

Notice of Meeting



THE CABINET

Tuesday, 28 September 2010 - 5:00 pm
Council Chamber, Civic Centre, Dagenham

Members: Councillor L A Smith (Chair); Councillor R Gill (Deputy Chair); Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor M A McCarthy, Councillor L A Reason, Councillor G M Vincent, Councillor P T Waker and Councillor J R White

Date of publication: 17 September 2010

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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 6 July 2010 (Pages 1 - 7)

Business Items

Items 4 and 5 are "For Information" only. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.

4. Barking and Dagenham Safeguarding Adults Board Annual Report April 2009 - March 2010 (Pages 9 - 13)

The Annual Report is included under separate cover (Supplementary 1)

5. Barking and Dagenham Response to the H1N1 Pandemic Flu 2009/10 Final Report (Pages 15 - 31)

Discussion Items

- 6. 2010/11 Budget Monitoring - April to July 2010 (Pages 33 - 86)**
- 7. Review of the Strategic Grants Programme (Pages 87 - 104)**
- 8. Future Operation of Wood Lane Sports Centre (Pages 105 - 113)**
- 9. "Helping You Live the Life You Want" - Older People's Strategy 2010 -2013 (Pages 115 - 118)**

The Strategy document and Improvement Action Plan (Appendices 1 and 2 to the report) are included under separate cover (Supplementary 1)

- 10. Single Equality Scheme (Pages 119 - 155)**
- 11. Procurement of Drug Treatment Services (Pages 157 - 165)**
- 12. Health and Wellbeing Strategy (Pages 167 - 194)**
- 13. Local Implementation Plan (Borough Transport Strategy) Funding Submission 2011/12 (Pages 195 - 217)**
- 14. Revised Planning Advice Note on Religious Meeting Places (Pages 219 - 247)**
- 15. Local Development Framework - Adoption of Site Specific Allocations Development Plan Document (Pages 249 - 253)**

The Development Plan Document (Appendix 1) has been circulated to all Members under separate cover and is available on the Council's website

- 16. London Road / North Street Regeneration**

This report is included under separate cover (Supplementary 2).

- 17. Internal Audit and Anti-Fraud Service Contract**

This report is included under separate cover (Supplementary 2).

- 18. Any other public items which the Chair decides are urgent**
- 19. To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Cabinet, 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.

20. Building Schools for the Future - Progress Report

The report is included under separate cover (Supplementary 2).

The report is exempt from publication as it contains commercially sensitive information (paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)).

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

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THE CABINET

Tuesday, 6 July 2010
(5:00 - 6:26 pm)

Present: Councillor L A Smith (Chair), Councillor R Gill (Deputy Chair), Councillor J L Alexander, Councillor H J Collins, Councillor C Geddes, Councillor M A McCarthy, Councillor G M Vincent, Councillor P T Waker and Councillor J R White

Also Present: Councillor E Carpenter, Councillor R Douglas and Councillor I S Jamu

Apologies: Councillor L A Reason

18. Declaration of Members' Interests

Councillor P Waker declared a personal interest in item 7 (Proposed Expansion of Beam Primary School) as he is the Chair of the School's Governing Body.

19. Minutes (8 and 14 June 2010)

Agreed.

20. Construction of New Council Housing within Housing Revenue Account - Phase 3 Council Housing & Thames View Sites

Further to Minute 138 (16 March 2010), received a report from the Corporate Director of Resources on the delivery of and funding implications for the Council's new build housing programme together with specific proposals to enable Phase 3 of the programme to be progressed.

The Council has been successful with its bid for additional National Affordable Housing Programme (NAHP) grant from the Homes and Communities Agency (HCA) which allows a larger new build programme to be delivered than that previously envisaged. The report set out the detailed new build programme across the three phases and the new approach to the financing of the project which will enable the previously agreed Capital Programme funding of £7.073m to be redirected to the Council estate renewal programme.

Discussed issues relating to the achievability of the Phase 3 construction programme by July 2011 (November 2011 for the Goresbrook Compound element) and the robustness of the rent assumptions and projected building costs. The Divisional Director of Strategic Asset Management and Capital Delivery confirmed both aspects and added that officers will continue to push for optimum value for money.

Agreed, to assist the Council in achieving the Community Priority "Prosperous" through increasing the supply and range of family sized social rented housing in the Borough, to:

- (i) The procurement of construction services, in accordance with national and

EU procurement legislation and the Council's Contract Rules, for the construction of the Phase 3 Council Housing at Roycraft Avenue, Alderman Avenue, Thornhill Gardens and Alfred Gardens, Barking, and Goresbrook Compound and Maplestead Road, Dagenham, as detailed in the report;

- (ii) Delegate authority to the Corporate Director of Resources to appoint the successful contractor for the construction phase of the above works;
- (iii) The allocation of £26.623m of capital resources to the Housing Revenue Account (HRA) to fund the construction costs of the new build programme, following receipt of £14.886m NAHP grant; with the expectation that these resources will be funded through prudential borrowing with the costs of the borrowing met from the rental income from the new properties constructed and that £12.439m of the capital resources is allocated to fund the remaining new build programme under Phase 3; and
- (iv) The previous allocation of £7.073m within the Capital Programme being reallocated to support the estate regeneration proposals referred to in Minute 21 below.

21. Borough-wide Estate Renewal Programme

Received a report from the Corporate Directors of Customer Services and Finance and Commercial Services on the outline proposals for the implementation of a programme of initial estate renewal across the Gascoigne (East), Goresbrook Village and Leys estates.

The report outlined proposals for the funding of a phased programme of estate renewal which would involve the decanting, buyback of leasehold properties, demolition, master planning and appointment of delivery partners. Also an Estate Renewal Account would be created within the Housing Revenue Account to support the programme, funded from a range of sources.

The Corporate Director of Customer Services confirmed that a detailed report will be presented later this summer on the business case and option appraisal for each of the estates to identify the first phases for activity. This report will also contain the detailed proposals for the funding of the programme, including delivery options for new homes and possible disposal options.

Discussed a number of issues relating to the proposals including:-

- The need for the estate renewal programme to be properly planned in order to minimise disruption to tenants and loss of rental income from decanted / void properties. Officers confirmed that the strategy for the decanting of tenants will incorporate the lessons learned from earlier housing regeneration projects;
- The factors behind the poor condition of particular blocks. It was noted that while neglect by some tenants will always be an issue many of the estate blocks in the Borough have reached the end of their projected lifespan and are suffering from natural wear and tear. The Cabinet Member for Housing advised that a key principle of the estate renewal programme is to reduce the high costs associated with undertaking responsive repairs to ageing properties;

- The buying back of leasehold properties and the rehousing of private sector tenants. Officers confirmed that all valuations are obtained via the District Valuer and clarified the position regarding the Council's responsibilities;
- The need to progress arrangements to secure the Council's interests in relation to properties included in the estate renewal programme.

The Cabinet Member referred to the plans for consultation with local residents and Ward councillors and the proposed creation of a Member Working Group to develop the detailed estate renewal proposals with officers.

Agreed, to assist the Council in achieving the Community Priorities "Safe", "Clean", "Fair and Respectful" and "Healthy" and improvement priorities for housing set out in the Council's Local Area Agreement, to:

- (i) The development of a programme of estate renewal, initially across the three estates Gascoigne Estate (East), Goresbrook Village and the Leys, with detailed business cases and option appraisals being developed to identify first phases for activity and presented to Cabinet later this year;
- (ii) The establishment of an Estate Renewal Account within the Housing Revenue Account (HRA) to help fund the redevelopment of identified estates, with funding options to include:
 - a. The re-allocation of the £7.1m corporate borrowing support as referred to in Minute 20 above
 - b. HRA land disposal capital receipts
 - c. Right-to-Buy receipts
 - d. External regeneration monies
 - e. Units in-kind from any arrangements with individual developers which enable the Council to utilise part of the rents to support further borrowing
- (iii) The Estate Renewal Account to be administered and held within the HRA and used as directed by the Corporate Directors of Customer Services and Finance and Commercial Services;
- (iv) Note that a fundamental review of housing revenue and capital procurement is being undertaken to ensure the most cost effective delivery of the Housing Asset Management Strategy;
- (v) The establishment of a Member Working Group, led by the Cabinet Member for Housing, to explore and formulate with officers the detailed business case and option appraisals for the estate renewal programme; and

Authorise the Chief Executive, in consultation with the Leader and Cabinet Member for Housing, to progress arrangements for the serving of Initial Demolition Notices on all secure tenants within the initially identified phases.

22. Moving Towards Integration with NHS Barking and Dagenham

Received a report from the Corporate Director of Adult and Community Services on proposals for the Council to develop a closer working with NHS Barking and Dagenham in order to deliver the best possible outcomes for residents of the

Borough.

The key aims of the proposal are to achieve better community outcomes, create opportunities for savings, avoid loss of investment in the Borough and strengthen the ability to take joint decisions. The Corporate Director referred to the three options for integration of:

- A Strategic Partnership – this model most closely resembles the current position in Barking and Dagenham;
- Integrated Management – this would build on Option 1 through joint Board arrangements and senior management appointments;
- Integrated Leadership – this model seeks to maximise the scope for integration through combining the most senior level posts across both organisations, the delegation of decision-making to a joint governance board and the integration of common support services. With regard to the latter issue, the Corporate Director confirmed that this will be considered as part of the Council's Strategic Partnering project.

During the discussions the issue of potential liabilities relating to NHS Local Improvement Finance Trust (LIFT) schemes was raised and the Corporate Director undertook to refer this matter to the joint working group that will be progressing the proposals.

Agreed, to assist in the delivery of the Community Plan, the Local Area Agreement and the Community Priority "Healthy", to formally endorse the intention to move to an integrated leadership model (Option 3) with NHS Barking and Dagenham.

23. Proposed Expansion of Beam Primary School

Received a report from the Corporate Director of Children's Services on the proposal to increase the standard admission number at Beam Primary School to 81 pupils in each of the three year groups (Reception, Year 1 and Year 2) with effect from 1 September 2010, as well as increasing nursery provision at the site from 52 to 78 part-time equivalent places.

Noted that interim arrangements were made with effect from September 2008 to increase the intake for Reception and Year 1 to three forms of entry thereby allowing the school to grow year-on-year to a three-form entry school. Therefore this proposal, in effect, formalises that arrangement as well as introducing an additional form for Year 2 pupils. The expansion is part of the wider project 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 Beam Primary School with effect from 1 September 2010 as detailed in the report.

24. Framework Agreement for the Supply of Office Stationery, Educational Supplies, Bulk and Office Paper, Electronic Office Supplies and Office Equipment

Received a report on the outcome of the procurement of a contract for the Council's office stationery requirements over the next four years. The procurement process was led by the London Borough of Havering on behalf of the London Contracts and Supplies Group (LCSG), a body comprising of all London Boroughs and public bodies whose aim is obtain the best value for the supply of various goods and services to London Boroughs and other public bodies.

Agreed to the use of the LCSG Framework Agreement for the procurement of the Council's office stationery and educational supplies, bulk and office paper, electronic office supplies and office equipment for a period of four years.

25. * Building Schools for the Future Update

Further to Minute 15 (8 June 2010), the Corporate Director of Children's Services gave a verbal update on the position of the Council's Building Schools for the Future (BSF) project in the light of the new Government's review of the national programme.

The Government has announced that all schemes that have not reached Preferred Bidder status have been put on hold pending the comprehensive national review, and where schemes have achieved Preferred Bidder status only those schools that were included as the sample schools for tendering purposes would be considered at this point in time. It is understood that the Government is now focussing on the need for additional pupil places, rather than the previous position where the refurbishment of existing classrooms was also a factor.

The Corporate Director reported that during a telephone conversation with Government officials earlier this evening she was informed that as the Council has achieved Preferred Bidder status the position is that the two sample schools, Dagenham Park Church of England School and Sydney Russell Comprehensive School, would be considered within the next three to four weeks. Initial indications suggest that Dagenham Park Church of England School is more likely to proceed as it relates to the creation of additional pupil places, whereas the Sydney Russell scheme is primarily a refurbishment of existing provision. The Corporate Director added however that there is an opportunity for the proposed new school at Barking Riverside to also be considered alongside the two sample schools in view of the longstanding commitment to providing educational facilities in this area of the Borough. In this latter respect, the Corporate Director advised that a letter of intent is to be sent tomorrow confirming the Council's strong support for the school at Barking Riverside to be included in those considerations.

26. * 2010/11 Budget Monitoring Report - April to May 2010

Received a report from the Corporate Director of Finance and Commercial Services showing the first indicative picture of the Council's revenue and capital position for 2010/11, as at the end of May 2010, and highlighting the pressures on the planned budget position that have already been identified. The report also referred to a number of proposed draw-downs from reserves to support key areas

of work within the Finance and Commercial Services division.

Current service pressures are projected at £3.1m for the year and the recent announcement by Central Government of cuts across the local government sector will mean in a reduction in funding of £5.5m in 2010/11 alone. As a consequence, the Corporate Director has extended the stringent expenditure control measures that were put in place during the last half of the 2009/10 financial year into this year and each Chief Officer has been tasked with identifying additional savings to bring the budget position back into line by the year end. The ring-fenced Housing Revenue Account (HRA) also shows a projected end of year deficit of £862,000 which would result in a reduction in its balance to £2.6m.

Issues raised during the discussions included:-

- The pressures already being experienced within the Children's Placements and Legal services. Officers outlined the principle reasons behind these issues and the steps being taken to rectify the situation.
- The 'risk management' and 'staffing' implications referred to in the report. The Corporate Finance Controller explained the external auditing arrangements and agreed to provide Cabinet Members with a breakdown of overtime payments across the Council's services.
- The 'customer impact' implications of the financial control measures that have been put in place. In this respect, the Corporate Director of Adult and Community Services explained that the business cases that would have supported any service reduction proposals would have covered the impact on the local community and other customers and she referred to two examples within her department.
- The potential impact on services within Barking and Dagenham as a result of the Government's recent announcement of a cap on housing benefit. The Leader explained that the housing benefit cap will inevitably lead to families and individuals who receive housing benefit and who live in areas where private sector rents are high, such as in Kensington and Chelsea, will have very little choice but to relocate into areas such as Barking and Dagenham and Havering where private rent levels are considerably lower. As a consequence there will be additional demands on, for example, the Borough's education and social services. The Acting Corporate Director of Customer Services referred to the London-wide protocol relating to the relocation of residents from one borough to another and suggested that this protocol needs to be reviewed by London Councils in the light of the perceived outcomes, and the Leader also advised that a joint approach to lobby Government is currently being discussed with the London Borough of Havering.

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

- (i) Note the current projected position for 2010/11 of the Council's revenue and capital budget as detailed in the report and Appendices A and C;
- (ii) Note the position for the HRA as detailed in the report and Appendix B;
- (iii) Note that the Corporate Director of Finance and Commercial Services had imposed mechanisms to reduce in-year expenditure, and set targets for

departments to contribute towards the reduced resources the Council will receive in-year; and

- (iv) The draw-down of reserves, as detailed in paragraph 3.1.5 of the report, in respect of the following:
 - a. £250,000 from the IT Reserve to support Oracle Financial systems development during 2010/11;
 - b. £120,000 from the Contingency to the Internal Audit budget to facilitate the necessary work to be undertaken by the Head of Internal Audit in relation to the Council's statutory duties;
 - c. £100,000 from the International Financial Reporting Standards Reserve to support the development of the required new financial reporting regime.

(* 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.)

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CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR HEALTH AND ADULT SERVICES

Title: Barking and Dagenham Safeguarding Adults Board Annual Report April 2009 - March 2010	For Information
<p>Summary:</p> <p>The Barking and Dagenham Safeguarding Adults Board (SAB) provides the strategic framework for the Borough to ensure that vulnerable adults in our community live free from abuse and neglect.</p> <p>The Board works to promote and mainstream responsibilities across agencies and partnerships and provides a mechanism for local partners to coordinate activities and ensure continuous improvement.</p> <p>The Board actively promotes the views of service users to improve the effectiveness of the Partnership response.</p> <p>Members of the Board are invited from both public and relevant third sector agencies. However, it is requested that nominated representatives are in a position to speak on behalf of their organisation to safeguard vulnerable adults.</p> <p>This Annual Report provides an overview of the achievements of the Safeguarding Adults Board between April 2009 and March 2010. It also provides detailed analysis of performance in order to identify future action alongside emerging issues.</p> <p>Wards Affected: ALL</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to note the report and in particular the extensive progress made over the last year in raising the level of safeguarding adult reporting.</p>	
<p>Reason(s)</p> <p>The Safeguarding Adults Board (SAB) Annual Report reports on progress against the SAB strategy and action plan. The Cabinet is asked to note how this strategy and action plan delivers our corporate priorities of promoting the safety and wellbeing of vulnerable adults by encouraging respect and fairness.</p>	
<p>Comments of the Chief Financial Officer</p> <p>The report has been noted and there are no specific comments.</p>	
<p>Comments of the Legal Partner</p> <p>The report has been noted and there are no specific comments.</p>	

Head of Service: Glynis Rogers	Title: Divisional Director Community Safety and Neighbourhood Services	Contact Details: Tel: 020 8227 2827 E-mail: glynis.rogers@lbbd.gov.uk
Cabinet Member: Cllr Linda Reason	Portfolio: Health & Adult Services	Contact Details: Tel: 020 8227 2116 E-mail: linda.reason2@lbbd.gov.uk

1. Background

- 1.1 Adult safeguarding incorporates the concepts of prevention, empowerment and protection to enable those adults who are in circumstances that make them vulnerable to retain their independence and well-being and to access their right to a life free from abuse and neglect. It is estimated that 140,000 vulnerable adults are abused each year in the UK - double the figure for children. However, historically safeguarding adults has not been afforded the same level of profile.
- 1.2 Safeguarding Adults work requires a partnership response from all public services. The Barking and Dagenham Safeguarding Adults Board provides this strategic framework across local agencies and co-ordinates activities to ensure continuous improvement. Members include voluntary sector partners, the Police, NHS Barking and Dagenham, London Ambulance Service, Barking, Havering & Redbridge University Hospital Trust, the Council, NELFT Mental Health Services and Community Health Services. The Board also has a variety of subgroups which it tasks to deliver its work.
- 1.3 The Safeguarding Adults Board is accountable to the Barking and Dagenham Partnership and presents an Annual Report to the Partnership via the Public Service Board.

2. Proposal

- 2.1 The Cabinet is requested to note the annual report and in particular the extensive progress made over the last year in raising the level of safeguarding adult reporting.

This annual report provides an overview of the achievements of the Safeguarding Adults Board between April 2009 and March 2010. It also provides detailed analysis of performance which allows us to identify future action alongside emerging issues.

Headline achievements include:

- Increased governance and membership of the Safeguarding Adults Board
- Appointment of an Independent Chair
- Review and subsequent Restructure of Sub Groups
- Formal links established with other strategic boards
- Greater alignment with Community Safety
- Funding for a dedicated Safeguarding Team at Barking, Havering and Redbridge University Trust
- Appointment of a Strategic Implementation Lead at NHS Barking and Dagenham

- Appointment of a Safeguarding Adults Co-ordinator at Barking and Dagenham Metropolitan Police
- Appointment of a named nurse at Barking and Dagenham Community Health Services
- Specialist leads appointed across Mental Health Services
- Review and Restructure of Safeguarding Adults Team
- **I Care** Communication campaign and strategy
- Development of a *Six Lives* Action Plan
- Improved Performance Management and Quality Assurance
- Development of a bespoke competency based training plan and roll out to 1,400 staff from across all agencies and the independent sector
- Establishment of Deprivation of Liberty Safeguards Infrastructure
- Improved Safeguarding aspects of Commissioning and Contracting
- Development of Safeguarding and personalisation framework

3. Financial Issues

- 3.1 Safeguarding Adults is a corporate responsibility which is core business for all departments. Within the Council there is a dedicated Safeguarding Adults Budget of £432,611 which supports the co-ordination of this work through its central Safeguarding Adults Team.

4. Legal Issues

- 4.1 The Department of Health published guidance 'No Secrets' in 2000. This document clearly states an expectation placed on local agencies around prevention, protection and detection of abuse of vulnerable adults. The guidance also recommends that Adult Social Services should take the lead for this partner-agency work.

While the duty to lead this response rests with Adult Social Services it is widely acknowledged that Safeguarding Adults is everyone's responsibility and all have a duty to report suspected, alleged or confirmed incidents of abuse.

'Failure to take reasonable and appropriate steps to safeguard individuals from abuse or life threatening events is a breach of Articles 2 & 3 of the European Convention on Human Rights. It is important that adult protection is triggered when someone is believed to be at risk of harm/abuse and not only at the point where there is demonstrable evidence of harm.'

[Flynn, 2007, 5.3]

This stance was further strengthened in January 2010 when the then Minister of Care Services, Phil Hope, announced that Safeguarding Adults Boards were going to be given a statutory footing.

5. Other Implications

5.1 Risk Management

The Safeguarding Adults Board aims to oversee the effective responses to allegations of abuse and neglect of vulnerable adults. Progress against our action plan is detailed within Annual Report and indicates that risks are being identified and mitigated.

5.2 **Contractual Issues**

The Safeguarding Adults Board Strategy recognises the importance of mainstreaming safeguarding into services that we commission through contract arrangements. By managing the market in this way we are able to better protect service users and carers from discrimination.

5.3 **Staffing Issues**

A key component of our strategy is the continued recognition by staff across specialists and sectors that safeguarding adults is everybody's business. This Annual Report sets out our achievements in building this consensus. There are, however, no specific staffing issues in this report.

5.4 **Customer Impact**

Central to Safeguarding Adults work are the concepts of 'Putting customers first' through ensuring that all customers are treated with dignity, respect, equality and fairness. The Strategy and Action Plan acknowledges that some individuals are more likely to be abused than others and less likely to be able to protect themselves against significant harm or exploitation" and so the work plan reflect this through its communication plan and policy and procedures. A full Equality Impact Assessment has been carried out to ensure that the Safeguarding Adults Board Strategy and Action Plan to ensure equality for all customers.

While the Equality Impact Assessment highlighted areas for improvement including the need to engage with faith groups around the issue of harmful cultural practice and the need to ensure that there was a formal process to capture low level complaints the underlying conclusion was that the Strategy is having a positive impact upon reducing the inequalities faced by vulnerable adults by providing them with increased access to support and protection. Through the implementation of this strategy which is evidenced in this Annual Report we are able to measure our progress to improve the quality of their lives by supporting them to live free from abuse and neglect.

