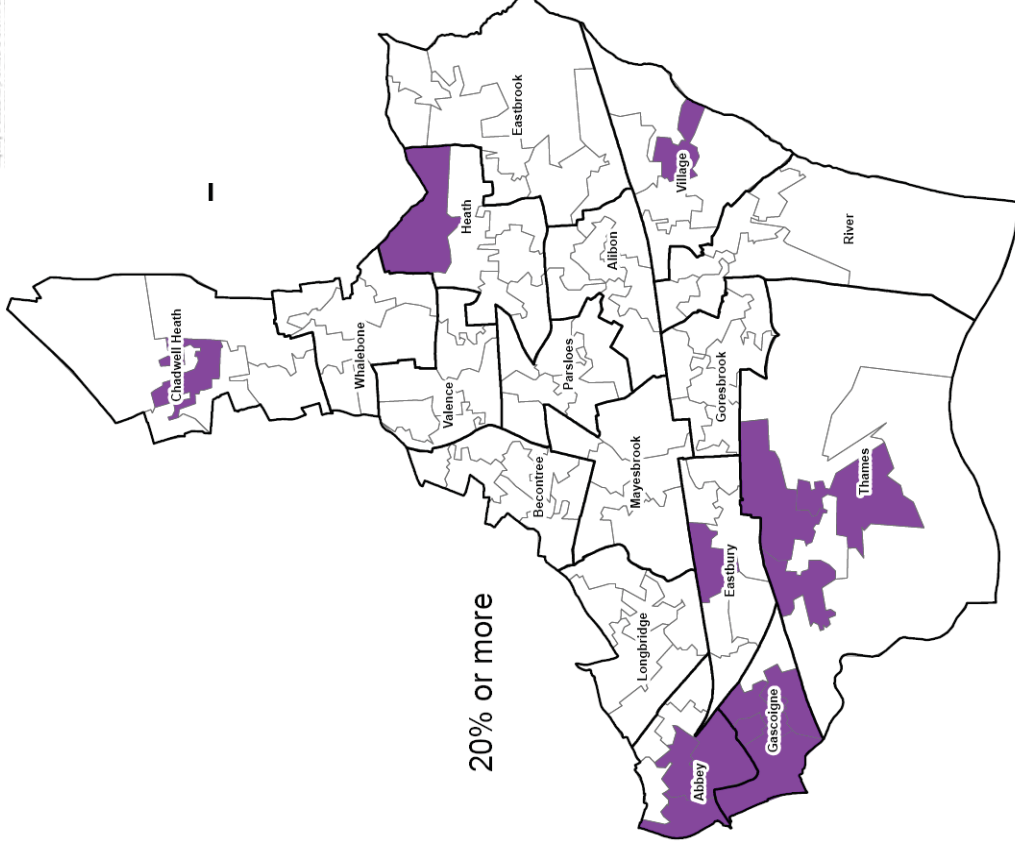
#### Main Indicators

- Ethnically diverse
- Young adults
- Single Parent families – check?
- Social housing tenants
- In receipt of benefits and Job Seekers Allowance
- Fear of crime proportionate with actual crime

#### Main Areas



- Marks gate – Padnall Road area
- Becontree Heath
- Ibscott Close
- Goresbrook Village
- Eastern End of Bastable Avenue
- Gascoigne Estate
- Whiting Avenue / The Lintons area
- Harts Lane Estate

20% or more



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# Group 7: Young ethnic minorities, social housing tenants - Implications for LBBD

<p><b>Main Services Consumed</b></p> <ul style="list-style-type: none"> <li>• Council housing / tenants</li> <li>• Council tax and rents (arrears)</li> <li>• Leaseholders</li> <li>• Children’s Centre’s</li> <li>• Libraries</li> <li>• Tenant participation</li> <li>• Adult social care</li> <li>• Further education</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Likely to use internet to receive and find out information but less likely to use to access services</li> <li>• Unlikely to use telephone channel</li> <li>• Small preference for face to face contact</li> <li>• Tend to pay their rent with cash</li> <li>• Like to receive information by SMS but are not likely to use to access and interact with services</li> </ul>	<p><b>Communication Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>  <ul style="list-style-type: none"> <li>• Receptive to Posters, telemarketing and television</li> </ul> </li> <li>  <ul style="list-style-type: none"> <li>• Unreceptive to magazines</li> </ul> </li> </ul>
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> <b>Tier 1 &amp; 2</b> </div>		
<p><b>Drivers of Satisfaction</b></p>		
<ul style="list-style-type: none"> <li>• There is an opportunity to engage this group in accessing services via the web, as they use the web to find out information and therefore, clear information relating to their main services should be clearly accessible on the internet.</li> <li>• Consideration should be given to the possibility of a language barrier being a reason for low levels of contact with the council.</li> <li>• There is a possible opportunity to encourage service access via SMS, as the group are receptive to information communicated to them in this way.</li> <li>• This group should be migrated from paying their rent with cash to a cheaper channel</li> </ul>		

## Customer & Channel Insights for LBBD

### Group 8: Low income pensioners, reliant on benefits

#### Summary:

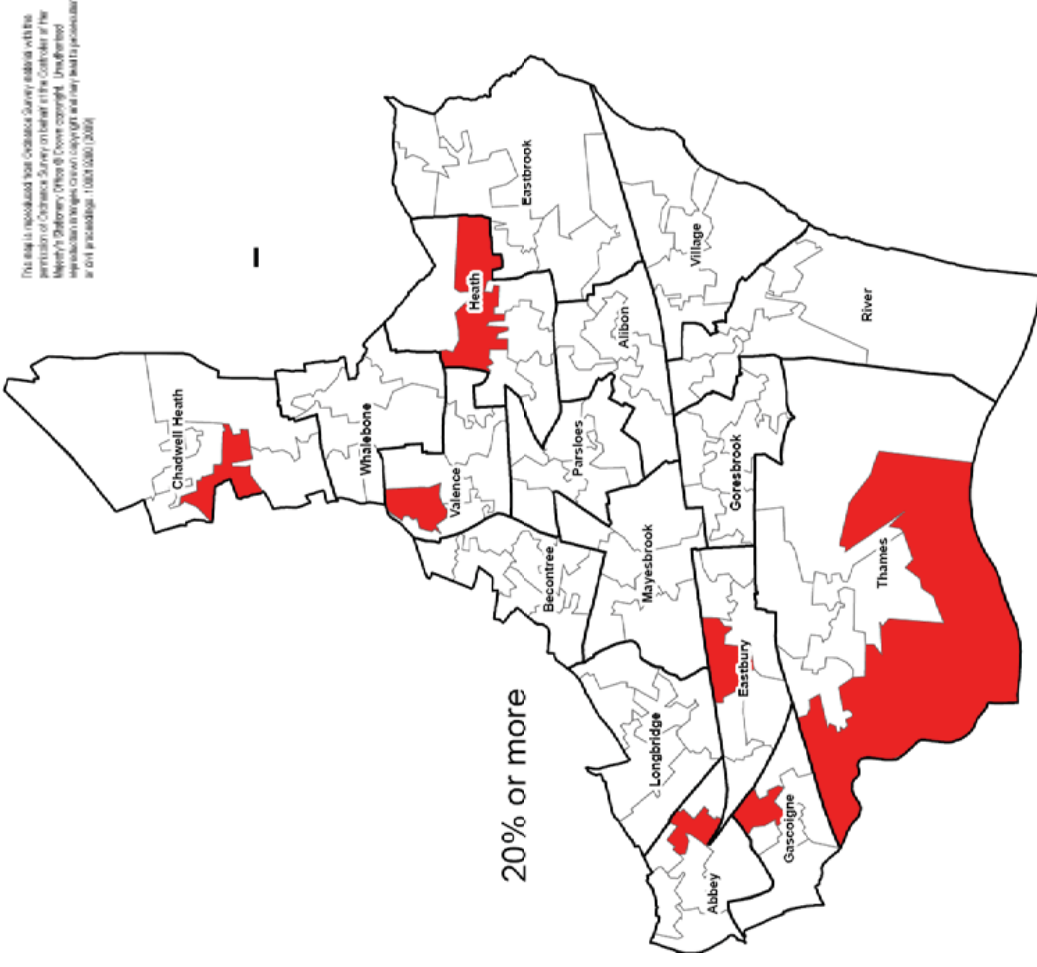
Tend to be elderly people, with large reliance on state benefits to get by. They tend to live in neighbourhoods of small, socially rented flats and spend money only on the basic necessities. High levels of overall contact with the council.

#### Main Indicators



- Long term health conditions
- Single person households
- Low incomes
- Smokers
- Low incomes
- In receipt of benefits

#### Main Areas

- South west of A12 – Chadwell Heath
- North of Green Lane (Valence)
- Heath Park Estate
- Maysbrook Meadow Estate (Bevan Road area)
- Housing west and east of River Road (Thames)
- Westbury (Gascoigne)



## Group 8: Low income pensioners, reliant on benefits - Implications for LBBD

<p><b>Main Services Consumed</b></p> <ul style="list-style-type: none"> <li>• Benefits</li> <li>• Blue badges / taxi cards</li> <li>• Leaseholders</li> <li>• Adult social care</li> <li>• Council tenant</li> <li>• Emergency inpatient</li> </ul>	<p><b>Channel Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Very high use of face to face contact channel</li> <li>• Very low likelihood to access information and services via the internet.</li> <li>• Less likely to use the telephone</li> <li>• High preference for finding out information through the local press</li> </ul>	<p><b>Communication Preferences</b> (the following statements are based on national studies of this group)</p> <ul style="list-style-type: none"> <li>• Receptive to television and tabloid newspapers </li> <li>• Unreceptive to Internet and magazines </li> </ul>
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Tier 1 & 2

### Drivers of Satisfaction

- It must be recognised that some elderly people will rely on face to face contact for their social interaction and will choose it over any other channel.
- Although there are relatively low levels of internet access within this group, the access via association with younger family members should not be underestimated
- The local newspaper should not be underestimated as a vehicle for communication with this group.

# Enclosure 2

## Customer Strategy

Customer Personas – customers and their triggers for their scenarios

## Gill

Gill is disabled elderly woman who's mother has recently died. Gill lived with her mother and is trying to arrange for the single person's discount to be applied to her council tax. She has already been to Stour Road in person with a death certificate which was photocopied and signed but the full council tax amount has been taken from her bank account. Gill has tried to deal with the issue on the telephone but doesn't feel that her situation is being dealt with. So she makes another journey to Stour road to deal with the issue in person.

*Gill arrives at Stour Road with all the relevant documents. She explains to the floorwalker that she wants to speak to somebody about council tax and is told to take a ticket and wait to be called. She is seen by a CSO who explains that they have not received Gill's single person's discount form. Gill explains that she wasn't sent one, so the CSO gives her one to complete and post to the Council Tax department. As a safety measure, the CSO advises her to phone to check that the Council Tax department have received the form. The CSO also amends the direct debit but explains that he will have to go and see somebody in the Council Tax department to get Gill's refund sorted out.*

- ↑
- Internet offers accurate and robust information to sign post customer accordingly.
- Service Level Agreements determine resolution times
- CSO owns the customer enquiry
- CRM links the front desk to the back office with 2-way feedback completed
- ↑

2 visits - £9.34  
 3 phone calls - £4.32  
 2 letters £1.12  
**TOTAL COST: £14.78**

## New Journey

Gill is able to find out on the internet what she needs to do to notify the council tax department of her mother's death and receive her single person's discount.

From this information, she understands that she will have to supply a hard copy of the death certificate in person, but is able to complete an online form of the relevant details and book an appointment with a Customer services officer in 2 days time.

Gill visits the Dagenham One Stop Shop and is seen by the CSO who scans the death certificate and authenticates the information Gill provided in the online form. The CRM system automatically sends the information to the Council Tax back office department where the discount is applied in time for the next month's council tax payment.

1 online form  
 1 visit  
**TOTAL COST: £4.82**



# Kay

Kay called the contact centre to report a late rubbish collection and that fly-tipping is occurring as a result. The CSO cannot transfer Kay to the refuse department and can only email them on her behalf. After many calls to the contact centre, and numerous emails to the refuse department nobody calls Kay back and her rubbish is still uncollected and street not cleaned. She feels ignored.

Kay contacts her local councillors by email and telephone in the hope of solving the issues. Eventually she receives a call from an officer in the contact centre who is helpful but is unable to speak to anyone in the E&E department other than contact them by email.

Kay is eventually visited by an Environment and Enforcement Officer who gives assurance that the problem will not recur and gives Kay his mobile number to get in contact directly with him.

Kay's bin is collected the following week but the street isn't cleaned. The week after Kay's bin is missed again and she calls the mobile number she has been given. Nobody answers so she calls twice more and leaves three messages in total. Nobody calls her back. Kay then phones the contact centre again to report the problem and the contact centre email the refuse department. Nobody calls Kay back and a number of follow up phone calls ensue.

Kay writes to the Dagenham Post about the wheelie bins being too small, which leads to fly tipping and the ongoing late collections.

- CRM offers structure to enquiry management. →
- Service Level Agreements determine resolution times →
- CSO owns the customer enquiry →
- CSO is the "face" of the council and offers one stop to all enquiries. →
- CRM links the front desk to the back office with 2-way feedback completed →
- CRM analysis fed in to Service Improvement Plans →

15 telephone calls made to 3 council departments - £21.60  
 6 emails sent - £9.00  
 10 calls un-responded to  
 5 calls back to customer - £7.20  
 2 Councillor's involved  
 - 1 phone call £1.44  
 3 week resolution time  
 One Newspaper written to  
**TOTAL COST: £39.24**

# New Journey

Kay calls the contact centre to report a late rubbish collection. The IVR system automatically routes Kay to the most appropriate person who can deal with her issue.

When Kay's call is answered, the CSO validates her personal details and takes details of her complaint / enquiry. The CSO is equipped with the information to be able to advise Kay exactly how her issue is going to be resolved and within what timescales.

The CSO captures details of the issue on CRM which is dispatched to the back office as a job sheet.

At any point during the time it takes to resolve her issue, Kay can phone the contact centre for a progress update

When the bin is collected Kay receives an email confirming that the job has been closed.

1 phone call  
 1 internet email  
**TOTAL COST £2.00**

## Tom

Tom is an elderly man living in a council property which has no running water. Tom contacts the Council via Tell Us to make the experience he had trying to report the problem known.

Tom rang B&D Direct to report the problem of no running water. The customer service officer placed him on hold and he was left waiting for quite some time. Tom was eventually told that he would need to call the Enterprise contact centre, but when he got through he got an automated message saying that the office was closed. He was annoyed because on the website the operating hours are 8am-6pm and he called just after 4pm.

- 2 telephone calls - £2.88
  - 1 Tell Us enquiry £2.80
  - 2 council departments and 1 Partner organisation Contacted
- TOTAL COST : £5.68**

- CRM offers structure to enquiry management.
- Service Level Agreements determine resolution times
- CSO owns the customer enquiry
- CSO is the “face” of the council and offers one stop to all enquiries
- CRM links the front desk to the back office with 2-way feedback completed
- CRM analysis fed in to Service Improvement Plans

## New Journey

Tom calls B&D Direct to report his issue of no running water. He doesn't press the correct IVR number for housing repairs and therefore is not automatically directed to Enterprise. Instead Tom comes through to a Customer Services Officer in B&D Direct.

The CSO takes details of his issue, logs it on to the CRM and gives Tom a CRM reference number. An email is then sent to the appropriate team in Enterprise who contact Tom within the agreed Time.

The CSO also gives Tom the telephone number for Enterprise and tells him that they operate a 24hour telephone service should he need to contact them in the future.

- 1 telephone call £1.44
  - 1 internal email £1.50
- TOTAL COST £2.94**

## Jagjit

Jagjit is an 69 year old man who has recently been widowed, he is struggling to cook his meals as this is the first time in his adult life he has been responsible for these tasks. He also suffers from mild arthritis is struggling to take care of his garden.

Jagjit contacts his GP for some advice about where to get help and is given a contact for the Intake Team in Adult and Community services Department. Jagjit contacts the Intake Team and is told that he does not meet critical or substantial needs.

He is directed to a voluntary sector agency who may be able to help with his gardening and is offered advice on where he can buy meals on wheels.

- 1 phone call and one visit to GP
  - 2 phone calls to council £2.88
- TOTAL COST: £2.88**

- Children's Centre offer internet access facility for public
- Online assessment facility set up to give instant feed back on eligibility.
- Outcome of assessment is linked to up to date information on details of other support agencies that can assist.

## New Journey

Jagjit reads an article in The News which prompts him and his daughter to look on the council's website at his local Children's Centre.

He completes an on-line self assessment with the help of his daughter and at the end of it is notified immediately that he is not eligible for local authority funded services. However, he is informed of equipment which can assist him with his arthritis, details of voluntary sector agencies who can provide a gardening service and advice on private companies who can provide him with a meals on wheels service.

In addition, further information is provided about local social groups he may want to join.

- 1 online form
- TOTAL COST: 15p**

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**EXECUTIVE****16 MARCH 2010****REPORT OF THE CORPORATE DIRECTOR OF ADULT AND COMMUNITY SERVICES**

<b>Title:</b> Getting It Right: 'Six Lives' Audit of Health and Social Care in Barking & Dagenham	<b>For Decision</b>
<p><b>Summary:</b></p> <p>In March 2009 the Health and Local Authority Ombudsmen produced a report called 'Six Lives'. The report responded to complaints brought by the charity MENCAP on behalf of six people with learning disabilities who died whilst in National Health Service (NHS) or council care within the UK between 2003 and 2005. The report showed that on many occasions basic policy and guidance was not observed and the needs of people with learning disabilities were not accommodated. Based on these findings the report called for a review of all health and social care for people with learning disabilities across the country. Undertaking this review and implementing the recommendations is a requirement of the Local Authority and Health Ombudsmen. A report on the review, with recommendations, has to be submitted to these bodies by 31<sup>st</sup> March 2010.</p> <p>In response, the Safeguarding Adults' Board has commissioned and produced an independent audit focused on the effectiveness of current systems and the capacity and capability of the Council and NHS Trusts to provide services that meet the needs of people with learning disabilities (NHS Trusts include: NHS Barking and Dagenham (NHS B&amp;D) (formerly the Primary Care Trust), North East London Foundation Trust (NELFT) and Barking, Havering and Redbridge University Trust Hospitals (BHRUT)). This purpose of this report to the Executive is to outline the key points from the audit. The full report is attached at Appendix 1.</p> <p>As people with a learning disability are living longer in the borough, inevitably more people may come to the attention of services as they get older and their health deteriorates. This will have implications for commissioning services for an older group of people with learning disabilities. The recommendations listed below will guide the work already taking place.</p> <p>The recommendations within the report apply to a number of agencies, so in addition to the Council's Executive, the report is being presented for approval to a number of partner agency boards as well, namely:</p> <p style="padding-left: 40px;">Learning Disability Partnership Board – 15 March 2010  North East London Foundation Trust Board – 23 March 2010  NHS Barking and Dagenham Board – 25 March 2010  Barking, Havering and Redbridge Hospital Trust Board – 30 March 2010</p> <p><b>Wards Affected:</b> All</p>	
<p><b>Recommendation(s)</b></p> <p>The Executive is asked to:</p> <p>(i) Agree those recommendations on pages 27-29 of Appendix 1 which relate to the</p>	

- Council;
- (ii) Note the recommendations put forward on pages 27-29 for other bodies;
  - (iii) Request an update on progress against those recommendations that apply to the Council within nine months
  - (iv) Agree that the Health and Adult Service Select Committee be asked to consider requesting that NHS bodies report back on implementation.

### **Reason(s)**

To assist the Council and its partners in achieving the community priorities, working together for a better borough that is healthy, fair and respectful and to safeguard vulnerable adults within the borough.

### **Implications**

#### **Financial**

The costs of improvement will be borne by the health economy as a whole, including the NHS B&D, NELFT and the Council. Following the audit a joint action plan will be developed with health partners revealing the full financial implications. The specific recommendations for the Council will be met from within existing budgets. The proposed joint posts with NHS B&D will have financial implication for the Council, as will the development of support groups for service users and carers. These implications will be examined further within Safeguarding Adults Board and a partnership plan developed for joint funding and delivery.

#### **Legal**

No specific implications.

#### **Contractual**

The review of advocacy services may affect the contracts the council has with existing providers (MENCAP and HUBB – the service user led organisations that provide Independent Mental Capacity Advocacy).

#### **Risk Management**

There are both safeguarding and financial risks involved in not accepting and delivering the recommendations. To continue without improving social care for people with learning disabilities will see service users exposed to the gaps in safeguarding provision highlighted within the report. We anticipate that this increases the risk of adverse incidents which may have a detrimental impact on the reputation of the Council and partners as well as the possibility of judicial review.

#### **Staffing**

The report recommends that staff would benefit from increased training and development with a focus upon safeguarding adults and awareness raising of learning disability issues. For instance, complaints handling training will be provided to all staff in the Community and Learning Disability team. Staff may also be asked to assist in the partnership forums such as the Learning Disability Partnership Board and its sub groups.

#### **Customer Impact**

There are a number of forums which engage with people with learning disabilities and carers. These are co-ordinated by the Learning Disability Partnership Board which has a critical role in ensuring comprehensive service user and carer engagement.

Increased consultation on Learning Disability services is a positive step and different groups, ages and ethnicities will have the opportunity to participate.

In addition the Barking and Dagenham Local Involvement Network will provide opportunities for involvement and engagement with clients within the community.

The recommendations within the report will help the overall level of customer satisfaction to improve. While there is no evidence of poor medical treatment, the report points to a lack of basic care in certain situations. The complex needs of people with learning disabilities will be met with more choice and control over their care packages. This is a transformational change in line with 'Putting People First', where the service users become more empowered to determine their future and is currently being realised through our Personalisation programme.

**Safeguarding Children**

The recommendations directly address safeguarding issues which apply to all people with learning disabilities in the borough, children and adults. The audit states that maintaining the focus on safeguarding issues remains a challenge, particularly in reference to the hospital trust. The gaps in safeguarding will be addressed across services as a whole. For example, the action plan will address the problem of providing safeguarding training to 400 junior doctors who rotate every year in north east London hospitals.

**Crime and Disorder**

No specific implications

**Property / Assets**

No specific implications

**Options appraisal**

Undertaking this review and implementing recommendations is a requirement by the Local Authority and Health Ombudsmen. A report on the review has to be submitted with recommendations by 31<sup>st</sup> March 2010 to those bodies. The options available include:

1. **To accept recommendations** – This would lead to improvements across the agencies in the quality of care provided for people with a learning disability.
2. **To reject the recommendations** – Ignoring independent recommendations will have safeguarding implications for service users with Learning Disability. In addition not taking up preventative recommendations may lead to more use of costly acute health care. Having identified shortcomings through this independent review, were no action to be taken this would expose the organisations involved, particularly the NHS, to risk were another untimely death to occur.

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## 1. Background

1.1 An independent report, 'Six Lives: the provision of public services to people with learning disabilities', was published on 24 March by the Health Service and Local Government Ombudsmen. Focusing on investigations into the deaths of six individuals, it calls for a review of health and social care for people with learning disabilities.

1.2 The report revealed:

- Significant and distressing failures in service across health and social care;
- One person died as a consequence of public service failure. It is likely the death of another individual could have been avoided, had the care and treatment provided not fallen so far below the relevant standards.
- People with learning disabilities experienced prolonged suffering and poor care, and some of these failures were for disability related reasons;
- Some public bodies failed to live up to human rights principles, especially those of dignity and equality;
- Many organisations responded inadequately to the complaints made against them which left family members feeling drained and demoralised

1.3 Based on the findings of the Ombudsmen, it is recommended that all NHS and social care organisations in England should review urgently:

- the effectiveness of the systems they have in place to enable them to understand and plan to meet the full range of needs of people with learning disabilities in their areas; and
- the capacity and capability of the services they provide and/or commission for their local populations to meet the additional and often complex needs of people with learning disabilities;

## 2. Report detail

2.1 The report highlights the following six areas of concern thrown up by the national Six Lives report and addresses them in turn:.

- Communication** – Communication between agencies, users and carers has improved over the past year. There is need for the greater involvement of users and carers in the design and delivery of services.
- Partnership Working and Coordination** – Partnership working is in place between NHS trusts and other partnership agencies in respect of service users with Learning Disability. Recently issued Department of Health guidance requires further changes to our partnership structures and opportunities need to be developed for further integration. Progress has been made in raising awareness of Learning Disability issues and this needs to be rolled out across the LD Partnership Board to ensure integration.
- Relationship with Families and Carers** – Concerns have been raised about hospitals and GPs not appreciating the complex needs of Learning Disability patients. Closer complaints monitoring, staff awareness training and safeguarding champions have been steps in the right direction.



- (iv) **Failure to Follow Routine Procedure** – While there is no evidence of treatment not being given because someone had a learning disability, there is a failure of basic care in hospitals and residential care with the learning disability user's problems not being understood.
- (v) **Quality of Management** – This is improving but plans are needed to better meet the complex needs of service users.
- (vi) **Advocacy** – This is valued by service users and a review of current services and any potential gaps would help assess current provision to promote users and carers independence and wellbeing.

2.2 The independent audit acknowledges improvements in the areas addressed but identifies on pages 27-29 the specific further steps that are needed to unify service standards. These are listed below and show the organisation(s) responsible for each aspect.