5.5 **Safeguarding Children**

The Safeguarding Adults Board Strategy sets out both formal and informal arrangements with the Local Safeguarding Children's Boards as well as with colleagues in Children's Safeguarding and Rights. Through these arrangements the Board has been able to establish clear mechanisms to address the gap between children and adults safeguarding. In doing so the Boards are able to ensure that vulnerable adults and children are equally protected when either access the system.

5.6 **Health Issues**

Safeguarding Vulnerable Adults from abuse and neglect is a public health issue which is prioritised by health agencies who are appropriately represented upon the Safeguarding Adults Board. Keeping vulnerable people safe further contributes to the Partnership's Health and Wellbeing Strategy.

5.7 **Crime and Disorder Issues**

Abuse and neglect can often constitute a criminal offence and as such is recognised as a priority for the Crime and Disorder Partnership. This Annual Report also sets out the partnership compliance with Section 17 of the Crime and Disorder Act 1998 which places a duty on responsible authorities to consider crime and disorder implications when exercising its various functions in order to do all that it reasonably can to prevent, crime and disorder in its area.

5.8 **Miscellaneous and Supplemental**

The Safeguarding Adults Board Strategy and Action plan fits into the One Barking and Dagenham Programme by delivering a safeguarding adults service which promotes the safety and wellbeing of vulnerable adults by encouraging respect and fairness. The strategy and action plan supports the value of 'Putting customers first' through the promotion of person centred responses; 'Taking responsibility' through mainstreaming the ethos that safeguarding is a corporate responsibility for all staff; 'Treating each other fairly and respectfully' through training and awareness around safeguarding and the inequalities faced by certain groups; 'Working together' by harnessing partners and the community in our response to vulnerable adults; 'Achieving excellence' by mainstreaming procedural quality assurance and monitoring to ensure that services provided are excellent.

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

- Safeguarding Adults Board Strategy and Action Plan 2009 -11
- Safeguarding Adults Board Constitution
- Equality Impact Assessment Safeguarding Adults Board Strategy and Action Plan April 2010
- No Secrets

7. **List of appendices:**

Appendix 1 - Barking and Dagenham Safeguarding Adults Board Annual Report
APRIL 2009 - March 2010

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CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR HEALTH AND ADULT SERVICES

Title: Barking and Dagenham Response to the H1N1 Pandemic Flu 2009/10 Final Report		For Information
<p>Summary: The Influenza Planning Committee (IPC) have been planning for the event of a pandemic influenza for many years. Whilst the 2009/10 incident has been a learning process to all involved it clearly highlights the firm foundations built over this time. The contributions made by individuals, teams and organisations have been recognised. The continuity and commitment of the Partnership and having a robust multi agency plan in place proved pivotal to the success of the response to the swine flu incident.</p> <p>Wards Affected: All</p>		
<p>Recommendation(s)</p> <p>The Cabinet is recommended to note:</p> <ul style="list-style-type: none"> (i) The Barking and Dagenham Response to the H1N1 Pandemic Flu 2009/10 Final Report; and (ii) That the Influenza Planning Committee will monitor progress against actions from lessons learnt. 		
<p>Reason(s) To assist the Council and its partners in achieving the community priorities of working together for a borough in which local people can stay safe and remain healthy.</p>		
<p>Comments of the Chief Financial Officer</p> <p>The report has been noted and there are no specific comments.</p>		
<p>Comments of the Legal Partner</p> <p>The report has been noted and there are no specific comments.</p>		
<p>Head of Service: Matthew Cole</p>	<p>Title: Joint Director of Health Improvement</p>	<p>Contact Details: Tel: 020 8532 6356 E-mail: matthew.cole@barkingdagenham.nhs.uk</p>
<p>Cabinet Member: Linda Reason</p>	<p>Portfolio: Health & Adult Services</p>	<p>Contact Details: Tel: 020 8227 2116 E-mail: mailto:linda.reason2@lbbd.gov.uk</p>

1. Background

- 1.1 In April 2009 the world became aware of cases of illness caused by a novel influenza virus, then termed swine influenza A/H1N1. Over the following five days, the World Health Organisation (WHO) announced that the global pandemic alert level had increased from WHO Phase 3 to WHO Phase 5. On 11 June, WHO declared WHO Pandemic Phase 6 and the official start of the first pandemic of the 21st Century.

Locally, the first case of H1N1 was confirmed on 2nd June 2009. The initial containment phase involved testing those with symptoms, treating those confirmed as infected and providing antiviral prophylaxis to contacts.

This phase ended on the 2nd July 2009 when the country entered the treatment phase when patients were given antiviral drugs if they were displaying classic symptoms. In Barking and Dagenham 30 people were diagnosed with swine flu by testing (swabbing) prior to the switch to treating all those with suggestive symptoms.

The peak week for flu diagnoses in London was the week beginning the 13th July 2009, whereas Barking and Dagenham peaked in November that year. Locally 4,893 courses of antivirals were dispensed and this figure provides an estimate of the total number of suspected cases seeking healthcare.

- 1.2 In 2009/10 NHS Barking and Dagenham (NHSBD) and our partners, especially the Council focused on strengthening our joint plans for responding to pandemic flu. This involved running a number of major multi-agency events and table-top exercises designed to test and/or review the plans of the participating agencies in their response to pandemic flu. These events involved the NHSDB, the Council, other local NHS organisations, the Police, Ambulance Service, Fire Brigade and local community organisations in considering our preparedness and our collective plans to maintain essential services and to care for those with flu during a flu pandemic.

2. Proposal

- 2.1 This pandemic did not result in a large number of cases or significant disruption of healthcare in Barking and Dagenham. Barking and Dagenham experienced the first case and community peak a number of weeks later than London overall. The hospitals experienced two peaks of admission of suspected cases from Barking and Dagenham – one in July when London experienced a community peak and one in November which was the local peak. Barking and Dagenham residents only constituted one quarter of the total hospital admissions for swine flu for the acute trust across its catchment area. On this occasion the number of admissions were small and only one quarter – about 15 patients - were confirmed as having H1N1 influenza
- 2.2 The post pandemic multi-agency review (25th March 2010) identified some useful learning from the pandemic including the need for greater skill in coordinating major incidents and optimising communications across all partners.

3. Financial Issues

- 3.1 The overall budget for the financial year 2009/10 amounts to approximately £700,000 from NHS Barking and Dagenham this includes agency costings but does not take into account staffing and factoring this in could amount to approximately £1.2million. In respect of Council resources these were more difficult to identify as they were attributed mostly to human resource time in taking people away from their day to day work. The non-pay element of the Council's budget amount to £40,000 but this is believed to be a gross under-estimate of the cost which is put in the region of approximately £350,000.

4. Legal Issues

- 4.1 No specific legal implications.

5. Other Implications

5.1 Risk Management

The Civil Contingencies Act 2004 requires that NHS Barking and Dagenham (NHSBD) prepare for major incidents and other civil emergencies which may affect the borough and its population.

NHSBD leads the development, testing and regular updating of plans through an Emergency Planning Group made up of partner agencies such as the Council and the Health Protection Agency (HPA).. The *NHS Emergency Planning Guidance of 2005* stipulates arrangements in implementing the Act and *Standards for Better Health* requires the NHSBD Board to assure themselves that emergency preparedness arrangements for the organisation are in place, exercised regularly and show evidence of continuous improvement.

NHSBD in partnership with Council, the Police and fire services and the voluntary agencies have established a Joint Influenza Pandemic Contingency Plan, the purpose of which is to assist all agencies in the response to a pandemic. The plan operates on the same system of command and control as for any other major incident.

5.2 Health Issues

The profile of attack of the pandemic virus is now clear. For the majority the illness is mild. However, for a minority the virus causes severe illness and can be fatal. There have been 363 deaths related to pandemic influenza in England to-date and of these 18% were in previously healthy individuals and 82% were under the age of 65. Across the UK, 16 women have died during pregnancy and 35 children under five years of age have died. The figure for H1N1-related deaths in the UK as a whole is 478 (Scotland: 69, Wales: 28, Northern Ireland: 18). Figures 1 and 2 show the breakdown of H1N1-related deaths in England.

The response of the Partnership to the first pandemic of the 21st Century was excellent. Inevitably there will be lessons to be learnt and improvements to be made to our pandemic plans following the experience of the last year. Meanwhile, for many citizens influenza is a vaccine-preventable disease.

For those individuals for whom vaccination is recommended, pandemic H1N1 (2009) influenza is now a vaccine-preventable disease. We must do all we can to ensure as high a take-up of the vaccine as possible. Every dose of vaccine that is given has the potential to reduce unnecessary suffering and the risk of death.

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

None

7. List of appendices:

Appendix 1 - Final report



**Review of the
Barking and Dagenham
Response to the H1N1 Flu Pandemic 2009/2010**

Prepared for

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By Dawne Bloodworth: Pandemic Flu Director (Temp) with support from Roger Brett: Group Manager Emergency Planning & Dr Sue Levi: Public Health Consultant

This version 28.04.2010

Review of the Barking and Dagenham Partnership
Response to the H1N1 Flu Pandemic 2009/10

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Review of the Barking and Dagenham Partnership Response to the H1N1 Flu Pandemic 2009/10

1. INTRODUCTION

In April 2009 the world became aware of cases of illness caused by a novel influenza virus, then termed swine influenza A/H1N1. Over the following five days, the World Health Organisation (WHO) announced that the global pandemic alert level had increased from WHO Phase 3 to WHO Phase 5. On 11 June, WHO declared WHO Pandemic Phase 6 and the official start of the first pandemic of the 21st century.

The first UK cases were reported in Scotland on 27 April, and the first in London on 30 April 2009. Cases continued to increase and London saw the peak of the first wave in July.

The pandemic was originally managed through containment measures (treating cases and providing antiviral prophylaxis to their contacts) which included some school closures. There was a brief period of outbreak management in London (a less stringent version of containment – limited prophylaxis and contact tracing), before the whole country moved to the treatment phase (no prophylaxis or contact tracing) in response to the rapidly increasing number of cases.

Following the first wave London saw a reduction in the number of cases over the school summer holidays which started to increase around the beginning of September when children returned to schools, a second wave commenced and the number of cases increased.

In November, the vaccine became available and was offered to the first at-risk groups, those being pregnant women, household contacts of the immune-compromised, people aged 6 months to under 65 years in the seasonal flu risk groups and those aged over 65 years in the clinical seasonal flu risk groups; and frontline health and social care workers. When more vaccine became available the vaccine was offered to healthy children aged between 6 months and 5 years old.

In January and February 2010, the numbers of cases reduced to an extent that the National Pandemic Flu Service was decommissioned (11 February) and new flu cases were managed through GP consultations.

In 2009/10 NHS Barking and Dagenham (NHSBD) and our partners, especially London Borough of Barking and Dagenham (LBBB) focused on strengthening our joint plans for responding to pandemic flu. This involved running a number of major multi-agency events, and table-top exercises, designed to test and/or review the plans of the participating agencies in their response to pandemic flu. These events involved the NHSDB, LBBB, other local NHS organisations, the Police, Ambulance Service, Fire Brigade and local community organisations and considered our preparedness and our collective plans to maintain essential services during a flu pandemic and also to care for those ill with flu.

The aim of the 2009/10 exercises/events was to inform and test the revised plans in particular the trigger points for organisations and demonstrating partners' co dependencies and their joint resilience (see Table 1 below).

NHSBD and LBBB planned a joint 'recovery event' and debrief during March 2010 which focussed on identifying issues for recovery from pandemic flu and in identifying gaps in recovery plans and formulate actions to address those gaps. A more detailed joint report has been produced from this event to inform the partnership (see '*Exercise Cold Play 2 – Report*'). This review provides a summary of findings for the Barking and Dagenham Partnership and will be forwarded to NHS London (NHSL) and is based on responses from

Review of the Barking and Dagenham Partnership Response to the H1N1 Flu Pandemic 2009/10

key individuals and teams involved in the Barking and Dagenham response to the H1N1 Flu Pandemic 2009/10.

Table 1: List of Events held in B&D in 2009/10

• IPC Introductory Exercise	6 th April
• Influenza Provider Event	3 rd May
• IPC Follow Up Event	20 th May
• LBBB Pandemic Flu Planning Event	8 th June
• Cold Play 2 Exercise	15 th October
• Winter/Flu Resilience Event	6 th November
• Peer Review of Flu Resilience Plans	27 th November
• Cold Play Recovery & Debrief Event	25 th March

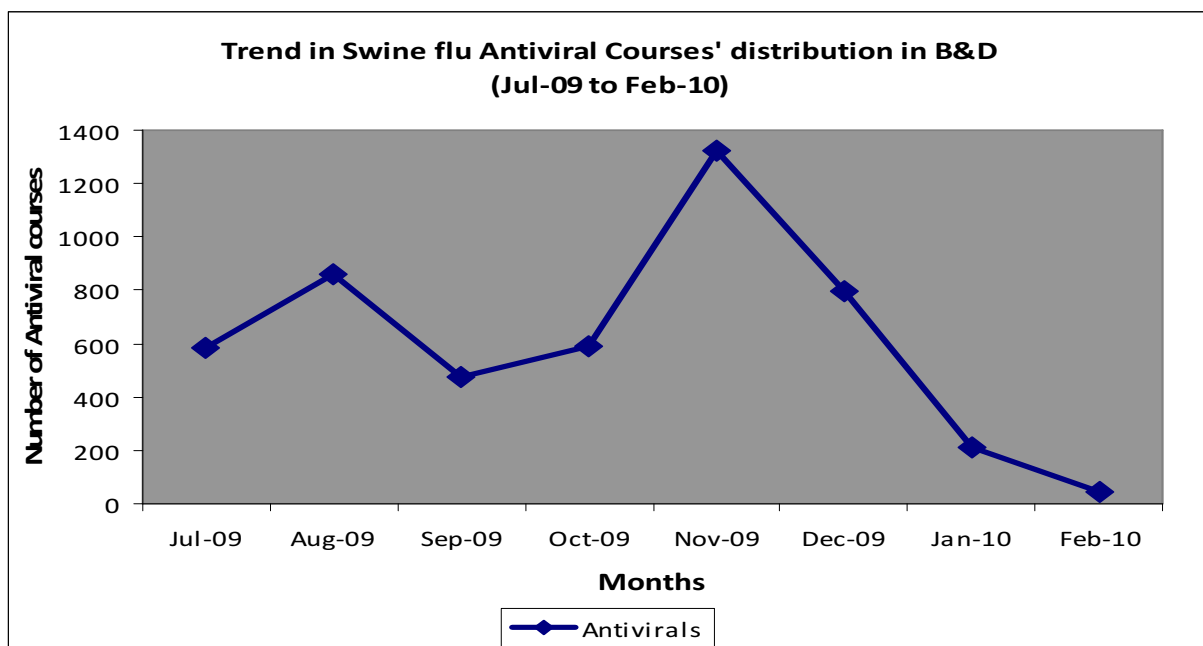
Local Epidemiology

Locally, the first case of H1N1 was confirmed 2nd June 2009. The initial Containment Phase involved testing those with symptoms, treating those confirmed as infected and providing antiviral prophylaxis to contacts.

This phase ended on the 2nd July 2009 when the country entered the Treatment Phase when patients were given antiviral drugs if they had classic symptoms. In Barking and Dagenham 30 people were diagnosed with swine flu by testing (swabbing) prior to the switch to treating all those with suggestive symptoms.

The peak week for flu diagnoses in London was the week beginning the 13th July 2009 whereas Barking and Dagenham peaked in November that year. Locally 4,893 courses of antivirals were dispensed and this figure provides an estimate of the total number of suspected cases seeking healthcare.

The National Pandemic Flu service (NPFS) opened on 23rd July 2009 and provided a telephone service for patients to confirm if their symptoms suggested flu. If flu was likely then patients went to collect drugs from an antiviral collection point (ACP). The NPFS closed on 11th February and ACPs were closed on 31st March 2010.



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The hospitals, Queens and King George's, admitted 61 people from Barking and Dagenham with suspected flu but only 15 (one quarter) were subsequently found to be actual cases. The peak months for diagnosis in hospital inpatients were July and November 2009 and the age group that was most affected, for Barking and Dagenham residents, was the group 15 to 24 years age with 6 confirmed cases.

The acute trust admitted 260 patients with suspected swine flu from its entire catchment area in 2009. There were less than 5 deaths from swine flu in Barking and Dagenham including those where flu was a coincidental finding and not the actual cause of death.

Summary of local epidemiology

This pandemic did not result in a large number of cases or significant disruption of healthcare in Barking and Dagenham

Barking and Dagenham experienced the first case and community peak a number of weeks later than the London overall.

The hospitals experienced two peaks of admission of suspected cases from Barking and Dagenham – one in July when London experienced a community peak and one in November which was the local peak.

Barking and Dagenham residents only constituted one quarter of the total hospital admissions for swine flu for the acute trust across its catchment area

On this occasion the number of admissions were small and only one quarter – about 15 patients - were confirmed as having H1N1 influenza

The post pandemic multi-agency review (25th March 2010) identified some useful learning from the pandemic including greater skill in coordinating major incidents involving all partners and how to optimise communication.

2. COMMAND AND CONTROL

The Civil Contingencies Act 2004 requires that NHSD prepare for major incidents and other civil emergencies which may affect our borough and its population. NHSBD delivers this work through an Emergency Planning Group where partner agencies are involved, close working with the LBB and the Health Protection Agency (HPA), and through development, testing, and regular updating of plans to deal with major emergencies. The *NHS Emergency Planning Guidance 2005* stipulates arrangements in implementing the Act and *Standards for Better Health* requires the NHSBD Board to assure themselves that emergency preparedness arrangements for the organisation are in place, exercised regularly and show evidence of continuous improvement.

NHSBD in partnership with LBB, the Police and Fire Services and the Voluntary Agencies have established a Joint Influenza Pandemic Contingency Plan the purpose of which is to assist all agencies in the response to a Pandemic. The Plan operates on the same system of command and control as for any other Major Incident:

Gold – A Multi-agency Group chaired by the Chief Executive of the Local Authority with membership from the Emergency Services and the Health Sector. The purpose of the Group is to provide leadership for Barking and Dagenham in dealing with the local implications of a flu pandemic

Silver – A Multi-Agency Group chaired by the Director of Adult and Community Services with membership from each of the Bronze Groups. The purpose of the group is to:

- To maintain essential public services wherever possible
- To work collaboratively with all agencies, including local businesses and others
- To encourage community cohesiveness, resilience and self-help

Review of the Barking and Dagenham Partnership Response to the H1N1 Flu Pandemic 2009/10

- To ensure full normal services are resumed as soon as possible
- To make decisions about deployment of local resources, including restricting or withdrawing the usual standard of services in order to minimise the overall loss of life in the population at large during the epidemic
- To ensure co-ordination of bronze group activity and maintain overview
- To co-ordinate the public sector response to the pandemic

Bronze – There are a number of Bronze Multi-Agency Groups delivering the operational response. The groups are chaired by a number of people at Director or Head of Service level and cover the areas of

- Health and Social Care
- Medicines Management
- Infection Control
- Communications
- Human Resources
- Facilities
- Special District Immunisation Committee
- Information Management

2.1 Lessons identified – Command and Control

Good practice

- The command and control structure from Department of Health (DH) to NHS London (NHSL) to NHSBD was very clear.
- Working with NHS London was quite difficult. However when a full time programme manager was appointed there was capacity and assistance to manage this.
- The command and control structure within Barking and Dagenham was very clear to all involved with strong leadership, clarification of roles and integrated joint working arrangements
- Full executive/organisational support for management of pan flu preparations
- Health Protection Agency (HPA) and DH website information was useful
- Daily noon briefs and internal cascading of noon briefs with relevant highlighted points for action
- All teleconferences set up were useful to save time and travelling to give and receive information and feedback

Areas for development

- UK alerts levels not being declared resulted in the IPC being unclear when it was appropriate for the group to change from a planning to response group. All plans from national to regional to local had fluid plans however they all refer to UK alert levels being declared. This requires a review by DH as to why the UK alert levels were not used and what triggers/escalation process will be used in the future.
- Failure of ONEL command and control. This failed to engage council officers.
- There should be a balance between being responsive to issues from NHS London, when they are sent out and how they would like this managed at a later time. With hindsight it would have been more helpful if command and control had taken time to prepare instructions.
- Overall leadership & instructions overlapping and, at times contradictory or illogical with a large number of agencies involved e.g. CMO, NHSL, HPA, GOL & COBRA.
- Organisation of emergency preparedness generally needs to be strengthened to ensure clarity on contingency arrangements. London has two command and control structures in place for all Major Incidents called the 'London Emergency Services Liaison Panel Major Incident Procedure Manual' (LESLP) and the 'London Command and Control Protocol'. All Category 1 responders sign up to both of these and neither of them were enacted. Some NHS participants felt that the LESLP Gold/Silver/Bronze command and control structure was new to them and was a major learning curve during the event.
- Some NHS participants felt that the LESLP Gold/Silver/Bronze command and control structure was new to them and was a major learning curve during the event.
- Routine review of business continuity plans to ensure implementation is delivered quickly
- Scenario planning on workforce issues and the impact on individual services and hence on

Review of the Barking and Dagenham Partnership Response to the H1N1 Flu Pandemic 2009/10

interrelationship between services within NHS and across the wider partnerships. Contingency plans need to mitigate these.

- Dedicated support for emergency planning and associated administration to improve liaison and/or problem solving between Command & Control (C&C) groups
- Appointment of dedicated flu lead earlier (started October) prior to this large workload fell on others
- IT connectivity issues between LBBD and NHSBD critical if command centre is to function 24/7 (now resolved)
- Financial impact and risks understood as part of the control function as in the speed to react and prepare for mass vaccination costs were incurred and the facilities not then utilised.
- Overall it was felt that the same structure for Recovery should be used as for Response and that specific decisions should be taken to change the focus of activity and to stand groups down after reporting that their specific pandemic activity had come to an end.
- The newly implemented ACU cluster, i.e. NHS Outer North East London (ONEL) was not used for local management and its role in C&C in a major incident needs to be clarified.

3 INTERNAL COMMUNICATIONS

The Communications Group produced a strategy and action plan. This was linked to the NHSL communication strategy. All media was handled by the communications team and NHSL guidance followed for briefing upwards for both communications and Serious Untoward Incidents (SUI). Updates were provided weekly for staff through 'The Loop' staff newsletter and communications with primary care providers via, letters, email etc as required.

3.1 Lessons identified – Internal Communications

Good practice

- Communication strategy from NHSL around noon brief and wider cascade for daily updates helped clarify key points and deadlines
- The communications team being the conduit for all information being sent out and regular updates
- Communication team cascaded key points through out the organisation weekly and as required through The Loop staff magazine and the importance of healthcare staff being immunised

Areas for development

- Coordination of administration and communications as when meetings we called urgently or were rearranged quickly not all members were informed or aware
- National templates for artwork and the quality of the national templates were poor

4 EXTERNAL COMMUNICATIONS

The Trust Internet site was kept up to date with all appropriate swine flu information. Information was made available in different formats and languages utilising whatever was available from DH. Factsheets, leaflets and posters distributed to clinics, health centres, GP surgeries, pharmacy and public venues in line with DH requirements. Some specific leaflets were developed for target audiences, for example Barking and Dagenham Carers.

4.1 Lessons identified – External Communications

Good practice

- Barking and Dagenham communication network proved to work very well and proactive press releases to local media
- National Pandemic Flu Service once the initial problems were resolved
- NHS London setting up the flu centre and providing one avenue for communication was highlighted by the group as being an invaluable source of support.
- Noon brief was found to be very useful.

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Areas for development

- National Media communication caused unnecessary panic
- Too much duplication of information received from different sources, this included DH, NHSL, HPA and at times the information received was conflicting. It would have been helpful if DH had delegated authority for NHSL to be the main conduit of information and requests at all times.
- DH stating that information was available on the communication website and it was not there particularly relevant to literature required in different languages.

5 WORKING WITH PARTNERS – INFLUENZA PANDEMIC COMMITTEES (IPCs)

A Multi-agency Group chaired by the Chief Executive of the Local Authority with membership from the Emergency Services and the Health Sector met monthly or as required.

5.1 Lessons identified – Working with Partners

Good practice

- C&C structure clear and having continuity of IPC membership and attendance proved invaluable and commitment of all IPC members
- Group representatives attended meetings as required and enhanced sense of shared ownership was recognised across partnership
- NHS ONEL partners Flu Leads communication/teleconference/training
- Community Health Services providing vaccine to housebound
- Barking Havering Redbridge University Hospital NHS Trust (BHRUT) providing vaccination to pregnant women and other specific groups

Areas for development

- Clarity and coordination of communication as sometimes there was so much going on it could be difficult to follow it all and be clear about responsibilities. Not enough informal communication across the different partnership groups (individuals need to recognise their organisational role as well as specific job role)
- Coordination of membership lists and organisational charts needed to clarify who was doing what to ensure those directly and indirectly involved are aware
- Clearer communication between NHSBD and the Primary Care Contractors perhaps through a regular newsletter would have assisted
- Joined up IT and Software capabilities
- Need to consider how NHS partners in ONEL sector can ensure coordination, support and communication across the economy to reduce duplication of effort and share best practice.

6 VULNERABLE GROUPS

Working with partners we have identified and provided additional services to patients, especially those with long term conditions, disabilities and their carers. We have also provided additional support to the house bound and those in care homes. The flu friend service was provided through the borough adult social services team.

6.1 Lessons identified – Vulnerable Group

Good practice

- Individual organisations and partners working together to clarify and identify vulnerable groups within the community and ensure support available

Areas for development

- Better utilisation of voluntary/third sector partners in coordination in this area and utilising established links/services already in place

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7 PERSONAL PROTECTIVE EQUIPMENT (PPE)

NHSBD managed the storage, stock management and distribution of the PPE from the national stockpile.

7.1 Lessons identified – PPE

Good practice

- Adequate amount of PPE distributed in the first stages of the pandemic
- Fit testing was critical

Areas for development

- PPE (as with vaccine) to be delivered direct to source.
- While the PPE distribution in the first stages was reassuring; the further deliveries of stock were excessive and the ability to order as required to prevent bulk storage solutions and stock going out of date in individual organisations
- Advance storage availability if required must be identified
- Secure finances and systems for urgent purchasing for such outbreaks

8 ANTIVIRALS (AVs)

Initially the antiviral drugs were available through stocks held by the HPA in a few London hospitals. This changed on the 7 May 2009 when stocks of antiviral drugs were provided by the Department of Health to local NHS organisations. Within NHSBD we commissioned eight community pharmacies as Antiviral Collection Points (ACPs). These were opened in a phased approach in readiness to switch to the 'Treatment Phase'. Using our community pharmacies as local antiviral collection points ensured our residents had easy access to antivirals across Barking and Dagenham.

8.1 Lessons identified – Antivirals

Good practice

- Once stockpile was commissioned the contingency with regard to AV stock reporting and delivery worked well.
- Speed of set up of ACP and ability to flex to local demand i.e. shutting down as demand fell
- Use of community pharmacists as ACPs.
- Introduction of the National Pandemic Flu Service was excellent.

Vaccination programme

- Senior clinical leaders taking vaccine
- Vaccine administration was undertaken locally by Occupational Health staff who held drop in clinics cross sites
- Training and accreditation of some Community Pharmacists to provide vaccination in future

Areas for development

- The failure to negotiate a national contract for community pharmacies caused many problems. Ideally a national contract in place in England as there was in Wales.
- To provide clear and concise information at the start of the pandemic regarding storage and monitoring of antivirals
- Central stockpile not individual organisations. It would have worked better if the antivirals were delivered centrally and a separate agency commissioned to deliver stocks to the collection points.
- To review the requirements for surveillance and stock monitoring. The first system of using excel spreadsheets proved to be very time consuming and while it was acknowledged it was only temporary the changing of systems during the pandemic caused confusion to staff in both PCT and ACP.
- The need for support staff to ensure coordination, training and reporting highlighted as an issue

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- Inadequate functions on the SMS, where certain errors and mistakes could not be rectified as and when required caused operational difficulties and delays. The entire SMS needs to be reviewed and tested to ensure that it is fit for purpose.
- More clarity is required on how antivirals should be prescribed and who should prescribe them. Changes to the doses of antivirals in children twice also created potential for wrong doses to be prescribed/ dispensed. In addition the issues around AV vouchers being rejected by the Local Medical Council (LMC) led to various systems being used by GPs to authorise antivirals.
- The process for setting up an ACP and the resources required will be documented for future utilisation as setting up Anti-Viral Collections points proved to be problematic with lack of clarity on timing, and both people and financial resources unclear.
- The perception of antiviral points is that some were close to PCT boundaries e.g. collection points were virtually next door to each other. Boundaries need to be checked, possibly by NHS London.

Vaccination programme

- Early clarification if more than one vaccine available
- Ability to manage mixed messages and get clear guidance re use of vaccines
Need to develop a robust programme for seasonal Flu vaccine delivered locally for staff.

9 VACCINE AND VACCINE CONSUMABLES

NHSBD managed the storage, stock management, distribution and delivery of the vaccine consumables. NHSBD commissioned Barking Havering Redbridge University Hospital Trust's (BHRUT) to provide vaccination to pregnant women. NHSBD also commissioned Occupational Health in London Borough of Barking and Dagenham to provide vaccination programme for front line health care workers, social services staff and others including local Police and school staff.

Most practices within NHSBD agreed to offer the vaccine to the priority groups registered in the practice. The patients from the two practices who did not agree were provided with alternative access via the Community Health Services immunisation team. Services were available for those people unregistered with a GP who fell within the priority groups. NHSBD further commissioned its Community Health Service to complete the vaccination of at risk housebound patients.

9.1 Lessons identified – Vaccine and vaccine consumables

Good practice

- Area of strength was the way the immunisation programme was managed and rolled out locally.
- Providing vaccination clinics at places of work at various times including evening to accommodate staff.
- Working in partnership with BHRUT for immunising pregnant women.
GP's willingness to provide vaccination to at risk community and inclusion of pharmacists and dentists within the vaccination programme

Areas for development

- Better national promotion of benefits of immunisation.
- Vaccine consumables to have been delivered at the same time as the vaccine.
- Vaccine packaging produced a lot of wastage.

10 INCREASING CAPACITY

General Practice: GP practices have been guided to develop business continuity plans and for GP out of hour's services we are assured that our GP out of hours service has robust business continuity plans and surge capacity plans.

Community Pharmacies: Our community pharmacies provide a wide range of extended services and many participate in the trusts minor ailment scheme. We have emergency community rota in place and a high percentage of pharmacists indicate they would be able to offer extended opening. Some have been undertaking accreditation to be able to provide vaccination in future years

Dentists: we are assured that our dentists had business continuity plans.

Intermediate care capacity: There is a weekly meeting of community health and social care teams to address any capacity issues and commission extra capacity in nursing homes.

Social care capacity: LBBD Adult Social Services Commissioning & Contract Section has a quarterly providers' forum for providers of care homes of which local health colleagues are regular attendees providing information and advice related to preventive measure to avoid hospital admissions and facilitate timely return after hospital stay. Weekly problem solving meetings chaired by the Director of Adult Social Services take place to seek resolution to possible delayed discharges.

Acute & Critical Care capacity – our acute trust developed plans for increasing critical care capacity but there was significant risks, e.g. staffing and Paediatric ICU and Maternity services were also highlighted as a risk area.

10.1 Lessons identified – Increasing Capacity

Good practice

- The use of robust business continuity planning by the NHSBD, partners and independent contractors
- Working in partnership with the local authority to increase social capacity and improve care packages.

Areas for development

- Improved collaborative working required on workforce issues and use of workforce data – better and earlier scenario mapping needed.
- Paediatric ITU requires further development across London.
- Recruiting temporary staff there are restraints by system which we need to clarify especially around retired or returning staff and CRB etc

11 REPORTING

Information group coordinated reporting arrangements and a named lead and contingency identified for each report, all necessary staff were provided with the appropriate access, this provided resilience for response. A reporting database was set up which was monitored by the swine flu incident team to ensure that all reports were completed within the set timeframes.

Review of the Barking and Dagenham Partnership Response to the H1N1 Flu Pandemic 2009/10

11.1 Lessons identified – Reporting

Good practice

- Sharing of weekly reports from NHSL was very informative.
- Daily dashboard shared with local authority partners to provide understanding of current position
- Vaccine reporting after some difficulty at first with system
- Barking & Dagenham groups utilised action report log style for reporting which worked well once established

Areas for development

- Workforce information – daily reporting of sickness could have been improved as there was often delay with real time status
- Timescales at times were too tight especially if no explanation of why reports were needed and initially no feedback provided; perhaps reports could be provided by exception only.
- The ImmForm website ran extremely slow at times and crashed 70% of the time due to problems with the Server. Although the technical team did all they could to rectify the situation, strategic planning on the data entry process could have anticipated this
- Concerns expressed about too many different reports to be produced for too many different organisations and additional resources were required to be compliant with reporting demands
- Survey deadlines and timescales were subject to change due to unforeseen circumstances which added to resource burden
- Guidance on relaxation of data protection never resolved. NHSBD have a draft document which is still for consideration.
- Information sharing protocols need to be in place & would be useful in emergencies IT liaison
- Initially we invested resources devising local solutions to certain issues e.g. flu vaccine reporting template. However, in most circumstances a highly structured regimen was subsequently provided. Clarity on what can be progressed locally versus command and control from regional/national planners need to be considered further.

12 FLU/WINTER ASSURANCE PROCESSES

NHSL London Winter/Flu Resilience Assurance Process for 2009/10 which built on the processes and formats used in 2008/09 included the requirement to provide a high degree of assurance. This requirement to provide assurance on the leadership, governance and resilience processes for NHSBD made sure that the trust focused on ensuring that it had plans and processes in place that were both robust and fit for purpose. NHSBD worked in partnership with local health and social care providers to ensure that we had a health economy wide approach.

12.1 Lessons identified – Flu/Winter Assurance

Good practice

- Inter-agency discussion of plans and working in partnership to provide a health economy wide approach.
- Assurance process provided a clear framework to work against.

Areas for development

- Responsiveness of all services to times of increased demand

13 NEXT STEPS

The report 'Cold Play 2 – Recovery' and this review report will be taken to the Barking and Dagenham Gold meeting in April, and copied to NHSL. An action plan produced from the Cold Play 2 event is being discussed at Emergency Planning group in May. Following this

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both this review report and the action plan will be taken to NHSBD Executive and Board meetings and also to Executive group in LBBD. The IPC will monitor the progress against the action plan.

14 FUNDING

The overall budget for the financial year 2009/10 amounts to approximately £700,000 from NHSBD this includes agency costings but does not take into account staffing and factoring this in could amount to approximately £1.2million. In respect of the council resources this was more difficult to identify as it was wrapped up in human resource time in taking people away from their day to day work. The non-pay element of the council's budget amount to £40,000 but this is a gross under-estimate of the cost which is put in the region of circa. £350,000.

15 CONCLUSION

Barking and Dagenham Partnership through the IPC has been planning for the event of a pandemic influenza for many years. While the 2009 incident has been a huge learning curve to all involved, it clearly highlighted the firm foundations built over this time. The continuity and commitment of the membership and having a robust multiagency plan in place proved to be pivotal in the success of the Barking and Dagenham response to the swine flu incident. The contributions made by individuals, teams and organisations are officially recognised.

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CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR FINANCE, REVENUES AND BENEFITS

Title: 2010/11 Budget Monitoring - April to July 2010	For Decision
<p>Summary:</p> <p>This report updates Cabinet with the Council's revenue and capital position for 2010/11 based on data to end July 2010.</p> <p>The council started the 2010/11 financial year in a better financial position than twelve months ago with General Fund (GF) balances estimated at £8.1m, and a robust budget process to set meaningful 2010/11 budgets.</p> <p>Central Government has already indicated that nationally local government will need to contribute £1.165bn toward the £6.2bn of in-year savings. The specific impact on the council is a reduction in funding of up to £5.5m. In order to protect the council's position the Corporate Director of Finance and Resources has instructed the council to continue with the measures put in place during 2009/10 to contain spend. In addition, each department has identified specific savings to mitigate this loss of resources. Cabinet approval for in-year savings is requested.</p> <p>The projected service overspends (not taking account of any in-year savings required) have increased from £2.1m to £3.9m since June 2010. The main reasons being additional projected overspends in Children's and Customer Services Departments. The 2010/11 budget includes a £3m contribution to GF balances. If these service pressures materialise then General Fund balances would not increase to the targeted £10m but reduce to £7.2m.</p> <p>The Housing Revenue Account (HRA) is projected to incur a deficit of £102k. Its balance declining from £3.4m to £3.3m. 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 spend will be within budget. Capital budgets cannot contribute to the General Fund although officers are working to ensure that all appropriate capitalisations occur. This report requests a number of changes to the capital programme in the form of transfers, re-profiles and budget adjustments.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Note the current projected outturn position for 2010/11 of the Council's revenue and capital budget as detailed in paragraphs 3 and 5 of the report, and Appendices A and C; (ii) Note the position for the HRA as detailed in paragraph 4 of the report and Appendix B; 	

- (iii) Note the actions already in place to control spend and tackle the in-year reduced funding;
- (iv) Approve the budget changes proposed in the Customer Services' original savings programme - paragraph 3.1.3;
- (v) Approve the capital transfers, re-profiles and budget adjustments as detailed in paragraph 6 of this report and Appendix D;
- (vi) Approve the proposed in-year savings detailed in paragraph 7 and in Appendix E.
- (vii) Approve the delegation to
 - a). the Corporate Directors of Finance & Resources and Customer Services and relevant Portfolio Holders that any future Customer Services budget transfers for any remaining £554k identified be implemented,
 - b). the Corporate Director of Finance & Resources and relevant Portfolio Holder to allocate and implement the £3m targeted savings within Finance and Resources as these become identified.

Reason(s)

As a matter of good financial practice, the Cabinet 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.

Comments of the Chief Financial Officer

This report indicates the assessment that the council will face significant pressures in remaining within its original 2010/11 budget. This is before reduced resources arising from the Governments in-year actions to reduce the national deficit. The Corporate Director of Finance and Resources has already implemented actions to control spend and set departments savings targets to contribute towards the reduced resources.

Comments of the Legal Partner

Previous reports have advised Members of the obligation upon a billing authority to set a balanced budget each year by virtue of section 32 Local Government Finance Act 1992 taking account of required expenditure, contingencies and reserves among other things. Section 43 makes corresponding provision for major precepting authorities. Those sections require the relevant authorities to set an 'appropriate' level of reserves for the year in question. The reserves may be drawn upon during the year even if as a result they fall below the minimum. Members will note that the comments made in relation to reserves and the budget position for this year going forward.

Similarly Members are reminded of the Council's ongoing duty under section 28 Local Government Act 2003 to keep its financial position under review and if it appears that there has been a deterioration in its position it must take such action as it considers necessary to deal with the situation. Members will note the progress highlighted in this report and wish to satisfy themselves that sufficiently robust actions are being taken to manage service delivery within a shrinking budget base.

Previous reports have made reference to the duty of the Section 151 Officer to issue a notice under 114 Local Government Finance Act 1988 that no financial expenditure take place without her express authorisation if it appears to her that the expenditure incurred by the authority (including proposed expenditure) in a financial year is likely to exceed the resources (including sums borrowed) available to meet that expenditure. While financial challenges remain the Council's position is reported to have significantly improved. For future budget monitoring reports this power will only be referred to if the Council's position worsens to the point where this becomes a realistic option.

Head of Service: Jonathan Bunt	Title: Corporate Financial Controller	Contact Details: Tel: 020 8724 8427 E-mail: jonathan.bunt@lbbd.gov.uk
Cabinet Member: Councillor Geddes	Portfolio: Finance, Revenues and Benefits	Contact Details: Tel: 020 8227 2116 E-mail: cameron.geddes2@lbbd.gov.uk

1. Background

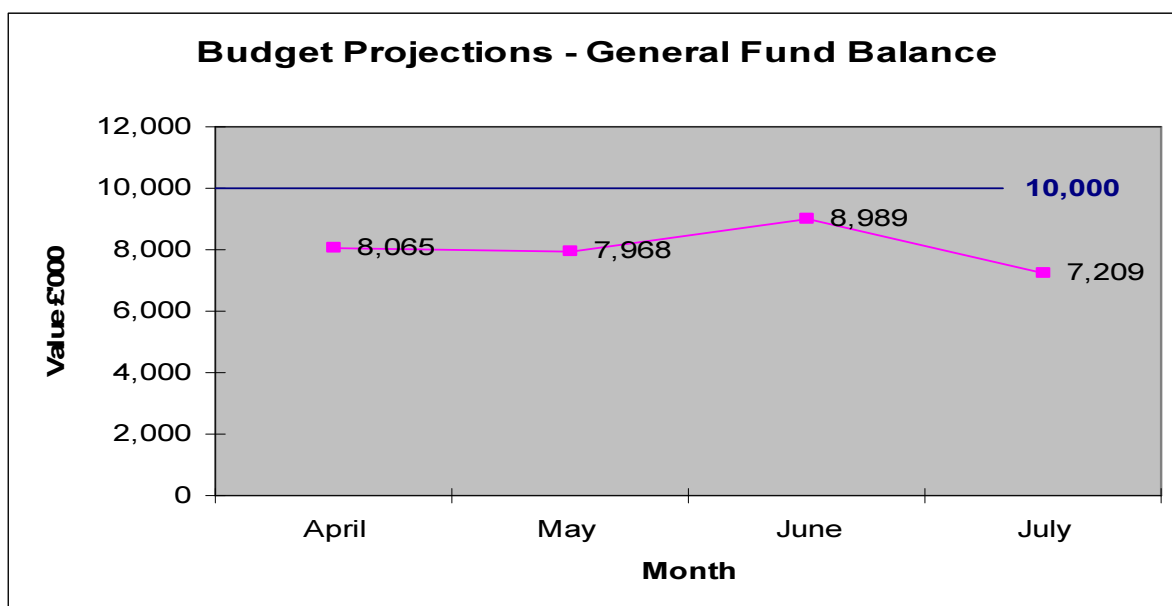
- 1.1 The Outturn report to Cabinet on 8 June 2010 reported that, as at 31 March 2010, general fund balances stood at £8.1m, an increase of £4.4m on the position twelve months earlier. This position is subject to review by external audit and therefore may change prior to the finalisation of the accounts at the end of September.
- 1.2 This report provides a summary of the Council's General Fund (GF) revenue, HRA and Capital positions and consequent balances based on recurring pressures from last year, risks to anticipated 2010/11 savings and any new pressures.
- 1.3 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 through both monthly briefing to the Cabinet Member for Finance, Revenues and Benefits, and this report to Cabinet. This helps Members to be regularly updated on the Council's overall financial position and to enable the Cabinet to make relevant decisions as necessary on the direction of both the revenue and capital budgets.
- 1.4 The report is based upon the core information contained in the Oracle general ledger system supplemented by examination of budgets between the budget holders and the relevant Finance teams. In addition, for capital monitoring there is the work carried out by the Capital Programme Management Office (CPMO).

2 Current Overall 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 not increase by the anticipated £3m but reduce to £7.2m. The Chief Finance Officer has a responsibility under statute to ensure that the Council maintains appropriate balances. Actions have already been put in place to reduce the Council's cash out-goings.
- 2.2 In the report to Members regarding the setting of the 2010/11 annual budget and Council Tax, the Corporate Director of Finance and Resources, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003, set a target GF reserves level of £10m. The current projected balance for the end of the financial year is 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.

When setting the HRA budget for 2010/11 the surplus anticipated for 2009/10 was £3.392m leading to estimated balances as at 31 March 2011 of £4.369m. The final 2009/10 outturn surplus was £2.423m giving the current opening balance of £3.4m.

	Balance at 1 April 2010	Projected Balance at 31 March 2011	Target Balance at 31 March 2011
	£000	£000	£000
General Fund	8,065	7,209	10,000
Housing Revenue Account (including Rent Reserve)	3,400	3,233	4,369



2.3 The current projected variance at the end of the year across the Council for the General Fund is shown in the table below.

	July Projected Variance £000	June Projected Variance £000	May Projected Variance £000
<u>Service Expenditure</u>			
Adult and Community Services	0	0	0
Children's Services	2,764	1,488	2,030
Customer Services	1,092	546	967
Finance & Resources	0	42	100
General Finance	0	0	0
Total Service In-Year Pressures	3,856	2,076	3,097
<u>Corporate Issues</u>			
Budgeted contribution to balances	3,000	3,000	3,000
Total In-Year Pressures	856	(924)	97

- 2.4 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.