**LBBB identified priorities:**

- a) Review advocacy service to ensure it is fit for purpose and accommodates advocacy for health.
- b) Develop a Transitions Strategy and review the Protocol
- c) Develop a Short Break Respite Strategy
- d) To continue to strengthen the Learning Disabilities Partnership board in line with 'Good Learning Disability Partnership Boards: 'Making it happen for everyone'
- e) There should be quarterly reports on Safeguarding issues to the Learning Disabilities Partnership Board.

**LBBB with partners identified priorities:**

- f) Develop joint commissioning strategy and joint posts with the Primary Care Trust. [LBBB/NHS B&D]
- g) The services should identify responsible officer in Health Plans for supporting people so that the plan is carried out and the individual remains healthy. [ALL PARTNERS - except BHRUT]
- h) Encourage all people with a learning disability to have a Hospital Passport Booklet. The more staff in hospital and at the doctors or dentist who know how to support you the better care you are likely to get. [ALL PARTNERS]
- i) All agencies should update the Learning Disabilities Partnership Board on learning from complaints involving people with learning disabilities. [ALL PARTNERS]

**Partner organisation identified priorities:**

- j) Appoint a GP with Special Interest in Learning Disability who is member of the PEC (Professional Executive Committee). [NHS B&D]
- k) Increase the number of DES (Directed Enhanced Services). This is part of a contract between GP's and the NHS B&D to make payments for special activities i.e. identifying patients with Learning disabilities and then providing them with Annual Health Checks. [NHS B&D]
- l) Develop an intranet or web based portal for health professionals to prevent diagnostic overshadowing, share good practice and give examples of reasonable adjustments to enable compliance with DDA (Disability Discrimination Act). [NHS B&D]

- m) The creation of an acute liaison nurse post in BHRUT (Barking, Havering and Redbridge University Trust Hospitals). [BHRUT/NHS B&D/Acute Commissioning Unit – commissions acute services for patients with urgent and complex needs that goes beyond what a Primary Care clinician, such as a GP, can provide]]
- n) NELFT should be asked to present its impact assessment following the Green light toolkit and how it improved outcomes for people with Learning disabilities in the borough. [NELFT]
- o) NELFT should make sure staff working directly and at agencies receive Safeguarding training and training records are maintained. [NELFT]
- p) Enhancement of the existing Health Facilitator role to ensure equal access to acute and primary care. [NHS B&D/NELFT]
- q) Further development of the health facilitation role in Learning Disability specialist services.
- r) Develop support for carers of people with LD in NHS Health Trust environment [NHS B&D/BHRUT/NELFT]
- s) In any health inpatient one member of staff should be identified as being personally responsible for ensuring the individual's basic care is delivered in the most appropriate way for that person. Patients and families/carers should be informed who this is, what their role is and who to contact if they are not available. [NELFT/ BHRUT]

### **3. Links to Corporate and other Plans and Strategies**

Health and Wellbeing Strategy  
Safeguarding Adults Business Plan  
Safeguarding Adults Board Action Plan

### **4. Consultees**

#### **4.1 The following were consulted in the preparation of this report:**

Councillor Collins, Cabinet Member for Adults and Public Health  
Safeguarding Adults Board  
Interviews were carried out with service users, carers and support workers via MENCAP  
Learning Disability Partnership Board  
North East London Foundation Trust Board  
NHS Barking and Dagenham Board  
Barking, Havering and Redbridge Hospital Trust Board  
Nurse Consultant Safeguarding – BHRUT  
Patient Advice and Liaison Service (PALS) and Complaints Manager - BHRUT  
Adult and Community Services Divisional Management Team  
Anne Bristow, Corporate Director of Adult and Community Services  
Tracie Evans, Corporate Director of Finance and Commercial Services  
Yinka Owa, Legal Partner, Procurement, Property and Planning  
Carol Sharp, Human Resources  
Glynis Rogers, Divisional Director, Community Safety and Neighbourhood Services

### **5. Background Papers Used in the Preparation of the Report:**

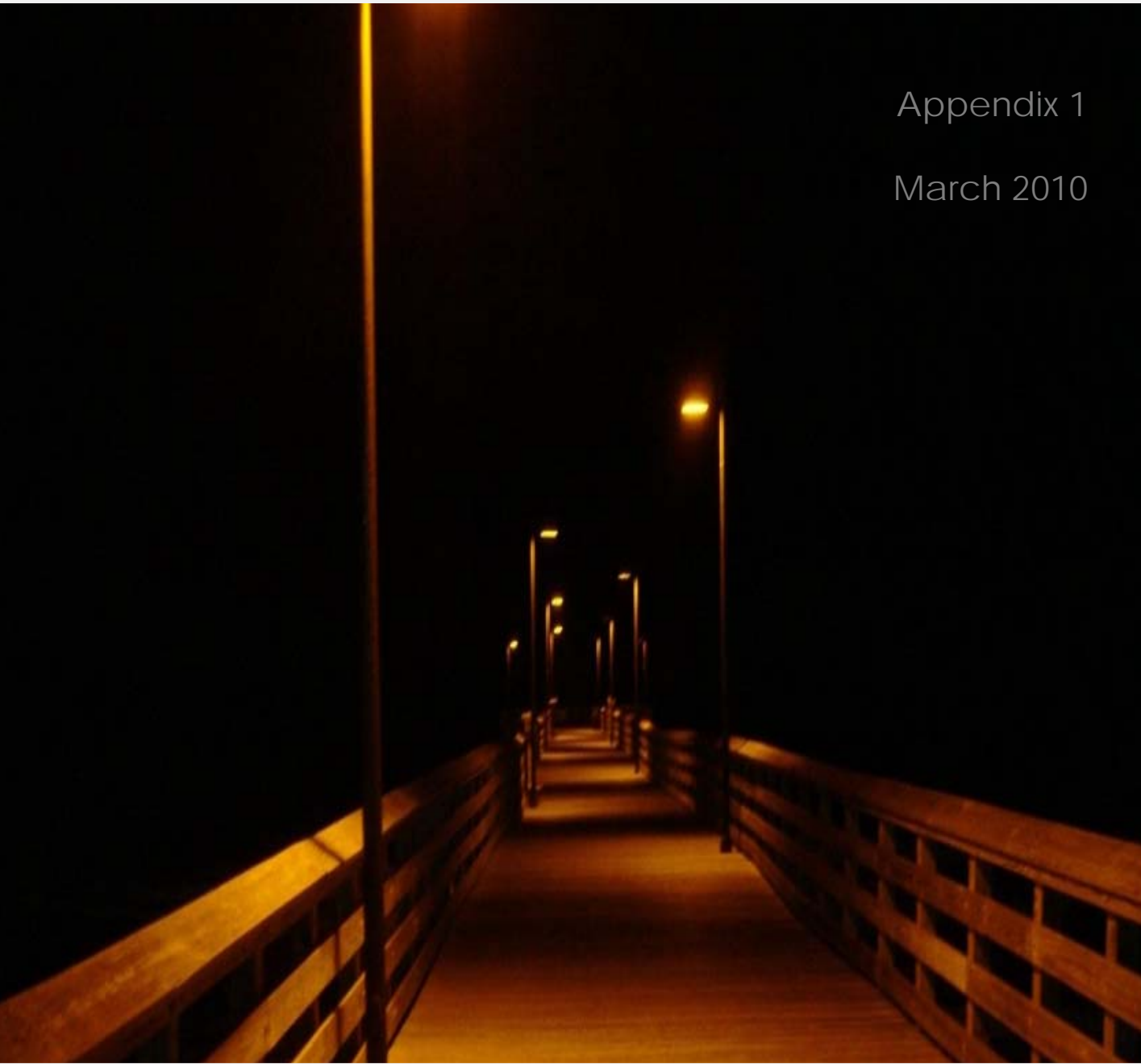
- Death by Indifference, MENCAP Campaigns (March 2007)

- Healthcare for all: report of the independent inquiry into access to healthcare (July 2008)
- The Green Light Mental Health Project
- Health Care Commission Annual Health Check
- The Safeguarding Adults Policy for the Barking Havering Redbridge Hospital Trust

**6. List of appendices:**

**Appendix 1** –Getting It Right: Six Lives Audit of Health and Social Care in Barking and Dagenham.

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Appendix 1

March 2010

# GETTING IT RIGHT

'SIX LIVES' AUDIT OF  
HEALTH AND SOCIAL CARE  
IN BARKING & DAGENHAM

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## 1 Introduction

Over the past few years some people have had some bad times when they have needed help from the public services. They found it difficult to get a good service from hospitals, GP practices and social services.

Some of these experiences were investigated by the Health Ombudsman and the Local Authority Ombudsman. They have written a report which describes what happened to these people called the *Six Lives* Report.

In the report the Ombudsmen ask each public service organisation to look at their own service to see if they are treating people with learning disabilities with the dignity and respect they deserve. The important question is: are they getting fair treatment?

We recognised that the Learning Disability Partnership Board does not currently meet the requirements of 'Valuing People Now' and 'Good Learning Disability Partnership Boards: Making it happen for Everyone' in relation to the membership. While work is currently being undertaken to address this, we decided that the Safeguarding Adults Board should lead the audit because they do have representation from all the right agencies.

Therefore, the Safeguarding Adults Board employed an independent person to work with key stakeholders including representatives from the Learning Disability Partnership Board, to do

an investigation. The aim was to check whether all the services in Barking & Dagenham were providing a good service to people with learning disabilities.

## 2 Background

In 2007 MENCAP published a report entitled *Death By Indifference*. It described the care and subsequent deaths of 6 people with learning disabilities in the care of the NHS and local authorities. It talked about how the six people had failed to get proper treatment. The report asked if this was because they all had a learning disability.

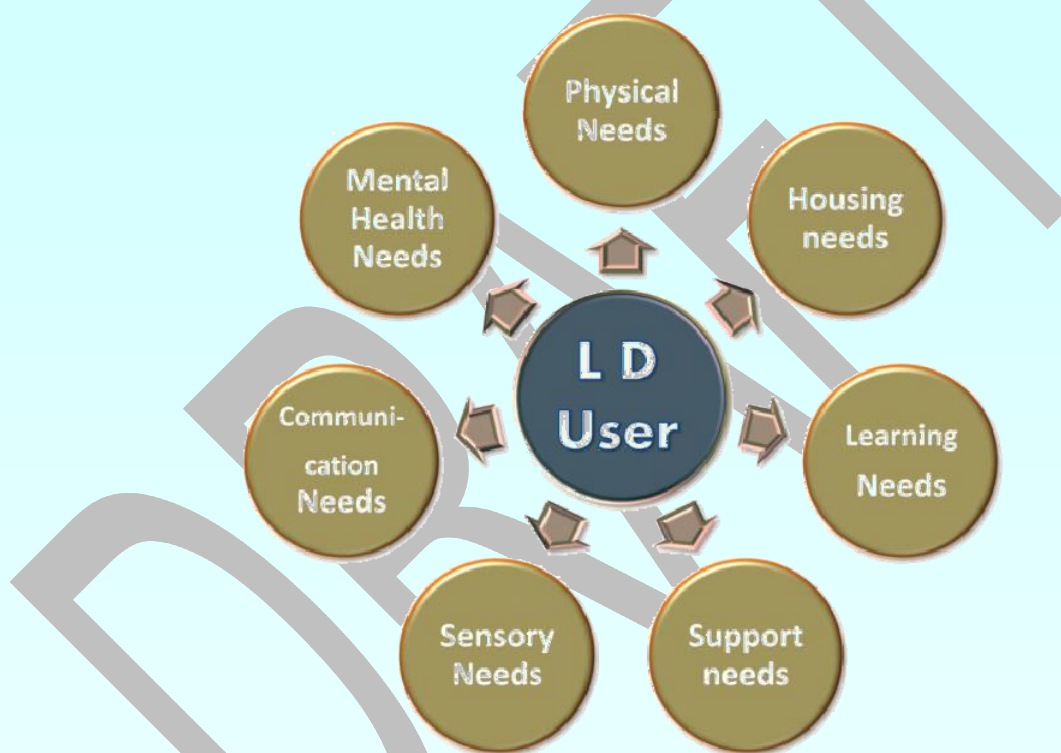
An independent inquiry led by Sir John Michael followed the publication from Mencap. The inquiry report was called *Healthcare for All* (2008). It made some recommendations to NHS organisations about how their services should be run. This was to make sure people with learning disabilities got a good service.

The Health and Local Authority Ombudsmen also took up the cases of the six people talked about in the Mencap report. They published their own findings in March 2009.

People with Learning Disabilities face particular challenges in accessing general health and social care due to complex needs which span health, housing and social care among others as exhibited in the following diagram.



*Fig 1: Needs of People with Learning Disabilities (source: Draft HEA Report 2009)*



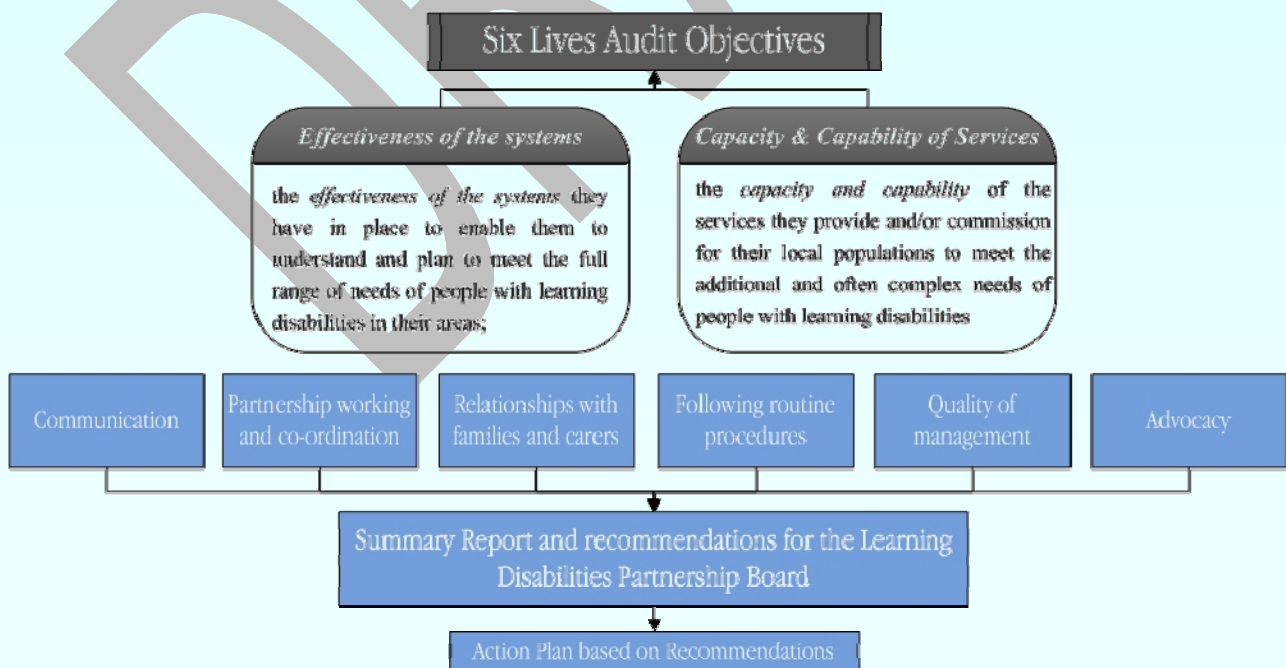
There is now a substantial body of evidence to demonstrate how people with learning disabilities find it harder than other people to access care for general health problems that have nothing to do with their disability.

### **3 How the audit was carried out**

The Learning Disability Partnership Board asked an independent person to carry out the audit. He reviewed many documents supplied by the NHS trusts (the Barking & Dagenham Primary Care Trust, Barking Havering Redbridge University Hospital NHS Trust) and the Council.

A list of the documents which were supplied and read is attached to this report at Appendix 1.

The independent person then interviewed many people. He didn't have a list of questions for the people being interviewed. He told them through Expert by Experience and the Mencap Advocacy Groups about the Six Lives report and what the Ombudsmen had said were the important problems in each of these cases. He then asked those being interviewed to provide their views.



## 4 Findings

This audit will focus on two aspects of the Six Lives report:

- the effectiveness of current systems they have in place to enable them to understand and plan to meet the full range of needs of people with learning disabilities in their areas; and
- the capacity and capability of the services they provide and/or commission for their local populations to meet the additional and often complex needs of people with learning disabilities.

Findings are grouped under the six specific areas which were highlighted by the Parliamentary and Health Service Ombudsman's Six Lives report

Overall the independent person found that key services such as, Community Learning Disability Team, North East London Foundation Trust (Mental Health Services), Primary Care Trust, Safeguarding Adults Team and the Hospital Trust services provide an adequate service to local Learning Disabilities users and carers. For instance, the Safeguarding Board works effectively, more people (300) are being offered Health Action plans and the hospitals have introduced a Consultant nurse to improve communication.

However, these services must do more collectively to better serve and protect people with Learning Disabilities. Some of the case studies and local incidents highlighted the need for greater joint working between Community Health Services, Acute Hospital services and social care staff. The learning from complaints and incidents should also be implemented and monitored.

## 4.1 Communication

### Case Study One : Communication

D was a kind, generous and spirited 45 year old man with Learning Disabilities. He enjoyed photography and shared his love of music with people as a DJ. Privately DB lived alone following the death of his mother. Following D's death in May 2009 in Queens Hospital a multi agency Management review was completed in 2009.

The review found that indirect disability discrimination did occur in this case. However it found that not any one person was at fault because it was the systems themselves which indirectly discriminated against D. It found that there was a lack of evidence to confirm whether person D had access to understandable information at various points during the period preceding his death. There is also no evidence to suggest that D's capacity was assessed at any point in relation to specific decision that he made despite evidence to suggest that this would have been advisable due to his learning disability.

There was no evidence of an independent Advocate being sought for D to support him to make decision despite obvious conflict between his family representatives. There was also evidence to suggest that despite the loss of his mother being identified as a trigger for additional support this was not sufficiently followed up.

In most of the cases within the Six Lives report, communication between agencies and also with users and carers was regarded as particularly poor. One of the Hospital Trusts found to be negligent within the Six Lives report regarding the death of a patient was the local Barking Havering Redbridge University Hospital Trust. The Hospital Trust has since appointed the Safeguarding Champions in nursing and medical staff to raise awareness and highlight areas for improvements. Complaints handling has also improved with regular reports to its Safeguarding group as well as senior level officer involvement in serious case reviews. However the Trust is going through a period of change with a new Director of Nursing in post since January 2010. It is facing a huge financial deficit and possible closure of Accident and Emergency service at King George

Hospital. Maintaining focus on safeguarding issues during a period of change remains a challenge.

The Council have strengthened its Safeguarding practice in two ways. Firstly they have set up an independent Safeguarding Adults Team, of nine people, who help other professionals to respond to allegations of abuse and neglect. Three members of the team have lots of experience in working with people with learning disabilities so they are able to promote good ways of working.

Secondly, the Safeguarding Adults Board has been strengthened through better membership and by employing an independent chair. The Safeguarding Adults Board has also developed a clearer action plan which includes making services easier to use and more service user led.

The PCT is funding a Safeguarding Adults Officer to work around learning disabilities and a work plan is underway.

Although communication between agencies and users and carers has improved since the publication of the Six Lives report, there is acceptance by all services that it is far from perfect. The development of 'My Hospital Passport and My Health Action Plan' as well as a named nurse for Safeguarding Adults were seen as a really good way of making sure people with a learning disability were understood by health and social care staff who did not know them well. Although nursing staff at the Hospital trust receive

Safeguarding training, not all 400 junior doctors who rotate every year receive such training. Some 200 Junior Doctors at foundation level get Safeguarding Awareness via a DVD and a short talk from a Safeguarding Consultant Nurse at their Induction which equates to Level 1 training. The Patient Safety Adviser also covers vulnerable adults awareness at the induction. The Trust has recently taken the decision to make this training more robust and the Medical Consultant is now covering Vulnerable Adults Training formally at both Foundation Year 1 and Foundation Year 2 protected teaching. Although the Trust has a staff Intranet site, weekly e-newsletter and monthly newsletter, there has been no information and/or articles about safeguarding vulnerable patients. The Trust is planning to setup an Awareness stall during the Safeguarding week at its Queens Hospital site.

User and carers are increasingly involved in the Learning Disability Partnership Board meetings and sub groups which has helped bridge the communication gap and raise awareness of things which matter to them. However the Partnership Board needs to be strengthened and linked into other key decision making forums.

The Multi Agency Management Review, following the death of a Learning Disability patient at Queens Hospital found lack of communication with the service user, family and other agencies. The Multi Agency Improvement Action Plan has specific tasks to improve communication with service users. For instance, managers will ensure service users are notified immediately of their new key

worker when their allocated key worker leaves. Complaints handling training will be provided to all staff in CLDT to ensure process is followed in accordance with agreed policy and staff are aware of their role.

More people with learning disabilities now seem to have health action plans. We estimate that there are now about three hundred people. These plans list what is needed to help keep someone healthy during the year. They may suggest a visit to the dentist or a referral to the dietician, as well as taking exercise and getting enough sleep. Increasingly GPs are carrying out annual health checks. The services have to ensure that they have identified responsible officer for supporting people to make sure the plan is carried out and the individual remains healthy.

If GPs are to carry out health checks there needs to be a simple system to tell learning disability community nurses that a health check has been completed. This then needs to be linked to the individual's health action plan. There is no evidence to suggest this always happen.

To aid good practice and help with communication there should be professionals and users websites with information to help professionals, users and carers as well as general public. One good example is of the "where can I" website developed by neighbouring borough of Redbridge LD Service. It may also be useful to have one intranet or web based portal for health

professionals to prevent diagnostic overshadowing, share good practice and give examples of reasonable adjustments to enable compliance with DDA.

In summary, communication between agencies and with user and carers has improved in recent history with Health Facilitators for example. Whilst systems are adequate for purpose, there is room for improvements with measures such as greater involvement of users and carers in design and delivery of services.

#### *4.2 Partnership working and coordination*

There is evidence in Barking and Dagenham of sharing resources. For example Specialist hospital services are provided by North East London NHS Foundation Trust (NELFT). They also host the nurses who work in the Community Learning Disability Team (CLDT). The Care Managers in the Community Learning Disability Team are then hosted by the council. Finally, the Team Leader is a joint appointment by the Council and NELFT- although the Council fund the post. There is a draft Section 75 Partnership agreement which sets out an agreed way of working together.

In our discussion with the group of Health and Social Care staff, we found effective partnership working between NHS trusts and other partner agencies. For example, a joint sub group of the Safeguarding Board was formed after the Six Lives report with senior staff from the PCT, the Mental Health Trust, the Council and Mencap to review effectiveness of current systems and examine service gaps. Although the sub group was in reaction to national



requirement for such a review, it shows nonetheless that the agencies work together for betterment of service to users and carers.

The multi agency Safeguarding Board is well attended by NHS trusts, local PCT, Police and the voluntary sector organisations.

We found from minutes of the LD Partnership Board minutes that current systems and processes between agencies appear strong. However some areas require further integration. For instance, the Health facilitator post is funded by the PCT and works across partner agencies. We believe the PCT should support the work of the Health Facilitator by contributing to joint management responsibility and assessing resource capacity.

Attendance of senior BHRUT staff at the Learning Disability Partnership Board meeting is patchy due to three borough coverage. The Trust has its own Safeguarding Group with members from the three boroughs' safeguarding teams. Some Learning Disability Partnership Board members felt that the persistent absence demonstrates non engagement and disrespect. We believe such meetings provide opportunity to exchange vital information and make use of the skills and expertise of different disciplines.

The introduction of the Health Facilitator is welcomed. The Health Facilitator at PCT and Consultant Nurse for Safeguarding Adults at

the Acute Trust see their jobs as supporting a change of culture within the health services. Currently they provide both strategic support to the health organisations. The health facilitator is a member of the Learning Disability Partnership Board, the Health Sub-Group, Health Action Group and Carers Sub-Group and is active in influencing strategy/practice within those groups. The health facilitator also attends other sub-groups and events as requested (frequently). The role also involves working closely with service users and carers. The Health Facilitator liaises with the PCT to ensure that people with learning disabilities are included in regional and national screening programmes. This seems to be stretching the role too far and may dilute the important role they can play.

While the Council and PCT have moved towards joint complaints handling, there is a need to widen out to include the Hospital Trust and some other key partners. The complaints policies of some of the organisations may be subject to review and modification as a result of changes in legislation and making it easier to use. The complaints policies and procedures as they are being used at present, made sure the staff replied to the complainant. But the emphasis in complaints handling was on management of risk to the organisation rather than putting right failures and learning from complaints. The Learning Disability Partnership Board should develop learning from outcomes process for all partner agencies to adopt a consistent approach. We recommend that there should be quarterly reports on Safeguarding and complaints to the Learning Disabilities Partnership Board.

The Council is leading on developing a Joint Commissioning Plan between the Primary Care Trust and the Council. In the meantime, the Council has done a great deal of work recently to make it better at commissioning and contracting. It monitors contracts and challenges providers who are not providing proper care.

#### Case Study: Taking Action from Contracts Monitoring

Some individual case reviews highlighted concerns with quality of support and management of risks with a provider of a range of supported living facilities within the borough. The LD Service worked closely with the housing provider staff to improve the situation for residents and deliver more person centred support. The Service brought forward reviews of all its tenants and also placed an embargo on all new referrals whilst the provider and the service worked together to rectify the concerns. The joint work ensured residents lived in a safe environment and addressed their care and wellbeing. Intervention by the Service helped build relationship with the major provider.