3 General Revenue Services

- 3.1 The departmental positions are shown in Appendix A. The key areas of potential overspend and risks are outlined in the paragraphs below.

3.1.1 Adult and Community Services

The Adult and Community Services budget position as at the end of July 2010 remains challenging. At this stage of the year the Department continues to project a broadly break-even budget position for year end with the caution that this is based on activity for the first 4 months.

The Department and its Management Team have a track record of dealing with issues and pressures throughout the year to deliver a balanced budget. At this stage all budget pressures are being managed within the overall budget for the department.

3.1.2 Children's Services

The department is currently projecting an overspend of £2.764m. The increased risk largely relates to an increase in the Safeguarding and Rights placement budget overspend (£3m) which is driven by the level of children we are currently providing services to and an underlying demand on our services. The figure includes a projected £300k overspend on the legal budget reflecting an increase in child protection cases and the associated increase in court fees, other disbursements and cost of Counsel. Children's Services DMT are continuing to identify compensating savings, review commitments that can be held back or not renewed, and consider alternative arrangements to help tackle this potential overspend.

There are other pressures reported and anticipated within Children's Services for which actions are being taken to contain the risks within budget. The government's ongoing cuts in specific grant funding (including £108k from the Training and Development Agency grant; £60k from Buddy Programme; cessation of Contact Point grant from Quarter 2) are creating significant pressures that the service now has to manage.

Dedicated School Grant (DSG)

There is no overspend reported in this area but there are pressures of circa £688k on non maintained fees for SEN children. This will be taken to the Schools Forum for discussion/resolution.

3.1.3 Customer Services

The forecast overspend of £546k for June has increased to £1.09m for July. The main reasons for this £544k increase is an estimated shortfall in trade waste income, potential overspends in employee expenses and services and supplies, and a risk to savings due to a delay envisaged in the implementation of the Fleet procurement

contract. These key risk areas are being monitored and action plans are in place to manage these pressures.

The table below summarises how the Department's original savings target of £3.15m has been revised to provide a more deliverable programme of savings across the divisions and to reflect the re-organisations in both Revenues and Benefits (R&B) and Barking and Dagenham Direct (B&DD), and timing of fleet management contract. Cabinet is asked to approve these changes and the consequent budget adjustments.

Ref	Original Savings Target	£000	Revised Savings Target	£000
1	Fleet Procurement-Contract start delayed until October	810	Delay in implementation	356
2	Additional services on ground maintenance to the HRA		Currently expected to achieve	610
3	Restructure winter activity in Parks	156	Currently expected to achieve	156
4	E&E-Staff restructure in Divisional support to achieve target operation model.		Currently expected to achieve	166
5	Vacancy Management across E&E		Pressure on salary budget around Overtime and the use of agency staff	400
6	Parking income - improved process		Issues around collection due to problems with new Civica system	150
7	Staff Restructure in BD&D	781	Achieved	306
8	Revised structure in One Stop Shop -BD&D	200	Achieved	200
9	Staff Restructure in R&B	1053	Achieved	656
10	Efficiency savings across Housing	150	Currently expected to achieve	150
		3,150		3,150

3.1.4 Finance and Resources

The department overall is projecting a breakeven projection against its budget. Nevertheless there are pressures on the achievement of income levels in a number of areas that are being managed. There are pressures in Legal Services in relation to the cost of recruitment and use of locum lawyers which is being carefully monitored to ensure that an overspend does not arise or new funding is identified to cover some of these costs.

3.1.5 General Finance

General Finance continues to project to remain within its budget in 2010/11. As part of setting a robust 2010/11 budget the council agreed a contingency budget of £6m. £3.48m was allocated from contingency by Cabinet on 8 June and £120k at the 6 July Cabinet. Previously agreed by the Executive on 14 July 2009, £68k has been transferred from contingency to Children's Services in relation to the Youth Access Card. This leaves a balance of £2.355m.

4 Housing Revenue Account

4.1 A detailed review of the HRA in July resulted in a reduction in full year outturn forecast to £102k overspend compared with a £167k overspend projected in June. This change is due in part to increased rental streams as a result of improved turnaround time of void properties and the offset of the previously reported £350K unbudgeted Leaseholder Insurance Premium by other savings within the service.

4.2 The detailed HRA position is shown in Appendix B.

5 Capital Programme

5.1 At this stage in the year, it is projected that there will be an underspend of £1.2m of the budget for 2010/11. This projection only takes account of schemes that have been approved and appraised. The departmental analysis is at Appendix C.

6 Capital Schemes Re-profiles/ Adjustments

6.1 A review of the delivery of all projects has been undertaken and reprofiling of a number of capital projects is required as shown in Appendix D (i). The yearly expenditure changes that these proposed profiles will have are shown in the table below:

Year	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000
Current Profile	30,362	2,873	1,188	34,423
Proposed Profile	25,263	7,953	1,207	34,423
Adjustment	(5,099)	5,080	19	0

6.2 To ensure the optimal use of capital resources, virements to several schemes are requested:

- Barking Town Centre Public Realm (£340k) to Town Square Acquisitions.
- Family & Child Health Centre (£599k) to London Road Market Square.
- Voice & Data Communication (£11k), Desk Top Management (£35k) and Citrix Server Upgrade (£51k) to One Barking & Dagenham ICT project.

Detailed proposals are shown in Appendix D (ii).

6.3 As a consequence of the review, budget adjustments to several schemes are required because of the anticipated ending of some external funding streams and the outcome of a further analysis of budget approvals. The yearly expenditure changes that these adjustments will have are shown in the table below:

Year	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000
Current Profile	41,327	6,639	5,150	53,116
Proposed Profile	34,033	7,701	750	42,484
Adjustment	-7,294	1,062	-4,400	-10,632

The funding implications of these changes are shown below:

Year	2010/11	2011/12	2012/13	Total
External Funding	£'000	£'000	£'000	£'000
Current Profile	27,438	470	750	28,658
Proposed Profile	20,184	1,532	750	22,466
Adjustment	-7,254	1,062	0	-6,192
Borrowing	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000
Current Profile	13,889	6,169	4,400	24,458
Proposed Profile	13,849	6,169	0	20,018
Adjustment	-40	0	-4,400	-4,440

6.4 Detailed proposals are shown in Appendix D (iii).

7 In-Year Savings

7.1 The emergency budget announced by Government on 22 June 2010 resulted in a reduced level of Government resources to LBBB in 2010/11, and future years. As a result the Corporate Director of Finance and Resources identified the need for each department to make significant in-year savings.

7.2 This report identifies the proposals made by each department to achieve these in-year savings. Once approved departmental budgets will be reduced and future monitoring reports will report performance against the lower level of resources.

7.3 The council-wide in-year savings targets and proposals are set out in the table below. The detailed proposals by departments are set out in Appendix E.

	In-Year Savings Target	Proposals	Variance
	£'000	£'000	£'000
Adult & Community Services	1,800	1,800	0
Children's Services	1,800	1,800	0
Customer Services	1,800	1,246	554
Finance & Resources	3,000	836	2,150
Council Wide Total	8,400	5,696	2,704

Customer Services will continue to look for additional savings of £554k to meet their target of £1.8m. The Corporate Director of Finance and Resources will continue to work with Finance and Resources managers to specify the savings to meet the overall £3m target savings.

8 Legal Issues

8.1 See summary section for Legal Partner comments

9 Other Implications

- **Risk Management**

The final financial position for 2009/10 is still subject to review by the external auditor and is therefore at risk of change. 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 below the level recommended by the Corporate Director of Finance and Resources in order to meet potential future financial risks.

- **Staffing Issues**

As part of the measures to reduce in-year pressures a freeze on recruitment has been implemented. Recruitment will be limited to essential appointments only and overtime payments will be minimised.

- **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 will be made to mitigate any impact on front line services.

- **Property / Asset Issues**

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

10 Background Papers Used in the Preparation of the Report:

- Councils Provisional Revenue and Capital Outturn 2009/10 – Cabinet 8 June 2010, Minute 8
- Youth Access Card, Executive 14 July 2009 Minute 29

11 List of appendices:

Appendix A – General Fund Revenue Budget Monitoring Statement – July 2010

Appendix B – Housing Revenue Account (HRA) Budget Monitoring Statement – July 2010

Appendix C – Capital Programme Budget Statement – July 2010

Appendix D – Capital Re-profiles – 2010 -2011

Appendix E – Proposed Departmental In-Year Savings

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REVENUE MONITORING STATEMENT - JULY 2010/11

SERVICES	2010/11				
	Provisional Outturn 2009/10	Original Budget	Working Budget	Projected Outturn	Projected Variance
	£'000	£'000	£'000	£'000	£'000
<u>Adult & Community Services</u>					
Adult Care Services	5,451	5,340	5,340	5,340	-
Adult Commissioning Services	44,371	45,722	46,722	46,722	-
Community Safety & Neighbour	3,303	4,119	4,119	4,119	-
Community Cohesion & Equalitie	7,461	8,130	8,129	8,129	-
Leisure & Arts	6,443	6,053	6,053	6,053	-
SSR/ Other Services	512	616	745	745	-
	67,541	69,980	71,108	71,108	-
<u>Children's Services</u>					
Quality & Schools Improvement	6,711	9,197	9,192	9,092	- 100
Integrated Family Services	593	1,694	1,692	1,577	- 115
Safeguarding & Rights Services	36,248	31,545	31,845	34,906	3,061
Children's Policy & Trust Commi	1,408	6,597	6,814	6,814	- 0
Skills, Learning and Enterprise	1,712	4,366	4,972	4,890	- 82
Other Services	7,623	6,885	6,893	6,893	- 0
	54,295	60,284	61,408	64,172	2,764
<u>Children's Services - DSG</u>					
Schools	- 2,948	- 14,320	- 13,680	- 13,680	-
Quality & Schools Improvement	7,944	10,920	8,715	8,715	-
Integrated Family Services	2,899	1,560	2,941	2,941	-
Safeguarding & Rights Services	140	-	131	131	-
Children's Policy & Trust Commi	1,562	1,070	1,123	1,123	-
Skills and Learning	423	770	770	770	-
Other Services	54	-	-	-	-
	10,074	-	-	-	-
<u>Customer Services</u>					
Environment & Enforcement	21,410	19,520	19,520	20,510	990
Housing Services	939	4,616	4,616	4,718	102
Revenues & Benefits	3,723	1,214	2,188	2,188	- 0
Barking & Dagenham Direct	- 15	- 500	- 499	- 499	-
	26,057	24,850	25,826	26,917	1,092
<u>Finance & Resources</u>					
Chief Executive	458	60	60	60	-
Director of Resources & Busines-	506	647	627	627	-
Legal & Democratic Services	949	827	847	847	-
ICT & eGovernment	- 153	- 414	- 414	- 414	-
Human Resources	- 342	- 181	- 81	- 81	-
Strategic Asset Management/Ca	3,747	1,982	2,283	2,283	-
Corporate Management	5,205	5,411	5,411	5,411	-
Finance & Commercial Services	951	144	251	251	-
Strategy and Performance	- 210	- 164	- 164	- 164	-
Regeneration & Economic Deve	4,379	5,477	5,926	5,926	-
	14,478	13,501	14,746	14,746	0
<u>Other</u>					
General Finance	- 33,296	- 27,850	- 28,806	- 28,806	-
Contingency	-	6,023	2,505	2,505	-
Levies	7,642	7,983	7,983	7,983	-
TOTAL	146,791	154,771	154,771	158,626	3,856

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HOUSING REVENUE ACCOUNT 2010/11 - JULY

Housing Revenue Account 31 July 2010	Revised Budget 2010/11	Forecast 2010/11	Variance 2010/11
	£'000	£'000	£'000
Total Income	-90,080	-90,473	-393
Repairs and Maintenance	23,831	23,781	-50
Supervision & Management	29,435	29,980	545
Rent Rates and Other	577	577	0
HRA Subsidy Payable	18,385	18,385	0
Depreciation	14,170	14,170	0
Increase in Bad Debt Provision	800	800	0
Corporate and Democratic core Revenue Contributions to Capital	811	811	0
Outlay	2,071	2071	0
Total Expenditure	90,080	90,575	495
In Year overspend	0	102	102

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APPENDIX C

SUMMARY OF CAPITAL EXPENDITURE - JULY 2010

	<u>Original Budget (1)</u>	<u>Appraised Budget Revised (2)</u>	<u>Actual to date</u>	<u>Percentage Spend to Date</u>	<u>Projected Outturn (3)</u>	<u>Projected Outturn against Revised Budget</u>
<u>Department</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>%</u>	<u>£'000</u>	<u>£'000</u>
Adult & Community Services	17,603	11,080	3,333	30%	9,172	(1,908)
Children's Services	80,499	41,478	8,580	21%	42,842	1,364
Customer Services	40,573	38,848	4,200	11%	37,291	(1,557)
Resources	21,357	16,840	3,767	22%	17,718	878
Total for all Schemes	160,032	108,246	19,880	18%	107,023	(1,223)

1) Original Budget - all schemes - appraised and unappraised as per Executive 16 February 2010

2) Revised budget takes account of roll forwards/backwards and relates to approved and appraised schemes only. The revised budget will change as a consequence of the reprofiling and virement requests included in this report.

3) All Projected outturns are for schemes that have been approved and appraised.

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Capital Programme 2010-11 Onwards

Reprofiling of Schemes

Department and Division: Adult & Community Services - Leisure & Arts

Scheme Name: Barking Park Restoration & Improvement

Project Number: 2266

Brief description

This project is part of the Parks and Green Spaces Strategy and has obtained substantial funding from the Heritage Lottery Fund.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	5,563	240	0	5,803
Proposed profile	0	3,800	2,003	0	5,803

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	2,285	240	0	2,525
Departmental Borrowing	0	0	0	0	0
External Funding	0	3,278	0	0	3,278
Source of External Funding	-	HLF, S106	-	-	-
Total	0	5,563	240	0	5,803

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	1,824	936	0	2,760
Departmental Borrowing	0	0	0	0	0
External Funding	0	1,976	1,067	0	3,043
Source of External Funding	-	HLF	HLF	-	-
Total	0	3,800	2,003	0	5,803

Department and Division: Children's Services

Scheme Name: Renewal Kitchens

Project Number: 2601

Brief description:

Projects will require retentions to be rolled into following year. This is a form of guarantee against the contractor for any faulty work.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	375	0	0	375
Proposed profile	0	360	15	0	375

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	375	0	0	375
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	-	-	-	-	-
Total	0	375	0	0	375

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	360	15	0	375
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	-	-	-	-	-
Total	0	360	15	0	375

Department and Division: Children's Services

Scheme Name: Campbell Infant & Juniors

Project Number: 2735

Brief description:

Project progressing well and spend ahead of schedule. This is reflected in amended profile below.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	727	1,238	35	0	2,000
Proposed profile	727	1,248	25	0	2,000

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	727	1,238	35	0	2,000
Source of External Funding	-	-	-	-	-
Total	727	1,238	35	0	2,000

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	727	1,248	25	0	2,000
Source of External Funding	-	-	-	-	-
Total	727	1,248	25	0	2,000

Department and Division: Children's Services

Scheme Name: Beam Primary Expansion.

Project Number: 2759

Brief description:

Firm costs now identified by the design team and work has commenced on site; subsequently a more accurate spend profile has been determined.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	222	3,528	250	0	4,000
Proposed profile	222	3,678	100	0	4,000

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	222	3,528	250	0	4,000
Source of External Funding	-	-	-	-	-
Total	222	3,528	250		4,000

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	222	3,678	100	0	4,000
Source of External Funding	-	-	-	-	-
Total	222	3,678	100	0	4,000

Department and Division: Children's Services Finance

Scheme Name: St Joseph

Project Number: 2799

Brief description:

This is a new project and re-profiling is required as detailed work on anticipated spends has now been completed.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	1,587	558	55	2,200
Proposed profile	0	1,100	1,100	0	2,200

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	0	1,587	558	55	2,200
Source of External Funding	-	-	-	-	-
Total	0	1,587	558	55	2,200

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	0	1,100	1,100	0	2,200
Source of External Funding	-	-	-	-	-
Total	0	1,100	1,100	0	2,200

Department and Division: Children's Services

Scheme Name: Barking Riverside

Project Number: 2745

Brief description:

Firm costs now identified by the design team and work has commenced on site; subsequently a more accurate spend profile has been determined.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	297	9,703	500	0	10,500
Proposed profile	297	7,010	3,015	178	10,500

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	297	9,703	500	0	10,500
Source of External Funding	-	-	-	-	-
Total	297	9,703	500	0	10,500

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	297	7,010	3,015	178	10,500
Source of External Funding	-	-	-	-	-
Total	297	7,010	3,015	178	10,500

Department and Division: Children's Services

Scheme Name: Thames View Infants

Project Number: 2776

Brief description:

Detailed work has been completed on this project and an anticipated spend profile has been determined.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	27	1,138	167	8	1,340
Proposed profile	27	864	420	29	1,340

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	27	1,138	167	8	1,340
Source of External Funding	-	-	-	-	-
Total	27	1,138	167	8	1,340

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	27	864	420	29	1,340
Source of External Funding	-	-	-	-	-
Total	27	864	420	29	1,340

Department and Division: Children's Services

Scheme Name: School's Re-Boiler

Project Number: 2809

Brief description:

Replacing all school's boilers as they breakdown.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	569	0	0	569
Proposed profile	0	519	50	0	569

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	569	0	0	569
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	-	-	-	-	-
Total	0	569	0	0	569

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	519	50	0	569
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	-	-	-	-	-
Total	0	519	50	0	569

Department and Division: Children's Services

Scheme Name: Eastbury

Project Number: 2555.01

Brief description:

Project is now well advanced and the profile needs to be updated to reflect expected expenditure levels.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	5,911	4,089	0	0	10,000
Proposed profile	5,911	3,939	150	0	10,000

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	5,911	4,089	0	0	10,000
Source of External Funding	-	-	-	-	-
Total	5,911	4,089	0	0	10,000

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	5,911	3,939	150	0	10,000
Source of External Funding	-	-	-	-	-
Total	5,911	3,939	150	0	10,000

Department and Division: Children's Services

Scheme Name: St Peters

Project Number: 2800

Brief description:

Project now well advanced on site. This re-profile is required to fine-tune the spend and allow retentions for the next financial year.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	1,532	43	0	1,575
Proposed profile	0	1,500	75	0	1,575

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	0	1,532	43	0	1,575
Source of External Funding	-	-	-	-	-
Total	0	1,532	43	0	1,575

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	0	1,500	75	0	1,575
Source of External Funding	-	-	-	-	-
Total	0	1,500	75	0	1,575

Department and Division: Customer Services – Environment & Enforcement

Scheme Name: Street Lights replacing

Project Number: 2764

Brief description:

The original profile needs to be adjusted following CPMO Appraisal.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	1,040	1,080	1,125	3,245
Proposed profile	0	1,245	1,000	1,000	3,245

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	1,040	1,080	1,125	3,245
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	-	-	-	-	-
Total	0	1,040	1,080	1,125	3,245

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	1,245	1,000	1,000	3,245
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	-	-	-	-	-
Total	0	1,245	1,000	1,000	3,245

Capital Programme 2010-11 Onwards

Virement of Schemes

Department and Division: Finance & Resources – Regeneration & Economic Development

Scheme Name: BTC Public Realm FCHC

Project Number: 2239

Brief description:

Budget to be reduced by £340k leaving £118k to deal with retention etc. Following the virement of £340K to the BTC Acquisitions project (town square) no 2579 and the settlement of any retention the project can be closed.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	1,042	458	0	0	1,500
Proposed profile	1,042	118	0	0	1,160

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	1,042	458	0	0	1,500
Source of External Funding	LTGDC*	LTGDC*	-	-	LTGDC*
Total	1,042	458	0	0	1,500

* Scheme developer

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	1,042	118	0	0	1,160
Source of External Funding	LTGDC	LTGDC	-	-	LTGDC
Total	1,042	118	0	0	1,160

Department and Division: Finance & Resources – Regeneration & Economic Development

Scheme Name: Town Square Acquisitions Phase 2

Project Number: 2579

Brief description:

The Current budget is unlikely to be sufficient to meet the remaining costs for the project as it is subject to a final compensation claim from one occupier who has indicated that they wish the matter to be referred to the Lands Tribunal. The budget is to be supplemented by £340k of the remaining budget from the completed FCHC public realm project 2239.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	3,404	196	0	0	3,600
Proposed profile	3,404	536	0	0	3,940

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	3,404	196	0	0	3,600
Source of External Funding	Redrow *	Redrow*	-	-	-
Total	3,404	196	0	0	3,600

* Scheme developer

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	3,404	536	0	0	3,940
Source of External Funding	Redrow	Redrow Recycled LTGDC	-	-	-
Total	3,404	536	0	0	3,940

Department and Division: Finance & Resources- Regeneration & Economic Development

Scheme Name: Family and Child Health Centre

Project Number: 2343

Brief description:

This project has been completed and funding of £599K already received is requested to be vired to project 2585. The balance of £400K is S106 monies and this is still to be allocated to an ongoing scheme.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	4,101	999	0	0	5,100
Proposed profile	4,101	400	0	0	4,501

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	4,101	999	0	0	5,100
Source of External Funding *	DCLG	DCLG S106	-	-	-
Total	4,101	999	0	0	5,100

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£000	£000	£000	£000	£000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	4,101	400	0	0	4,501
Source of External Funding	DCLG	S106	-	-	-
Total	4,101	400	0	0	4,501

Department and Division: Finance & Resources- Regeneration & Economic Development

Scheme Name: London Road Market Square

Project Number: 2585

Brief description:

Phase 2 of the project is still in the OJEU procedure, working towards the award of conditional contract in October. The project funding originally came from English Partnerships, TFL and LTGDC. A subsequently reduced funding allocation from English Partnerships has meant that all the available funding has now been claimed, and thus, this years' opening budget should be nil (not £286,000 as indicated). Further to this, it is now proposed that £599,000 be vired from project scheme 2343.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	3,296	286	0	0	3,582
Proposed profile	3,296	599	0	0	3,895

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	3,296	286	0	0	3,582
Source of External Funding	LTGDC TFL HCA	LTGDC TFL HCA	-	-	LTGDC TFL HCA
Total	3,296	286	0	0	3,582

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	3,296	599	0	0	3,895
Source of External Funding	LTGDC, TFL, HCA	LTGDC, TFL, HCA	-	-	-
Total	3,296	599	0	0	3,895

Department and Division: Finance & Resources- ICT
Scheme Name: Voice & Data Communication
Project Number: 2598

Brief description:

Project completed. 2010/11 Roll forward balance to be transferred to project 2738.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	11	0	0	11
Proposed profile	0	0	0	0	0

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	11	0	0	11
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	0	0	0	0	0
Total	0	11	0	0	11

Department and Division: Finance & Resources - ICT
Scheme Name: Desk Top Management
Project Number: 2551

Brief description:

Project completed. 2010/11 Roll forward balance to be transferred to One Barking & Dagenham Capital Project (2738).

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	35	0	0	35
Proposed profile	0	0	0	0	0

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	35	0	0	35
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	0	0	0	0	0
Total	0	35	0	0	35

Department and Division: Finance & Resources- ICT
Scheme Name: Citrix Server Upgrade
Project Number: 2549

Brief description:

Project completed. 2010/11 Roll forward balance to be transferred to One Barking & Dagenham Capital Project (2738).

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	51	0	0	51
Proposed profile	0	0	0	0	0

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	51	0	0	51
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	0	0	0	0	0
Total	0	51	0	0	51

Department and Division: Resources & Finance- ICT
Scheme Name: One Barking One Dagenham ICT Main Scheme
Project Number: 2738

Brief description:

Virements from projects 2598, 2551 and 2549 requested as these projects have now completed.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	0	0	0	0	0
Proposed profile	0	97	0	0	97

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

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	97	0	0	97
Departmental Borrowing	0	0	0	0	0
External Funding	0	0	0	0	0
Source of External Funding	0	0	0	0	0
Total	0	97	0	0	97

Capital Programme 2010-11 Onwards

Scheme budget adjustments

Department and Division: Finance & Commercial Services- Regeneration & Economic Development

Scheme Name: BTC public realm T Sq and Abbey

Project Number: 2775

This project is funded by Design for London who have reduced the allocated funding for 2010/11 from £500K to £230K. CPMO have been informed of the reduction in funding.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	204	626	0	0	830
Proposed profile	204	356	0	0	560

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	0	0	0	0	0
Departmental Borrowing	0	0	0	0	0
External Funding	204	626			830
Source of External Funding	Design for London	Design for London			Design for London
Total	204	626	0	0	830

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	204	356			560
Source of External Funding	Design for London	Design for London			Design for London
Total	204	356			560

Department and Division: Children' Services Finance
Scheme Name: Northbury Infants & Junior
Project Number: 2555.02

Brief description:

10/11 Budget requires amendment to reflect anticipated spend and funding available.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	5,938	178			6,116
Proposed profile	5,938	62			6,000

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	5,938	178			6,116
Source of External Funding					
Total	5,938	178			6,116

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	5,938	62			6,000
Source of External Funding					
Total	5,938	62			6,000

SCHEME BUDGET ADJUSTMENTS

Department and Division: Children' Services Finance
Scheme Name: Additional School Places.
Project Number: 2724

Brief description: 10/11 Budget requires amendment to reflect anticipated spend and funding available.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	1,254	629			1,883
Proposed profile	1,254	259			1,513

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	1,254	629			1,883
Source of External Funding					
Total	1,254	629			1,883

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	1,254	259			1,513
Source of External Funding					
Total	1,254	259			1,513

Department and Division: Children' Services
Scheme Name: Roding Primary School (Annex)
Project Number: 2736

Brief description:

Project now well advanced. Accurate spend is now known. Retentions will be required for 11/12.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	1,996	7,904	100	750	10,750
Proposed profile	1,996	7,754	250		10,000

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	1,996	7,904	100	750	10,750
Source of External Funding					
Total	1,996	7,904	100	750	10,750

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	1,996	7,754	250		10,000
Source of External Funding					
Total	1,996	7,754	250		10,000

Department and Division: Children' Services Finance
Scheme Name: Kitchens
Project Number: 2751

Brief description:

As schemes are developing, a more accurate spend profile has been determined in accordance with funding available.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	7	876	25		908
Proposed profile	7	840	50		897

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	7	876	25		908
Source of External Funding					
Total	7	876	25		908

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	7	840	50		897
Source of External Funding					
Total	7	840	50		897

Department and Division: Children' Services
Scheme Name: Extended Schools – Phase 5
Project Number: 2779

Brief description:

Extended Schools Funding 2010-11 has been cut by the DFE BY 55% The revised budget allocation is £96k.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		210			210
Proposed profile		96			96

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding		210			210
Source of External Funding					
Total		210			210

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding		96			96
Source of External Funding					
Total		96			96

Department and Division: Children' Services
Scheme Name: Schools Modernisation Fund 10-11
Project Number: 2793

Brief description:

The DfE has now allocated the budget for 10/11 and 11/12. A budget adjustment is required to reflect this.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		2,717			2,717
Proposed profile		1,500	997		2,497

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding		2,717			2,717
Source of External Funding					
Total		2,717			2,717

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding		1,500	997		2,497
Source of External Funding					
Total		1,500	997		2,497

Department and Division: Children' Services
Scheme Name: Legionella
Project Number: 2808

Brief description:

Projects will require retentions to be rolled into following year. This is a form of guarantee against the contractor for any faulty work. In addition to this, budget decreases are required in order to reflect the non-capital elements of the original bid.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	18	621			639
Proposed profile	18	497	15		530

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	18	621			639
Departmental Borrowing					
External Funding					
Source of External Funding					
Total	18	621			639

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing	18	497	15		530
Departmental Borrowing					
External Funding					
Source of External Funding					
Total	18	497	15		530

Department and Division: Children' Services Finance
Scheme Name: Co-Location
Project Number: 2753

Brief description:

This is a 3 year project and re-profiling is required to reflect the changes due to the development of various schemes.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile	108	413	120		641
Proposed profile	108	293	120		521

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	108	413	120		641
Source of External Funding					
Total	108	413	120		641

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding	108	293	120		521
Source of External Funding					
Total	108	293	120		521

Department and Division: Customer Services
Scheme Name: Private Sector Households DFG's
Project Number: 106

Brief description:

The DFG grant claim takes into account an estimate of spend and the authority has been awarded a greater amount of grant than originally budgeted for. Due to the grant conditions requiring authorities to fund 40% of eligible expenditure, an increase in corporate borrowing of £74K is also required. If the increased match funding is not approved, then the grant will need to be returned.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		826			
Proposed profile		950			

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		331			
Departmental Borrowing		0			
External Funding		496			
Source of External Funding		0			
Total		827			

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		380			
Departmental Borrowing		0			
External Funding		570			
Source of External Funding		0			
Total		950			

Department and Division: Children's Services
Scheme Name: Schools Modernisation Fund
Project Number: 2793

Brief description:

The amount reprofiled from 2009-10 was not included in the total budget

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		1,147			1,147
Proposed profile		1,547			1,547

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding		1,147			1,147
Source of External Funding					
Total		1,147			1,147

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding		1,547			1,547
Source of External Funding					
Total		1,547			1,547

Department and Division: Children's Services
Scheme Name: Roding Primary School Annexe
Project Number: 2736

Brief description:

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		11,500	225		11,725
Proposed profile		6,700	100	750	7,550

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding		11,500	225		11,725
Source of External Funding					
Total		11,500	225		11,725

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing					
Departmental Borrowing					
External Funding		6,700	100	750	7,550
Source of External Funding					
Total		6,700	100	750	7,550

Department and Division: Adults & Community Services – Leisure, Arts & Olympics

Scheme Name: Becontree Heath Leisure Centre

Project Number: 2603

Brief description:

Expenditure on this project in previous years was not taken into account when determining the total budget for this project.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		11,000	6,169	4,400	21,569
Proposed profile		11,000	6,169	0	17,169

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		11,000	1,769	4,400	17,169
Departmental Borrowing			4,400		4,400
External Funding					
Source of External Funding					
Total		11,000	6,169	4,400	21,569

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		11,000	1,769		12,769
Departmental Borrowing			4,400		
External Funding					
Source of External Funding					
Total		11,000	6,169	0	17,169

Department and Division: Finance & Resources : Asset Strategy
Scheme Name: Asbestos (Public Buildings)
Project Number: 2578

Brief description:

The budget subject to CPMO appraisal had been omitted in the budget book.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		0			0
Proposed profile		20			20

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		0			0
Departmental Borrowing					
External Funding					
Source of External Funding					
Total		0			0

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		20			20
Departmental Borrowing					
External Funding					
Source of External Funding					
Total		20			20

Department and Division: Finance & Resources: Asset Strategy
Scheme Name: Automatic Meter Reading Equipment
Project Number: 2771

Brief description:

Budget reduced following CPMO appraisal in 2009-10

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		30	0	0	30
Proposed profile		0	0	0	0

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		10			10
Departmental Borrowing		20			20
External Funding					
Source of External Funding					
Total		30			30

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		0	0	0	0
Departmental Borrowing		0	0	0	0
External Funding		0	0	0	0
Source of External Funding					
Total		0	0	0	0

Department and Division: Finance & Resources: Asset Strategy
Scheme Name: Corporate Accommodation Strategy
Project Number: 2565

Brief description:

The overspend was not taken into account in full in the roll back requests. Therefore the budget needs to be reduced further to take this into account.

	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Current profile		2,363	0	0	2,363
Proposed profile		2,259	0	0	2,259

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

Current Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		2,000			2,000
Departmental Borrowing		363			363
External Funding					
Source of External Funding					
Total		2,363			2,363

Proposed Profile	Previous Years	2010/11	2011/12	2012/13	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Borrowing		2,000			2,000
Departmental Borrowing		259			259
External Funding					
Source of External Funding					
Total		2,259	0	0	2,259

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Proposed Departmental In-Year Savings

The specific detail put forward by each department is set out below:

Adult & Community Services

Proposal	£'000
ABG Reductions – cease/reduce various commitments	1,250
Other Government Grants – Freedoms/Slippage	125
Personalisation staffing restructure	150
Staff reductions various	125
Libraries Strategy Reductions	50
Support Budgets/supplies	100
Total	1,800

Children's Services

Proposal	£'000
National Strategies Grant - Standards Fund	370
Language Support Service - Standards Fund	38
Think Family Reform Grant	20
Aim Higher - Standards Fund	35
Stopping of childcare project	50
School Gates project	25
Closure of City Learning Centre	50
Foreign Language Support	10
Westbury Centre closure	50
Trewern to DSG	23
Community Music Service	60
Reconfigured Youth Provision	600
Delete healthy schools co-ordinator	15
Link Adult College and Parenting programmes	15
Stop use of Director's reps at Governing Body meetings	5
Engagement and Participation	10
Stop Teenage Pregnancy grant expenditure	50
Centrally controlled items	20
Restructure within Children's Services	123
Further Staffing reductions	100
Complex Needs/Placements budget	131
Total	1,800

Customer Services

Proposal	£'000
General savings in supplies and services for Revenues & Benefits	81
Staff savings Revenues & Benefits	50
Staff savings in Housing	125
Repairs savings on John Smith House	35
Additional income from rental of John Smith House to PCT	100
Additional Grant income to offset salary costs in Housing	85
Introduction of new charge for collection of household bulk waste	110
Remodelling of household glass collections	100
Reduction in reactive highway and street lighting	460
Staff savings in E&E	25
Staff savings in B&D Direct	25
Reduction in R&M expenditure from creation of new OSS	50
Total	1,246

Finance & Resources

The Corporate Director of Finance & Resources has committed to delivering an underspend of £3m by the end of the financial year. The current financial monitoring report projects an underspend of £850k and a full review of support services has been initiated. Whilst this review will ensure that the savings targets for the 2011/12 and 2012/13 budgets are met, it will identify any proposals that can be implemented in year and further savings will come from in year staffing reductions arising from the voluntary severance scheme. It is expected that the £3m target will be achieved by year end.

CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR CRIME JUSTICE AND COMMUNITIES

Title: Review of the Strategic Grants Programme	For Decision
<p>Summary:</p> <p>This report briefs Cabinet on the outcome of a strategic review of the corporate grants programme. The purpose of this funding programme is to develop the environment for a thriving Third Sector in the borough through key capacity-building functions and services, and to build community cohesion.</p> <p>The review has proposed a number of adjustments to the current programme, which are designed to ensure that limited funds are targeted to where they will be most effective in achieving the programme's objectives.</p> <p>Cabinet's approval is sought to proceed to seek grant funding applications and tenders under a re-profiled programme as outlined in this report. There is currently uncertainty as to the exact funds which will be available to resource this programme. In this context, the report proposes a way forward which will enable momentum towards next year's programme to be maintained in this context.</p> <p>A report will be brought back to Cabinet in March 2011 seeking permission to let tenders and award grants in line with the principles outlined in this report, reflecting the updated position on funding which will be known at the time, and in response to funding applications and tenders received.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <ul style="list-style-type: none"> (i) To the adjusted model for the corporate grants programme as set out in sections 1.11 and 2 of this report (ii) To receive a further report in March 2011 which will make proposals for the allocation of funding under this programme prepared in response to latest information about funding available at that time (iii) To the procurement strategy for a three year contact for the provision of Local Infrastructure support, as detailed in the report. (iv) To the virement of the following funds from the Community Cohesion divisional budget: <ul style="list-style-type: none"> a) £25,000 in respect of an Open Farm, to the Leisure and Arts division b) £31,500 in respect of support to victims of crime, to the Community Safety and Neighbourhood Services division 	

<p>Reason(s)</p> <p>To assist the Council in achieving the community priorities, particularly a stronger and more cohesive borough and to ensure that the Council's financial resources are spent cost-effectively in the context of contracting public funding.</p>		
<p>Comments of the Chief Financial Officer</p> <p>The proposals contained within the report can be met within existing budgets.</p>		
<p>Comments of the Legal Partner</p> <p>The recommendations in this report include one seeking Cabinet approval of the procurement strategy for the contract for the provision of Local Infrastructure support as set out in more detail in paragraph 2.4 of this report.</p> <p>The services provided by Local Infrastructure Organisations (LIO) are specifically tailored to the voluntary sector. LIOs exist to champion and strengthen third sector organisations. These services are classified as Part B services under the Public Contracts Regulations 2006 and so do not need to be advertised in the Official Journal of the European Union. A contract award notice should be published in the OJEU on the selection of a provider.</p> <p>Cabinet approval is required for the procurement strategy for the award of the LIO contract as the value of the contract over the three year contract term is over the threshold in the Council's Contract Rules when the Cabinet's prior approval is required.</p> <p>The process for the procurement of the LIO should be undertaken in a manner that observes the principles of best value and achieves best value for the Council.</p> <p>It is noted that a further report will be brought back to Cabinet in March 2011 seeking approval to let specific contracts in line with the principles outlined in this report including the accountancy support contract which is to be let as a separate contract.</p>		
<p>Head of Service: Heather Wills</p>	<p>Title: Head of Community Cohesion and Equalities</p>	<p>Contact Details: Tel: 020 8227 2786 E-mail: heather.wills@lbbd.gov.uk</p>
<p>Cabinet Member: Cllr Jeanne Alexander</p>	<p>Portfolio: Crime Justice and Communities</p>	<p>Contact Details: E-mail: jeannette.alexander@lbbd.gov.uk</p>

1. Background

- 1.1 The corporate grants programme has been an established way for the Council to support voluntary sector organisations from all communities in the borough to meet local and national priorities, particularly aiming to develop an environment for a thriving Third Sector. The Council additionally commissions voluntary sector organisations to deliver many services to the community (such as the provision of

social care services and activities for children and young people) through its service departments.

- 1.2 In December 2007 the Executive for the first time, as well as agreeing allocations of grant, commissioned voluntary sector groups for a period of three years to provide specific services. The established pattern of support with smaller amounts as grant aid and larger sums as commissions is consistent with a developmental funding model.
- 1.3 In light of the completion of the first round of three-year commissions and the challenging financial climate, a strategic review has been undertaken to inform the next round of commissioning. The strategic review explores the following:
 - the infrastructure needs of the local voluntary and community sector
 - the current level of capacity building within the sector
 - the levels of funding and outcomes against local and national best practice models
 - the appropriateness of all of the current commissioning priorities
- 1.4 This examination of the infrastructure necessary to support a thriving third sector in Barking and Dagenham is timely, in that it will also support the emerging themes of Big Society in the context of significantly reducing resources for the public sector.
- 1.5 The review has been conducted in various stages in order to enable appropriate consultation with the sector. The review ran from November 2009 to July 2010.
- 1.6 Initially, contact was made with the Commission for the Compact and other national bodies to look at best practice in relation to developing strategies for supporting a thriving third sector locally. In particular, best practice around the nature of funding arrangements, specifications and performance monitoring were researched. This then informed a more detailed piece of research with other London boroughs.
- 1.7 The consultation with other London boroughs, whilst recognising that each borough is unique, sought to compare our provision with that of other London boroughs in terms of the quality and quantity of provision. In particular the boroughs were asked:
 - Total spend through the third sector locally
 - The nature of their funding profile
 - The spend on local infrastructure organisations (LIO) - defined as CVS type functions/volunteering/ accountancy support etc. Local Infrastructure Organisations (LIOs) exist to champion and strengthen local charities, voluntary organisations and community groups. They provide specialist expertise, information and support and develop the skills of local people
 - Their commissioning cycle with particular reference to local infrastructure support
 - Outcomes and monitoring
- 1.8 Initial conversations with key strategic organisations in the third sector began in February of this year. From April there has been a two stage consultation with the third sector locally:

April 2010

Consultation with the Change-Up consortium (which brings together local infrastructure organisations to ensure that the support needs of frontline organisations are identified and adequately met), key individuals and current grant

recipients included a discussion on the nature of this strategic fund, the themes being proposed and the possible intentions within those themes. There was a clear dialogue about the nature of the proposed development continuum and what the sector believes is necessary to create the environment for a thriving local third sector.

June-July 10

Open discussions around the development of the commissioning profile- incorporating a range of sizes and types of groups were arranged on three dates and invitations and the consultation document circulated through the Council for Voluntary Services and other representative fora in the borough. The consultation was also discussed specifically at the Black Asian and Minority Ethnic (BAME) forum and the voluntary sector strategic partnership. Further discussions were held with the bodies in phase one around the nature of the specifications. At this point there has also been a focused conversation around the nature of the under £10,000 and small grants funds.

- 1.9 Consultation has taken place with internal and external stakeholders. This has included NHS Barking and Dagenham and officers in Adult and Community and Children's Services departments in particular. There are indications that some services currently funded from this area would be better administered from other service areas, if at all, and these changes have been agreed with the relevant service areas.
- 1.10 The review identified that there is a positive correlation between spend per head of the population and the quality of the service provided. It is noted that significantly more money investing in volunteering, for example, facilitated a more proactive approach to driving forward the volunteering agenda and advocating strongly for the sector. In relation to the local infrastructure function (CVS) where there was increased funding through specific work streams the sector locally is stronger. This evidence has been used to inform the development of the specifications and proposed levels of funding.
- 1.11 Feedback locally from internal and external stakeholders and the voluntary and community sector locally has led to recommendations that are being proposed:
 - For the innovation fund (under £10,000) there was considerable conversation about the income ceiling for the groups that could apply. It is therefore proposed to raise the ceiling to organisations with an annual income of £80,000;
 - The number of years a specific project could reapply will now be limited to two years;
 - There were various representations in relation to specific capacity building support for BAME organisations – this will be addressed within the main local infrastructure organisation contract;
 - there has been considerable feedback about the need for fundraising support for the sector and this is now being reflected in the local infrastructure organisation specification.

2. Proposal

2.1 The profile of the new model is proposed as follows:

Theme	Detail	Estimated total value
Strategic commissions	Capacity building (para 2.4)	£225,000
Strategic commissions	Strengthening communities (para 2.5)	£411,600
Innovation fund	Awards under £10,000 (para 2.12)	£95,000
Small grants	Pump priming (para 2.13)	£15,000
Small grants	Talented and Gifted young people (para 2.13)	£15,000
Transfer –Leisure and Arts	Open Farm (para 2.6)	£25,000
Transfer –Community Safety	Victims of Crime (para 2.6)	£31,500
	Total Commissions / Transfers	£818,100
	Budget Available	£841,470
	Saving / Efficiency (para 2.14)	£23,370

2.2 Strategic commissions

Two themes are proposed as the remit for this fund:

1. **Infrastructure** (Outcome: increased organisational capacity)
This will focus on capacity building and engagement. Under this heading there would be a clear link to the themes of the Third sector strategy as this will focus on the “environment for a thriving third sector”.
2. **Strengthening communities** (Outcome: increased community cohesion)
This will include community resources such as community hubs and development, forums and networks which support and empower local communities.

2.3 Where organisations are predominantly commissioned against theme 1 they will be expected to evidence delivery against theme 2 in addition.

2.4 The following commissions would be placed under **Theme 1 – capacity building**. This includes specifications for:

- Accountancy support specifically tailored for voluntary sector organisations
- Local Infrastructure Organisation (LIO)
- Volunteer support

Whilst these will be commissioned separately there have been instances recently where LIOs have also performed the volunteering function.

The total annual value of these commissions is estimated at £225,000. However, the total amount within this commission to be allocated to accountancy support is subject to the outcome of the London Councils grants review (see section 2.15 below).

2.5 The following commissions would be placed under **Theme 2 – strengthening communities**:

- The **equalities fora**. It is proposed that the following forums will be funded to facilitate engagement:
 - Faith
 - LGBT
 - Disability
 - Black and Ethnic Minorities
 - Older People

(The BAD Youth Forum is separately funded by Children's Services).

- **Community cohesion/community anchor development**
- **Advice and support to people experiencing racial discrimination** –currently held by Harmony House until March 2012
- **Advice specification** - Joint commission with Legal Services Commission (runs until March 2013)

The total annual value of these commissions is estimated at £411,600.

Appendix A gives the outcomes which it is proposed to specify under these two themes.

2.6 In order to complete the refocusing of this programme towards strategic capacity-building and strengthening communities, funding to support two projects previously funded under this programme will be transferred to the relevant service departments, as follows:

- £25,000 to the Leisure and Arts division in respect of the open farm
- £31,500 to the Community Safety and Neighbourhood Services division in respect of support to victims of crime.