Transition planning is very important to ensure that we get good quality outcomes for young people entering adulthood, and requires good planning and multi agency work. The Council is part of the national transitions support programme and locally have moved from level 1 to level 2 (improving). The Council have developed a transitions protocol which was signed off by the Children's Trust last year. The Council have identified additional funding to develop effective transitions planning for year nine students and a website portal with Islington to support young people to make informed choices.

There is no shared strategy to set out the transitions vision for Barking and Dagenham and there is also a need to review the Transitions Protocol after the first year to make sure it meets the needs of all partner agencies, service users and carers.

Discharge procedures are in place for each of the NHS trusts. The Primary Care Trust's discharge policy makes clear the need to make sure an individual is ready for discharge. This means that thought should be given to where and how the individual will take up their lives beyond hospital. This is of course especially important where people have other ongoing support needs. There are procedures in places following a discharge from an acute hospital setting. The section 5 is sent to the hospital discharge team, who will refer to the CLDT.

A number of agencies felt that changing the culture within health services would require further closer links with primary, acute and mental health services. There is progress within NHS trusts to make this happen with NELFT plans to mainstream Learning Disability responsibility for monitoring the action of its staff from Specialist Services Operations Director to locality Operational Directors. This together with agreed Learning Disability Service user standards should promote closer monitoring and promotion of Learning Disability issues.

The main issue for commissioners and providers of service is that the improvement of services for people with learning disabilities is really a matter of cultural change. This does require massive effort in awareness raising and education for large numbers of people. It needs real champions for users, carers and professionals who are trying to get noticed against a maze of priorities. The prize for the

health and social care organisations is that **getting it right** for the individual with very complex needs will mean they will **get it right** for all the people they serve.

There was concern from family carers about access to rehabilitation services for people with learning disabilities after a stay in hospital. The issue was the extra support someone with a learning disability may need (particularly who would both supply and fund it). The person's potential to make use of rehabilitation and access to 'suitable' rehabilitation beds were also seen as problems.

In conclusion, changing culture within NHS trusts for person centred services will require leadership, sustained focus and capacity. Whilst partner organisations have raised awareness of Learning Disability issues internally, a holistic approach is required to mainstream LD issues and to ensure good quality service is provided to users with complex health needs.

#### *4.3 Relationship with families and carers*

##### Views from L D Carers about Acute Hospital services in Barking & Dagenham

"If my daughter had been kept in the children's ward instead of being put in a women's ward it would have made her last days happier. She ended up with bed sores and because they had problems with getting a "peg" feed in she went without fluid for 24 hours. They then had to transfer her to London hospital to sort it and brought her back within 24 hours. The bed sores turned out to be abscesses and had to be lanced and drained. How frustrating and anger to sit with her in pain, nobody listening, very bad experience for her and for me. Had to travel further afield for respite re: peg drain."

"Told to take my son out into the waiting room because he was disturbing the patients, 13 hours I had to wait with him distressed."

Family carers gave examples of experiences where services they had received for those they cared for left them distressed over a long period. In some examples routine surgery was repeatedly cancelled and ward staff made no provision for accommodation of carers. In other examples the families were too anxious about the lack of care to leave their family member in hospital.

Family carers also complained that staff often would not listen to the carers who knew the patient best. This would mean the patient received inadequate or delayed treatment. Concern was expressed by family carers that professionals at all levels have not had training in Learning Disability awareness.

#### Views from L D Carers about GP Service in Barking & Dagenham

“Direct approach to my daughter enabled us to get her medical checkup done without her getting stressed. In past Dr and nurses have messed and cajoled which builds stress.”

“First time ever we saw a GP trained in LD. What a breath of fresh air after 35yrs.”

“After a long time because of frequent visits Dr. has become more considerate.”

“My daughter had swollen legs and ankles – told to take her to clinic for a blood test – waited 40 mins. When she (daughter) saw the ‘nurse’ she screamed and cried and was told to leave it. I telephoned the Dr’s surgery and was told “don’t worry about it“. She still suffers with swollen ankles, that was two years ago, still nothing has been done.

Although GP services were rated relatively better in NHS services, there were examples of a lack of care for a patient with learning disabilities. Much of the concerns were about the lack of basic care when a person with learning disability admitted to hospital or visited the Accident & Emergency unit.

The Hospital Trust recognises the challenge for clinicians and nursing staff to understand the complex needs of a patient with learning disabilities. A fact sheet identical to the Hospital passport has been developed to be placed in A&E and in hospital wards to help hospital staff. Awareness training will be extended to cover all staff that come into contact with patient with learning disabilities. The recently appointed Safeguarding champions will work with colleagues to raise awareness and highlight any weaknesses in systems. The appointment of an acute nurse would help with developing appropriate care for each patient with learning disabilities and support keeping family and other professionals informed and involved.

Facilities for carers who were staying with patients were described as basic. The Trust accept lack of provision for carers, but where ward has space, patient and carer are moved to be located in a separate bay. In some cases, patients with Learning Disabilities were moved to separate rooms for privacy and provision for carers. However a number of families said they had to sleep in a chair by the side of the bed.

Disability awareness training is mandatory for all CLDT staff and LD awareness is captured as part of this. Currently 80% of in house provider services have staff with NVQ 2, where LD is a core module. The Acute Trust also has LD training part of induction training for nursing staff.

## Views from L D Carers about Social Care services in Barking & Dagenham

Reviews and recommendations made- no follow-up. They don't listen to carers but play "lip service". All this with direct payments/personalisation is taking its toll on carers stress levels and health and their cared for. We feel it's about time we could enjoy our time we have left, free from consultations and meetings, along the line some respite every now and again would be good.

Limited Family Carers respite care services are available for B&D clients within the borough and any creative Respite care is commissioned to meet the individual clients' requirements. There are a range of day time respite facilities available. The Council accepts it needs to develop a short break strategy.

The personalisation agenda is taking shape in Barking & Dagenham which was one of the pilot sites with attempts at developing alternative market for choice. There is a provider forum within the context of personalisation. The council has worked closely with a residential provider to re-provide a 7 bedded provision as supported living with everyone having their own Individual Budgets. Residents appear to like the provision as it gives them more choice and control.

Locally we have people with learning disabilities involved in the Expert by Experience Group, Self Advocacy Groups, The Advisory Partners, a Customer Reference Group (Which informs Personalisation), good representation on the Learning Disability Partnership Board and its sub-groups. There was a Carer's Coffee morning which has developed into a formal sub group of the Partnership Board. The Safeguarding Adults Board are also in the



process of establishing a specific Safeguarding Adults Service User and Carer Sub Group. However, these groups are not always consulted in the design and delivery of services. For example learning from complaints and setting up Service Standards across the range of residential, day care and health service and mystery shopping exercises.

In summary, carers gave numerous examples of the lack of basic care in hospital settings which was about recognising dignity and human rights of patient with learning disabilities. Although GP services were rated better than hospital services, some had concerns that GPs do not always appreciate the complex needs of LD patients. NHS trusts accept occasional service failures in dealing with people with learning disabilities in compassionate and dignified manner. Closer complaints monitoring, staff awareness training and role of safeguarding champions are positive steps in right direction. It is recommended that an acute liaison nurse post is created.

#### *4.4 Failure to follow routine procedures*

In the interviews and written case studies there were numerous stories given of failure of basic care on hospital wards. Social Care staff were also criticised for lack of basic standards in residential care.

The tragic case of Mark Cannon within the Six Lives report and the B&D joint review in death of a LD user in the same hospital demonstrates challenge for the local acute Trust to address failures in routine procedures. BHRUT was criticised in the Ombudsman's report for failures in care and treatment, post operative monitoring, discharge arrangements and nursing care. The trust had failed to lived up to human rights principles of dignity equality and autonomy as well as its poor complaints handling.

The anxiety felt by family carers was not generally about the medical treatment given to their family member. In general family carers, and service users themselves were satisfied with the treatments they were given. The anxiety was about a lack of basic care. The Ombudsman's recommendations were largely targeted at improving basic care for patients and carers.

Carers commented that there was no screening or special provision when someone with a learning disability goes into hospital. Experience of A&E was generally poor, with staff not being prepared for people who may have special needs.

Families and carers were often confused about who the right person is to talk to (the responsible person) on a busy ward. Currently the Patient Advice and Liaison Service (PALS) visit the ward and support the patient and carer when asked by the patient or carer/caseworker. Family carers expressed a wish that if

there was a named worker/nurse for each ward or specialty who would be able to make a relationship with the patient and their family and ensure their needs are met. We believe by making more staff aware of vulnerable adults and their needs patients and carers should get a responsive service.

The patient's experience of pain was often not understood. In some examples the patient's reaction to pain was just ignored or it was assumed to be part of the patient's disability. There were also examples where the patient's usual medication was not administered.

Families and care staff reported having to explain what the patient's usual behaviour is like. Often behaviours brought on by the patients illnesses, like confusion or listlessness were taken as part of the disability by doctors and nurses alike.

Experiences of community health and social care services seem to have been relatively good. GPs were generally well thought of and were seen to provide a good service where the problems were common place. We have seen no evidence to suggest that either the Community dentists or the Podiatry service were causing particular concerns for people with learning disabilities or their carers.

Regulation 26 monthly audits are carried out on in house residential services by the Councils Quality & Assurance department to

monitor basic standards in residential care. Experts by Experience have developed an accessible Regulation 26 format which is being piloted. Each provision, in house and external, has a peer and independent advocate from Mencap who attend monthly meetings with residents. There is an accessible complaints procedure as well as a key working approach to ensure standards are maintained.

The report in this section presents a particularly negative view of health and social care services ability to meet basic needs but it should be read in context of having to identify failures to follow routine procedures. These case studies though exemplify systematic failures in following routine procedures, there is no evidence to suggest treatment had been not been given because someone had a learning disability.

#### *4.5 Quality of management*

The Barking & Dagenham Joint Strategic Needs Assessment carried out in 2009 and subsequent Health Equality Audit for People Learning Disabilities predicts an increase in people with Learning Disabilities in Barking and Dagenham. The council is leading on the development of a joint commissioning strategy for Learning Disability which should reflect on the changes predicted in the strategic needs assessment.

Until personalisation has been fully established itself it is not possible to know what the health and social care market should look like.

However the Council is currently carrying out a market mapping exercise with Demos to inform the development of the social care market.

With the projected increased in learning disability users, and with the increased longevity of people with complex healthcare needs, there will be additional nursing and support needs for people with learning disabilities which cannot be met with the present level of provision. However we did not see any evidence to increase the number of nurses in the Community Learning Disability Team as the view is to support the development of learning disability skills in the GP practices and in community health services. Neither did we see a plan to increase nursing care for people with a learning disability who develop dementia as they get older – the dementia strategy is being led by the PCT. Where people with learning disabilities develop dementia, the Council maintains people in their existing environment as long as possible and changes the support where needed. Where this becomes untenable, the Council spot purchase within existing good practice homes.

The Learning Disability Service is developing local competencies and increasing the range of providers within the borough for young people who have very complex needs as they leave children's services. One view is that focus should be more on developing specialist skills and competencies rather than specialist agencies.

Although GP services were well regarded, it does not undermine the role of a GP who has a particular interest in Learning Disability services and the influence his/her work could have on the primary care service in Barking & Dagenham, particularly if this person had a seat on the PEC, in line with VPN guidance.

Without this appointment it will be difficult to maintain the momentum in primary care.

Green light is a toolkit for improving mental health support services for people with learning disabilities. It paints a picture of what good mental health support services for people with learning disabilities look like, and gives a way of assessing how well your local services measure up to it. The NELFT developed an action plan following their self assessment against the Green Light toolkit in March 2009. However it is yet unclear if the action plan had delivered anticipated benefits as all of actions expired in December 2009. The Learning Disability service has not yet seen improvements in outcomes for users and carers.

Complainants are offered an advocate to help them to make the complaint. As mentioned earlier we have not seen evidence that complaints were used by the organisations as a learning tool for the organisation. Hence it is difficult to establish if advocate are used and if so what impact they are having on complaints outcome.

The introduction of the Mental Capacity Act was generally seen as a good thing in focusing thinking on peoples' rights to make

decisions for themselves. The Safeguarding Adults Board had a very successful learning event in November 2009 on safeguarding individuals who may lack capacity which was attended by 140 professionals from across health social care as well as criminal justice agencies. The Safeguarding Adults Board also has a rolling MCA e learning and recently commissioned DOLs awareness training for staff that was well received.

In conclusion, the quality of management is improving with greater understanding of complex needs of people with Learning Disabilities. However more emphasis about getting the mainstream to develop appropriate skills and doing things differently will be required to address growth in Learning Disability service users.

#### *4.6 Advocacy*

From interviews and case studies, it was evident that advocacy was valued but that the availability of advocacy was patchy. HUBB provide non-instructed advocacy which is welcomed by users and carers. Mencap support self-advocacy, instructed advocacy and non-instructed advocacy and also run regular forums for users and carers to promote the independence and wellbeing agenda.

The biggest gap in advocacy is generally for those people who could not tell an advocate what they want. In Barking & Dagenham staff use a variety of information sources, including multimedia profiling, objects of reference, body language and behaviour, all of which are positive practice.

Mencap, the main providers have well developed advocacy with forums they have established at the Mencap centre along with advocacy that is service specific. We have not seen any advocacy contract from NELFT for Victor Hugo patients. Neither did we see how many referrals are being made to HUBB for Independent Mental Capacity Advocate's. There is often confusion from the referrer regarding the role of an advocate and a support worker when it comes to health related matters. We found the availability of advocacy for parents with a son or daughter with learning disabilities is poor.

There was also a view that advocacy could be more responsive in urgent situations. We believe a review of current service and any potential gaps would assess the capacity of current provision and growing demand for advocacy generally.

## **5 Conclusion**

The audit focussed on two aspects of the Six Lives report. First the effectiveness of current systems - we found partner agencies especially NHS trusts starting to improve their systems and processes with measures such as health facilitators and agreed protocols for safeguarding issues. Joint working has improved from a low base and greater cooperation at senior level. However lack of joint commissioning, jointly funded posts and unified service standards and complaints handling demonstrates much more work is required to make systems effective and consistent.



The capacity and capability of the services NHS trusts and the Council currently provide and/or commission for their local populations do not fully meet the additional and often complex needs of people with learning disabilities. The provider market has to develop further within the borough and users and carers should have more choice and control over their care packages. Strategically a joint commissioning strategy based on the comprehensive needs assessment is required which should set the blueprint for development of services based on changing population mix of the borough over the next five years. The promising conclusion is that everyone involved in care and wellbeing of people with Learning disabilities wants to **get it right** for users, carers and partner agencies.

## **6 What needs to be put in place to ensure a good service is provided?**

This section of the report concentrates on some recommendations the Learning Disability Partnership Board may want to action for themselves or may want to ask the partner organisations to deliver.

In putting forward recommendations it is important to remember the undertakings in the various action plans the NHS organisations already have in place. There is a lot of work taking place already and it is important more recommendations for action don't stop this work continuing.

The recommendations made in this report will try to 'add value' to the work already taking place and concentrate on where the Partnership Board can make a difference.

The recommendations come from the ideas and comments raised in the interviews and from evidence gathered for the review.

### Recommendation

- Appoint a GP with Special Interest in Learning Disability who is member of the PEC (PCT)
- Increase the number of Direct Enhanced Schemes. This is part of a contract between GP's and the PCT to make payments for special activities i.e. Identifying patients with Learning disabilities and then providing them with Annual Health Checks. (PCT)
- Enhancement of the existing Facilitator role to ensure equal access to acute and primary care; (PCT/NELFT)
- The development of the health facilitation role in LD specialist services (this may mean additional funding and posts in the Community Teams for People with a Learning Disability). (PCT/NELFT)
- Develop Support for carers in NHS Health Trusts (PCT/BHRUT/NELFT)
- The creation of an acute liaison nurse post in BHRUT (PCT/ACU)
- Encourage all people with a Learning Disability to have a Hospital Passport Booklet. The more staff in hospital and at the doctors or dentist who know how to support you the better care you are likely to get. (ALL, including service providers)

- Review advocacy service to ensure it is fit for purpose and continuously improving (LBBD)
- Develop joint commissioning strategy and joint posts with the Primary Care Trust (LBBD/PCT)
- Develop a Transitions Strategy and review the Protocol (LBBD)
- Develop a Short Break Respite Strategy (LBBD)
- In any health inpatient one member of staff should be identified as being personally responsible for ensuring the individual's basic care is delivered in the most appropriate way for that person. Patients and families/carers should be informed who this is, what their role is and who to contact if they are not available. (NELFT/BHRUT)
- NELFT should be asked to present its impact assessment following the Green light toolkit and how it improved outcomes for people with Learning disabilities in the borough (NELFT)
- NELFT should make sure staff working directly and at agencies receive Safeguarding training and training records are maintained (NELFT)
- The services should identify responsible officer in Health Plans for supporting people so that the plan is carried out and the individual remains healthy. (ALL, including service providers)
- Develop an intranet or web based portal for health professionals to prevent diagnostic overshadowing, share good practice and give examples of reasonable adjustments to enable compliance with DDA. (PCT)
- There should be quarterly reports on Safeguarding issues to the Learning Disabilities Partnership Board. (LBBD)

- All agencies should update the Learning Disabilities Partnership Board on learning from complaints involving people with learning disabilities. (ALL)
- All partner agencies should aligned their complaints procedures. (ALL)
- To continue to strengthen the Learning Disabilities Partnership board in line with 'Good Learning Disability Partnership Boards: 'Making it happen for everyone'. (LBBD)

**Kashif Khan**

Independent Consultant

February 2010

DRAFT

## 7 Appendix 1

### Documents read for this report

1. Six Lives: the provision of public services to people with learning disabilities (March 2009)
2. Death by Indifference, Mencap Campaigns (March 2007)
3. Healthcare for all: report of the independent inquiry into access to healthcare (July 2008)
4. The Green Light Mental Health Project Toolkit and Action Plan
5. Health Care Commission Annual Health Check
6. The Safeguarding Adults Policy for the Barking Havering Redbridge Hospital Trust

## 8 Appendix 2

Interviews were carried out with the following:

Service Users, carers and Support Workers via MenCap  
Nurse Consultant Safeguarding – Barking Havering Redbridge  
University Hospital NHS Trust  
PALS & Complaints manager - Barking Havering Redbridge University  
Hospital NHS Trust

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**THE EXECUTIVE**

**16 MARCH 2010**

**REPORT OF THE CORPORATE DIRECTOR OF CHILDREN'S SERVICES**

<p><b>Title:</b> School Admissions Criteria for the 2011/12 Academic Year and Beyond</p>	<p><b>For Decision</b></p>
<p><b>Summary:</b></p> <p>The Council is the Admissions Authority for all community nursery, infant, junior, primary and secondary schools in the Borough. The current School Admissions Policy (SAP) has been in effect since the 2004/5 academic year and a review was initiated last year by the Admissions Forum, which is made up of representatives from the Council, Governing Bodies and parents, which resulted in two proposed changes:</p> <ul style="list-style-type: none"> <li>• The removal of the 'neighbourhood area' criterion for nursery, infant, junior and primary places.</li> <li>• The use of straight-line measuring (as the crow flies) for distances to all community schools.</li> </ul> <p>An extensive programme of consultation followed and the response, albeit very low, shows a majority support for these proposals.</p> <p>The Council's remit as Admissions Authority does not extend to the Voluntary Aided schools in the Borough. That said, officers have been in discussions with representatives of the Voluntary Aided schools who also support the proposal to use the straight line distance measurement (the neighbourhood area criteria is not applicable) and will carry out their own consultations with a view to making the necessary adjustment to their admissions criteria.</p> <p><b>Wards Affected:</b> All</p>	
<p><b>Recommendation(s)</b></p> <p>The Executive is recommended to approve the revised community school admission criteria for nursery and primary school age children as set out at Appendix 1 and secondary school age children as set out at Appendix 2, to take effect for admission arrangements for the 2011/12 academic year.</p>	
<p><b>Reason(s)</b></p> <p>To introduce the most appropriate admission arrangements for the Borough's community schools as recommended by the Admissions Forum.</p>	
<p><b>Implications</b></p> <p><b>Financial</b> No specific implications</p> <p><b>Legal</b> The consultation process, which commenced on 7 December and concluded on 12 February 2010, meets the Department for Children, Schools and Families (DCSF) criteria</p>	

and timescales.

### **Contractual**

No specific implications

### **Risk Management**

To mitigate the risk of parents not feeling included the consultation was widely publicised and all parents of children at school in the borough were sent a copy of the consultation document.

The new proposals will not come into effect until September 2011 and will be laid out in the School Admissions brochure for children starting a new school in 2011, which will be published in August 2010.

### **Staffing**

No specific implications

### **Customer Impact**

Any change to the school admissions criteria will inevitably result in cases where some children benefit from the change and others who lose out. The proposals in this report are considered to represent a fairer and more transparent admissions policy and will bring Barking and Dagenham in to line with the majority of admission authorities across the London area.

### **Safeguarding Children**

No specific implications

### **Crime and Disorder**

No specific implications

### **Property/Assets**

No specific implications

### **Options appraisal**

Not applicable

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<b>Report Author:</b> Bal Gill	<b>Title:</b> Strategic Manager Admissions, Exclusions and School Placements	<b>Contact Details:</b> Tel: 020 8227 3102 Fax: 020 8227 5541 E-mail: bal.gill@lbbd.gov.uk

## **1. Background**

- 1.1 The DCSF Admissions Code (February 2009) states that all authorities must consult on their admission arrangements every three years or whenever a major new criterion is proposed.



- 1.2 Section 1.26 of the code states that “All admission authorities must consult on their proposed admission arrangements by 1st March in the determination year on the admission arrangements for those schools for which they are responsible. The determination year is the year before children apply for a school place. For consultation on admission arrangements for 2011-12 and subsequent years, the consultation period must last for a minimum of eight weeks, between 1st November and 1st March, to ensure that all consultees receive enough time to respond.”

## **2. Proposed Changes to Admissions Criteria**

- 2.1 The current school admissions criteria for primary and secondary school age children are set out at Appendices 3 and 4 respectively. At its meeting on 2 November 2009 the Admissions Forum agreed that the Council should carry out formal consultation on proposed changes to the current admission arrangements in respect of the removal of the ‘neighbourhood area’ criterion for nursery, infant, junior and primary places and the use of straight-line measuring (as the crow flies) for distances to all community schools.

### **2.2 Neighbourhood Area**

- 2.2.1 Infant, Junior and Primary schools have been placed in neighbourhood areas which have been unchanged for many years. In that time the population has grown which means that there are many more family homes and pupil numbers have increased. A number of these historical neighbourhood areas now have more children than school places, which may give parents a level of expectation that is not able to be met when allocating school places. Also, for some addresses the ‘neighbourhood’ school could be further away than another school.

### **2.3 Straight Line Measurements**

- 2.3.1 The ‘nearest walking route’ is currently used when measuring distances from home to school. Most London authorities now measure straight-line distance (as the crow flies) from a child’s home to school as the fairest way of deciding on places. The main advantages of using straight-line distance are as follows:

- It is more accurate to use straight-line measuring than to measure different walking routes to schools.
- Only roads and pathways recognised / maintained by the Council’s Highways Service can be taken into account when measuring the nearest walking route to school. Therefore a child may live close to a school that is on the other side of a park but if the established routes through that park are not recognised as public highway then the distance has to be measured using the road network around the perimeter of the park. For example, the established pathways in Mayesbrook Park are maintained by the Council’s Parks Service so cannot be taken into account when measuring the nearest walking route.
- The nearest walking route also disadvantages children who live close to a school but on the opposite side of a railway lines, major road etc.

### **3. Consultation Process and Outcome**

- 3.1 Consultation on the proposals took place between 7 December 2009 and 12 February 2010. A consultation brochure (see Appendix 5) was made widely available, which included a copy being sent to all parents of children at the Borough's schools.
- 3.2 Public notices were placed in the free publication "The News" and information posters were distributed to all schools, libraries and children's centres in the borough. Details were also posted on the Council website. The consultation document was also discussed at each school's autumn Governing Body meetings.
- 3.3 A full list of consultees and locations where the brochure was made available is set out at Appendix 6.
- 3.4 A total of 69 responses to the consultation were received. Of these 40 respondents (58%) responded using the leaflet at the back of the brochure, 26 respondents (37%) registered their comments online and 3 replies (5%) were by fax.
- 3.5 In total, 66% of all respondents (45 consultees) supported the removal of the neighbourhood criteria and 78% of all respondents (54 consultees) supported the change in the distance measurement.
- 3.6 A detailed breakdown of respondents is set out at Appendix 7.
- 3.7 The full exercise attracted a disappointingly low response rate and is lower than the number of replies recorded for the last full consultation undertaken in 2003 when 346 replies were received. A possible reason for this is that the 2003 consultation was seeking views from residents regarding eleven separate issues; whereas our current consultation is seeking views on only two. Another possible reason for the low response rate is that parents are either in agreement with the proposed changes or have no strong views, as it is more likely that residents who disagree would record their views.
- 3.8 Respondents were also invited to make additional comments. The majority of comments can be grouped under the issues referred to below (a full schedule is set out at Appendix 8):
- that there is concern about children not being able to attend their local school,
  - there are not enough school places within the borough,
  - the sibling criteria should also apply to our admissions criteria for secondary schools.