2.7 The total value (over three years) of the proposed Local Infrastructure Organisation commission is over £400,000, and as such requires Cabinet to approve the procurement strategy. It is intended to advertise on the Council's website and the supply2.gov.uk website in accordance with the Council's Contract Rules, and other appropriate websites, inviting expressions of interest from parties that can demonstrate relevant experience in delivering Local Infrastructure services as follows:

- Interested parties will be invited to tender on the basis of an open tender process
- The evaluation of tender submissions will be based on a weighted quality / cost matrix, with a quality and price weighting of 80/20 respectively. The quality assessment will be based on the following criteria:
 - Staffing and Personnel related issues (20%)
 - Quality and Performance Management (20%)
 - Partnerships (15%)
 - Service Delivery (30%)
 - Sustainability (15%)

Details of these will be published in the invitation to tender which will enable a fair and transparent approach.

- An evaluation of contract prices will be carried out to ensure potential suppliers offer fair and competitive prices that are consistent with the service outline. A contract will be awarded to the successful provider for a period of three years,

with an option to extend for up to a further two years dependent upon future availability of funding and satisfactory performance.

- This process will involve arrangements under the Transfer of Undertakings (Protection of Employment) Regulations 2006 between voluntary sector providers. Time has been allowed in the project plan to facilitate any required meetings in respect of this and to ensure continuity of service to service users. TUPE arrangements will be included in the tender documentation and will be assessed as part of the selection process.
- The outline timetable for completion of this process is as follows:

Action	Date
Executive Approval	28 September 2010
Advertise	12 October 2010
Tenders to be returned	12 November 2010
Shortlisting based on experience, followed by evaluation of the cost and quality submission, including interviews	November-December 2010
Approval from Cabinet	March 2011
Contract Award	April 2011
Facilitate possible TUPE meetings between providers	April 2011
Contract Delivery starts	July 2011

2.8 In addition to the outcomes required, as set out in Appendix A, there will be some further undertakings required:

- An expectation that additional funding will be drawn in by the holders of these commissions
- Partnership bids will be encouraged.
- Appropriate break clauses will be placed in contracts due to the uncertainty of funding into future years

2.9 Due to the timetable required to complete the tender process, new commissions will commence in July 2011. As these are three year contracts, the commissions will expire in July 2014. Contracts will have the flexibility to be extended if required to enable appropriate consultation for the next round of commissioning. To allow maximum flexibility, and the achievement of this timetable, it is proposed to extend existing commissions which are intended to be continued beyond March until July 2011.

2.10 Since these are three year contracts, there will be break points at the end of years one and two, and subject to satisfactory funding and performance, continuation of the contract will be approved by the Corporate Director of Adult and Community Services, in consultation with the Portfolio Holder.

2.11 Innovation Fund

In addition to the strategic funding (commissions) above, the proposal is to continue with the small and “under £10,000” (Innovation fund) grants providing a development continuum because:

- this model is seen as good practice in other London boroughs and in the third sector,
- it provides an opportunity for the local authority to provide limited support to new and emerging needs that address our priorities

- it enables Members to be responsive to community initiatives in an appropriate manner

2.12 The Innovation Fund and small grants will focus on an extension of theme 2 – strengthening communities. In particular funding will focus on:

- Building social capital – both to build community spirit and to assist in moving towards the community doing more and the public sector doing less
- Building volunteering (for similar reasons)
- Building community cohesion and social inclusion
- Capacity building of the organisations themselves (focused support)
- Market development- where gaps are identified in local capacity. Themes will be identified ahead of the annual process, to be included in the criteria. It is proposed in the first instance (2011/12) to seek proposals to support people to live independently in the community through local community activity.

£95,000 will be earmarked for the Innovation Fund.

2.13 **Small grants**

Provision of £15,000 is made for small grants that will ‘pump prime’, low cost but high value local activities and initiatives- individual sums of £500 and below. Additionally, £15,000 is allocated for Talented and Gifted young people.

2.14 The outcome of this review and refocusing overall is a saving of £23,370 for 2011-12, which will contribute to the achievement of efficiencies required in the current challenging financial climate.

London Councils grants review

2.15 London Councils grants programme, funded by contributions from 32 London boroughs and the City of London, totals £26,330,000 in 2009/10. The London Borough of Barking and Dagenham’s contribution in 2010/11 is £584,000. Grants are distributed within three overarching priorities, which reflect the work as a whole.

These are:

- providing more opportunities for Londoners
- reducing social exclusion, poverty and disadvantage
- promoting equality and reducing discrimination.

This is spread across 69 priority areas (services) within twelve themes such as *Children & Young People, Culture, Tourism & London 2012* and *Health & Social Care*. The net benefit to the borough is hard to determine but is estimated to be in the region of £150,000.

2.16 A review has been announced which will look at the following:

1. The potential for repatriating current areas of activity from the existing grants programme to boroughs and sub-regional groupings
2. The scope for a residual London wider grants programme, together with budget and priorities for this
3. The timetable and processes to achieve the change.

2.17 The review will consider the following different categories of funding:

- a) Funding that should remain administered from a central London body including:
 - Frontline services that are genuinely London-wide such as a children’s helpline

- Funding to organisations that provide capacity building and support to the third sector
 - Funding for a London-wide voice to different sectors of the community
- The initial categorisation by officers would place £5.4m under this heading.

- b) Services where demand crosses borough boundaries, therefore making it more difficult to organise on an individual borough level, but not a London-wide need. The initial categorisation by officers would place £3.87m under this heading.
- c) Those which essentially appear to be local but are currently commissioned on a pan-London basis for one or more of the following reasons:
- 1) economies of scale
 - 2) cross-borough patterns of service users
 - 3) services uneconomic at single borough level
 - 4) services where a common and/or consistent approach are of key importance.

The ability of individual boroughs to commission these services economically at the borough level could be the significant factor in determining whether these services would continue to be either viable, or remain a priority, at a local level. From a local perspective the effectiveness of many of these services is very hard to demonstrate. The initial categorisation by officers would place £16.3m under this heading.

The review will be complete, with an agreed direction for the future by the end of November 2010, in time to make decisions for the grants programme for 2011-12.

Next steps

- 2.18 In the current financial climate there is a need to identify further efficiencies in addition to the £23,000 identified to date. The London Councils review will result in significant funds being repatriated to the Council but the amount will not be known until December at the earliest.
- 2.19 In parallel with the London Councils review, officers are considering which organisations previously funded by London Councils the Council would wish to commission. It is anticipated that only the community accountancy monies repatriated from the commission held by ACE currently will continue to be relevant to this funding stream. Other grants will be discussed with the relevant service areas. Officers are also identifying organisations that they consider should still be funded London-wide, for example, commissioners in children's services would not like to see funding to Childline cut, and the Homelessness unit are advocating that Shelter should continue to receive funding.
- 2.20 Because of the timescale for the London Councils review it is not yet possible to prepare firm proposals for further efficiencies from the corporate grants / London Councils budget. It is proposed to review the proposed allocations outlined in this report once the results are known. To facilitate this, the Council will advertise the commissions and grants with clear guidance stating that we retain the right to let some and/or part of some commissions / grants.
- 2.21 The Council is required, in order to be compliant with the Compact, to consult with the voluntary and community sector in relation to proposed changes in grant funding arrangements. Consultation in relation to the proposed new model set out above has

already taken place. However, the fluid situation in relation to changes in London Councils funding and public sector funding overall presents some challenges to meeting Compact consultation requirements, while still staying on target for the budget-setting process.

- 2.22 Initial discussions with voluntary and community sector organisations have been taking place during September, in the spirit of transparency, to raise awareness of the difficult decisions facing the Council, and its intention to maintain progress on the grants and commissioning programme while clarity emerges about the wider financial context.
- 2.23 The content of this report is also being reviewed by the Safer and Stronger Select Committee on 22 September: their comments will be relayed verbally to the Cabinet meeting on 28 September.
- 2.24 If the recommendations in this report are agreed, officers will proceed to advertise grant funding opportunities and commissions as set out above. In relation to the Innovation Fund, a wider evaluation panel will be convened than in previous years, consisting of some Members and community representatives to be agreed with the Portfolio Holder. A report will return to Cabinet in March 2011 setting out proposals for funding under this programme in response to tenders and bids received, and in light of the Council's financial position at the time.

3. Financial Issues

- 3.1 The proposals contained within paragraph 2 above can be met within existing budgets.

4. Legal Issues

- 4.1 The services to be provided under the contract to which this report relates are classified as "Part B" services under the Public Contracts Regulations 2006 (the "Regulations"), therefore the full rigour of the Regulations do not apply.
- 4.2 As the value of the Local Infrastructure contracts exceed the European Union (EU) threshold for services (currently £156,442), the Council nevertheless has a legal obligation to comply with the Treaty of Rome principles of equal treatment of bidders, non-discrimination, and transparency in procuring the contract. A contract award notice is also required, under the Regulations, to be published in the Official Journal of the EU upon selection of a service provider.
- 4.3 Furthermore, the Council's Contract Rules (Contract Rule 3.6) require the strategy for the procurement of contracts of above £400,000 in value to be submitted to the Executive for approval prior to procurement of such contracts.
- 4.4 The estimated value of the contract to which this report relates is above £400,000, therefore the Corporate Director for Adult and Community Services, in compliance with the Contract Rules, has set out the proposed strategy for the procurement of the contract in Paragraph 2.7 of this report for approval by the Executive.
- 4.5 It may be that the effect of a contract award will be to engage the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) which operates

to transfer contracts of employment of staff assigned to the relevant service before the transfer. Officers will consult with the Legal Practice as to the application of TUPE.

5. Other Implications

5.1 Risk Management

The following risks and mitigation measures have been identified:

- Risk of Compact non-compliance: early discussions with voluntary and community sector organisations have begun and will continue throughout this commissioning programme
- Risk of reduced funding significantly impacting on the ability of the voluntary sector to deliver services required in the community: the strategic review has been undertaken in order to guide decision-making as to where limited funding can be directed with most effect.

5.2 Contractual Issues

The value of services for the Local Infrastructure commission is over the EU threshold of £156,442 for Part B services and should be tendered. Under EU procurement rules these services are classed as a part B services and have minimal legislative requirements. The main requirements are in relation to transparency, technical specifications and award notices. The tenders will be carried out in full compliance with the EU rules and Council policy in procurement. The details of this and an outline of the timetable is in paragraph 2.7.

5.3 Staffing Issues

Some of the voluntary and community organisations funded by the Council use the funding provided to employ staff. The Council provides three months' notice of any changes in funding in order to enable organisations to make arrangements for redundancy, etc where necessary. There will also be TUPE implications for the tendering of contracts and these implications will be included in the specifications.

5.4 Customer Impact

The aim of this funding programme is to facilitate the provision of appropriate infrastructure and capacity-building support to local voluntary and community organisations who deliver services to local people.

These proposals include continued commissions (plus the addition of a forum for Older People) for the delivery of a range of equalities fora, designed to support the Council to meet its obligations under equalities legislation, to consult with equalities groups and to understand and meet the needs of specific equalities groups wherever possible.

By consulting with the voluntary and community sector widely in developing the proposals the Council has sought to ensure that these meet the strategic needs of the Council, Partnership and community, in the context of limited financial resources. Changes to the proposals made in light of the consultation are highlighted at paragraph 1.11.

In addition to advertising the grants and commissioning opportunities widely, the Council will provide a series of workshops which will provide guidance to groups from

across the community as to how to apply. This will enable the widest possible range of groups to apply.

Once the commissions and grants are awarded in due course, successful applicants will be subject to a contract monitoring regime which will require the provision of evidence that funded services are being delivered equitably.

5.5 **Crime and Disorder Issues**

The proposals contained within this report include plans to transfer the commission to provide support to victims of crime to the Community Safety service, with slightly reduced funding. The Community Safety service has confirmed that it will be possible to manage this while minimising impacts on crime and disorder.

Grant funding and commissioning under this programme, particularly those activities which encourage volunteering, have the potential to make a positive contribution to crime reduction, through the provision of positive diversionary activities, and by building community spirit and cohesion.

6. **Options appraisal**

6.1 The following options were considered when preparing these proposals:

Option 1: continue with the current model of grants and commissioning. This would mean that the Council's limited resources would not be directed where they are most needed, or in line with best practice.

Option 2: delay the start of the grants bidding and commissioning process until January, by when there will be greater clarity about the outcome of the London Councils grants review, and the Council's wider financial position. This would mean that funding for some organisations would come to an end in March 2011, and could not be re-commissioned (where appropriate) until October 2011, leading to a significant gap in service delivery.

Option 3: the proposals as set out in this report will enable a more strategic use of the Council's limited resources in order to build capacity in the sector, and will seek to maintain progress towards this new model during a period of financial uncertainty.

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

None

8. **List of appendices:**

Appendix A - Proposed commissioning outcomes

Appendix A: proposed outcomes for corporate VCS commissions programme

Commission	NAVCA Standards	Outcome	Content
Local infrastructure function	<p>Services and support The organisation pro-actively identifies needs in the local community and facilitates improvement in service provision to meet those needs</p>	<p>Third sector better positioned to deliver public services</p> <p>increased access to minority or difficult to reach communities leading to better specified and more responsive service delivery within the sector</p> <p>Accessible services and support leading to an empowered and engaged voluntary sector</p>	<p>Ten new groups that become PQQ ready and added to list of preferred providers.</p> <p>Data base, e-news, voluntary sector directory, website and resource library coordinated</p>
	<p>Liaison The organisation facilitates effective communication or networking and collaboration amongst local voluntary and community groups</p> <ul style="list-style-type: none"> • Communications and Information • VCS networking and promoting joint working 	<p>A shared understanding and vision within the Sector and across partners for a thriving Third Sector</p> <p>Publish a marketing strategy to raise the profile of the VCS and its impact with key stakeholders</p> <p>Partners supported to engage together to deliver services</p>	<p>Raising the profile of the sector and keeping the wider sector informed of developments etc, regular briefings, directories, support a database of VCS groups, etc.</p> <p>Effective consultation with the sector</p> <p>Establish and co-ordinate a clear and transparent system of VCS representation and networking providing an accountable forum for communication, discussion, consultation and election of 'voices' that reflect the issues faced by the diverse VCS including those providing specialist services: minimum of six VS Forums per annum</p> <p>Joint working - bringing groups together with a common purpose to develop joint working with a sector development approach</p> <p>Consortium building</p>

	<p>Representation The organisation enables the diverse views of the local voluntary and community sector to be represented to external bodies, developing and facilitating structures which promote effective working relationships and two-way communication.</p>	<p>Ensure that the voice of the third sector is properly represented in local strategic initiatives</p> <p>An effective, dynamic and innovative Third Sector , enabled through capacity building</p> <p>Ensuring that the voice of the third sector is represented outside of the borough</p>	<p>More co-ordinated approach to Third Sector infrastructure development.</p> <p>Lead on and coordinate the implementation of the third sector strategy, Change-Up, and the Local Compact on behalf of the sector</p> <p>Lobbying national bodies, funders and other bodies and advocating on behalf of the sector locally.</p>
	<p>Development work The organisation assists local voluntary and community organisations to function more effectively and deliver quality services to their users, members or constituents</p> <ul style="list-style-type: none"> • VCS Organisational Development 	<p>%age of supported groups who feel they've been helped to develop their organisational capacity through support from this service</p> <p>Year on year increase in the number of registered VS organisation and demonstrable increase in newly inducted trained governors and trustees</p> <p>Demonstrate ongoing support for informal and emerging groups to the level where they are satisfied they are meeting their objectives</p> <p>Preserve and enhance assets (asset transfer) through new partnering and joint management arrangements</p> <p>All communities with protected characteristics are engaged, supported and empowered to deliver effective services</p>	<p>Supporting (e.g. advice, training, expertise, advocacy, help with funding, etc.) for organisations to develop their organisational capacity e.g. HR, research, improved capability in commissioning and the development of social enterprises, QA development, business planning, management committee development, legal and constitutional support, group development skills, organisational health checks etc.</p> <p>Number of new registrations per year with CVS and relevant regulatory or moderating body (20); Number of new inducted and trained governors or trustees pa (25)</p> <p>Support for informal groups to self determine objectives, activity and impact.</p> <p>Clear monitoring of support to ensure that communities with "protected characteristics" are accessing capacity building support (in particular looking for a bid with specific BAME expertise)</p>

	<ul style="list-style-type: none"> • Research and analysis • Community assets 	<p>Add value to the local economy directly by increasing external funds to groups and 'in kind', calculating comparative voluntary effort</p> <p>Refresh and publish annual information and implement action plans to enhance sector development</p> <p>Residents of the borough utilising a greater range of community assets</p>	<p>Increase the in-kind contribution of the sector to the local economy by 20% by 2014 to £35m</p> <p>Fundraising development support: 2 strands- organisational capacity and basic bid writing</p> <p>The continued development of methodologies that research, monitor and evaluate the sector that lead to continuous improvement and that draws on experience and practice elsewhere in the region and nationally.</p> <p>State of the sector report</p> <p>Consistent approach to the management of community assets locally and more effective use and promotion of those assets</p>
	<p>Strategic partnership</p> <p>The organisation enhances the voluntary and community sector's role as an integral part of local planning and policy-making.</p>	<p>Effective partnership working between the Third Sector and statutory partners in the LSP to promote community engagement and to hear the voices of local communities</p>	<p>Ensure that the voice of the third sector is properly represented in local strategic initiatives</p> <p>Ensure that local third sector organisations are kept informed of the work of the relevant strategic partnerships and initiatives</p>

Commission	Outcome	Content
Volunteering	Increasing over baseline by 30% the total numbers of volunteers and the 'talent pool' of Volunteers	<p>Ensuring active promotion of volunteering throughout the borough, that people are inspired to volunteer and that it is inclusive and accessible to all.</p> <p>Secure new funding and support for volunteering projects eg time banking, brokerage etc that will increase the profile and functions relating to volunteering.</p> <p>In particular looking for a bid with specific BAME expertise and impacts</p>
	Effective systems and processes for volunteer recruitment and placement, including providing a CRB service	<p>Actively championing and promoting volunteering</p> <p>Ensure access to information, advice & guidance about volunteering choices; placements are enhancing & completed in timely way.</p> <p>Keeping the wider sector informed of developments etc, regular briefings, directories, support a database of volunteers, etc.</p> <p>Enabling organisations to comply with current regulations concerning child protection, and vulnerable adults</p>
	Ensure People have an excellent volunteering experience and access to training leading to increased skills and promoting citizenship.	<p>Providing ongoing support, training and expertise within the local community, to potential volunteers, existing volunteers and organisations that involve volunteers.</p> <p>Support agencies in improving practice in working with volunteers and that volunteering is rewarded and recognised</p>
	%age of groups who feel they've been helped to develop their organisational capacity through support from this service	<p>Policy-makers, funders and volunteer involving agencies have access to specialist advice about volunteering. and volunteering best practice is embedded in appropriate policies and strategies</p> <p>Provide access for agencies to the best possible expertise and evidence about volunteering policy and practice</p>
	<p>That systems of monitoring are in place that show the range, type and diversity of volunteering in the borough</p> <p>That the interests of volunteering are represented in Community Planning and on strategic partnerships and networks</p>	<p>Develop the evidence about the range and type of volunteering and the diversity of volunteers in the borough and that demonstrates the impact of volunteering drawing on best practice elsewhere as appropriate</p> <p>Directly and with others that volunteering and the voice of volunteers is represented effectively within the LSP and other networks</p>

Commission	Outcome	Content
Community Accountancy	Financial robust and sustainable B&D groups	Support up to 30 organisations per annum in financial literacy and sustainability to develop and implement robust financial sustainability plans.
	%age of groups who feel they've been helped to develop their organisational capacity through support from this service	Ongoing survey of clients
	Increased capacity of small and medium sized voluntary and community groups to manage their financial resources more effectively	Develop and deliver training that resources groups to manage their resources more effectively and successfully attract external funding

Commission	Outcome	Content
Forums to enable engagement with: Faith Disability LGBT BAME Older people	Demonstrably improve networking with examples of cross sector working	It is expected providers will forge links with each other and tap into the network of infrastructure and specialist support available.
	Effective engagement in consultation systems	We are keen to resource providers to ensure the forums are effective and make informed contributions to a range of partners in the development of policy and review of practices. Each forum would need to reflect in its structure the needs to be identified for each forum
	Effective	Effective mechanisms for engaging/involving communities with recognised 'protected characteristics' Tests for inclusion are appropriate and will withstand robust challenge
	Representation	Advocating on behalf of the "protected characteristic" community
	Independent policy sounding board for these communities	

Commission	Outcome	Content
Strengthening communities	<p>Increased support particularly in relation to new communities at a local level</p> <p>Development of social capital and the promotion of good community relations across and between communities.</p>	<p>Services and/or activities at the community level that provide leadership, build social capital and are able to develop the skills and confidence in residents and community groups needed to affect change in local communities. This would include community resources such as community hubs and development, and empower local communities</p> <p>Services or activities that can demonstrate a collaborative approach to achieving community cohesion, inclusion and community development</p> <ul style="list-style-type: none"> • The features of a cohesive community is one that has many, naturally occurring cross-links, where people of different race, age, backgrounds, etc. feel free and happy to mix together in housing, in education, their leisure time and other settings. • Support community cohesion agendas for LBBB particularly in relation to new communities at a local level through development of social capital and promote good community relations across and between communities.
	Increase annually in participation in the local community by people from diverse backgrounds who engage in low level community activity	<p>Community development helps people to recognise and develop their ability and potential and organise themselves in ways that respond to shared problems, builds social capital and that identifies and articulates their needs.</p> <p>Together these serve to characterise and support the establishment of strong communities that are empowered and control the use of assets to promote social justice and help improve the quality of community life.</p>
	Promote projects or services that bring people together in new and sustainable ways	<p>e.g. community choir, recycling project, garden project, inter-generational activities, etc.</p> <p>The creation of community hubs/anchors</p>
	Demonstrate that projects and services act as agents that bring people from different communities together among geographical and communities of interest	To enable community and public agencies to work together to improve the how we are governed at a number of levels.

CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR CULTURE AND SPORT

Title: Future Operation of Wood Lane Sports Centre	For Decision
<p>Summary:</p> <p>The Cabinet has previously agreed in principle to the decommissioning and demolition of the Wood Lane Sports Centre when the new Becontree Heath Leisure Centre opens in 2011. However, members deferred a final decision on this matter until alternative options and planning issues had been fully considered.</p> <p>Now that these options and issues have been reviewed it is proposed to dispose of the Wood Lane Sports Centre in line with the Council's disposals procedure.</p> <p>This report also seeks approval for the acquisition and future maintenance of a number of small parcels of land adjacent to the new Becontree Heath Leisure Centre. This is to ensure that the public realm in that area is brought up to a suitable standard in keeping with the building of a flagship leisure facility of regional significance.</p> <p>Wards Affected: Heath</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <ul style="list-style-type: none"> (i) That the Council has no further use for the Wood Lane Sports Centre site; and (ii) That the building and associated facilities should be sold on the open market in line with the Council's disposals procedure once voluntary organisations have been offered the opportunity to freely acquire surplus equipment. (iii) That the provisional sum identified in the Becontree Heath Leisure Centre capital budget for the demolition of the Wood Lane Sports Centre be instead utilised to protect the building from damage once it has been vacated and prior to its sale. (iv) To the acquisition and future maintenance of two small parcels of land adjacent to the Becontree Heath Leisure Centre in order to improve the public realm to a suitable standard in this area. (v) To the future maintenance of a small parcel of land adjacent to the Becontree Heath Leisure Centre which will remain in private ownership but will be maintained by the Council to improve the public realm around the new leisure centre 	
<p>Reason(s)</p> <p>The replacement of the Wood Lane Sports Centre by the new Becontree Heath Leisure Centre will greatly improve the quality, range and accessibility of the sport and fitness</p>	

<p>facilities available to residents. The new facility will make a major contribution to the achievement of the council priority for a healthy borough.</p>		
<p>Comments of the Chief Financial Officer</p> <p>The report has been noted and there are no specific comments.</p>		
<p>Comments of the Legal Partner</p> <p>The recommendation to dispose of the land on the open market accords with the Council's Disposal Policy.</p> <p>It is more attractive for the land to be disposed of with the benefit of the building on it due to the strict restrictions on development on green belt land.</p> <p>All current uses of the Centre whether under licence or lease will need to be extinguished prior to the sale to be able to give the new owners vacant possession.</p> <p>The recommendations in this report include the acquisition and future maintenance of land to improve the public realm around the new Becontree Leisure Centre which is subject to Cabinet prior approval.</p> <p>In paragraph 5.15 of this report it is proposed that the Council maintains a piece of land that will remain in private ownership but with public rights of way. If this land is not going to be adopted as a public highway then the Council should enter into a formal agreement with its private freeholder to grant public rights of way over the land to secure the Council's intentions. That agreement should state whether there will be regular payment for the grant of public rights of way over the land or the Council's undertaking to maintain the land suffices as consideration for the grant of the public rights of way. It should also state the duration of the maintenance arrangement.</p> <p>Generally, because of the importance of these arrangements to the new leisure centre as set out in paragraph 5 of this report, it is recommended that those arrangements be documented formally in agreement(s) with the other parties involved.</p>		
<p>Head of Service: Paul Hogan</p>	<p>Title: Head of Leisure and Arts</p>	<p>Contact Details: Tel: 020 8227 3576 E-mail: paul.hogan@lbbd.gov.uk</p>
<p>Cabinet Member: Bert Collins</p>	<p>Portfolio: Culture and Sport</p>	<p>Contact Details: Tel: 020 8724 2892 E-mail: herbert.collins@lbbd.gov.uk</p>

1. Background

- 1.1 Becontree Heath Leisure Centre will open in 2011. It is intended to replace Dagenham Swimming Pool and Wood Lane Sports Centre, which are out of date, energy inefficient, require significant investment to key plant and equipment and no longer effectively meet the needs of service users.

- 1.2 Members previously agreed (7 May 2008, minute 154 refers) that the Dagenham Swimming Pool and Wood Lane Sports Centre will remain operational until Becontree Heath Leisure Centre opens to the public.
- 1.3 Accordingly, Dagenham Swimming Pool will be decommissioned and demolished after Becontree Heath Leisure Centre opens to the public. The site will be utilised to provide additional car parking capacity for the new leisure centre, which should be available in late 2011.
- 1.4 Regarding the future operation of Wood Lane Sports Centre, the Council Cabinet, at its meeting on 17 November 2009 (minute 94 refers), agreed:

“in principle to the decommissioning and demolition of the Wood Lane Sports Centre but that a final decision on the future of the centre will be the subject of a further report to the Cabinet once the opportunities and risks associated with the potential alternative use options and the planning implications have been fully evaluated. “

Operational issues

- 1.5 The Leisure and Arts division has no further operational use for the Wood Lane Sports Centre once Becontree Heath Leisure Centre opens.
- 1.6 Although it is considered that the new leisure centre provides the best possible facility mix within the space and financial resources available, there are two types of existing provision which will not be replicated at Becontree Heath Leisure Centre: shooting and outdoor artificial turf pitches – both of which are provided at Wood Lane Sports Centre.
- 1.7 There are currently four gun clubs that use the centre and it is considered that it will not be possible to identify suitable alternative accommodation for them. However, the Council’s club development officer is currently investigating future potential options.
- 1.8 There is less of a problem for the football teams using the artificial turf pitches. Support is being provided to identify alternative options at facilities across the Borough.
- 1.9 As the facility will become surplus to the requirements of Leisure and Arts, the opportunity for the facility to be re-allocated to another council service was investigated by Property Services during May 2010 as required by the Council’s disposal procedure.
- 1.10 All Heads of Service were invited to submit expressions of interest in the site but none were received.

Planning issues

- 1.11 Advice from the Regeneration and Economic Development service is that because the Wood Lane Sports Centre is located on green belt land then this will limit the future development on the site to uses appropriate within the green belt.

- 1.12 The re-use of the existing buildings will not be a problem and it may be the case that a local sporting organisation or religious group may be interested in taking over the operation of the facility. However, if the building is not fit for re-use or can't be made good, it is considered that the demolition of the building, even if a full record was made of the structure, would run the risk of prejudicing any re-development proposals.
- 1.13 If the buildings are demolished then appropriate uses in the green belt is limited to agriculture and forestry and essential facilities for outdoor sport and outdoor recreation and other uses of land which preserve the openness of the green belt and which do not conflict with the purposes of including land in it.
- 1.14 Possible examples of such facilities might include the provision of small changing rooms or unobtrusive spectator accommodation for outdoor sport, or small stables for outdoor sport and recreation.
- 1.15 Other uses/development can only be justified if 'very special circumstances' (the legal test) exist. These very special circumstances could be the removal of an existing building and its replacement with a new building which would not be more intrusive or impact greater on the openness of the green belt.
- 1.16 Once the building has been demolished it could be argued that these very special circumstances are lost. In such circumstances, an application may need to be referred to both the GLA and the Secretary of State so the final decision on this matter may not rest with the Council.

2. Proposal

- 2.1 It is proposed that members accept that the Council has no further use of the Wood Lane Sports Centre and that it should be disposed of on the open market in line with the Council's disposals procedure.

3. Financial Issues

- 3.1 It was agreed that an element of the total £23.115 million prudential borrowing cost associated with the construction of the Becontree Heath Leisure Centre will be met from Adult and Community Services budgets amounting to £4.4 million of the borrowing required (equating to circa £350,000 revenue expenditure per annum). This £350,000 per annum requirement will be achieved by reducing overall budgets due to the more effective and efficient operation of the new centre.
- 3.2 The revenue savings which are anticipated from the Becontree Heath Leisure Centre are predicated on the assumption that no further expenditure will be incurred for the operation of the Wood Lane Sports Centre after May 2011.
- 3.3 Becontree Heath Leisure Centre will be funded by the budget for Dagenham Swimming Pool and Wood Lane Sports Centre. As a result it will not be possible to keep both Wood Lane Sports Centre and Becontree Heath Leisure Centre operational at the same time, unless additional budget is made available. The net controllable cost for Wood Lane Sports Centre, excluding support services and capital recharges will be about £110,000 per annum (original net budget for 2010/11 is £107,000). However, it is likely that further additional subsidy will be required as

the continued operation of the Wood Lane Sports Centre would have an adverse impact on income generation at the new leisure centre.

3.4 Furthermore it should be noted that a visual condition survey for the centre identifies improvement works required which might cost as much as £250,000 to implement.

3.5 All but the most essential of these works have been deferred because it has been assumed for the past two years that the centre will be closed in the short term. If this is not to be the case then it will be necessary to invest in the building to ensure that it remains safe to use and fit for purpose.

4. Legal Issues

4.1 The legal issues associated with this report are contained in the comments of the Legal Partner above.

5. Other Implications

Risk Management

5.1 It is considered that the key risk associated with this matter relates to the planning restrictions associated with the location of the leisure centre on green belt land. The preferred option to mothball the leisure centre complex of buildings until it can be sold effectively manages this risk.

Customer Impact

5.2 It is expected that there will be a marked increase in the number and range of people who will be able to access sport and physical activity programmes at the new centre compared to the current position with Wood Lane Sports Centre. The provision of a modern, fit for purpose facility should also realise improvements in customer satisfaction and positively contribute to the health and wellbeing of residents.

5.3 In the design and construction phase for the new leisure centre, the focus has been on ensuring that it is physically accessible to people with disabilities. Consultation with the local disability equality forum and other disability groups has been undertaken to inform the design and layout of the centre.

5.4 Following other consultation, steps have also been taken to ensure that the future programme will take into account the needs of faith and minority ethnic groups as well as mothers who may need to breast feed and transgender people. Consultation has also been undertaken with local swimming clubs, employees and local residents, which has informed the facility mix to be provided.

5.5 The next stage will be to assess the impact of the proposed activity programme and marketing plan for the centre in terms of race, equality, gender, disability, sexuality, faith, age and community cohesion.

Safeguarding Children

- 5.6 Wood Lane Sports Centre is an old and inefficient building with limited access and inadequate facilities. The new centre will provide a much improved service to children in particular through the health and fitness offer and learn to swim programme. Additionally the changing facilities to be provided will better meet the needs of families.
- 5.7 Current safeguarding standards adopted across the council's leisure centres will be implemented at the new centre.

Health Issues

- 5.8 The replacement of the Wood Lane Sports Centre by the new Becontree Heath Leisure Centre will greatly improve the quality, range and accessibility of the sport and fitness facilities available to residents. It is considered that the provision of the new centre will be a key factor in the plans of the Council and NHS Barking and Dagenham to address the high physical inactivity and obesity levels in the borough.

Crime and Disorder Issues

- 5.9 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 at the Wood Lane Sports Centre site once it has been vacated and prior to its disposal.

Property / Asset Issues

- 5.10 Wood Lane Sports Centre is no longer fit for purpose as well as being expensive to maintain and operate. If the Council were to continue to operate the leisure centre it is estimated that investment of about £250,000 would be required in the immediate short term to address asset management issues.
- 5.11 The Leisure and Arts division has no plans or budget to operate the centre when Becontree Heath Leisure Centre opens. Similarly there has been no interest expressed from any other council service in the facility.
- 5.12 Accordingly and in line with Council procedures, it is now proposed to dispose of the centre on the open market. Prior to this, in order to support local voluntary sector sporting groups, it is proposed to offer sporting organisations the opportunity to acquire, at no cost, serviceable sports equipment no longer required by the Council.
- 5.13 As part of development proposals for the new Becontree Leisure Centre, the Council has been keen to include the Three Travellers Public House in the wider scheme of improvements to the local area and has held discussions with the public house landlady and Scottish & Newcastle Enterprises, the freehold owners of the site.
- 5.14 The location of the new leisure centre is close to the boundary of the Three Travellers, with the gap between the current site boundary and the leisure centre narrowing down to a width of less than 2 metres. The construction of the new

leisure centre includes public realm works around the new building and Phase 2 car parking, which will be provided to the rear of the site, once the current Dagenham Swimming Pool is demolished.

- 5.15 In order improve the public realm adjacent to the new leisure centre and public access, it will be necessary for the Council to acquire two small parcels of land, shaded red as indicated on the attached drawing in **Appendix A**. These areas have been valued at approximately £2,500 by the council's property services team. This area is to be maintained in future by the Council. In addition to this there is a small area, shaded grey, over which the public will have access but the freehold will remain in the ownership of the Three Travellers Public House. This area is to be maintained in the future by the Council.
- 5.16 The Council will provide a new 2 metre high steel vertical bar fence (indicated by the green and red dotted lines in **Appendix A**) on the boundary of the Three Travellers public house. The ongoing maintenance of this fence will remain with the Three Travellers public house. All the paving and fencing works including removal of the existing fencing, as shown on the plan, will be undertaken by the Council.
- 5.17 In consideration of this land acquisition, rights of access/ passage and associated works, Scottish & Newcastle UK Ltd, who own the Three Travellers public house, have agreed that the Council will refurbish the existing external storage areas, indicated on the south-east boundary on the Three Travellers public house. This work will consist of the external re-cladding of the existing building in timber boarding and the replacement of the existing corrugated roof sheeting. Quotations are currently being obtained, but it is estimated that the cost of these works will be in the region of £10-15,000. Once the external storage areas are refurbished the ongoing maintenance of this facility will remain the responsibility of the Three Travellers public house. These works will also contribute to improving the appearance of the areas immediately surrounding the new leisure centre.

Staffing issues

- 5.18 Due to the long lead in time before Becontree Heath Leisure Centre opens to the public, the implications for existing employees based at the Wood Lane Sports Centre and Dagenham Swimming Pool have yet to be finalised.

6. Options appraisal

- 6.1 The financial business case for the new Becontree Heath Leisure Centre assumes that the Wood Lane Sports Centre closes when the new centre opens. The Leisure and Arts division has no further interest in the facility after that time.
- 6.2 The option of another council service taking over the operation of the facility has been fully investigated. There has been no interest expressed.
- 6.3 The planning issues outlined earlier in this report indicate that it would not be in the best interests of the Council to decommission and demolish the Wood Lane Sports Centre when it falls vacant.

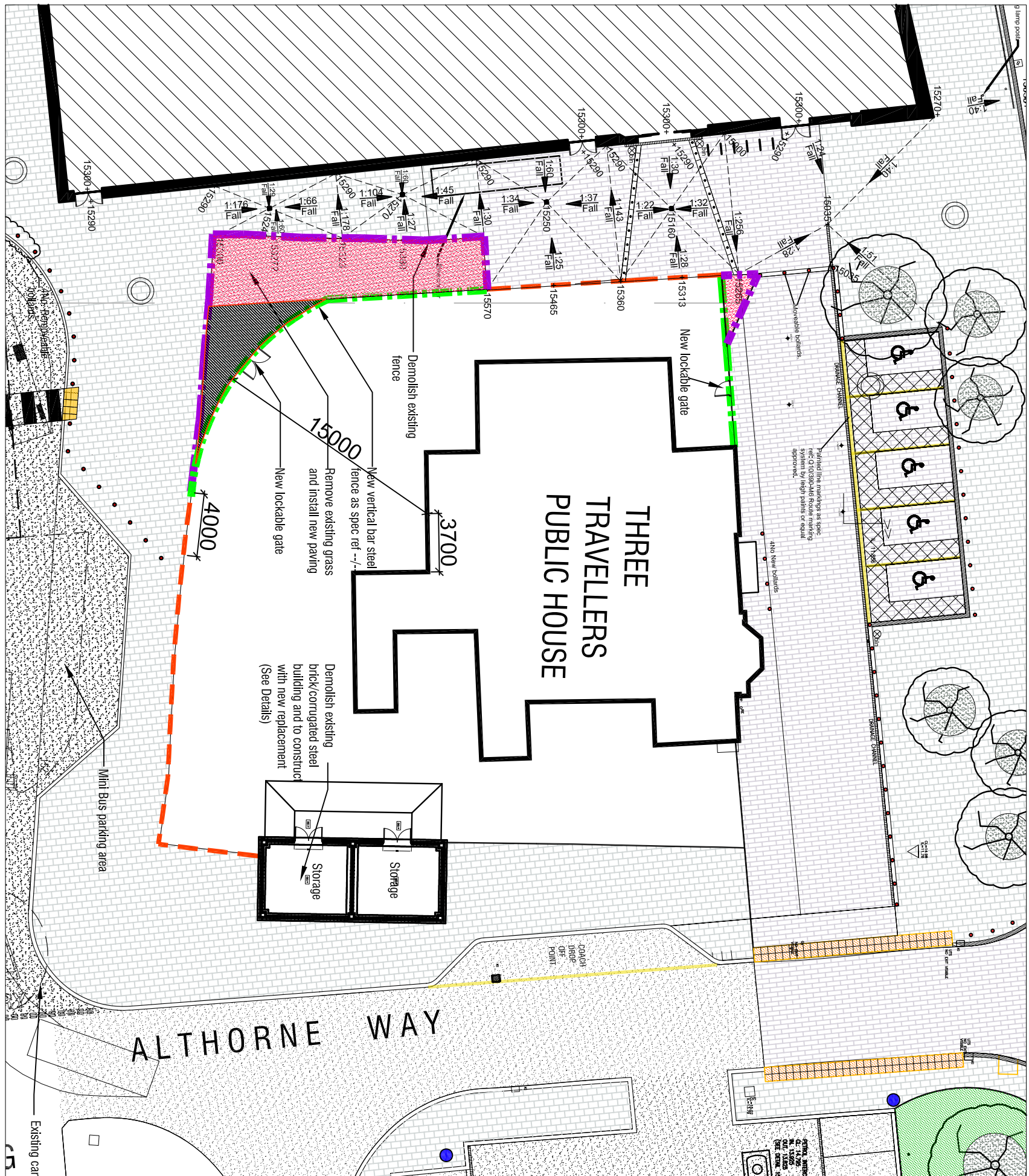
- 6.4 As a result, the preferred option is for members to accept that the Council has no further use for the Wood Lane Sports Centre and that it should be disposed of on the open market.

7. Background Papers Used in the Preparation of the Report:

Cabinet report 17 November 2009 (minute 94)
Cabinet report 7 May 2008 (minute number 154)
Cabinet report 3 July 2007 (minute number 28)
Regeneration Group report 14 September 2007
Development brief of leisure centre October 2007

8. List of appendices:

Appendix A – Drawing of site



SITE PLAN OF THREE TRAVELLERS SITE (PH). SCALE 1:100@A0

NOTE:

THIS DRAWING IS BASED ON EXISTING SURVEY INFORMATION.
THIS INFORMATION DOES NOT INCLUDE DETAILS WITHIN THE
THREE TRAVELLERS PH BOUNDARY

LEGEND:

- AREA SHOWN THIS TO BE ACQUIRED BY LAND
- EXISTING NEW 2M HIGH STEEL VERTICAL FENCE & POSTS PAINTED PINK TOZ
- EXISTING CLOSE BORDERED TIMBER FENCE & CONCRETE REPLACED WITH 2M HIGH STEEL PAINTED PINK TOZ
- AREA SHOWN TO REMAIN IN THE TRAVELLERS PH, BUT BE RE-DEVELOPED WITH 2M HIGH STEEL AND ACCESS WAY FOR LAND BY CONTRAFT PARKING.
- DENOTES EXISTING CLOSE BORDERED TIMBER & CONCRETE FENCE TO BE REPLACED WITH 2M HIGH STEEL PAINTED PINK TOZ

CLIENT	DATE	DESCRIPTION	BY
A	12/05/10	AMENDED TO REFLECT CLIENT COMMENTS ON 11/05/10	JAS
B	14/06/10	AMENDED WITH UPDATED DIMENSIONS OF STORAGE BUILDING	JAS
C	30/07/10	STORAGE BUILDING DETAILS OMITTED	JAS

SP
SPUR ARCHITECTS
NOTTINGHAM
MANCHESTER
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LONDON
144 Old Street, London EC1A 1RU
Tel: 020 7318 1877
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PROJECT INFORMATION
PROJECT: BECONTREE HEATH
LEISURE CENTRE (PHASE 2)
DRAWING: THREE TRAVELLERS PH
SITE ACQUISITION DRAWING
SCALE: 1:100 @ A0
DATE: 31/17 (06) 100
DRAWN BY: JAS
CHECKED BY: JAS
DATE: C

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CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR HEALTH AND ADULT SERVICES

Title: "Helping You Live the Life You Want" - Older People's Strategy 2010 -2013	For Decision
<p>Summary: The Older People's Strategy is an overarching strategy for people aged 50 and over. It brings together the key services for older people living and working in the borough and sets out the ways in which Council will work to improve the independence, well-being, and choices of older people.</p> <p>The strategy has been developed as a cross-council initiative and was originally sponsored by the now disbanded Safer, Stronger, Active and Healthier Board and is now championed by the Safer, Healthier, Fair and Respectful Board. There has been consultation with key partners, officers and older people.</p> <p>In consultation, older people identified the following areas as issues they considered important:</p> <ul style="list-style-type: none"> • Transport • Communication • Housing • Community Cohesion • Crime and personal safety • Health and Social Care • Leisure • Finance and benefits • Education and skills • Planning and climate change • Working and volunteering <p>In the strategy each of these areas will be discussed according to what the Council has achieved so far, followed by what the people of Barking and Dagenham have said they want. The accompanying action plan explains what we are going to do. A Head of Service will lead on the development and implementation of the action plan, which will be updated annually. The strategy covers the period 2010 – 2013.</p> <p>The Safer, Healthier, Fair and Respectful Board will provide the necessary governance for the strategy to ensure that it is implemented effectively. The Board will receive a quarterly monitoring report on the action plan to ensure that the intended outcomes are achieved.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p>	

<p>(i) Recognise the leadership role the Council can play in ensuring older people can live independently and actively, with a good quality of life for as long as possible.</p> <p>(ii) Adopt the strategy which seeks to create an environment in which local older people can thrive as they age.</p> <p>(iii) Endorse the improvement plan and review progress annually.</p>		
<p>Reason(s)</p> <p>To assist the Council in achieving the following of its priorities: 'Community Living'; 'Quality Living'; and 'Healthy Living'.</p>		
<p>Comments of the Chief Financial Officer</p> <p>The report has been noted and there are no specific comments.</p>		
<p>Comments of the Legal Partner</p> <p>The report has been noted and there are no specific comments.</p>		
<p>Head of Service: Paul Hogan</p>	<p>Title: Head of Leisure and Arts</p>	<p>Contact Details: Tel: 020 8227 3576 E-mail: paul.hogan@lbbd.gov.uk</p>
<p>Cabinet Member: Councillor Linda Reason</p>	<p>Portfolio: Health and Adult Services</p>	<p>Contact Details: Tel: 020 8593 3422 E-mail: Linda.reason2@lbbd.gov.uk</p>

1. Background

1.1 This strategy was originally commissioned by the Safer, Stronger, Active and Healthier and Board (SHAA) as was, in response to a report by the Audit Commission: *'Don't Stop Me Now: Preparing for an ageing population'*. The main aims of the Audit Commission's report were to:

- Identify and tackle the issues that limit older people's ability to get the most out of life, including rooting out age discrimination and tackling poor housing and fear of crime.
- Ensure that older people can be actively engaged locally in influencing decisions that affect their lives, such as planning and local transport.
- Ensure that older people have access to opportunities locally, such as learning, leisure and volunteering.
- Promote healthy living at all ages.