### **4. Links to Corporate and other Plans and Strategies**

- 4.1 The proposals in this report are in line with:
- The Children and Young People's Plan
  - The Council Plan

## **5. Consultees**

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

Councillor R Gill, Lead Member for Education and Children's Well-being  
Helen Jenner, Director of Children Services  
Jane Hargreaves, Head of Quality & School Improvement  
Mike Freeman, Group Manager  
Shenis Hassan, Group Manager, Children's Services Finance  
Fiona Taylor, Legal Partner, Safeguarding and Partnership Law  
James Oaten, Group Manager - Equalities and Diversity  
Teresa Evans, Equality & Diversity Officer  
Tony Sargeant, Group Manager

## **6. Background Papers Used in the Preparation of the Report:**

Admissions Code of Practice (2009) DCSF  
Report to Admissions Forum 2nd November 2009  
Report to the Executive 17th June 2003

## **7. List of appendices:**

Appendix 1 - proposed nursery, infant and junior admissions criteria  
Appendix 2 - proposed secondary admissions criteria  
Appendix 3 - current nursery, infant and junior admissions criteria  
Appendix 4 - current secondary admissions criteria  
Appendix 5 - Consultation brochure  
Appendix 6 - list of consultees  
Appendix 7 - list of all responses received  
Appendix 8 - list of respondents comments

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## **Proposed 2011-12 admission criteria for nursery, infant and junior places in Barking and Dagenham community schools**

Important Considerations - no distinction can be made between applicants living in Barking and Dagenham and those living outside the borough where these criteria are applied.

Children with statements of Special Educational Needs are dealt with under the terms of The Education Act 1996 and are not referred to in the criteria below. Children with a statement of Special Educational Needs will be admitted to the school that is named on their statement.

### **Criterion 1**

Children who are 'Looked After' in the care of a Local Authority.

### **Criterion 2**

Children who have a sibling attending the school (or in the case of an infant school, the linked junior school) at the date that child is due to start school. The following single site schools are also linked for this purpose:

Furze Infants school to Warren Junior School, Village Infants School to William Ford Church of England Junior School.

### **Criterion 3**

Proximity to the school of the child's home where they live at the date the child is due to start school measured by straight line distance from the child's front door to the main door of the school, with those living nearer being accorded the higher priority.

### **Important notes**

- A letter must be provided with the application from the child's allocated social worker confirming the legal status of the child and the local authority that the child is in the care of, and reasons for the preferences of schools listed.
- Siblings not named on the application form cannot be considered. Brother or sister (sibling) means a full, half, step, adopted or long term fostered child living at the same address and attending the named school at the date the child is due to start school.
- Distances are measured consistently using the same IT software geographical information system to calculate the shortest distance by straight line between home and school. Other systems will not be applicable.
- The child's home is where the permanent address where they live with their legal guardian and where child benefit is addressed. Other proof of guardianship or home addresses may be required in some cases before a decision on an application can be made.
- In any one criterion distance from home to school is used as a tie breaker for pupils who have equal claim for a place.

- We are unable to consider other circumstances not listed in the criteria. It is essential that we are consistent in our judgement and use only the criteria that have been agreed.
- Subsequent notification of changes to circumstances from those submitted at the time of application must be supported by evidence.
- If we discover that we have given your child a place at a school based on false or misleading information, we will withdraw the place and may take legal action.

## **Proposed 2011-12 admission criteria for places in Barking and Dagenham community secondary schools**

Important Considerations - no distinction can be made between applicants living in Barking and Dagenham and those living outside the borough where these criteria are applied.

Barking and Dagenham co-ordinates admissions to its schools with other authorities under a national coordinated system. This system ensures parents receive only one offer of a school through their 'home' borough or council. Each applicant must now apply on a form provided by their 'home' Authority under the terms of the system. The 'home' Authority administers all potential offers for children resident within its own area and is responsible for making the final offer of school to the parent.

Children with statements of Special Educational Needs are dealt with under the terms of The Education Act 1996 and are not referred to in the criteria below. Children with a statement of Special Educational Needs will be admitted to the school that is named on their statement.

### **Proposed admission criteria**

#### **Criterion 1**

Children who are 'Looked After' in the care of a Local Authority.

#### **Criterion 2**

Proximity to the school of the child's home where they live at the closing date measured by straight line distance from the child's front door to the main door of the school's main site, with those living nearer being accorded the higher priority.

### **Important notes:**

- A letter must be provided with the application from the child's allocated social worker confirming the legal status of the child and the local authority that the child is in the care of, and reasons for the preferences of schools listed.
- Distances are measured consistently using the same IT software geographical information system to calculate the shortest distance by straight line between home and school. Other systems will not be applicable. Schools with split sites are measured to the main entrance through front door at the upper site. This measurement affects Robert Clack measured to the Gosfield Road site and Barking Abbey measured to the Sandringham Road site.
- The child's home is the permanent address where they live with their legal guardian and where child benefit is addressed. Other proof of guardianship or home addresses may be required in some cases before a decision on an application can be made.
- In any one criterion distance from home to school is used as a tie breaker for pupils who have equal claim for a place.

- We are unable to consider other circumstances not listed in the criteria. It is essential that we are consistent in our judgement and use only the criteria that have been agreed.
- Subsequent notification of changes to circumstances from those submitted at the time of application must be supported by evidence.
- If we discover that we have given your child a place at a school based on false or misleading information, we will withdraw the place and may take legal action.



## **Current admission criteria for nursery, infant, junior places in Barking and Dagenham community schools**

If more applications are received than the number of places available at a school, the local authority (LA) will use the following criteria, in priority order, for deciding how places will be distributed.

### **Criterion 1**

Children who are in the care of a local authority.

### **Criterion 2**

Children who have a sibling (brother or sister) attending the school (or in the case of an infant school, the linked junior school on the same site) at the date that child is due to start school. Furze Infant School and Warren Junior School, Eastbury Primary and Ripple Junior School, Village Infants School and William Ford Church of England Junior School will be treated as linked schools for this purpose. Please see note 2.

### **Criterion 3**

Children resident in the school's neighbourhood area at the date that child is due to start school. Please see note 3.

### **Criterion 4**

Children who live closest to the school, measured in kilometres by the nearest available walking route using recognised footpaths, byways public highways which are adopted and maintained by our Highway Department.

### **Important notes**

1. The child's home is the permanent address where they live with their legal guardian. This should be the address for the parent's or carer's council tax and where child benefit is addressed
2. Brother or sister (siblings) means a full, half, step, adopted or long-term fostered child living at the same address and attending the named school. Please make sure all siblings are named on your application form. If they are not listed on your form, we cannot consider them under the sibling criterion
3. If you are unsure which is your designated neighbourhood school, the Admissions Team or the school will be able to tell you
4. The measurement of home to school can only take account of the routes available at the application date. This is because, where roads or route alterations are under construction, we cannot guarantee that the route will be ready by the time the children start school. Once the route is ready, we will measure applications made after that date (including appeals and requests for transport) using the new route
5. It is important to remember that attendance at a particular nursery class does not guarantee a place at or give priority for a particular infant or primary school. Similarly, attendance at a particular primary or junior school does not guarantee a place at or priority for a particular secondary school
6. Within any 1 criterion, we will use distance from home to school as a tie breaker for pupils who have equal claim for a place

7. We cannot consider other circumstances not listed in the criteria. It is essential that we are consistent in our judgement and use only those criteria that have already been agreed
8. If we discover that we have given your child a place based on false, inaccurate or misleading information, we will withdraw the place and may take legal action

## **Current admission criteria for places in Barking and Dagenham community secondary schools**

If more applications are received than the number of places available at a school, the local authority (LA) will use the following criteria, in priority order, for deciding how places will be distributed.

### **Criterion 1**

Children who are in the care of a local authority.

### **Criterion 2**

Children who live closest to the school, measured by the nearest available walking route using recognised footpaths, byways and public highways which are adopted, numbered and maintained by our Highway Department within this authority.

### **Important notes**

1. The child's home is the permanent address where they live with their legal guardian and where child benefit is addressed
2. The distance measured from the child's home to secondary schools with split sites will be measured to the main site, using a Geographical Information System. The main site is the entrance through the main door at the upper site where the Head Teacher's office is located. This measurement affects Barking Abbey and Robert Clack schools
3. The measurement from home to school can only take account of the routes available at the closing date. This is because, where roads or route alterations are under construction, we cannot guarantee that the route will be ready by the time the children start school. Once the route is ready, we will measure applications made after that date (including appeals and requests for transport) using the new route
4. Within either of the 2 criteria, we will use distance from home to school as a tie breaker for pupils who have equal claim for a place
5. We cannot consider other circumstances not listed in the criteria. It is essential that we are consistent in our judgement and use only those criteria that have already been agreed
6. If we discover that we have given your child a place based on false, inaccurate or misleading information, we will withdraw the place and may take legal action

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# Statutory consultation on admission criteria for our community schools 2011 to 2012



# Statutory consultation on admission criteria for our community schools 2011 to 2012

We are the admissions authority for all community nurseries, infant schools, junior schools, primary schools and secondary schools in Barking & Dagenham.

We are looking at our admission arrangements for 2011 to 2012 school year and this information is published in full on our website. This leaflet outlines the two main proposals in our admission criteria. We are seeking your views on;

- 1 Whether we remove the 'neighbourhood area' criterion for nursery, infant, junior and primary places.
- 2 Whether we change the way we measure distances, moving from 'nearest walking route' to straight-line measuring (as the crow flies) for all of our community schools.

If you want to respond to our proposals, please fill in and return the response form (page 9) before Friday 12 February 2010.

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# The need for change

## 1 Removal of neighbourhood criterion

For nursery, infant, junior and primary schools we are considering removing the third admission criterion relating to where you live. Instead we are proposing that we use how far away from the school you live, measured in a straight line as the third criterion. Our building programme has significantly increased, which means there are many more family homes for each school. This means that some neighbourhood areas have more children than school places and this means some parents have unfair expectations. Some schools that have had a big increase in the number of children living in the local area have not increased in size enough to take in more pupils. Also, for some addresses, a child's neighbourhood area school is further away than their nearest school.

## 2 Change to straight-line measurement

We currently use 'the nearest walking route' when measuring distances from home to school. However, we are proposing changing to straight-line measuring (as the crow flies) when we decide on places in all our community schools for the following reasons.

- It's more accurate to use straight-line measuring than to measure different walking routes to schools.
- There are many footpaths that are not maintained by the Highways Department and we cannot take these into account when measuring distances. For example, Mayesbrook park pathway is maintained by the parks section so we cannot take this route into account for children living in that area.
- Parents will no longer be at a disadvantage if they live on the wrong side of railway lines, parks or major roads.
- Most London authorities now measure straight-line distance from a child's home to school as the fairest way of deciding places.

## Proposed admission criteria and notes for community nursery, infant, junior and primary schools in Barking and Dagenham.

School places will be offered in the following order of priority.

- **Priority 1:** Children who are in the care of a local authority.
- **Priority 2:** Children who have a brother or sister (sibling) at the school (or in the case of an infant school, the linked junior school) when that child is due to start school. We treat Furze Infant School and Warren Junior School, Village Infants School and William Ford Church of England Junior School as linked for this purpose. Please see note 2.
- **Priority 3:** Children who live closest to the school, measured in kilometres in a straight line (as the crow flies).

### Important notes

1. The child's home must be the permanent address where they live with their legal guardian. This should be the address for the parent's or carer's council tax bill and where Child Benefit is addressed.
2. Brother or sister (sibling) means a full, half, step, adopted or long-term fostered child living at the same address and going to the named school. Please make sure you name all siblings on your application form. If they are not listed on your form, we cannot consider them.
3. All distances are measured using SIA's Geographical Information System, SMART, from the centre of the child's home to the school's main gate. If you live outside the area, we will use the same system to work out distances.
4. We will use distance from home to school for pupils who have equal claim for a place. Those children living nearest to the school will be given priority when deciding on places. When measurements are the same (for example, from a block of flats), we will then use a lottery system (random allocation) to offer places to children.



5. You should remember that going to a particular nursery class does not guarantee a place at, or give priority for an infant or primary school. Also, going to a particular primary or junior school does not guarantee a place at, or priority for, a particular secondary school.
6. We are unable to consider other circumstances not listed in the criteria. It is essential that we are consistent in our judgement and use only the criteria that have been agreed.
7. Children with statements of Special Educational Needs are dealt with under the terms of The Education Act 1996 and are not referred to in the criteria above. Children with a statement of Special Educational Needs will be admitted to the school that is named on their statement.
8. If we discover that we have given your child a place at a school based on false or misleading information, we will withdraw the place and may take legal action.



# Proposed admission criteria and notes for Community secondary schools in Barking and Dagenham

Places at our community secondary schools will be offered in the following order of priority.

- **Priority 1:** Children who are in the care of a local authority.
- **Priority 2:** Children who live closest to the school, measured in kilometres in a straight line (as the crow flies).

## Important notes

1. The child's home must be the permanent address where they live with their legal guardian. This should be the address for the parent's or carer's council tax bill and where Child Benefit is addressed.
2. All distances are measured using SIA's Geographical Information System, SMART, from the centre of the child's home to the school's main gate. If you live outside the area, we will use the same system to work out distances.
3. The distance measured from the child's home to secondary schools with split sites will be measured to the main site. The main site is the entrance through the main door at the upper site where the head teacher's office is. This measurement affects Barking Abbey and Robert Clack schools.
4. We will use distance from home to school for pupils who have equal claim for a place. Those children living nearest to the school will be given priority when deciding on places. When measurements are the same (for example, from a block of flats), we will then use a lottery system (random allocation) to offer places to children.
5. We are unable to consider other circumstances not listed in the criteria. It is essential that we are consistent in our judgement and use only the criteria that have been agreed.
6. Children with statements of Special Educational Needs are dealt with under the terms of The Education Act 1996 and are not referred to in the criteria above. Children with a statement of Special Educational Needs will be admitted to the school that is named on their statement.
7. If we discover that we have given your child a place at a school based on false or misleading information, we will withdraw the place and may take legal action.

## Consultation Timetable

We will send a report to the Admissions Forum at the end of the consultation period (8 March 2010), giving details of the responses we have received. If the forum goes ahead with the proposals, an official proposal will be published and you will have four weeks to give your final views. The full timetable is shown below. All views

will be considered before a decision is made by the Council's Executive. If the executive cannot reach a decision, they will refer the proposals to the office of the schools adjudicator. **Let us know your views by filling in this response form (over the page) and sending it to us by 12 February 2010.**

Pre-statutory consultation period begins	April 2009
Pre-statutory consultation period ends	September 2009
Report to the Admissions Forum	November 2009
Statutory notices published and consultation process begins	December 2009
Statutory notices published and consultation process ends	12 February 2010
Report to the Admissions Forum with our findings	8 March 2010
Report to Council's Executive	16 March 2010
Determinations of the admission criteria	12 April 2010
Putting results in place	September 2011

Send us your form on-line through the consultation page of our website at [www.barking-dagenham.gov.uk/admissions-consultation](http://www.barking-dagenham.gov.uk/admissions-consultation)

**Bring your form to:**

The One Stop Shop  
The Barking Learning Centre  
2 Town Square  
Barking  
Essex IG11 7NG

**Post your form to:**

2011 to 2012 Admission Arrangements,  
Admissions Team  
160 London Road  
Barking  
Essex IG11 8BB

**Fax your form to:** 020 8227 5541





# Admission criteria response form

**Let us know your views by filling in this response and sending it to us by 12 February 2010.**

Do you support the proposals made to change the 2011 to 2012 admission arrangements below?

	Yes	No	Undecided
Removing the neighbourhood criterion?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing to straight line measurement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please use the space below, if you want to make any further comments.

.....

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.....

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.....

.....

Please tick as appropriate.

I am a:

parent or carer       teacher       governor

other (please give details).



This leaflet tells you about proposed changes to our admissions criteria. If you would like this information in another language, please tick one of the boxes below and return the form to the address at the end of the translations.

**Albanian**

Kjo fletushkë ju tregon për ndryshimet e propozuara të kritereve tona të pranimit. Nëse e doni këtë informacion në një gjuhë tjetër, ju lutemi shënoni njërën prej kutive më poshtë dhe kthejeni formularin në adresën e dhënë në fund të përkthimeve.

**Arabic**

تطلعك هذه النشرة على التغييرات المقترحة إدخالها على المعايير التي نعتمدها للدخول. إذا كنت تريد الحصول على نسخة من هذه المعلومات بلغة أخرى، فيرجى تحديد إحدى الخانات الموجودة أدناه وإعادة النموذج إلى العنوان الموجود في نهاية الترجمات.

**French**

Ce dépliant vous informe des modifications proposées concernant nos critères d'admission. Si vous souhaitez obtenir ces informations dans une autre langue, cochez l'une des cases ci-dessous et renvoyez le formulaire à l'adresse indiquée à la fin des traductions.

**Lingala**

Mokanda oyo ezo lobela bino na tina ya mbongwana na oyo etali mabongisi to ba critere na biso mpo na bokomisi. Soki olingi ba sango oyo na lokota mosusu, tia mua elembo na moko ya bisika to mpe ba boites oyo ezali na se mpe na sima ozongisi mokanda oyo na adresse oyo ezali na suka ya kolimbola to mpe traduction oyo.

Your name: .....

Your address: .....

If you would like this information on audiotape or in large print, please contact us at:

**2011 to 2012 Admission Arrangements,  
Admissions Team, 160 London Road  
Barking, Essex IG11 8BB**

**Punjabi**

ਇਸ ਦਸਤੀ-ਇਸਤਿਹਾਰ ਵਿੱਚ ਦਾਖਲੇ ਬਾਰੇ ਸਾਡੇ ਮਾਪਦੰਡਾਂ ਵਿੱਚ ਪ੍ਰਸਤਾਵਿਤ ਬਦਲਾਵਾਂ ਬਾਰੇ ਜਾਣਕਾਰੀ ਦਿੱਤੀ ਗਈ ਹੈ। ਜੇਕਰ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਬੋਲੀ ਵਿੱਚ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਹੇਠਾਂ ਦਿੱਤੇ ਬਕਸਿਆਂ ਵਿੱਚੋਂ ਕਿਸੇ ਇੱਕ ਤੇ ਨਿਸ਼ਾਨ ਲਾਓ ਅਤੇ ਅਨੁਵਾਦਾਂ ਦੇ ਅਖੀਰ ਵਿੱਚ ਦਿੱਤੇ ਪਤੇ ਤੇ ਫਾਰਮ ਨੂੰ ਵਾਪਸ ਭੇਜੋ।

**Somali**

Buug-gacmeedkaani wuxuu kuu faahfaahinayaa is-beddellada aan qorshaynay in lagu sameeyo shuruudaha oggolaanshaha. Haddii aad rabtid macluumaadkaan oo luqad kale ku qoran, fadlan calaamadi godka hoose ka dibna foomka ku soo celi cinwaanka ka muuqda dhammaadka qoraallada turjuman.

**Swahili**

Kijitabu hichi kinahusu mabadiliko yanayopendekezwa ya utaratibu wa kuingia. Kama unataka makaratasi yaliyotafsiriwa kwa lugha yako, tafadhali weka alama ya pata katika kisanduku kimojawapo, mwisho wa kurasa hii.

**Turkish**

Bu broşürde kabul için gerekli koşullarda yapmayı düşündüğümüz değişiklikler yer almaktadır. Bu bilgileri başka bir dilde isterseniz, lütfen aşağıdaki kutulardan birini işaretleyin ve formu çevirilerinm sonunda yer alan adrese geri gönderin.

**Urdu**

یہ کتابچہ ہمارے داخلوں کے طریقہ کار میں متوقع تبدیلیوں کے بارے میں آگاہ کرتا ہے۔ اگر آپ یہ معلومات کسی اور زبان میں حاصل کرنا چاہتے ہیں، تو براہ مہربانی نیچے دئے گئے خانوں میں سے ایک پر نشان لگائیں اور فارم کو اس ترجمے کے آخر پر دئے گئے پتے پر واپس بھجوائیں۔

# Notes

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London Borough of Barking and Dagenham  
Phone. 020 8215 3000

Out of hours emergencies only  
Phone 020 8594 8356  
Fax. 020 8227 3470  
E-mail. 3000direct@lbbd.gov.uk  
Website. www.barking-dagenham.gov.uk

We have tried to make sure that this information is correct at the time of going to print. However, information may change from time to time.

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Publication reference number: MC5888  
Date: November 2009



**INVESTORS  
IN PEOPLE**





## List of all recipients of Admissions Consultation leaflet.

### Internal

- All Departmental Management team
- All members of the Admissions Forum
- All Head teachers, office staff and governors of Barking and Dagenham schools
- All school pupils attending Barking and Dagenham schools
- All Barking and Dagenham libraries and children's centres
- One Stop Shop
- Contact Centre Staff
- Equality and Diversity staff
- Special Education Needs team
- Language support service
- Legal team
- Social services
- SEN team
- Principal School Inspectors
- Attendance Team
- Schools IT
- Marketing and Communication
- All Barking and Dagenham libraries
- All Barking and Dagenham Children's Centres

### External

- Barking and Dagenham residents
- All chairs and vice chairs of school governing bodies
- All Head teachers, office staff and governors of Barking and Dagenham voluntary-aided schools
- All community and private nurseries
- Distributed to representatives of the faith forum for distribution to 20 faith groups throughout the borough
- Brentwood Diocese – Mon. Rev George Stokes
- Chelmsford Diocese - Mr Rob Fox, Diocese Director
- Parents/carers of all registered home educated children in the borough
- Parents/carers of all children currently being investigated for home education
- YWCA London East
- All members of LIAAG (London Inter Authority Admissions Group)
  - London Borough of Barnet, Admissions Department
  - Bexley Council Admissions
  - Brent Education Authority
  - London Borough of Bromley, Admissions Department
  - Camden Education Authority
  - Corporation of London Education Service
  - Croydon Council Education Department
  - Ealing Council Admissions
  - London Borough of Enfield, Admissions Department
  - London Borough of Greenwich, Admissions Department

- Hackney Education Authority
- London Borough of Hammersmith and Fulham, Admissions Department
- Haringey Education Authority
- Harrow Council Admissions
- London Borough of Havering, Admissions Department
- London Borough of Hillingdon, Admissions Department
- London Borough of Hounslow, Admissions Department
- London Borough of Islington, Admissions Department
- Royal Borough of Kensington and Chelsea, Admissions Department
- Royal Borough of Kingston upon Thames, Admissions Department
- London Borough of Lambeth, Admissions Department
- London Borough of Lewisham, Admissions Department
- London Borough of Merton, Admissions Department
- London Borough of Newham, Admissions Department
- London Borough of Redbridge, Admissions Department
- London Borough of Richmond upon Thames, Admissions Department
- London Borough of Southwark, Admissions Department
- London Borough of Sutton, Admissions Department
- Tower Hamlets Education Authority
- London Borough of Waltham Forest, Admissions Department
- Wandsworth Council Admissions
- Westminster Education Authority.

**Consultees by respondent type.**

40 Leaflet responses received		Parent/Carer	Teacher	Governor	Other
Leaflet	Remove neighbourhood	23*	1	5	1
		5	0	0	0
		4	0	0	0
Leaflet	Change distance measurement	27	1	4	1
		2	0	1	0
		4	0	0	0

(Other)  
School Appeals Panel Member

\* 1 parent/carer did not register a response to 'removing the neighbourhood criteria'.

3 Fax responses received		Parent/Carer	Teacher	Governor	Other
Fax	Remove neighbourhood	1	1	0	0
		1	0	0	0
		0	0	0	0
Fax	Change distance measurement	1	1	0	0
		1	0	0	0
		0	0	0	0

26 Online responses received		Parent/Carer	Teacher	Governor	Other
Online	Remove neighbourhood	8	0	2	3
		7	0	0	2
		4	0	0	0
Online	Change distance measurement	12	0	2	5
		7	0	0	0
		0	0	0	0

(Other)  
LA Officer  
3 x Grandparent's  
Schools appeal panel chair

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## List of respondents additional comments

Re'd	Who	Type	Comments
12/12/09	Parent/carer	Fax	I feel that local people should have access to their nearest school.
15/01/10	Parent/carer	Fax	I think it will be a fair approach to individual applications and hopefully right children will be admitted into education.
07/12/09	Parent/carer	Leaflet	What about children with special needs?
10/12/09	Governor	Leaflet	It is not clear to me why you wish to withdraw the sibling link to entry to secondary schools. I can see that this could well create problems for families in trying to ensure safe attendance and return from school if they have children at more than one school. No reference is made to whether twins/triplets could all be offered places at the same school continuously throughout their education.
14/12/09	Parent/carer	Leaflet	I'm glad that you have touched on the fact that there is more houses to school places as this is the case why more houses still being built, this is outrageous. Something needs to be done.
14/12/09	Parent/carer & governor	Leaflet	I think parents should have the choice where their children go no matter what distance they are.
15/12/09	Parent/carer	Leaflet	Changing the criteria will make no difference if there are not enough school places available. The above criteria will still disadvantage families like ours that do not live on the doorstep of the local school. We will always end up with the borough's least favourite schools being offered.
15/12/09	Parent/carer	Leaflet	I think it is totally unfair that B & D have removed sibling criterion to secondary school applications. Neighbouring boroughs that have kept this criterion have disadvantaged B & D children as there is no way that my first child will be offered an out of borough secondary school placement. It should be agreed statutory regulation, not individual borough decisions.
21/12/09	Parent/carer	Leaflet	You need to decide what is best, my opinion is below. Children do not fly, and removing parks & non public alleys for safety reasons then the distance calculated to a school in the borough should be a true reflection of distance and not a straight line marked on a map. If a child has further to walk to another school then this should be considered or kids will be travelling miles.
24/12/09	Parent/carer	Leaflet	Unfortunately I cannot decide on this issue as I cannot determine whether it will make it easier for me to get my son into the school I wish to get him in.
06/01/10	Parent/carer & other *1	Leaflet	The designated neighbourhood school has become virtually meaningless in some areas. Straight line measurement will be much simpler though doubtless will throw up anomalies in due course. At least these changes should make the criteria easier to understand. However I feel very strongly that we need more school places and preferably a secondary school on Thames View as was previously promised to residents there.
07/01/10	Parent/carer	Leaflet	Yes it will improve my chances of my sons and daughters to get into the school.
07/01/10	Parent/carer	Leaflet	Its better than using roads.
07/01/10	Parent/carer	Leaflet	It will benefit me as I live opposite Mayesbrook Park.
11/01/10	Parent/carer	Leaflet	I think this would be a good move for all concerned, being a mother of 2 young children I would want them to go

n.b – All text has been left as inputted by respondents.

## List of respondents additional comments

			to the closest school.
11/01/10	Governor	Leaflet	This would be the fairest option.
29/01/10	Parent/carer	Leaflet	People can move from one neighbourhood to another and still find that the school where their children go is the nearest. Because of the neighbourhood criterion it will be sad to ask such children (pupil) to change the school. With the straight line measurement, those pupils will benefit and stay at the same school they're use to and like.
02/02/10	Parent/carer	Leaflet	Please call me. My daughter is go into school in Tower Hamlets from more than last 2 years from Dagenham I want help me please and I am so much concern about this. Thank you.
08/12/09	Parent/carer	Online	As you say, there are many footpaths used to walk to school but not recognised and included when working out distances. Who would walk all the way around a park when you can cut across it?
09/12/09	Parent/carer	Online	I believe the closer the school from home the more convenient it is for parents & children to get there, especially people who walk, or take public transport, I am so disappointed to hear this might be removed & it's quite silly to say the further the school the better, as a parent i know how hard i struggle to take my son to school dragging a young baby in the buggy as it is, on top of that the weather does not help, if it is raining its crazy. My school is 15 walk & its ok, obviously i would have preferred it closer, next year one my other children will be going part-time nursery that means I will be making 6trips to & from home to school everyday. Now imagine if the school was even further how difficult would it be for us parents! For every mother like me the closer the school the more convenient, Therefore I am so against the idea of removing the neighbourhood criteria. I mean which parent would agree to the further the school the better, plus having same sibling in same school is of great importance too, as during school times especially for those who walk or rely on public transport its so congested as it is, so I would not even think about having my 2 kids in 2 schools in the same town, i mean in our area we only have the one school!!!! Please put yourself in us mothers' shoes & be more sympathetic towards our needs! Thank you
09/12/09	Parent/carer	Online	The whole process of admissions is entirely flawed. My son was born and raised in this Borough yet somebody to coin a phrase "can step of a boat" and walk straight into a school. We know for a fact Barking and Dagenham were paid to take some other Boroughs quotas of 2immigrants" and that is before you take into account the illegal populus. Central government lie and I fully understand the knock on effect to local government, but please be warned Barking will have the disgrace on it's name forever of come next May/June of having the first ever BNP Minister in the country.
11/12/09	Parent/carer	Online	Schools are taking on roles of being specialist schools with different subjects taught, ie. Dagenham Park specialise on performing arts. Well that don't really work for a child who wants to do more science based work and wants to go to a school that specialises in science but don't live in its catchment. My daughter has dyslexia and i would want to choose a school for her needs not distance.
18/12/09	Parent/carer	Online	I think the school system is disgusting. I have to travel so far to take my child to school I have 1 child in a Barking school 1 baby in a barking nursery and I have to travel to Dagenham to bring my other son to school I think that this is appalling.
15/01/10	Parent/carer	Online	I have chaired appeals for several years. The easier we make these criteria the better. I think people will be

n.b – All text has been left as inputted by respondents.

**List of respondents additional comments**

	& other*2		<p>much happier with "as the crow flies" measurements and it may prevent us from getting into complicated discussions about routes. As regards the neighbourhood schools I don't think people ever understood them anyway, faith schools complicate the issue and with all the new building I don't think they will be relevant anyway. Overall I support the changes but what definitely needs to happen are for sufficient school places to be provided as a matter of urgency. We cannot fall short of reception places as we did a couple of years ago. There has obviously been great demographic change in our area (though with all the new building this shouldn't have come as a total shock) but we need to get all children into school. And with primary school children the school needs to be as close to home as possible. I do not think it is practical to expect families with young children to be making bus journeys across the borough to get to school.</p>
17/01/10	Parent/carer	Online	<p>I believe that MY child/ren should have a say in what school they would like to attend.</p>
17/01/10	Parent/carer	Online	<p>The traffic flow within our borough is terrible at school time why would you want to create more traffic by allowing every to travel to every schools within the borough, especially as there is a push to get kids walking to school. Schools should be all at the same level of achievement thereby, removing the need to get into the "best" schools. I certainly do not agree with people from outside our borough taking places for those inside our borough this will create yet more traffic and our children allowed the not so good schools.</p>
22/01/10	Parent/carer	Online	<p>The document does not indicate whether the criteria for faith schools will be similarly changed or it will remain as it currently is. Sibling should be included in the secondary school criteria as well. There should be a place for living in the neighbourhood.</p>

\*1

The respondent ticked parent or carer and other (school appeals panel member)

\*2

The respondent ticked parent/carer and other (schools appeals panel chair)

n.b – All text has been left as inputted by respondents.

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## EXECUTIVE

16 MARCH 2010

## REPORT OF THE CORPORATE DIRECTOR OF FINANCE AND COMMERCIAL SERVICES

<b>Title:</b> Approval of Draft Leftley Estate Conservation Area Appraisal for Consultation	<b>For Decision</b>
<p><b>Summary</b></p> <p>In line with the Planning (Listed Buildings and Conservation Areas) Act 1990 a consultation draft Conservation Area Appraisal has been prepared for the Leftley Estate. Copies of the appraisal are available in the Member Rooms in the Town Hall and Civic Centre and a map of the area is provided in <b>Appendix 1</b>. The appraisal contains a detailed character analysis followed by management proposals which focus on maintaining or enhancing the estate's special historic and architectural interest and character.</p> <p>The subject of designating the Leftley Estate as a Conservation Area and the advantages and disadvantages of this was put to a Leftley Estate Tenants' and Residents' Association meeting on Tuesday 20 October 2009. The attendees showed general support to looking into this further. Further consultation will be conducted on the draft Appraisal which will include the residents of the Leftley Estate. This consultation will help to:</p> <ul style="list-style-type: none"> <li>• Confirm the level of support for the Conservation Area</li> <li>• Decide which areas to include within the Conservation Area</li> <li>• Identify the measures that can be introduced to help preserve or enhance the area's character</li> </ul> <p>If the support for the Conservation Area is confirmed the Appraisal will be revised in the light of the comments received during the consultation and brought back to the Executive for adoption.</p> <p><b>Wards Affected:</b> Longbridge</p>	
<p><b>Recommendation(s)</b></p> <p>The Executive is asked to approve the Draft Leftley Estate Conservation Area Appraisal for public consultation.</p>	
<p><b>Reason(s)</b></p> <p>To assist the Council to achieve its Community Priority of Fair and Respectful - "A stronger and more cohesive borough so that it is a place respectful where all people get along, and of which all residents feel proud."</p>	
<p><b>Implications</b></p> <p><b>Financial</b></p> <p>The financial resources for developing and consulting on the conservation area appraisal can be met from within the existing Development Planning Budget. The financial implications depend on the extent of the conservation area which will be determined</p>	

through the consultation. There are no financial implications for the Council in respect of preserving or enhancing the character and appearance of the Conservation Area other than where this affects Council properties. If Council buildings are included in the Conservation Area, for example the flats along Longbridge Road, then some extra cost may be incurred as any works which affect the external appearance of the buildings will have to be a standard that preserves or enhances the character and appearance of the conservation area. Equally additional cost may be incurred in having to apply for planning permission for works which may not normally require planning consent. The outcome of the consultation and related financial implications will be reported back to the Executive.

### **Legal**

Sections 69(1)and(2) and Section 71 and 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 impose a number of duties on councils with regard to Conservation Areas:

- To review the overall extent of designation and if appropriate designate additional areas.
- From time to time, to draw up and publish proposals for the preservation and enhancement of conservation areas and to consult the local community about these proposals.
- In exercising their planning powers to pay special attention to the desirability of preserving or enhancing the character or appearance of conservation areas.

The consultation draft Conservation Area Appraisal for the Leftley Estate has been prepared under this legislation.

Conservation Area Consent is required from the council for certain types of work in conservation areas and failure to obtain this can lead to enforcement action.

### **Contractual**

No specific implications.

### **Risk Management**

#### **Operational**

The Conservation Area may include some Council buildings. There is reduced permitted development within a Conservation Area and therefore some works which would not normally require planning permission may do so. In this regard Children's Services have expressed concern that the schools sites on Sandringham Road should be excluded from the proposed Conservation Area due to the improvements they have planned.

#### **Reputation**

Some concern has been expressed that other parts of the borough are more deserving of Conservation Area status. English Heritage consider that the Leftley Estate is not an obvious contender for conservation area status but does have some qualities, that it must have must have strong community support, that there will be a need to use Article 4 directions, and that it is the Council and community's decision whether to designate or not.

#### **Staffing**

No specific implications.

#### **Customer Impact**

The subject of designating the Leftley Estate as a Conservation Area and the advantages

and disadvantages of this was put to a Leftley Estate Tenants' and Residents' Association meeting on Tuesday 20 October 2009. The Attendees showed general support to looking into this further. Further and wider consultation will be conducted on the draft Appraisal which will include the residents of the Leftley Estate. This consultation will help to:

- Confirm the level of support for the Conservation Area
- Decide which areas to include within the Conservation Area
- Identify the measures that can be introduced to help preserve or enhance the area's character

Provision will be made for people for whom English is not a first language to contribute to the consultation.

### **Safeguarding Children**

No specific implications

### **Crime and Disorder**

Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals. A Conservation Area that is well cared for can contribute to the local identity of an area and encourage a sense of pride in the local environment and therefore may reduce acts of vandalism.

### **Property / Assets**

This depends on the extent of the Conservation Area. The Conservation Area may include some Council buildings. There is reduced permitted development within a Conservation Area and therefore some works which would not normally require planning permission may do so.

### **Options appraisal**

There are two options to consider:

1. Not prepare a Conservation Area Appraisal. This report outlines the reasons for preparing the conservation area appraisal. Without an Appraisal it will not be possible to assess the qualities of the Leftley Estate and introduce measures to preserve or enhance its character
2. Prepare a Conservation Area Appraisal and consult on the idea to designate the Leftley Estate as a Conservation Area. This is the preferred option as it responds to apparent support for conservation for the Leftley Estate and enables the Council to take the necessary steps to achieve this, including more comprehensive consultation.

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<b>Report Author:</b> Daniel Pope	<b>Title:</b> Group Manager Development Planning	<b>Contact Details:</b> Tel: 020 8227 3929 Fax: 020 8227 3490 E-mail: daniel.pope@lbbd.gov.uk

## **1. Introduction and Background**

1.1 A Conservation Area Appraisal is an important tool in ensuring that the character and appearance of areas and buildings of special historic and architectural interest is preserved or enhanced.

1.2 The Listed Buildings and Conservation Areas Act 1990 defines a Conservation Area as:<sup>1</sup>

‘an area of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance’.

There are four Conservation Areas in the borough, two in Barking Town Centre, the others are at Marks Gate and Dagenham Village. The Leftley is being considered as a fifth and is the focus of this report.

1.3 The Council has prepared a draft Conservation Area Appraisal for the Leftley Estate under this legislation. The process for designating a conservation area is:

- The Council approves the draft conservation area appraisal
- There is a consultation on the draft appraisal
- The Council adopts the appraisal and approves the conservation area
- The status is confirmed once Notices are placed in the News and the London Gazette.

1.4 Conservation area appraisals have a number of benefits in particular they are important in guiding the form and content of new development in partnership with the Local Development Framework and as educational and informative documents for the community. It is important in this respect to recognise that change is inevitable in most conservation areas, the challenge is to manage change in ways that maintain and if possible reinforce an area’s special qualities, and this is the key role of the appraisal.

1.5 The Leftley Estate Conservation Area Appraisal assesses the character of the area to identify its special qualities and suggests management proposals focused on preserved or enhancing these. The draft management proposals provide a basis for making sustainable decisions about its future.

1.6 The format and content of this conservation area appraisal follows the guidance provided by English Heritage in their publication “Guidance on the management of conservation areas” published in February 2006.

## **2 Content of the Appraisal**

2.1 The appraisal begins with an outline to its purpose in the introduction then goes through a step by step assessment of the Leftley Estate in terms of identifying its historic interest and what is special about it, a spatial analysis describing the layout, key views and vistas, and an appraisal of its character identifying character areas and key buildings.

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<sup>1</sup> Section 69 (1) of the Planning (Listed Buildings and Conservation Areas) Act 1990

- 2.2 The core part of the Leftley Estate is the 1930s housing area built in 1937 by Mr Joseph Leftley. The other identifiable character areas may or may not form part of the potential Conservation Area. They relate to the land ownership differentiated by what is privately owned and what is Council land. The appraisal discusses the merits of including these zones and the implications of doing so. The zones include the flats on Longbridge Road, the shops at Faircross, the houses along Upney Lane, the Southwold and Hepworth Gardens area, Bradfield Road, and the southern end of Upney Lane by the former police houses.
- 2.3 The Appraisal makes clear what the advantages and disadvantages are of Conservation Area status for what is, unlike the other Conservation Areas in the borough, a largely residential area.
- 2.4 The main advantage is that it will help preserve or enhance the special character of the Leftley Estate for future generations. However to achieve this, reduced permitted development rights apply in conservation areas. Therefore householders may have to apply for planning permission for extensions or alterations that they did not have to previously. English Heritage have advised that the Council should consider restricting permitted development rights further so the Council has more control over the quality of development within the estate. These further restrictions can be introduced via an Article 4 direction and this is common practice for conservation areas which cover residential areas. The consultation will seek residents' views on this. In responding to the consultation residents will need to balance the inconvenience and cost of the extra planning controls against the beneficial effect this will have on preserving and enhancing the character of the Estate.

### **3 Consultation**

- 3.1 A presentation was made to Leftley Estate Tenants' and Residents' Association meeting on 20 October 2009 to explain what it meant for an area to be designated a Conservation Area and to gauge public reaction to this. A straw poll suggested the residents present were in favour of exploring this idea further.
- 3.2 The consultation on the draft Conservation Area Appraisal will include the residents of the Leftley Estate, the Leftley Estate Tenants' and Residents' Association and a number of specific groups that have an interest in the historic environment such as the Barking and District Historical Society. Other specific groups that will be consulted include the Faith Forum, the Church Commission, Centre for Independent Living, and the Barking and Dagenham Access Group.
- 3.3 This consultation will help to:
- Confirm the level of support for the Conservation Area
  - Decide which areas to include within the Conservation Area
  - Identify the measures that can be introduced to help preserve or enhance the area's character
- 3.4 The comments received from the consultation will be considered and the appraisal amended where necessary.

- 3.5 English Heritage has been involved in the preliminary discussions and will be sent the appraisal for information and further comment. Their views currently are that it is not an obvious contender for Conservation Area status but does have some qualities, that a designation must have strong community support, that there will be a need to use Article 4 directions, and that it is the Council and community's decision whether to designate or not.

#### **4. Links to Corporate and other Plans and Strategies**

- 4.1 This Conservation Area Appraisal will help deliver the objectives and policies of Barking and Dagenham's Core Strategy and in particular policy CP2 "Protecting and promoting our historic environment".

#### **5. Consultees**

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

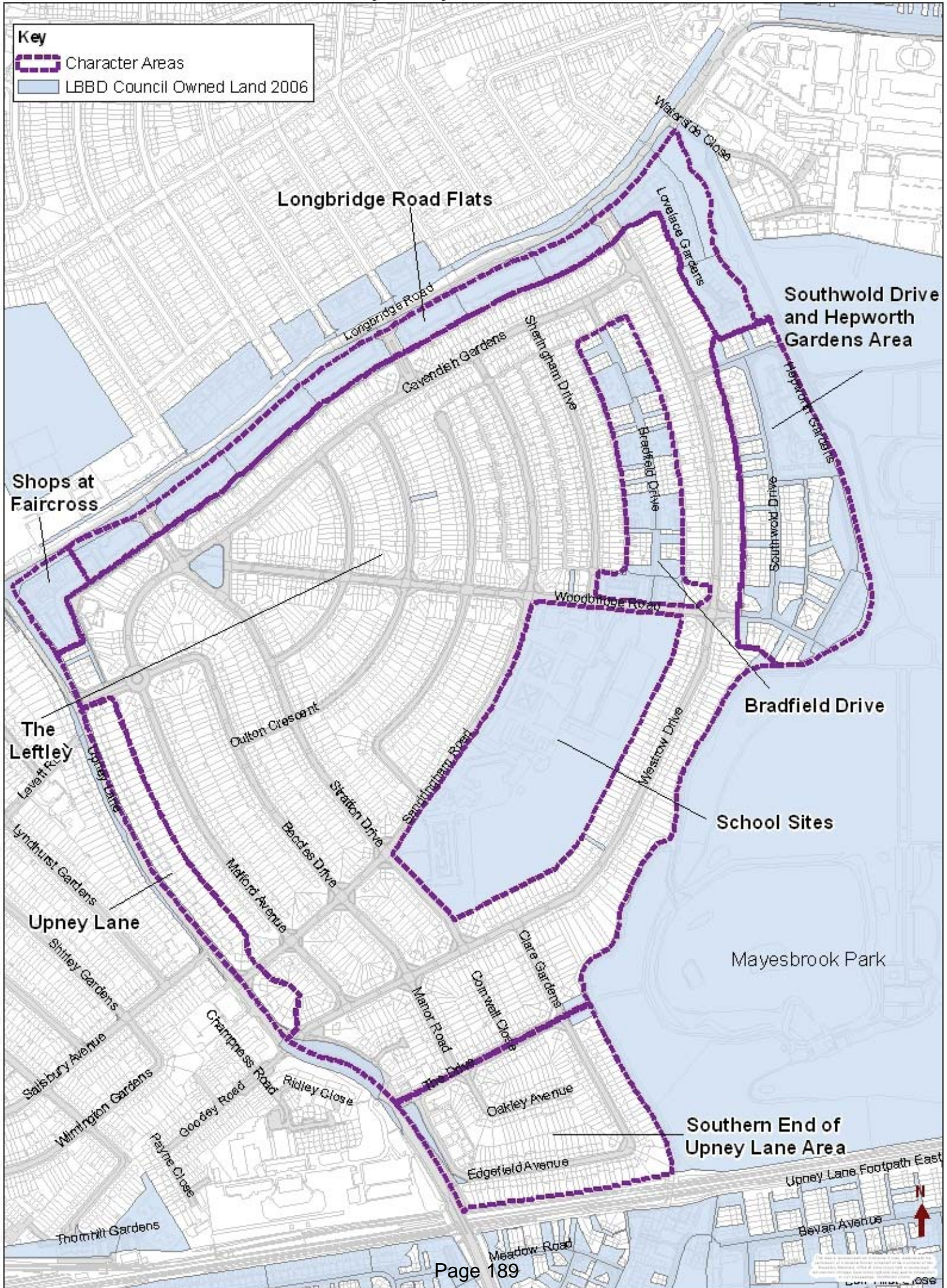
Councillor McCarthy, Cabinet Member for Regeneration  
Councillor Little, Cabinet Member for Culture and Sports  
Councillor N Gill )  
Councillor R Gill ) Longbridge Ward Councillors  
Councillor Vincent )  
Tracie Evans, Corporate Director of Finance and Commercial Services  
Jeremy Grint, Divisional Director of Regeneration and Economic Development  
Lee Russell, Group Manager Resources and Budgeting Team  
Andy Butler, Group Manager for Area Regeneration  
Dave Mansfield, Development Management Manager  
Sue Lees, Divisional Director of Asset Management and Capital Delivery  
Yinka Owa, Legal Partner, Procurement, Property and Planning  
Darren Henaghan, Divisional Director of Environmental and Enforcement Services  
Stephen Clarke, Divisional Director of Housing Services  
Mike Freeman, Group Manager Schools Estate  
Anne Bristow, Corporate Director of Adult and Community Services  
Paul Hogan, Head of Leisure Arts and Olympics  
Heather Wills, Head of Community Cohesion and Equalities  
Judith Etherton, Group Manager Heritage Services  
Glynis Rogers, Divisional Director of Community Safety and Neighbourhood Services  
Andrew Hargreaves – English Heritage

#### **6. Background Papers Used in the Preparation of the Report:**

- Pre-submission Core Strategy and Borough Wide Development Policies
- The heritage of historic Suburbs English Heritage March 2007
- Guidance on Conservation Area Appraisals by English Heritage 2006
- Guidance on the management of Conservation Areas by English Heritage 2006
- Planning (Listed Buildings and Conservation Areas) Act 1990, Sections 69, 70, 71, 72, and 74.

#### **7. Appendices**

**Appendix 1-** map of the proposed Leftley Estate Conservation Area



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## THE EXECUTIVE

16 March 2010

### REPORT OF THE CORPORATE DIRECTOR OF FINANCIAL AND COMMERCIAL SERVICES

<b>Title:</b> Barking Station Forecourt Public Realm Improvements	<b>For Decision</b>
<p><b>Summary:</b></p> <p>This report outlines proposals for the improvement of the forecourt area to Barking Station. The Executive's agreement to the proposals is sought subject to the outcome of a public consultation exercise proposed for the last week in March 2010. Implementation of the proposals will be subject to securing external funding support with the majority of grant expected from the London Thames Gateway Development Corporation which has agreed financial support in principle but subject to detailed designs, costings and a full project appraisal. With the funding in place, it is intended that the improvements will be implemented in 2010/11 with works aiming to start late Summer 2010.</p> <p>Improvements to Barking Station forecourt public realm will directly contribute to creating an inclusive and sustainable public space with good public transport links, more generous space for all station users as well as a better travelling experience that will encourage people to come to the Town Centre. The improved layout, the increased area of public realm for pedestrians coupled with improved lighting will decrease opportunities for crime, encourage informal surveillance as well as reduce the fear of crime.</p> <p>The scheme is central to the broader Regeneration Strategy to secure the revitalisation of Barking Town Centre.</p> <p><b>Wards Affected:</b> All</p>	
<p><b>Recommendations</b></p> <p>The Executive is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Approve the design proposals for the improvement of the Barking Station forecourt area, and authorise the Corporate Director of Finance and Commercial Service to make any necessary changes to the design proposals following the public consultation which is being undertaken at the end of March 2010;</li> <li>(iii) Subject to the outcome of the public consultation and securing external funding support, agree that the improvements should be implemented by the Council as a priority in 2010/11.</li> </ul>	
<p><b>Reason(s)</b></p> <p>The proposals for improving Barking Station forecourt area will assist the Community Priorities safe and secure and prosperous.</p>	

## **Implications**

### **Financial**

The costs (£70,000) of appointing a consultant team to develop design proposals for the station forecourt area have been met by the London Thames Gateway Development Corporation (LTGDC) under an approved Grant Funding Agreement.

The implementation of this scheme will be dependent on external funding. There is no funding formally set aside for this within the Council's Capital programme and progressing it will be subject to funding being confirmed by external agencies Transport for London (TfL) and the LTGDC.

An indicative cost for implementing the works immediately outside the Station has been estimated at £500,000. This estimate is being tested by the current consultant team as part of the detailed design exercise. The LTGDC has agreed in principle to provide £500,000 towards the implementation of the proposals subject to detailed designs and costings and a full project appraisal. Additional funding may be available from Transport for London and officers have submitted a funding application under the Area Based Scheme. Precise levels of external funding will ultimately dictate the content and timing of what may need to be a phased implementation plan. Officers are confident, however, that if the LTGDC funding is approved, the bulk of the works can be completed in 2010/11 and will deliver real benefits to station users.

The tendering process - to be undertaken by the Council in consultation with LTGDC - will confirm the actual construction cost. The financial details of the works to be undertaken will be subject to the scrutiny and approval of the Council's internal Capital Programme Management Office (CPMO) procedure.

### **Legal**

The detailed proposals for the Barking Station forecourt public realm improvements will give due regard to the Council's emerging Local Development Framework and Barking Town Centre Area Action Plan (AAP) proposals for the area.

The value of the Atkins consultancy contract to produce the detailed design for the station forecourt area is £70,000, which is below the EU threshold for advertising in the OJEU.

The value of the contract is also below the threshold requiring approval by the Executive and within the threshold of contracts that can be approved under Delegated Authority by the Corporate Director of Finance and Commercial Service, in this instance who is both the Chief Officer and Chief Financial Officer.

### **Contractual**

Procurement relating to this project will be undertaken in accordance with the provisions of the Council's Constitution Contract Rules and procurement rules including EU procurement rules where applicable. The Legal Partner should be consulted in entering into terms and conditions with suppliers in relation to such procurement. The LTGDC funded design consultants have been appointed through the Homes and Communities Agency (HCA) Framework Multidisciplinary Panel under a mini-tender arrangement.

### **Risk Management**

The risks related to this project are primarily around finance and programming. There is a risk of a failure to agree designs within the project timescales that would cause delays in

starting implementation. Ongoing consultation with all the key stakeholders will be key to minimising any risks attached to delays in a design sign-off. External statutory consultees, including Transport for London, Network Rail and Public Carriage Office, will have a direct influence the approval of designs.

Financial risk includes a failure to secure external funding from the LTGDC and TfL for the implementation of the works during 2010/11. The design brief specified the need for proposals to include improvements to the access routes in the vicinity of the station as a key consideration for TfL funded Area Based Schemes. Whilst the LTGDC has in principle agreed funding to implement the proposed improvements, this is yet to be confirmed. LTGDC has a long-term interest in the area and since 2008 has, in partnership with the Council, been preparing a master plan for the Barking Station Quarter including the Station forecourt / interchange and this work has highlighted the Station forecourt public realm improvements as priorities.

Based on variable funding scenarios, the project will be devised to allow for a managed, phased delivery of the improvements.

### **Staffing**

There is no impact on staffing arising from this work.

### **Customer Impact**

At present there is a lack of accessible parking provision and drop off points, with the positioning of the bus stop outside the station also a problem as it creates congestion in the public carriageway. The lack of directional signage only compounds this problem. These issues impede mobility and manoeuvrability of people around the site for people with physical and sensory impairments as well as non disabled people. The proposed designs will create an accessible space that allows for freedom of movement and will go towards resolving these problems. Advice has been sought from the Access Officer who supported the proposals. A small public consultation exercise will be held at the Station and will be advertised in The News and on the Council's website

### **Safeguarding Children**

The proposed designs will create an improved public space with increased accessibility levels. These measures will go towards improving safety levels and reducing the fear of crime benefiting the local community at large including children.

### **Crime and Disorder**

Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals.

The overall crime in the forecourt area is high – there were a total of 1,066 incidents of reported crime within 250meter radius of the station in 12 months to December 2009. Some of this crime can be attributed to the design and the layout of the area directly outside the Station. The high levels of congestion make it easier for theft, such as pick-pocketing, to occur. The large amount of street clutter and poor lighting also contributes to the confusion and opportunities for crime such as drug-dealing and common assault. The proposed improved layout, an increased area of public realm coupled with improved lighting will decrease opportunities of crime and encourage natural or informal surveillance as well as helping to reduce the fear of crime.

## **Property / Assets**

There will be implications to the installation of new high quality public realm, however, if this is constructed to the highest standard and good quality materials are used, the revenue implications should be kept to a minimum for the next 10 years. Customer Services have been involved in the project from the outset to ensure they are content that we are construction these areas to a standard that will ensure maintenance is kept to a minimum.

## **Options appraisal**

### **Option 1. Do nothing.**

This option would leave the Station forecourt area in its present state. This option has been discounted as this area has been suffering from poor quality public realm, a high incidence of crime, negative perception, congestion and street clutter and there is an immediate and urgent need to improve it. The area also has a high pedestrian accident rate with one fatal and one serious accident in the second half of 2009. A failure to progress and secure the improvements would only exacerbate existing concerns and negative feelings and perceptions about the Council's ability to deliver positive change.

### **Option 2. A single-phase implementation strategy for the Barking Station forecourt public realm improvements**

This option is entirely dependent on the availability of sufficient external funds to implement the full package of works in a single phase or reduce the design specifications below the standards in the Council adopted 'Barking Code'. For such a key location, with such strong concerns expressed by stakeholders, the latter option is not recommended. A phased implementation strategy, dictated by the availability of external funding and high design specifications is recommended.

### **Option 3. A phased implementation strategy for the Barking Station forecourt public realm improvements**

The proposal for a phased implementation strategy would reflect the availability of external funding with works phased and prioritised to deliver maximum immediate benefits. In particular it would provide for:

- Implementation of the bulk of the improvement proposals in the second half of 2010/2011
- Scalable project delivery. This will minimise financial risk to the Council in the event of funding shortfalls. Within each phase the works will be further prioritised to allow for the managed delivery of benefits in a timely manner
- A higher likelihood of funds becoming available sooner to begin delivery of improvements

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## 1. Background

- 1.1 Barking Station forecourt is at the heart of Barking Town Centre and benefits from a wide range of transport connections including London Buses, London Underground lines (Hammersmith and City and District Lines), C2C, East London Transit (recently completed Phase 1a and Phase 1b to be completed by 2013), London Overground Service (Gospel Oak to Barking), taxis and the London Cycle Network.
- 1.2 However, the forecourt suffers from capacity problems and a general lack of investment that sets a poor first impression on arrival at the town centre. In particular, Barking Station forecourt area has been suffering from poor quality public realm, a high incidence of crime, congestion and street clutter and there is an immediate and urgent need to improve this area.
- 1.3 Barking Station was identified as fifth of the ten worst performing stations in the country deserving major investment in the recent Department of Transport's (Dft) 'Better Rail Stations' report. The DfT has allocated £50m that will be reserved for improvements to these stations over the coming years. Discussions are ongoing with Network Rail and other stakeholders on how the necessary improvements to Barking Station can be funded through this pot. The need to enhance accessibility within the forecourt area, reduce the incidence of crime as well as ease congestion in the Station area has been identified in the London Thames Gateway Development Corporation funded Barking Station Interchange Masterplan developed by Atkins and Grimshaw during 2008. The masterplan will be incorporated in the Barking Town Centre Area Action Plan (AAP).
- 1.4 In the second half of 2009, as part of the masterplan work, Atkins were commissioned to produce a high-level concept design that would deliver a range of physical improvements to the Barking Station forecourt area. The initial concept designs and cost estimate have been prepared as part of the options appraisal. This included three options for the station forecourt improvements that created different sizes in useable public realm area outside the station. The most comprehensive of the three options could deliver a 92% increase in the forecourt public space outside the station and has been chosen as the preferred option by partners for further consideration and detailed design.
- 1.5 Following a mini-tender using the Homes and Communities Agency (HCA) Multidisciplinary Panel, in January 2010, the Council in partnership with London Thames Gateway Development Corporation (LTGDC) appointed Atkins to produce costed designs to stage E (Detailed Proposals) for the Barking Station interchange / forecourt area.
- 1.6 The consultant team is required to review and test the existing proposals for Barking Station forecourt area and, on the basis of their findings and feedback from key stakeholders, produce a refreshed, costed design and a phased implementation plan. Once this is completed, the designs will be handed over to the Council's

Asset Management and Capital Delivery team to progress them to stages F and G (Production Information and Bills of Quantity), K (Operations on Site) and L (Completion) and implementation. The consultant team will undertake detailed technical surveys of the area and prepare detailed and costed design proposals and a phased implementation plan, capable of construction in 2010/2011.

## 2. Report detail

The area of the forecourt improvements works includes the northern and southern sections of Station Parade between Cambridge Road and Wakering Road as shown on attached **Map 1**. In addition to this, the consultant team is required to review the station access routes in Salisbury Avenue, St. Andrews Walk, the section of Longbridge Road to the east of the Station between Station Parade and Longbridge Roundabout, Cambridge Road and a section of Wakering Road outside of the feeder taxi rank and suggest improvements to pedestrian routes, crossing facilities and street furniture in accordance with Transport for London Area Based Schemes (ABS) - Station Access requirements.

### Design Proposals

- 2.1 The most comprehensive option could deliver a 92% increase in the forecourt public space outside Barking Station and has been chosen as the preferred option for further consideration and detailed design. This proposal will be achieved by:
- Relocating the bulk of the taxi rank from the front of Barking Station (although there is a need to accommodate at least two spaces in front of the Station).
  - Removing the existing bus lay-by and providing a new lay-by on Station Parade that could also accommodate East London Transit (ELT) stops.
  - De-cluttering the public realm by removing unnecessary signage, lighting and bus shelters.
  - Upgrading the paving to match intentions within Barking Code “High Street Network” subject to consultation with Network Rail about future works planned to the Station bridge.
  - Providing new street furniture including highway lighting, feature lighting, informal seating, bus shelters, way marking, signage and taxi rank signage.
- 2.2 The cost of the £70,000 detailed design development is funded by the LTGDC under an approved Grant Funding Agreement. At the time of writing, the consultant team is in the process of finalising the design proposals and cost plan which are broadly in line with the earlier conceptual ideas and estimates. Further details, including a map of the proposals, will be presented at the meeting.

### Implementation

- 2.3 The implementation of this scheme is entirely dependent on external funding, hence it is critical that any proposed concept and design meets the expectations of key external statutory stakeholders including TfL, the Metropolitan Police, Network Rail and the LTGDC. All are represented on the Project’s Steering Group along with representatives from relevant internal Council Departments.
- 2.4 The indicative implementation cost for the bulk of the works to the Station forecourt area has been estimated at £500,000 (excluding design and project management

fees). The LTGDC has indicated that it is willing to provide up to £500,000 grant funding to the Council to secure the implementation of the works in 2010/11 subject to design and cost details and a project appraisal. This is included in their current business plan. In addition, Officers have submitted a bid to TfL for further funding support under its Area Based Scheme –Station Access Funding. Although neither funding source is technically committed at this stage, Officers are confident that external funding of at least £500,000 can be secured to enable the bulk of the improvements to be completed in 2010/11 and to deliver very real improvements for the users of the forecourt.

- 2.5 Design development up to Stage E (Detailed Design) of the project will be resourced and managed by Regeneration and Economic Development Division. The Division will also be responsible for co-ordinating the public consultation exercise, securing external funding and all internal approvals. Design development of subsequent stages (F to L), appointment of contractor and contract supervision will be the responsibility of the Asset Management and Capital Delivery Division.

### **Stakeholder and Public Consultation**

- 2.6 A wide number of key statutory stakeholders including TfL, London Buses, the Public Carriage Office and Network Rail have been involved in the development of the draft station forecourt proposals. All are represented on the Project Steering Group which includes representatives from key Council services including Environmental and Enforcement Services, Community Safety and Neighbourhood Management, Asset Management and Capital Delivery. The Council's Access Officer has also been consulted on the draft designs.
- 2.7 Subject to the approval of the Executive, it is proposed that a consultation exercise is undertaken prior to 29 March 2010. The exercise will be focussed around an exhibition at the Station which will be resourced by Council Officers and the consultants over a period of at least two days to explain design proposals and elicit feedback. Comments from the consultation exercise will be assessed and subsequently fed into the design stages leading-up to actual construction.

### **3. Links to Corporate and other Plans and Strategies**

- 3.1 Local Development Framework: Planning for the future of Barking and Dagenham – Site Specific Allocations Issues and Options Report, LBBDD, 2008.
- 3.2 Regeneration Strategy.
- 3.3 The Area Action Plan for Barking Town Centre (AAP BTC) Policy Statement 11 and the AAP Site Specific Allocation BTCSSA3 Barking Station.
- 3.4 Draft Barking Station Quarter Masterplan (LTGDC, 2009).

#### **4. Consultees**

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

Cllr Mick McCarthy, Cabinet Member for Regeneration  
Cllr Jeannette Alexander, Abbey Ward Councillor  
Cllr Graham Bramley, Abbey Ward Councillor  
Cllr Mohammed Fani, Abbey Ward Councillor  
Tracie Evans, Corporate Director of Finance and Commercial Services  
Lee Russell, Group Manager Corporate Finance  
Sharon Roots, Group Manager Risk Management  
Paul Ansell, Procurement Officer  
Yinka Owa, Legal Partners - Procurement and Contracts  
Vivienne Cooling – Group Manager Marketing and Communications  
Field Paul – Senior Lawyer Property, Planning and Regeneration  
Heather Wills, Head of Community Cohesion and Equalities  
Glynis Rogers, Head of Community Safety and Neighbourhood Services  
Valerie Jones - Group Manager - Community Safety  
Daniel Pope, Group Manager Development Planning  
Sue Lees, Divisional Director of Asset Management and Capital Delivery  
Tim Martin, Transport Manager  
Michael Butler - Interim Group Manager Street Scene  
Darren Henaghan - Divisional Director of Environmental and Enforcement Services

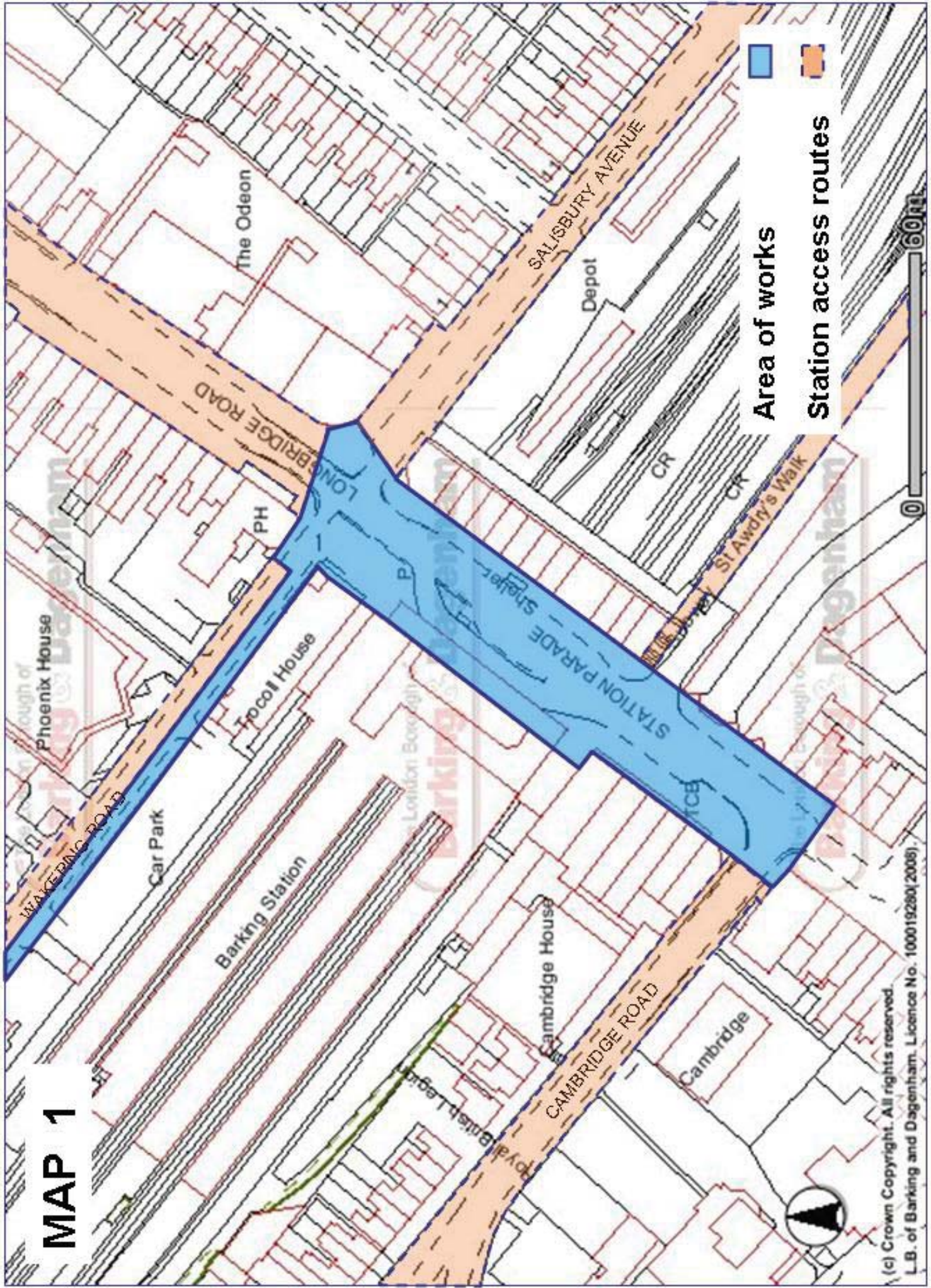
#### **5. Background Papers Used in the Preparation of the Report:**

None

#### **6. List of appendices:**

**Map 1** - Barking Station Forecourt Public Realm Improvements – Works Area





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## THE EXECUTIVE

16 MARCH 2010

### REPORT OF THE CORPORATE DIRECTOR OF ADULT AND COMMUNITY SERVICES

Title: MAYESBROOK PARK RENOVATION SCHEME	For Decision
<p><b>Summary:</b></p> <p>The Council's Parks and Green Spaces Strategy identified Mayesbrook Park as one of eight green spaces in the borough of strategic importance.</p> <p>This report seeks approval to implement a two phase investment programme to renovate the Mayesbrook Park on the basis that there will be no additional capital or revenue cost to the Council.</p> <p>A total of £1,044,000 has been secured from a variety of external sources to implement phase one of the scheme during 2010 and 2011.</p> <p>A further £1,855,000 has been earmarked, from the 'ring fenced' Section 106 Town and Country Planning Act developer contribution (Section 106) resulting from the development of the former University of East London (UEL) site, to implement phase two during the period 2014 to 2017. The Executive is requested to formally commit this sum to support the renovation scheme.</p> <p>Alongside the renovations scheme, the opportunity to secure the relocation of the Olympic shooting venue to the park after the 2012 games is being pursued. Negotiations are at an early stage but, if successful, this could provide an indoor multi-sport venue in the park at no cost to the Council.</p> <p>The implementation of the improvement programme will be tendered in accordance with the Council's procurement rules.</p> <p><b>Wards Affected:</b> Mayesbrook, Longbridge, Becontree and Eastbury</p>	
<p><b>Recommendation(s)</b></p> <p>The Executive is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Agree to implement phase one and two of the Mayesbrook Park renovation scheme on the basis that it will be delivered at no additional revenue or capital cost to the Council; and accordingly, <ul style="list-style-type: none"> <li>(a) implement phase one of the renovation scheme at a cost of £1,044,000 (funded by external sources); and</li> <li>(b) agree to commit £1,855,000, out of the Section 106 developer contribution relating to the former UEL site, to enable phase two of the improvement scheme to be implemented;</li> </ul> </li> <li>(ii) Agree the procurement through a two stage restricted tender, including the seeking</li> </ul>	

of tenders as outlined within this report;

- (iii) Authorise the Corporate Director of Adult and Community Services, in consultation with the Chief Financial Officer and Legal Partners, to award the both the phase one and two contract; .
- (iv) Decide, in accordance with the Council's Contract Rules (paragraph 3.6.4, Part D of the Constitution) if it wishes to be further informed or consulted on the progress of the procurement and the award of the contract; and
- (v) Support the negotiations in regard to the possible relocation of the Olympic shooting venue to provide a multi use indoor sports centre in the park after the 2012 games on the basis that the final decision on whether to proceed will be the subject of a further report to the Council Executive.

### **Reason(s)**

The renovation of Mayesbrook Park will support the achievement of three community priorities:

- A safer borough where the problems of antisocial behaviour have been tackled and all young people have a positive role to play in the community;
- A clean, green and sustainable borough with far greater awareness of the actions needed to tackle climate change, with less pollution, waste, fly tipping and graffiti; and
- A healthy borough, where health inequalities are reduced with greater knowledge of lifestyle impacts on health.

### **Implications**

#### **Financial:**

#### **Capital:**

To meet the costs associated with phase one of the park improvement programme a total of £1,044,000 has been secured from a variety of external funding sources. The individual contributions which make up this total are outlined at table three in this report.

A further £1,855,000 has been earmarked from the Section 106 developer contribution resulting from the development of the former University of East London site to implement phase two of the scheme. This report recommends that this sum is formally committed for this purpose.

If the recommendations contained in this report are approved, there will be a total of £2,899,000 capital funding secured from external sources available for the improvement of Mayesbrook Park.

#### **Revenue:**

The renovation scheme is being developed on the basis that it can be implemented at neutral revenue cost to the Council.

Much of the park will have a reduced maintenance burden due to a reduction in formal grass cutting and an increase in wildlife habitat which will offset increases in revenue costs from maintaining additional facilities. Some outdated facilities such as aging play equipment and sports changing rooms will be replaced within this scheme, reducing the

need for imminent revenue repair costs.

Alongside the development of the renovation scheme, negotiations are at an early stage to secure the relocation of the Olympic shooting venue to the park after the 2012 games. The estimated cost to build this facility is approximately £2.5 million. If the Council's bid is successful and endorsed by the Council Executive, it is anticipated that all costs associated with the building, relocation, installation and commissioning of the facility will be met by the relevant Olympic body.

However, it is unclear at this time what the revenue and future capital investment implications for the venue will be. A business case will be produced for the operation of the new facility so that the whole life costs associated with it can be fully understood and agreed prior to any formal commitment being made by the Council to re-house the venue.

**Legal:**

There are special Planning Considerations concerning Mayesbrook Park as the Park is classified as Metropolitan Open Land and subject to the same level of protection as the green belt in the Council's Local Development Framework to prevent inappropriate development.

The Beam River is also subject to London's Blue Ribbon Network for waterways in the London Plan. These requirements will need to be considered at the project planning stage and necessary Planning permissions sought.

Section 106 Town and Country Planning Act 1990 Agreements (Section 106) are a form of planning obligation between a local planning authority (the Council) and developers. They are intended to make development acceptable in planning terms. Obligations can be secured through unilateral undertakings by developers e.g. to prescribe the nature of a development (e.g. by requiring that a given proportion of housing is affordable); or to secure a contribution from a developer to compensate for loss or damage created by a development (e.g. loss of open space); or to mitigate a development's impact (e.g. through increased public transport provision).

Section 106 agreements must be: relevant to planning; necessary to make the proposed development acceptable in planning terms; directly related to the proposed development; fairly and reasonably related in scale and kind to the proposed development; and reasonable in all other respects. The use of planning obligations must be governed by the fundamental principle that Planning permission may not be bought or sold. Similarly, planning obligations should never be used purely as a means of securing for the local community a share in the profits of development, i.e. as a means of securing a "betterment levy".

**Contractual:**

Procurement will be carried out according to the Council's Contract Rules and Constitution.

**Risk Management:**

Project risks will be managed by registered PRINCE2 practitioners at both project and programme level in accordance with the principles of the Office of Government Commerce's recommendations for managing successful projects and programmes. A risk register will be agreed with the Council's Capital Programme Monitoring Office prior to committing any funds.

**Customer Impact:**

The project aims to promote enhanced access to open space, nature conservation and recreational opportunity for all East Londoners, both new and existing communities and in particular those identified as under represented groups such as BME people, disabled people, women, faith groups, LGBT people and variety of people from different age groups. Transforming underused landscapes into high quality, well designed environments encourages social inclusion, equality and will promote community engagement.

The Parks and Commissioning group's 2008 Equalities and Diversity Impact Assessment and Action Plan has been policy proofed (2005 and 2008) and is fully integrated into the work of the group and the delivery of the Parks and Green Spaces Strategy. The strategy incorporates the proposed renovation of Mayesbrook Park.

Actions and outcomes from this impact assessment are managed via the Adult and Community Services Departmental Equalities and Diversity group and the Leisure and Arts divisional service plan.

The project is aimed at ensuring access for all and includes specific targeted consultation with representative groups to ensure that all groups are able to influence service design and delivery.

The project includes a thorough community consultation and engagement process.

**Safeguarding Children**

The new facilities provided in the park will provide a much improved service to children, in particular through the health and fitness offer and educational programmes. The lighting and landscaping elements of the renovation scheme will improve personal safety for children and other park users.

Current safeguarding standards adopted across the Council's leisure centres will be implemented within the new development.

**Crime and Disorder**

The new facility will provide an extensive programme of positive and diversionary activities for young people.

As part of the consultation and planning process, appropriate advice has been sought and will be implemented to minimise the likelihood and impact of vandalism, other types of crime and anti social behaviour. A particular emphasis is being placed on improving personal perceptions of the park as a safe place to visit.

**Property / Assets**

The landscaping and associated works will make a marked improvement to the quality of the park and the range of facilities and services provided.

A key element of the scheme is to renovate existing facilities which are in a poor state of repair and to bring them back into good working condition.

**Options Appraisal:**

There are considered to be three procurement options available to the Council. It should be noted that the value of the works is below that required to tender via the Official Journal of the European Union (OJEU):

- Option one - procure via Council's overarching works framework;
- Option two - tender via a two-stage restricted procedure; or
- Option three - tender via another option rather than a two-stage restricted procedure, for example, one stage or open.

Option two is the preferred option.

For option one, previous experience of park projects has shown that not enough contractors from the existing framework have the relevant specialist experience to be able to deliver the project to the standards required to enable a competitive tender process. The framework is currently being reviewed.

Option three is not favoured because the two-stage restricted procedure is the option preferred by contractors and by the Council's Procurement advisors as it is more likely to result in value for money being achieved in terms of quality and cost.

The tendering process will be taken forward in liaison with LBBB legal and procurement advisors. It should be noted that due to the significant gap between the implementation of the two phases of the scheme, it is proposed that each phase will be treated as a complete and distinct work package and will be subject to separate tendering processes.

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## 1. Background

1.1. Mayesbrook Park is identified as one of eight green spaces of strategic significance in the Borough due to its size, location, facility mix, current usage and potential for development.

1.2. The park has four clearly discernible character areas as follows:

- village green and ornamental landscape - an attractive landscape with a grand entrance but isolated from the rest of the park;
- sports landscape – uninspiring but functional and well used facilities, dated and barren landscape which divides the park ;
- lakes and woodland – popular 'matchstick island' and local nature reserve, a good recreational opportunity being limited by water quality and silt issues; and
- the Mayes Brook – hidden and inaccessible, 'canalised' and a fast flowing hazard.

1.3 The park houses an athletics stadium (including throwing facilities), football stadium and separate facilities for football, cricket, tennis, basketball, beach volleyball and water based activities. The park is home to the following sporting groups:

Havering and Mayesbrook Athletics' Club; Barking Cricket Club; Barking Football Club; EuroDagenham FC; Barking Ladies FC; Barking Canoe Club; Linton FC; Bridgehouse FC; Barking Sunday Blues FC; Heathside FC; London Beach Volleyball Club; and the Metrack and Kickz youth project.

- 1.4 There are also four schools within easy reach of the park: Barking Abbey; Dorothy Barkley; Manor; and Eastbury.
- 1.5 Many clubs and individual park users also make use of the 'trim trail' around the park's perimeter. Opportunities for informal recreation and physical activity will be enhanced in April 2010 with the installation of an AdiZone outdoor multi sport facility in the park, which is externally funded.
- 1.6 Community and stakeholder priorities for improvement to the park can be summarised as:
  - Better safety and security with dedicated park rangers;
  - Better quality and range of facilities;
  - More events and activities;
  - Improved physical access and parking facilities; and
  - Improved provision for sports, nature study and safe routes.

## **2. Report detail**

- 2.1. In response to its current limitations and the aspirations of the local community and stakeholders, a two stage plan has been developed to renovate the park.
- 2.2. This is a high profile project of truly national significance led by a multi agency partnership. Funding partners include the Environment Agency, Natural England, the Thames Rivers Restoration Trust, Design for London and the Greater London Authority.
- 2.3. The aim of the renovation scheme is to adapt the park with climate change considerations to the fore, but in a way which is attractive, sustainable and creates a valuable community asset which can be used for a variety of formal and informal sporting and recreational activities.
- 2.4. The project's high profile reflects its status within three strategic initiatives:
  - it is a key project within the World Architecture Award winning East London Green Grid, which was developed by the London Development Agency;
  - it has been identified as the key demonstration site within the London Rivers Restoration Action Plan developed by the GLA, the Environment Agency, Natural England and Thames Water. It is the number one priority site within this plan for these agencies; and
  - it is a winning project (securing an award of £400,000) in the Mayor of London's Priority Parks scheme.

### **Work to date**

- 2.5 There has been a significant amount of work undertaken on the scheme to date and this is outlined below.



- 2.6 Technical studies to the value of £100,000 (funded in kind by the Environment Agency) have researched the geomorphic impact of the Mayes Brook and assessed its potential for river restoration. Specific community consultation carried out during 2009 identified the community's priorities for the park which have been incorporated into the draft master plan. Engagement work with three surrounding primary schools has been carried out to ensure the project has educational value.
- 2.7 The development phase works will include the following:
- Concept design (completed)
  - River Restoration feasibility study (completed)
  - Baseline park user study (completed)
  - Habitat survey (completed)
  - Community consultation (completed)
  - School engagement project (completed)
  - Flood risk management study (due March 2010)
  - Green route feasibility study (completed)
  - Draft Master plan (completed)
  - Development of design proposals to RIBA Stage E (due May 2010)
  - Full 10 Year Management and Maintenance Plan (due May 2010)
- 2.8 Design for London (part of the London Development Agency), has awarded funding to enable the production of a master plan for the park and this will be completed by the end of May 2010. Successful completion of this development phase will lead to the release of the Priority Parks grant funding (£400,000) for the park restoration works.

### **Implementation**

- 2.9 The park improvements are divided into two phases and staggered over a number of years due to the anticipated release dates of the external funding required to implement the programme.

#### Phase 1      2010 -11

- Restoration of the Mayes Brook river to create wetlands within a seldom used part of the park
- Enhanced entrances and improved access to the site;
- Biodiversity improvements with more woodland
- Play improvements
- Installation of AdiZone outdoor gym and multi-sport facility

#### Phase 2      2014 -17

- Creation of visitor centre and ranger base (adapting existing buildings)
- Lakes restoration (de-silting and planting to improve water quality)
- Provision of water sports and fishing facilities
- Sports complex refurbishment
- Habitat improvements involving volunteer work
- Security and interpretation improvements

- 2.10 **Appendix 1** outlines the proposed a master plan drawing of the proposed improvements.
- 2.11 The key milestones associated with the implementation of the scheme are outlined in table one below.

*Table one Indicative implementation timescale*

<b>No</b>	<b>Milestone</b>	<b>Estimated timescale</b>
1	Completion of final engineering study	March 2010
2	Completion of cost estimate for full scheme	April 2010
3	Follow up consultation and project Launch	May 2010
4	Detailed design, Phase 1	July 2010
5	Submit Planning Application	July 2010
6	Prepare/issue Works tender, Phase 1	August 2010
7	Award works contract - Phase 1	November 2010
8	Commence works on site, Phase 1	January 2011
9	Complete works , Phase 1	May 2011
10	Celebration event	June 2011
11	Phase 2 detailed design and delivery	2014 - 2017

### **Sports facilities**

- 2.12 There is currently £525,000 allocated within the overall renovation budget for improvements to the sports facilities in the park. This is being prioritised for improvements to the quality, efficiency and accessibility of the existing changing facilities.
- 2.13 However, these plans may change depending on the outcome of negotiations, which are at a very early stage, to secure the re-location of the Olympic shooting venue to the park after the 2012 games.
- 2.14 It should be noted that no commitment of any kind has been made at this time to relocate the venue. If it proves to be the case that the venue could be secured for the Borough, then a further report will be presented to the Council Executive for a decision in this respect.
- 2.15 It is assumed that all capital costs associated with the building (estimated to be circa £2.5 million), relocation, installation and commissioning of the facility will be met by the relevant Olympic body.
- 2.16 The relocation of the shooting venue would be a significant boost to the Council's plans for the development of the park because it would provide a much needed multi-use indoor facility that could be used by existing clubs based in the park. However, more importantly it would enable the relocation of clubs currently in inadequate accommodation elsewhere in the Borough.

- 2.17 The relocation of the shooting venue would also allow the Council's sports and physical activity teams to provide new sports and physical activity programmes which will help to address the health inequalities identified in the Health and Wellbeing Strategy.
- 2.18 The relocation of the shooting venue would greatly enhance the sporting offer available:
- it would allow the Council to provide a top quality base for the existing four gun clubs in the Borough, all of which will be made homeless when the Wood Lane Sports Centre is replaced by the new Becontree Heath Leisure Centre;
  - the Council has signed up to the pan-London initiative, Inclusive and Active, and is committed to getting more people with disabilities in the Borough involved in sport and physical activity. The venue would be used as the base for two new disability sports clubs: wheelchair dancing and archery.
  - it will become a base for physical activity programmes for older people in the Borough, in particular through the relocation of the Barking and Dagenham Short Mat Bowls Club and by becoming a base for the Elderberries (over 50s physical activity programme) and chair based exercise programmes; and
  - the facility would provide a valuable winter training venue for the Havering and Mayesbrook athletics' club, Barking Cricket Club and other sports clubs currently based at the ground.
- 2.19 If the negotiations with the Olympic authority are successful and the financial and operational implications are acceptable to the Council, it is expected that the venue would be relocated to the Borough in late 2012 or early 2013.
- 2.20 It is expected that a decision on the scheme will be reached by June 2010. If appropriate, the implementation programme for the renovation of the park will be refined to accommodate this. Also design proposals earmarked in phase two of the programme for improvements to the sports facilities in the park will be amended accordingly.
- 2.21 **Related projects**
- In September 2009 a highly successful and well attended adventure play workshop project was delivered in the park. Building on the success of this event, Community Rangers, funded by BIG Lottery, are now delivering weekly play sessions in the park until September 2011.
- 2.22 Funding is being sought from Natural England to wholly fund a dedicated Mayesbrook Park ranger post for a period of three years. The rangers and London Wildlife Trust will undertake community development work to increase recreational and educational use of the park.

## 2.23 Financial implications

### Capital

The indicative costs associated with phase one and two of the improvement scheme are outlined in table two below.

*Table two Mayesbrook Park capital expenditure – phase one and two*

<b>Description</b>	<b>£</b>
<b>Phase one delivery in 2010 - 11</b>	
Play improvements including 'natural play'	90,000
River restoration	420,000
General refurbishments (entrances, furniture etc.)	200,000
Access improvements	100,000
Adizone outdoor gym and multi sport facility	174,000
Professional fees	60,000
Sub total one	1,044,000
<b>Phase two delivery in 2014 – 17</b>	
Visitor centre and ranger base (adapt existing buildings)	360,000
Lakes restoration (de silting and planting to improve water quality)	410,000
Creation of water sports facilities	360,000
Sports centre refurbishment	525,000
Creation of recreation facilities for teenagers	100,000
Professional fees	100,000
Sub total two	1,855,000
<b>TOTAL</b>	<b>2,899,000</b>

2.24 The funding sources for the scheme are outlined in table two below.

*Table three Mayesbrook Park – sources of funding*

<b>Description</b>	<b>£</b>
<b>Phase one</b>	
Thames River Restoration Trust	270,000
GLA priority parks	400,000
Playbuilder	100,000
Transport for London	100,000
DCSF	75,000
NHS B & D	99,000
Sub total one	1,044,000
<b>Phase two</b>	
Section 106 developer contribution	1,855,000
Sub total two	1,855,000
<b>TOTAL</b>	<b>2,899,000</b>

2.25 The Council will receive £3,710,000 via a Section 106 developer contribution from the housing development at the former UEL site. This funding is ring fenced for improvements to the park, educational facilities and other public realm improvements. The Executive is requested to formally commit half of this sum (£1,855,000) to enable phase two of the scheme to be implemented during the period 2014 to 2017.

2.26 If the Olympic shooting venue is secured by the Council, it is anticipated that all costs associated with the removal, transport, installation and commissioning of the facility will be met by the Olympic authority.

## 2.27 Revenue

It is expected that the changes to the maintenance regime resulting from the implementation of the improvement scheme will result in a move away from the current intensive grass cutting to a more relaxed regime aimed at encouraging wildlife and biodiversity. A similar approach will be taken with regard to the new play provision where there will be an emphasis on natural play.

2.28 The refurbishment of existing park buildings as part of the improvement programme will improve their energy efficiency and reduce maintenance costs. Also it is expected that any dedicated staff recruited to support the development of the park will be funded from external sources.

2.29 On this basis it is expected that the renovation scheme (phase one and two) can be implemented at no worse than neutral revenue cost to the Council; however, there is a lack of clarity at this time about the revenue implications associated with the possible re-location of the shooting venue.

2.30 A business case will be produced for the operation of the new facility so that the whole life costs associated with it can be fully understood and agreed prior to any formal commitment being made by the Council to re-house the venue.

2.31 It should also be noted that the park renovation scheme is benefiting from significant 'in kind' support:

- Environment Agency river restoration feasibility studies £100,000
- London Wildlife Trust – volunteers £50,000
- Royal Sun Alliance – social responsibility volunteering scheme £10,000

## 2.32 Contribution to Health and Wellbeing of the regeneration of Mayesbrook Park

2.33 Mayesbrook Park borders four electoral wards: Longbridge, Eastbrook, Mayesbrook and Becontree.

2.34 The table below sets out some of the ward level data on the health of the population of these wards who would benefit from the regeneration of Mayesbrook Park.

	Mayesbrook	Longbridge	Eastbrook	Becontree	Total for four wards	Borough average
<b>Population 2007</b>	9312	9408	9997	11633	40350	166,938
<b>GLA Population 2010 estimate</b>	9852	9118	9920	11600	30050	177579
<b>2010 Males</b>	4663	4494	4775	5668	19600	86008
<b>Females</b>	5190	4624	5146	5932	20892	91571
<b>&lt;19yrs</b>	1463	2032	2586	3160	9241	49392
<b>&gt;65yrs</b>	1369	1357	1318	1151	5195	21053
<b>2007 Index of Multiple Deprivation</b>	35.76	20.43	25.83	32.95	N/A	47.5
<b>Standardised mortality ratio All ages, All Causes 2003-07</b>	101.7	104.0	142.2	102.5	N/A	109.8
<b>Standardised mortality ratio All Cancers, All Ages 2003-07</b>	102.9	91.4	111.5	104.3	N/A	111.4
<b>Standardised mortality ratio Coronary Heart Disease, All Ages 2003-07</b>	101.2	115.8	114.5	105.2	N/A	105.3
<b>Standardised admission ratio for accidental falls</b>	118.95	102.64	112.89	129.47	N/A	105.69
<b>Standardised admission ratio for Coronary Heart Disease</b>	126.43	120.02	105.68	107.74	N/A	131.12
<b>% of smoking quitters</b>	58.0	50.8	50.0	44.7	N/A	52.7

- 2.35 As the table illustrates the wards vary in profile and deprivation, however, there is some consistency in the picture of poor health particularly in relation to cardiovascular disease and cancer across the area.
- 2.36 The regeneration of the park will create a safe and sustainable environment for physical activity in line with the National Institute for Clinical Excellence (NICE) guidelines on obesity and physical activity which recommend local authorities improve access to green space and promote safe environments for walking, community sport, etc. This is also in line with the Health and Wellbeing Strategy physical activity component.
- 2.37 NHS Barking and Dagenham has committed matched funding to enable the implementation of an AdiZone outdoor gym as part of the regeneration to promote physical activity by residents of all ages.

### **3. Links to Corporate and other Plans and Strategies**

- Parks and Green Spaces Strategy
- Safer Borough Board – Partnership Plan for Crime and Disorder Reduction
- Health and Well-Being Strategy
- Climate Change Strategy

### **4. Consultees**

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

Councillor Bob Little Cabinet Member for Culture and Sport  
Adult and Community Services (ACS):

All members of Adult and Community Services Departmental Management Team (DMT)

Tracie Evans, Divisional Director of Corporate Finance

Yinka Owa, Legal Partner

Stephen Howells, Procurement Officer

### **5. Background Papers Used in the Preparation of the Report:**

- Executive Report and Minute 7, 28 May 2002 – Parks and Green Spaces Strategy
- Executive Report and Minute 12, 27 May 2003 – Parks and Green Spaces Strategy adoption
- Health and Wellbeing Strategy

### **6. List of appendices:**

**Appendix 1** – Mayesbrook Park Master plan.

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**Note:** This Landscape Master Plan retains as much mature vegetation & existing footpath as possible, although this may not be apparent due to the small scale of the drawing. Similarly, features such as seating, play, keep fit equipment & decorative shrub planting are indicative & not shown in detail. Locations of these elements are shown in the accompanying document.

**ENTRANCES** - are well distributed but require upgrading to draw attention to the park & encourage visitors inside.

**FOOTPATH SYSTEM** - creates a simple and legible hierarchy of primary, secondary & minor routes. Most 'busy' activities will be along, or close to the primary routes, which encourages passive supervision by other users. However, all paths will be designed to avoid 'blind' or confined areas. Themed trails & circular routes will encourage visitors to new areas of the park.

**'HONEYPOTS' & THE LAKES** - two key areas will be developed as the focus for non-sporting activities within the park. Both are close to entrances & at the crossroads of major footpaths, and have elevated positions giving views over other areas of the park. The existing building in the southern activity area will be developed as a café/interpretation centre. The lakes themselves are also major attractions to the park & the shores of the North Lake in particular will be enhanced.

**VIEWPOINT** - to the north east of the café activity area, there is the opportunity to create an oval mound using some of excavated material from the brook re-alignment, with spiral paths & steps to a sitting & play area at the top.

**PLAY** - various areas for play will be created, concentrating on well supervised locations for equipped play but encouraging more adventurous and natural play in the 'wilder' areas of the park for older children.

**SPORTS & KEEP FIT** - Football, cricket and the all-weather courts will remain important elements of the park, but in addition, it is hoped that tennis courts and an equipped outdoor gym will also be provided in the centre of the park. In addition, for those who prefer less formal facilities - trim trails & items of outdoor gym equipment - will be incorporated in along the minor routes. Facilities for the canoe club will also be improved.

**THE RE-ALIGNED BROOK** and north lake shore will create a more natural landscape with emphasis on wildlife enhancement and habitat creation / protection.

**TREE & SHRUB PLANTING.** Tree and shrub species will be appropriate to their location, and the bold use of contrasting form, size & colour will define and identify areas of the park and provide year round interest. Circular groups of flowering cherries will highlight the main central 'promenade'. Decorative shrub planting will be used carefully, concentrating on the 'honeypot' areas.

**OCCASIONAL EVENTS & OPPORTUNITIES** - the café 'honeypot' & the lake side could be the venue for occasional activities and facilities - such as a holiday play bus, local dog show or travelling theatre - to promote Mayesbrook Park as an alternative 'day out' destination.

<b>PROJECT</b>		
Mayesbrook Park		
<b>CLIENT</b>		
LBBB		
<b>DRAWING</b>		
Landscape Masterplan		
<b>SCALE</b>	<b>DRWG No.</b>	<b>DATE</b>
1:5000(A4)	QD586/400/03	05.11.09
© COPYRIGHT 2009 <b>QUARTET DESIGN</b>		



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**EXECUTIVE****16 MARCH 2010****REPORT OF THE CORPORATE DIRECTOR OF FINANCE AND COMMERCIAL SERVICES**

<b>Title:</b> Barking Business Centre - Appointment of Contractor	<b>For Decision</b>
<p><b>Summary:</b></p> <p>The Barking Business Centre was to form part of a mixed use development forming the first phase of the development of the King William Street Quarter. The housing market downturn and government funding decisions meant the approved scheme was no longer viable. Therefore alternative means of delivering the Business Centre have been considered. The recommended option is to going out to tender for a Design and Build contract for a stand-alone business centre on the same site.</p> <p><b>Wards Affected:</b> Abbey</p>	
<p><b>Recommendation(s)</b></p> <p>The Executive is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Approve the procurement of a contract for the design and build of the Barking Business Centre, as detailed in the report;</li> <li>(ii) Authorise the Corporate Director of Finance and Commercial Services, in consultation with Legal Partners, to appoint the successful contractor following a tender assessment report; and</li> <li>(iii) Indicate, in accordance with the Council's Contract Rules (paragraph 3.6.4, Part D of the Constitution) if it wishes to be further informed or consulted on the progress of the procurement and the award of the contract.</li> </ul>	
<p><b>Reason(s)</b></p> <p>To assist the Council in achieving its Community Priority of 'Prosperous' as the Barking Business Centre will be the focus for enterprise in the borough.</p>	
<p><b>Implications</b></p> <p><b>Financial</b></p> <p>Capital - A budget of £3m is available for the construction of the Barking Business Centre from the Local Enterprise Growth Initiative (LEGI) funding. The tender process will require tenderers to set out how much floorspace (of the design and specification required) can be delivered for the funding available. Therefore the tenders will not exceed the budget available.</p> <p>Revenue - The rents received from the employment space will fund the facilities management/maintenance costs with any surplus used to fund business support services within the centre. In addition to the capital funding there is £100,000 LEGI revenue funding</p>	

to cover the cost of marketing and costs prior to rental income being received.

### **Legal**

The contract value is said to be below the threshold for which the contract should be advertised through the Official Journal of the European Union (OJEU).

The intention is to award the contract using a construction framework agreement. This is acceptable so long as the framework agreement is compliant with the Council's Constitution (Contract Rules) and all relevant public procurement regulations.

The Legal Partner should be consulted on the procurement process and on the terms and conditions of the contract to be awarded to the successful tenderer.

### **Contractual**

Standard Design and Build contracts will be utilised.

### **Risk Management**

A detailed Risk Register has been produced and assessed as part of the Capital Programme Management Office (CPMO) appraisal held on 6 March.

### **Staffing**

No specific implications.

### **Customer Impact**

The Barking Business Centre will address the needs of businesses as identified through various research and surveys. The centre will provide significant employment opportunities and add to the vitality and viability of Barking Town Centre. An Equalities Impact Assessment Screening Grid has been completed for the project.

### **Safeguarding Children**

No specific implications.

### **Crime and Disorder**

New businesses value security in their accommodation and each business unit will have its own lock as well as fob access security into the building out of hours. Access will be available to businesses 24 hours a day potentially giving scope to make the area safer through greater activity and surveillance.

### **Property / Assets**

Approval to utilise the site for the Barking Business Centre was approved at the Executive on the 27 March 2007 (Minute 171).

### **Options appraisal**

A range of options as alternative means of delivering the Barking Business Centre were explored in depth. In summary the following were considered:

**Use Existing vacant Office Space in Barking:** Whilst there is some vacant office space in Barking, it was not possible to find a single building with all the floorspace needed. It would also mean the visual showcasing of a place to do business would not be achieved.

**Part of the Creative Industries Quarter:** Whilst there will be lettable floorspace most of the funding would be the purchase of the building rather than creation of space.

**Just a Dagenham Business Centre:** The Dagenham Business Centre proposal has been altered to focus on workshop type employment space rather than small offices (which Barking would provide in a location better suited to serve such uses due to public transport accessibility and town centre facilities). Therefore not having a Barking Centre would exclude small office provision and fail to deliver the core enterprise facing element.

**Just Barking Business Centre:** Similarly not proceeding with the Dagenham Business Centre and transferring funding to Barking would result in Dagenham missing out on new employment space in a deprived ward. In addition, significant expenditure has been defrayed in preparing the Business Centre site (demolition of Central Stores, building of a new Salt Store etc).

**Modular Building:** Feasibility work suggested modular buildings which meet the design requirements for the high profile location are no more cost effective (just quicker to implement) than standard construction. The tender process will keep options open. There are also a range of options in terms of procurement of the Barking Business Centre. Whilst it could be argued a Framework contract could be utilised, the Barking and Dagenham Enterprise Board were keen to tender to a range of firms within the region.

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## 1. Background

- 1.1 As part of the Local Enterprise Growth Initiative (LEGI) funding was provided for the delivery of two business centres in the borough providing much needed employment space for small businesses. The Executive agreed on 27 March 2007 (Minute 171) that part of the Frizlands Depot site should be utilised for the Dagenham Business Centre and part of the former Lintons Estate should be used for the Barking Business Centre.
- 1.2 The delivery process involved going out through an OJEU tender process for a company to design, build and operate the Dagenham Business Centre and to fit-out and operate the Barking Business Centre. The construction of the Barking Business Centre was to form part of the redevelopment of the former Lintons Estate (now known as King William Street Quarter) and would be a business centre with a residential tower above. The Centre was therefore to be built by the developer selected for the King William Street Quarter as the first Local Housing Company development and with a financial contribution from the LEGI funds.
- 1.3 The OJEU process proceeded and the Executive approved the appointment of GLE in 22 January 2008. Since then, whilst designs were produced for both sites and planning approval secured, the economic conditions for capital projects dramatically altered changing the viability of both schemes.

1.4 The Dagenham Business centre is progressing but with variations which reduce risk and improve viability. In relation to the Barking Business Centre, the scheme with a residential tower above was no longer viable and a range of alternative means of delivering the business space have been explored and set out in this report.

## **2. Report detail**

2.1 Barking and Dagenham has the lowest number of businesses than any London borough and it is clear that encouraging business start ups is a key way of regenerating the local economy through fostering enterprise. Significant feasibility work was carried out to set out the economic benefits of such provision recognising that a number of new business starts were locating outside the borough due to lack of suitable accommodation. The Barking Business Centre would house the Borough's Business Start Up project which the Council currently funds Barking and Dagenham Small Business Centre (BDSBC) to provide at its base on Longbridge Road. This would provide services to potential business starts as well as those taking space within the building. The centre would also house training courses for business start ups and other business support generally and be the borough's primary focus for enterprise in an accessible, high profile location. A facility of this nature would also make it easier to attract further revenue sources in the future as a firm base would be established.

2.2 The Barking Business Centre as part of the first phase of the King William Street Quarter redevelopment was designed, secured planning approval and was ready to commence on site in 2009. However the viability of the mixed use scheme was dramatically altered by the collapse of the housing market and the Homes and Communities Agency declining funding as their focus shifted both geographically and from intermediate rent flats to larger family housing. This meant that the scheme could not be brought forward and therefore alternative options needed to be considered.

2.3 Whilst LEGI money was spent on the design of the now aborted scheme, there is still nearly £3m of LEGI funding available for the Barking Business Centre. A range of options were considered regarding the delivery of business space for the funding available. These are summarised in the Option Appraisal above. After detailed discussions with the Barking and Dagenham Enterprise (BDE) Board which is responsible for the LEGI funding, a study on the potential for a modular 'Container City' development on the existing site was proposed. This was carried out, however it emerged that on a price per square foot comparison the Container City option, was not particularly cheaper than standard construction, and had other disadvantages in terms of the high profile location. Therefore the BDE Board recommended that the Council should go out to tender for a Design and Build contract leaving options open for method of construction but containing very clear design parameters and requirements.

2.4 Alford Hall Monahan and Morris, the architects working on the rest of the King William Street Quarter, were asked to produce a Design Note to go into the tender package to ensure the design of the Business Centre will complement the wider redevelopment of the area. It sets out that the building should provide a strong frontage to Cambridge Road and retain a consistent building line for Linton Road. The Design Note highlights that there is scope for future expansion of the Business

Centre should funding become available – the tenderers will be asked to design a building which also offers such scope. The tender documentation has been drawn up utilising experience from the recent Cannington Road School tender and sets out the design parameters and other requirements and asking tenderers to set out how much floorspace they can deliver for the budget available.

- 2.5 Quantity surveyors have estimated that approximately one third of the original space can be provided for the budget available. Whilst clearly this is a significant decrease in the amount of space originally envisaged, officers and the BDE Board believe it will still provide the objectives of the project in terms of a high profile space for enterprise. Also, in the current market, producing the full amount of floorspace in one go would have taken time to fill, and the smaller amount of floorspace initially means the likelihood of higher initial levels of occupancy and earlier creation of the 'business buzz' from the centre. Clearly a successful centre with scope to expand offers more opportunities in the future.
- 2.6 A revised CMPO appraisal is scheduled for 6 March.
- 2.7 Rather than spend further funds on designing a business centre and seeking a contractor to build it, a Design and Build process is fully appropriate for such a scheme. A business centre is a relatively simple building where clear design parameters and accommodation requirements can be set out in the tender package and bidders can bring their own expertise in maximising cost efficiencies and minimising the amount of non lettable space (i.e. reducing inefficiencies in space). In case further funding can be secured in future years, the tender package requires that the design should enable cost effective extension of the Business Centre – this includes locating the stair/lift core in a location which would also serve the extension therefore minimising future costs.

### **3. Procurement**

- 3.1 In terms of procuring a company to design and build the Business Centre, the contract value is significantly below the threshold for advertising through the Official Journal of the European Union (OJEU). There is scope to utilise a construction Framework however the BDE Board were keen that local firms were given opportunities to compete for the work and made this a recommendation for the funding. This follows the economic development desire to maximise local spend and contractors will be asked to maximise local labour and local business supply opportunities.
- 3.2 Therefore, the proposed procurement method is to select four firms from the region from Constructionline and follow a two stage Design and Build process.
- 3.3 Tenderers are also being asked to provide options for how much space they can provide both for a turn-key development (i.e. ready for businesses to move into) and for just shell and core. This provides the option should further funding become available for fit out works which could be separated from the main contract and enable a larger business centre to be provided.
- 3.4 Given the prominent town centre location and the objective that the building showcases Barking as a 'place to do business', it is important that the tender assessment criteria is weighted correctly. It is proposed that there is a 50/50

price/quality split recognising that simply the cheapest option is not going to address the project requirements. The quality element includes looking at the design proposed - the elevational treatment - what the building looks like, does it meet the brief requirements and what materials are used. It also covers how the environmental sustainability requirements will be met and the robustness of materials used within the building. In addition the quality and methodology of mechanical and electrical services enabling flexibility will be assessed. Quality also covers assessing proposals for enabling the most cost effective extension in the future.

#### **4. Financial**

##### **4.1 Capital**

From the original LEGI Capital funding there is approximately £3m available after the confirmed Dagenham Business Centre costs are excluded. As set out above the tender process will require bidders to set out how much floorspace of the quality required can be provided for the budget available.

##### **4.2 Revenue**

After covering facilities management costs, any additional income received would go towards the funding of the business support services being run from the centre. Through LEGI and now Area Based Grant, Barking and Dagenham Small Business Centre is funded to provide the Business start up project from its base on Longbridge Road. The funding provided includes the rent for that unit. The Barking Business Centre operator would provide the Business start up service utilising the surplus and, depending on yearly decision making in relation to Area Based Funding available, the Council will determine the level of service provided (e.g. number of businesses advised, number of training courses, number of business plans produced etc).

4.3 Revenue costs of around £180,000 per annum are envisaged including a receptionist, a centre manager, site security and other facilities management costs. Depending on how much lettable space can be provided, a centre one third the size of the earlier scheme could generate a rental and service charge income of £225,000 including 10% voids. The original scheme with more floorspace generated enough surplus to fund a full business support service – this would only be achievable if a future extension to the centre provided more lettable space.

#### **5. Links to Corporate and other Plans and Strategies**

5.1 The creation of new business space in the borough is essential to the Local Strategic Partnership priority of 'Prosperous' and in assisting with delivering the National Indicator 171 relating to business start ups. The project is also relevant to supporting the Council Plan objective of raising household incomes.



**6. Consultees**

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

Councillor Mick McCarthy, Cabinet Member for Regeneration  
Councillor Alexander )  
Councillor Fani ) Abbey Ward  
Councillor Bramley )  
Paul Ansell, Strategic Procurement Officer, Strategic Finance and Procurement  
Lee Russell, Group Manager, Financial and Commercial Services  
Sharon Roots, Group Manager Risk Management, Strategic Finance and Procurement  
Julian Stanyer, Property Services, Asset Management and Capital Delivery  
John Dilworth, Group Manager (Equalities and Diversity)  
Yinka Owa, Legal Partner – Procurement/Contracts/Property  
Zoe Wharmsby, Marketing Manager (Marketing and Communications)

**7. Background Papers Used in the Preparation of the Report:**

Executive Report and Minute 112, 22 January 2008  
Executive Report and Minute 171, 27 March 2007

**8. List of appendices:**

None

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## THE EXECUTIVE

16 MARCH 2010

### REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

<b>Title:</b> Calendar of Meetings 2010/11	<b>For Decision</b>
<p><b>Summary:</b></p> <p>This report sets out the proposed principles around the Calendar of Meetings for the forthcoming municipal year 2010/11 and seeks the Executive's confirmation to the principles in order that the full Calendar can then be developed and finalised.</p> <p>There are some proposed changes to the arrangements that were in place for the 2009/10 municipal year primarily aimed at streamlining the overall programme. At the Assembly on 24 February 2010, it was agreed that the responsibility for the Council's statutory duties in respect of the Statement of Accounts should transfer from the Assembly to the Public Accounts and Audit Select Committee and this, coupled with a general review of the Assembly arrangements in the light of common practice across other London Boroughs, has led to the proposal for the Assembly to meet six times a year, rather than the present ten. Officers have also had regard to the need to reduce costs, such as officer overtime and heating and lighting, wherever possible and to this end it is proposed to bring the Development Control Board meetings forward to 6.00pm (from 7.00pm) and to reduce the number of ad-hoc evening meetings, which will also give Councillors greater opportunity to fulfil their wider community leadership role.</p> <p>Following on from the above, the proposed main meeting arrangements are:-</p> <ul style="list-style-type: none"> <li>• Assembly - to meet six times a year at 7.00pm at the Town Hall, Barking (preceded by All Member Briefings at 6.00pm)</li> <li>• Executive - every month at 5.00pm at the Civic Centre, Dagenham</li> <li>• Licensing and Regulatory Board - every fortnight at 6.00pm at the Civic Centre</li> <li>• Development Control Board - every three weeks at 6.00pm at Town Hall</li> <li>• Standards Committee - every two months at 3.00pm at the Civic Centre</li> <li>• Select Committees (x5) - every 6/7 weeks at 6.00pm at the Civic Centre or Town Hall</li> <li>• Community Housing Partnerships (x6) - every two months at various times and locations</li> </ul> <p>The other meetings that appear in the Calendar will be scheduled around the above. Wherever possible clashes will be avoided and meetings will also be scheduled to avoid school holiday periods although this will not always be possible where statutory deadlines and/or other legitimate reasons dictate otherwise.</p> <p><b>Wards Affected:</b> None</p>	
<p><b>Recommendation(s)</b></p> <p>The Executive is recommended to agree the basis of the draft Calendar for 2010/11 as detailed above.</p>	

<p><b>Reason(s)</b></p> <p>To accord with the requirements of the Council Constitution.</p>		
<p><b>Implications</b></p> <p><b>Financial</b> These proposals will result in reduced overtime and building energy costs which will contribute to the Council's overall budget savings proposals for 2010/11 and beyond.</p> <p><b>Legal</b> The proposals in this report accord with the relevant provisions within the Council's Constitution.</p> <p><b>Contractual</b> No specific implications.</p> <p><b>Risk Management</b> No specific implications.</p> <p><b>Staffing</b> No specific implications.</p> <p><b>Customer Impact</b> Any negative impacts as a consequence of slightly reducing the overall number of meetings and bringing forward timings wherever practical are countered by the fact that Councillors will have greater opportunity to fulfil their wider community leadership roles and be more accessible to their constituents.</p> <p><b>Safeguarding Children</b> No specific implications.</p> <p><b>Crime and Disorder</b> No specific implications.</p> <p><b>Property/Assets</b> No specific implications.</p> <p><b>Options appraisal</b> Not applicable</p>		
<p><b>Head of Service:</b> Nina Clark</p>	<p><b>Title:</b> Divisional Director of Legal and Democratic Services</p>	<p><b>Contact Details:</b> Tel: 020 8227 2114 E-mail: nina.clark@lbbd.gov.uk</p>
<p><b>Report Author:</b> Alan Dawson</p>	<p><b>Title:</b> Democratic Services Team Manager</p>	<p><b>Contact Details:</b> Tel: 020 8227 2348 E-mail: alan.dawson@lbbd.gov.uk</p>

**Consultees:**

The following were consulted in the preparation of this report:

Councillor L Smith, Leader of the Council

Nina Clark, Divisional Director of Legal and Democratic Services

John Hooton, Strategic Finance Controller

John Dawe, Democratic Services Group Manager

Winston Brown, Legal Partner

Stephen Clarke, Divisional Director of Housing Services

**Background papers used in the preparation of this report:**

Council Constitution

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## Executive

16th March 2009

## REPORT OF THE CORPORATE DIRECTOR OF ADULT AND COMMUNITY SERVICES

<b>Title:</b> Adult and Young People's Substance Misuse Treatment Plans 20010/11	<b>For Information</b>
<p><b>Summary:</b></p> <p>This report describes the content of the Adult and Young People's Needs Assessments and Treatment Plans 2010/11, undertaken by the Barking and Dagenham Drug and Alcohol Action Team.</p> <p>There is a requirement that the Drug And Alcohol Action Team (DAAT) as part of the crime and disorder reduction partnership (CDRP), of which the Council is part to complete an annual needs assessment outlining trends in substance misuse in the borough to identify populations that are not currently accessing treatment services. This information is used to inform the annual treatment plans which set out the direction of travel and priorities the partnership aim to achieve over the coming year.</p> <p>For adults, the needs assessment and treatment plan relates only to drug treatment and not alcohol; there is a separate Alcohol Strategy and Alcohol Strategy Action Plan being implemented by the Partnership.</p> <p>Taking into account recommendations in the needs assessments, consultation with service users and carers and pre-determined work streams to be monitored by the National Treatment Agency, the following priorities have been identified for 2010/11:</p> <p><b>Adult Drug Treatment Plan</b></p> <ul style="list-style-type: none"> <li>• Improved access to treatment for Black and Minority Ethnic Communities</li> <li>• Improved engagement in the treatment of criminal justice clients</li> <li>• Improved successful treatment exists for all clients</li> <li>• Improved employment and training outcomes for individuals in treatment</li> <li>• Improved housing status of all clients</li> </ul> <p><b>Young People's Substance Misuse Treatment Plan</b></p> <ul style="list-style-type: none"> <li>• To embed DAAT within new Integrated Youth Support Services-led integrated commissioning in Children's Trust to encourage an integrated approach across universal, targeted and specialist provision.</li> <li>• To work with Adults and Children's services to develop 'think families' approach to engaging 'hidden harm' populations.</li> <li>• To develop liaison arrangements with accident and emergency services to identify and engage those young people with substance related presentations and in patient wards.</li> <li>• To develop transitional arrangements for young people leaving treatment and needing continued specialist adult treatment and referral to mainstream services.</li> <li>• Care pathways are in place via the Common Assessment Framework (CAF) to secure support from targeted and universal services for young people and specifically back to children's services.</li> </ul>	

<p><b>Wards Affected:</b> None specifically</p>
<p><b>Recommendation(s)</b></p> <p>The Executive is recommended to note the contents of the Adult and Young People's Treatment Plans</p>
<p><b>Reason(s)</b></p> <p>The delivery of the Treatment Plans will enable to the partnership to meet the following targets:</p> <p>The partnership will drive performance associated with Public Service Agreement (PSA) 25, Vital Signs indicator NI40 and performance indicators in the Local Area Agreement as follows:</p> <ul style="list-style-type: none"> <li>• The number of drug users recorded as being in effective treatment</li> <li>• The number of alcohol related hospital admissions</li> <li>• The rate of drug related offending</li> <li>• The perception of the public who perceive drug use, dealing or drunk and rowdy behaviour to be a problem in their area.</li> <li>• In addition to the young persons' targets in PSA 14.</li> </ul> <p>This direction is further defined by the Council's overarching statement "Working Together for a better borough that is safe, clean, fair and respectful, prosperous and healthy, and where our young people are inspired and successful."</p>
<p><b>Implications</b></p> <p><b>Financial</b></p> <p>Funding for Adult Drug Treatment Services comes from the Department of Health and is ring-fenced. In 2009/10 Barking and Dagenham's Pooled Treatment Budget Allocation was £1,566,382. In addition to the Pooled Treatment Budget, additional resources are contributed from both Council and National Health Service (NHS) mainstream funds. There is a requirement that this funding is continued year on year and a percentage uplift is applied. DAAT budgets are overseen by the Adult Substance Misuse Joint Commissioning Board and for young people by the Integrated Youth Support Services Board.</p> <p>Confirmation of the 2010/11 Pooled Treatment Budget allocation is expected late February 2010. The income and expenditure summary (part four of the Treatment Plan) is based on the indicative allocation circulated earlier last year which indicates a reduction of approximately £300,000 from the 2009/10 allocation. The partnership will need to start planning beyond 2010/11 as further reductions are projected in future years and the current level of service provision would be unable to be sustained without identifying additional funding sources. 2010/11 is the final year the Department of Health has guaranteed that the Pooled Treatment Budget will come to the partnership and remain ring-fenced for drug treatment.</p> <p>The Treatment Plan commits to increasing efficiency and value for money of DAAT budgets; no new services or costed projects are planned for 2010/11 and where services are due to be re-tendered their contract values will be reduced.</p>



The DAAT partnership will be more reliant on Area Based Grant and other partnership mainstream funds being available to take forward areas of work over the coming year.

The substance misuse funding for young people comes from the Department Of Children, Schools and Families, Department of Health, Ministry of Justice, Home Office and Mainstream NHS funds. Total funds for 2010/11 have been confirmed as £318,915.

### **Legal**

No specific implications.

### **Contractual**

The provision of drug treatment services in the borough is delivered by two local authority teams and four commissioned services. These contracts are held by the local authority on behalf of the Drug and Alcohol Action Team partnership. All contracted services will be given a copy of the Treatment Plan and be monitored on their compliance through contract monitoring processes.

### **Risk Management**

Attention is drawn to the fact that the Department of Health has only guaranteed that the Pooled Treatment Budget will come to the partnership and remain ring-fenced for drug treatment up until 2010/11. Also any reliance on the Council's Area Base Grant (ABG) must be treated with caution, as due to the current economic climate this funding source is likely to reduce locally and nationally. Both these funding issues may have a consequent effect on services.

Non completion of actions in the plans may result in targets not being met which would ultimately impact on funding allocations. The plan is monitored internally on an ongoing basis and quarterly by the National Treatment Agency to ensure actions are being carried out as planned.

### **Staffing**

There are approximately 100 staff in the Barking and Dagenham Drug and Alcohol treatment system, though most of these are within commissioned services. The plans will be shared with all staff for implementation.

### **Customer Impact**

There are a range of drug and alcohol treatment services available to all residents of the borough. There are approximately 800 people in drug treatment over the course of a year and 300 people receiving support for alcohol misuse. Actions in the Treatment Plans will enable improved access to treatment for new clients and improved outcomes for those accessing treatment services.

Equality and Diversity issues have been taken into consideration when developing the treatment plans. A number of actions are included in the plan to ensure inclusion by specifically identified underserved groups. The plan was informed by the needs assessments which established equity of access to treatment services. Actions to ensure provision of services is in line with the needs of the Barking and Dagenham drug using population are contained within the plans.

### **Safeguarding Children**

Issues around safeguarding children are routinely monitored within services. There are a

number of actions contained within both adult and young people's plans to ensure early identification and appropriate action taken. The 'Think Family' approach will be the focus in 2010/11 with the expectation that all services will work with the substance misuser's family in a holistic manner.

### **Crime and Disorder**

Section 17 of the Crime and Disorder Act places a responsibility on councils to work with other partners in doing all they can to reduce and prevent crime and disorder. The Act was revised in 2006 and a new provision is made under S17 which directly relates to the harm caused by drug and alcohol misuse. Research indicates that effective treatment and aftercare is a key component in the rehabilitation of drug using offenders. The Treatment Plan 2009/10 contains objectives around increasing the number of young substance misusing offenders into treatment via the Youth Offending Service (YOS). The DAAT is monitored on the numbers of young people accessing treatment via the YOS. The Police are a key partner and much work is done to ensure accessibility and fast entry to treatment for clients presenting via the criminal justice system.

### **Property / Assets**

No specific implications.

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<b>Report Author:</b> Jenny Beasley	<b>Title:</b> Joint Commissioning Manager, Drug and Alcohol Action Team	<b>Contact Details:</b> Tel: 020 8724 8110 Fax: 020 8227 2481 E-mail: Jenny.Beasley@lbbd.gov.uk

## **1. Background**

### **1.1 Summary of achievements in 2009/10:**

- Barking and Dagenham continues to be one of the best performing Drug Intervention Programme (DIP) non-intensive boroughs, successfully getting clients into treatment via criminal justice settings (Police custody, court, prisons).
- Face to face prison assessments are now being undertaken by the Substance Misuse Care Management Team.
- Joint work has been taking place between the Police & treatment services, outreach workers are present at raids in pubs and homes to ensure swift engagement in treatment.
- The Outreach Team have linked to pharmacies providing needle exchange schemes in order to accompany clients straight from pharmacy to treatment
- SubWize Young Persons Service are running evening sessions for young people at the Gateway service for those in the transitional age group in order to make service transfer more seamless.
- SubWize are accompanying Street Pastors on evenings and weekends to identify young people with substance misuse needs.

- SubWize have moved location to be based at The Foyer, providing immediate support to residents.
- Outcome based targets have been included in specifications of new services for example, an increase in clients returning to work, reduction in hospital admissions, and an increase in clients with stable accommodation.
- DAAT commissioned work to enable business skills and self-employment opportunities for service users.
- AIR Football was commissioned to work with service users to develop fitness levels and skills.
- An After-care Service is now running at Gateway for those completing treatment, providing access to a computer suite on site and support on returning to work.
- Increased opportunities for ex service users as volunteers and workers in the drugs field including the Council DAAT.
- A benefits Outreach Team now working out of Gateway once a week to provide on site support to this client group.
- Gateway are running satellite clinics from the Housing Advice Service to provide services to those requiring support.
- Housing advice staff have had training in substance misuse by drugs workers in order to identify and refer to treatment.
- A highly visible Drink Driving campaign has been rolled out across the borough. An evaluation led by service user volunteers showed positive impact on residents.

1.2 This report describes the content of the Adult and Young Persons' Needs Assessments and Treatment Plans 2010/11 undertaken by the Barking and Dagenham Drug and Alcohol Action Team.

The needs assessments conducted have enabled the Drug and Alcohol Action Team (DAAT) partnership to gain a further understanding of substance misuse within Barking and Dagenham and gain an insight into who is accessing, engaging and being retained in treatment. The needs assessments have also provided the DAAT partnership with an indication of those problematic drug users who may be using partnership services while not engaging with specialist drug treatment services.

The aim of these documents is to outline trends in substance misuse identifying potential gaps in service provision and the likely demand for harm reduction and open access services, the demand for structured drug treatment interventions in the community and the likely demand for inpatient detoxification and residential rehabilitation treatment and to identify priorities for the 2010/11 Treatment Plan.

1.3 In addition to the needs assessments the Partnership is required to submit annual Drug Treatment Plans for both adults and young people. These are broken down into four parts:

Part one – strategic summary and key priorities

Part two - Local partnership priorities for effective engagement of drug users in treatment

Part three – Planning grids containing objectives, actions and milestones, and expected outcomes

## **2. Report detail**

### **2.1 Summary of findings from Adult Needs Assessment:**

- The smoothed estimate for Problematic drug users (heroin and crack) in the borough is 1,093.
- The treatment system is most effective at engaging and meeting the needs of white males, aged 35-64 years, who are Opiate users but is not as efficient at engaging individuals from BME communities especially people from a Black ethnicity who may be using drugs.
- The number of people in treatment who have reported using crack has risen in 2008/09 and the likely demand for harm reduction and open access services for crack users is likely to increase during 2010/11 as the treatment system targets crack users. Retention rates for 2008/09 were at 77% with 83% of opiate users being retained in treatment for 12 weeks or more.
- Gascoigne ward has the highest rates of unemployment and also the highest number of individuals who have had assessments for drug treatment. It is also the ward where populations of people are deemed most likely through Experian data to use and misuse substances reside.
- The increase in numbers of drug users being sentenced to custodial sentences has risen significantly during 2008/09, especially for women.

### **2.2 Summary of Findings from Young Persons' Needs Assessment**

During 2008/09 87 young people, under the age of 19 years, were in treatment. Referral routes showed an increase in referrals from Education (schools); and a decrease in referrals from Children and Family Services (Safeguarding and Rights) and self referrals.

Of the partnerships referrals 62% were males and 38% were females showing an increase of 5% of young women engaged in treatment on the previous year. Of those in treatment 64% were from white backgrounds; 9% Asian/ Indian/other; 15% Black or Black mixed/other and 12% from other. Overall we saw a 50% increase in the number of BME groups accessing treatment in comparison to past years.

The main drug of choice for young people is cannabis (63%) then alcohol (17%) with cocaine (3%) and heroin users (2%) and solvent users (2%) being in treatment during the year. The majority of individuals in treatment did not report a secondary or third drug use.

The data indicates psychosocial interventions were the most popular or most common intervention delivered with 73% those in treatment accessing this service. This was followed by harm reduction services with 23% of those in treatment accessing this service. Family work is represented only as a small percentage. No young people were identified with an injecting status; this remains unchanged from previous years.

### **2.3 Priorities for Adult Drug Treatment 2010/11**

Taking into account recommendations in the needs assessment, consultation with service users and carers and pre-determined work streams to be monitored by the National Treatment Agency the following priorities have been included in the plan:

- Improved access to treatment by BME Communities
- Improved engagement in treatment of criminal justice clients
- Improved successful treatment exists for all clients
- Improved employment and training outcomes for individuals in treatment
- Improved housing status of all clients

## 2.4 Objectives to deliver priorities

Agreed objectives to achieve the above priorities are as follows:

- To ensure services are commissioned for better outcomes and recovery.
- To ensure value for money within DAAT partnership expenditure.
- To ensure the effective use of data across the partnership to achieve DAAT targets.
- Increase the number of direct referrals from tier one agencies including GPs, Police and probation.
- Ensure accuracy of needle exchange information and use to inform commissioning decisions.
- Increase planned discharge rates across all treatment modalities.
- To reduce potential harm of blood borne viruses, drug related infections and overdose.
- To improve outcomes for those leaving treatment in a planned way.
- All agencies working with children, their parents, young people and their families take all reasonable measures to ensure that the risks of harm to children's welfare are minimised.
- To increase the number of individuals in training or paid employment whilst in treatment.
- Improve housing status of clients in treatment.

## 2.5 Young persons' priorities

The same process was followed for priority setting for young people. Taking into account recommendations in the young persons needs assessment, consultation with young people and pre-determined work streams to be monitored by the National Treatment Agency the following priorities have been included in the Young Persons Treatment Plan:

- (i) Commissioning Systems  
Embed DAAT within new IYSS led integrated commissioning in Children's Trust to encourage an integrated approach across universal, targeted and specialist provision
- (ii) Access to Treatment  
To work with Adults and Children's services to develop 'think families' approach to engaging 'hidden harm' populations.
- (iii) Treatment System Delivery  
To develop liaison arrangements with accident and emergency services to identify and engage those young people with substance related presentations and in patient wards

To develop transitional arrangements for young people leaving treatment and needing continued specialist adult treatment and referral to mainstream services.

- (iv) Leaving Specialist Treatment  
Care pathways are in place via CAF to secure support from targeted and universal services for young people and specifically back to children's services.

## 2.6 Adult Targets 2010/11

The partnership are required to set three performance targets for 2010/11.

The partnership are not currently on track to meet the 2009/10 targets and a recovery plan is in place. Targets were set in 2008/09 for three years and they are non negotiable. The Treatment Plans contain many actions to increase the number of new individuals accessing treatment services. Legal and procurement are currently working with the DAAT Team to enable variations of contracts allowing financial penalties to be implemented for commissioned services who are not meeting targets or the required data quality standards.

The targets set were as follows:

- (i) Problem drug users (crack and/or opiate users) recorded as being in effective drug treatment – a proposed target on 5% increase year in year on the 2007/08 baseline. In numerical terms:

2007/08 baseline	429
2008/09 target	450
2009/10 target	472
2010/11 target	496

- (ii) All adult drug users recorded as being in effective treatment. Proposed targets:

2007/08 baseline	639
2008/09 target	673
2009/10 target	706
2010/11 target	741

- (iii) Practices who are delivering primary care-based treatment within a commissioned service model. Proposed target:

2008/09 baseline	20 (47%)
2009/10 target	23 (53%)
2010/11 target	26 (60%)

## 2.7 Young persons target

Young people in specialist treatment: 150

## 3. Links to Corporate and other Plans and Strategies

The needs assessment and Treatment Plans have fed into the following Partnership strategies:

Homelessness Strategy  
Health and Wellbeing Strategy  
Joint Strategic Needs Assessment

**4. Consultees**

The following were consulted in the preparation of this report:

Safer Borough Board Members, including Chief Officers from Health and Police  
Adult Substance Misuse Joint Commissioning Board Members,  
Integrated Youth Support Services Board Members,  
All members of ACS Departmental Management Team.  
Departmental Finance  
Director of Finance and Commercial Services  
Legal Services  
Democratic Services  
Councillor Jeanne Alexander, Portfolio Holder for Community Safety  
Director of Adult and Community Services

**5. Background Papers Used in the Preparation of the Report:**

Adult Drug Needs Assessment 2010  
Young Persons Substance Misuse Needs Assessment 2010  
Adult Drug Treatment Plan 2010/11  
Young Persons Substance Misuse Treatment Plan 2010/11

**6. List of appendices:**

None

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