In response to the Audit Commission report, the Safer, Healthier, Fair and Respectful Board felt that the current Older People's strategy (which was approved by Executive in July 2006), needed to be reviewed and updated.

2. Proposal

- 2.1 The population in Barking & Dagenham is an ageing one with a projected 6% increase in the number of people over 50 who are living in the borough by 2013. While the Council has a current Older People's strategy, it hasn't been refreshed since 2006. The Council needs to assess the impact of these demographic changes and plan for an increasingly ageing population. Good planning and preparation can have a huge impact on the quality of later life for the borough's older people. The proposed strategy sets out the ways in which the Council will work to ensure that older people have choices about how they live their lives while supporting them to remain active citizens.
- 2.2 The strategy appears in **Appendix 1** and the Improvement Plan in **Appendix 2**.

3. Financial Issues

- 3.1 There are no direct financial implications arising from the action plan as actions will be delivered through existing council and partner service budgets or from external funding sources.

4. Legal Issues

- 4.1 There are no specific legal implications associated with this proposal.

5. Other Implications

Risk management

- 5.1 The strategy has been informed by consultation with individual older people as well as with representative groups, council and partner organisations and best practice elsewhere. This has been a robust process. It is considered that the priorities identified and the related improvement actions that are planned adequately reflect the current and emerging needs of older people in the borough. On this basis the strategy is considered to be fit for purpose.
- 5.2 The improvement action plans have all been developed by the officers who will be responsible for their delivery. There are no concerns about lack of commitment, capacity and resources to deliver the action plans at this time.

Customer Impact

- 5.3 The strategy has been developed to promote the health, independence, well being and mobility of older people in the borough.
- 5.4 There has been extensive consultation undertaken with individuals and representative groups to inform the development of the strategy. These include: the Forum for the Elderly, Age Direct; Elderberries, Barking Muslim Social and Cultural society, Gurdwara Singh-Sabha and the Asian women's group.
- 5.5 The strategy has been policy proofed to assess the impact it will have in terms of race, equality, gender, disability, sexuality, faith, age and community cohesion.

Health Issues and Crime and Disorder issues

- 5.6 Both of these issues have been identified as priorities by older people as part of the strategy consultation process. Specific action plans to address these issues have been developed and are attached at appendix one.

6. Options appraisal

- 6.1 Do nothing – this is not practical, as it does not take into account the increasing older population in the borough and the need to plan for this.
- 6.2 The existing Older People’s Strategy is out of date and does not adequately address the issues raised during the consultation process.

7 Background Papers Used in the Preparation of the Report:

- DWP, ‘Opportunity Age: Meeting the challenges of ageing in the 21st century’, (March 2005).
- Audit Commission, ‘Don’t Stop Me Now: Preparing for an ageing population’, (July 2008).
- DWP, ‘Building a Society for All Ages’ (July 2009).
- The National Carers Strategy (England) 2008, ‘Carers at the heart of 21st century families and communities: a caring system on your side, a life of your own’.
- DoH, ‘Living well with dementia: a national dementia strategy’, (2009).
- DoH, ‘Putting People First: a shared vision and commitment to the transformation of Adult Social Care’, (2007).

8 List of appendices

Appendix 1 - Older People’s Strategy, 2010 -2013

Appendix 2 - Improvement Plan

CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR CRIME, JUSTICE AND COMMUNITIES

Title: Single Equality Scheme Update	For Decision
<p>Summary:</p> <p>This report seeks Cabinet authorisation for the Council's first Single Equality Scheme (SES). The SES will bring together the three existing equality schemes (Race, Gender and Disability) and extend them to cover a range of other equality issues which reflect 'protected characteristics' identified in the new Equality Act 2010.</p> <p>The Scheme has been developed through a process of internal consultation and with relevant equalities groups in the borough.</p> <p>Whilst the SES brings the Council's planned activities together, it is expected that objectives, actions to be taken and results will be developed and reported as part of the Council's core business planning and though established performance review processes across the Council.</p> <p>Once approved, the Single Equality Scheme will enable the Council to continue to meet its legal duties relating to equality and diversity. As it is implemented over the next three years, the SES will enable the Council to continue to deliver further real improvements in equality for people living and working in the borough and in so doing help the authority to maintain level 5 of the Equality Standard for Local Government (and its equivalent under the new revised Equalities Framework).</p> <p>It is further proposed to develop a Single Equality Scheme for the Local Strategic Partnership within the next financial year that will encompass the work of all statutory partners.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <ul style="list-style-type: none"> (i) the Single Equality Scheme as summarised in section 2 and set out in Appendix A (ii) to authorise officers to work with statutory partners to develop a Single Equality Scheme for the Local Strategic Partnership 	
<p>Reason(s)</p> <p>To assist the Council in achieving both its legislative duties and its community priorities, in particular "Fair and Respectful"</p>	

Comments of the Chief Financial Officer		
The costs associated with the implementation of the Single Equality Scheme will be met from within existing budgets.		
Comments of the Legal Partner		
The Equality Act 2010 is a consolidating piece of legislation which also extends discrimination law protection in certain areas. The primary purpose of the Act is to codify the complicated and numerous array of Acts and Regulations, which formed the basis of anti-discrimination law in the United Kingdom. This was, primarily, the Equal Pay Act 1970, the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and three major statutory instruments protecting discrimination in employment on grounds of religion or belief, sexual orientation and age. The Act also places a new single equality duty on public authorities. The provision of the Act and the scheme proposed to implement it is covered in the body of the report. The Act will come into force in stages with the main provisions coming into force on 1 October 2010.		
Head of Service: Heather Wills	Title: Head of Community Cohesion and Equalities	Contact Details: Tel: 020 8227 2768 Fax: 020 8227 2241 E-mail: heather.wills@lbbd.gov.uk
Cabinet Member: Councillor Jeannette Alexander	Portfolio: Cabinet Member for Crime, Justice and Communities	Contact Details: E-mail: Jeannette.Alexander@lbbd.gov.uk

1 Background

- 1.1 The Equality Act received Royal Assent on 8 April 2010. The Act is the most significant piece of equality legislation for many years. It is designed to simplify, streamline and strengthen the law, giving individuals greater protection from unfair discrimination and make it easier for public bodies and companies to understand their responsibilities. Nine major pieces of legislation and around 100 other measures have been replaced by this single Act. It will also set a new standard for those who provide public services to treat everyone with dignity and respect.
- 1.2 Most of the provisions of the Equality Act will come into force on 1st October 2010. The so-called integrated 'public sector equality duty' and socio-economic duty provisions are still subject to further consideration and consultation.
- 1.3 The Council is regarded as a high achiever in promoting equality and diversity in the borough. In April 2009, the Council was conveyed the highest level (Level 5) under the Equality Standard for Local Government (ESLG). It is expected that the Council will maintain that status under the new Equalities Framework for Local Government.
- 1.4 The Council is already required to consider how it will ensure it treats people of different races, disabled people, men and women fairly and equally.

- 1.5 The Council has previously had three separate statutory schemes in place, covering, race (different ethnic groups and cultures), gender (men, women and transgender) and disability (disabled people).
- 1.6 The Race Equality Scheme is currently time expired (at the end of 2009). The Disability and Gender Schemes are still current. The proposed SES incorporates and updates all of these schemes.
- 1.7 The Equality Act 2010 now makes the law more explicit and adds extra groups of people who are protected by legislation;
- People of different ages
 - Lesbian, gay and bisexual people.
 - The duty now fully covers people who have changed their sex or are in the process of doing so
- 1.8 The Act provides protection from “prohibited conduct” which includes:
- direct discrimination
 - indirect discrimination
 - harassment
 - victimisation
- 1.9 Also included is ‘combination discrimination’. In other words, people are enabled to bring claims where they have experienced less favourable treatment because of a combination of two protected characteristics e.g. discrimination because an individual is black and disabled.
- 1.10 The following describes the various groups of people who are covered by the new law. These are also called “**protected characteristics**”:
- **Race, religion or belief:** People from black and minority ethnic groups and people with different religions and beliefs
 - **Disability:** Disabled people
 - **Age:** A person belonging to a particular age group, e.g. young and old people
 - **Sex:** Gender, ie being a Man or a Women
 - **Sexual Orientation:** ie lesbian, gay and bisexual people
 - **Gender Reassignment:** People who have changed their sex or are in the process of doing so
 - **Pregnancy and maternity:** Women having a baby, and women just after they have had a baby.
 - **Marriage and civil partnership:** People who have or share the common characteristics of being married or of being a civil partner (but this is not covered by the Public Sector Equality Duty – see 1.13 below)
- 1.11 The Act confers a ‘**general duty**’ on public bodies to have due regard to the need to:
- **Eliminate** conduct which is prohibited under the Act
 - **Advance equality of opportunity** between people who share a protected characteristic and those who do not
 - **Foster good relations** between people who share a protected characteristic and those who do not

1.12 The Act also:

- **Extends** the existing **race, gender and disability duties** to cover all main protected characteristics (NB excluding marriage and civil partnerships)
- Enables the introduction of **specific duties relating to public sector procurement**.
- Makes further regulations outlawing **unjustifiable age discrimination** by those providing goods, facilities and services
- Strengthens the law to protect people who are **associated with a protected person** e.g.: a carer of a disabled person
- Prohibits discrimination on grounds of pregnancy / maternity in **schools** (i.e. pupils)
- Makes terms in **contracts**, collective agreements or rules unenforceable or void if they result in discrimination
- Removes the prohibition on registering **civil partnerships in religious premises**
- Extends permission for political parties to use **women-only shortlists** for election candidates to 2030
- Requires **political parties** to publish information on the diversity of candidates

1.13 For public authorities such as Councils there is a **'Single Equality Duty'**, which requires public bodies to plan for the diverse needs of their workforce and the communities they serve. While this duty does not require the Council to produce a **Single Equality Scheme (SES)**, the Council is seeking to follow best practice elsewhere in bringing together its approach to equalities in a common framework (ie the Scheme).

1.14 The Equality Act includes a new duty for public bodies to consider **socio-economic disadvantage** when, for example, deciding priorities and setting objectives. That is, it should consider the effect that proposals will have on people with different incomes. The Conservative Party previously indicated that they did not intend to bring this part of the Act into force: nevertheless it is proposed to include consideration of this factor in Barking and Dagenham.

2. The proposal

2.1 The Single Equality Scheme is designed to make a difference to the lives of people in Barking and Dagenham by improving services and opportunities for people from all sections of the community.

2.2 The Council will no longer produce separate plans for its actions relating to race, disability and gender. The Single Equality Scheme will be the Council's unified three year plan (2010 to 2013) which will be regularly reviewed and updated. An annual report will be produced on what has been achieved, and every three years the Council will consult again with local stakeholders to refresh the Scheme's priorities and agree new targets.

2.3 The proposed Single Equality Scheme has **four main objectives**. Two of these relate to how the Council delivers its services (externally facing), with the other two relate to the Council as an organisation (internally facing).

i) **Externally Facing**

Objective 1:

To ensure that best practice in equality is rooted in all aspects of the Council's functions and is supported by a strong evidence base

Objective 2:

To ensure that the work of the Council is informed by effective and inclusive consultation, engagement and communication with users

ii) **Internally Facing**

Objective 3:

To ensure that the promotion of equality and human rights and elimination of discrimination and harassment are embedded in all Council practices through leadership and organisational commitment

Objective 4:

To ensure the development of an effective and diverse workforce that is representative of the communities served by the Council

- 2.4 The four objectives cover all of the protected characteristics. They also address the aspirations contained in the six aims of the Barking and Dagenham Community Plan. The Community Plan's Aim three, "Fair and Respectful" is particularly relevant but there are also obvious and important connections with aim four, "Healthy" and aim five "Prosperous".
- 2.5 The overarching objectives, each with its action plan and associated measures, sets out how we intend to make progress towards those objectives. The proposed full Scheme appears at **Appendix A**.
- 2.6 Information on what progress has been made within the Council previously and what further actions are required have been informed by:
- Guidance from the Equality and Human Rights Commission (EHRC). The EHRC is producing non-statutory guidance to cover all aspects of the Equality Act, to help people understand the Equality Act and how it will affect them.
 - A review of the Council's previous equality schemes
 - Factors identified in the external assessment of the Council against the Equality Standard for Local Government in March 2009
- 2.7 This analysis has assisted officers, in the development of the Scheme, to:
- understand what the most important issues are for the organisation in relation to all of the equality themes
 - demonstrate that the actions proposed are justified, in terms of evidence presented
- 2.8 Whilst the SES brings the Council's planned activities together, it is expected that objectives, actions to be taken and results will be developed and reported as part of the Council's core business planning and through established business processes across the Council. The outcomes will, therefore, be monitored through existing performance management frameworks. Some of these outcomes will be achieved through the work of the Local Strategic Partnership, and will be monitored through its Boards.

- 2.9 It is proposed to work in partnership with other statutory partners to develop a Single Equality Scheme for the Local Strategic Partnership. This will build upon the SES already in existence for NHS Barking and Dagenham, and work underway locally on the Equality Standard for the Police Service. It is anticipated that work to complete a Partnership-wide SES will be completed by September 2011.
- 2.10 Once the scheme is fully approved it is propose to work with Marketing and Communication to publish the scheme, making it available to the widest possible audience. This will include developing an easy read version of the documents. A briefing is being provided for HR and Policy Officers, and further guidance will be issued to all managers through amendments to the Equality Impact Assessment guidance.
- 2.11 The draft SES has been reviewed by each of the Council's Departments. Representatives of Trade Unions have also received copies of the draft, and commented on it at the corporate Equalities Diversity and Inclusion Group.
- 2.12 A round of visits were made to the Equality Fora, with the agreement that all would use the Council's web consultation portal to deliver their responses to the Council.
- 2.13 The main concerns raised within responses to the consultation were:
- the need to be inclusive of everyone
 - the need to avoid use of jargon
 - a number of respondents wanted to receive further information
 - a response from Black, Asian and Minority Ethnic (BAME) Forum has been received and all of their concerns are being addressed

3. Financial Issues

- 3.1 The costs of the Single Equality Scheme, and the development of a similar scheme with the Local Strategic Partnership, will be met from within existing budgets.

4. Legal Issues

- 4.1 The new definitions and scope of unlawful discrimination provided under the Equality Act 2010 must be regarded by the Council as employer in the discharge of the employment relationship as now. The effect of the new public sector duty is that the Council must have due regard to the impact of any decisions on the areas of equality covered by the duty in order for the decision to be a 'reasonable' and therefore lawful one. Compliance with any relevant equality impact assessments in association with decisions are an important way to ensure that the decision maker has before them the equality issues relevant to the decision to be taken. Councillors will wish to be satisfied that appropriate training and awareness of the new or redefined obligations and the Council's new Single Equality Scheme is being cascaded to relevant officers.

5. Other Implications

5.1 Risk Management

The Equality Act 2010 places a number of duties on public authorities. In introducing a Single Equality Scheme the Council is following general best practice, and thus seeking to reduce the risk of non-compliance with its legal duties.

Adoption of the SES will be a means through which the Council can maintain its good reputation in the field of equalities and diversity.

5.2 **Contractual Issues**

Any contract that the Council enters into will reflect a range of principles to ensure that the services provided are tailored to our community. Therefore, it is important to the Council (as is the case) that equality and diversity are reflected in all our procurement procedures and in particular those that impact most on the community.

When the Council procures externally sourced goods, works and services a contractor themselves must not discriminate. The Council's duties include not only ensuring discrimination does not occur, but also actively promoting equal opportunities and good community relations. In order to do this, the Council builds in relevant equality considerations into the procurement process.

Contractors, and potential contractors, will need to be aware of and accommodate the legal duty placed on the Council since it has implications for them also. The Council will take action to ensure that equalities requirements in its contracts are complied with and that there is provision within the action plan to ensure that this is robustly implemented.

5.3 **Staffing Issues**

The Scheme will provide a framework for the Council's employment practices and will assist in achieving the objective of creating a diverse and integrated workforce reflecting the population in the borough.

5.4 **Customer Impact**

By implementing the Single Equality Scheme as proposed it is aimed that the Council will:

- provide increasingly relevant and responsive services to tackle social exclusion, support independent living and develop stronger and more cohesive communities
- improve the accessibility, quality and appropriateness of our services
- improve overall the value-for-money in terms of goods, works and services it purchases for the benefit of people living and working in the borough.

The Council has consulted with the full range of equalities fora in developing this scheme to ensure that the interests of protected characteristics are taken into account in the Scheme.

5.5 **Safeguarding Children**

No specific implications have been identified, but there are linkages between the SES and the Children and Young People's Plan.

5.6 **Health Issues**

No specific implications have been identified. The Council will work in partnership with NHS Barking and Dagenham to develop a SES for the Local Strategic Partnership, which will seek to achieve further progress against equalities objectives through a joined-up approach.

5.7 **Crime and Disorder Issues**

No specific implications have been identified. However, it is noted that cohesive communities promote harmony and a safer borough to live and work in. Effective communications with all communities will positively impact on perceptions of safety within the borough.

5.8 **Property / Asset Issues**

There is a duty on organisations providing services to the public to take reasonable steps in relation to physical features at the premises where the service is provided – for example, this may arise where the feature makes it difficult for a disabled person to access the service. The principles embodied in the SES will also apply to groups such as Community Associations with whom the Council has joint arrangements for the management of community halls in the borough.

6. **Options appraisal**

6.1 There are a number of options open to the Council:

Option 1: Do Nothing. The Council will be required, under the Equality Act, to plan for the diverse needs of its workforce and the communities it serves. If the Council does not in some way update its existing equality schemes for race, gender and disability, it will be difficult for it to demonstrate that it has understood, taken full account of the diverse needs of its workforce and identified actions as appropriate to meet those needs, particularly in respect of the new protected characteristics.

Option 2: Prepare separate Equality Schemes for each of the protected characteristics. This would be extremely labour-intensive and would not achieve the benefits aimed for in the Act, whereby the needs of people who fall into more than one group are considered holistically.

Option 3: Do not proceed until a Partnership-wide Single Equality Scheme is developed. This will take rather longer to prepare, and would not enable the Council to update its approach in relation to gender and race, which requires updating now.

Option 4: Adopt a Single Equality Scheme for the Council, keep it under review and work towards a Scheme for the Partnership by September 2011. This option is proposed as it will enable the Council to meet its current and forthcoming legal obligations, while moving towards a joined-up approach for the Partnership.

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

Equality Act 2010

8. **List of appendices**

Appendix A - Draft Single Equality Scheme

APPENDIX A

Single Equality Scheme



FOR ALL OF US

Single Equality Scheme
2010-13

Forward by Councillor Mrs Jeannette Alexander.

Welcome to the Council's first Single Equality Scheme.

In developing our new scheme we have built on the work of our previous Race, Gender and Disability Equality Schemes. Looking back, it is clear that our plans were quite rightly ambitious and we have made some great progress. We are very proud of what we have achieved.

In 2009, in recognition of this work, we were awarded Level Five of the Equality Standard for Local Government which is the highest level that a Local Authority can obtain.

As a Council we recognise how important this work is to improving the lives of everyone within our community and we welcome the challenges and additional responsibilities the new Equality Act places on us.

This Scheme is a living document and will be actively reviewed and updated to take account of changes that are happening within our community. We will continue to develop close links with our service users and work actively with our partners to build a borough of opportunity for everyone.

I would personally like to thank everyone involved in helping us to shape our Single Equality Scheme for your ongoing involvement and support. Your ideas have been invaluable and will have a real impact on how we make this a better borough.

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Borough Profile

Barking and Dagenham is on the east side of London, and is the most industrial of the London boroughs. Most parts of the borough are poor compared to other parts of the city. Residents have the lowest average level of income in London. Unemployment is above the national average.

The borough had a population of 164,000 when the 2001 Census was carried out. In the past, the population has been mainly white and working class. In recent years, more people have moved in and out of the area. More residents now come from minority-ethnic groups and 12% of school pupils now speak English as a second language. The percentage of people who are young or old is higher in the borough than in most other places.

This is an exciting time. Barking and Dagenham is undergoing its biggest transformation since the borough was first industrialised and urbanised. The Thames Gateway, of which it forms the heart, is the largest regeneration area in Europe. It is crucial to the Government's plans to develop sustainable communities in the southeast and to the London Mayor's ambition to ensure prosperity is more evenly shared between east and west in London.

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

Our 2020 Vision is for a vibrant local economy, with a wide variety of local retail, leisure and cultural facilities, and a well-educated, highly skilled population able to compete for new jobs in the borough, the Thames Gateway and London as a whole. This strategy for economic development is intended to help achieve the 2020 Vision and to ensure that all the residents of Barking and Dagenham share the benefits of growth, regardless of gender, ethnicity, disability or the neighbourhood in which they live, making our approach to equality and access for all a crucial part of the all the work that is carried out within the borough

What is a Single Equality Scheme and why is the council producing this?

This is our first Single Equality Scheme which replaces our existing three separate schemes (disability equality, race equality, gender equality).

The enactment of the new Equality Act, while not requiring us to have a Single Equality Scheme, brings a new focus on addressing equalities issues in a consistent and joined-up way.

The new act is intended to simplify the way the Council and other public bodies address equality issues for everyone. Our Single Equality Scheme will address all of the legal requirements together and provide one set of merged actions. This will make it easier for us to demonstrate how we are meeting our general duty of promoting equality and tackling discrimination of all forms – and to keep track of how we are doing

We will no longer produce separate plans for our actions relating to race, disability and gender. The Single Equality Scheme will be our unified plan, regularly reviewed and updated. We will produce an annual report on what we have done, making it easier for the public and our partners to see what we plan to do and what we have achieved each year. Importantly, every three years we will consult local people to refresh our priorities and agree new targets.

What does the Equality Act 2010 require us to do?

The Equality Act 2010 now makes the law more explicit and adds extra groups of people who are protected by legislation:

- People of different ages
- Lesbian, gay and bisexual people.
- The duty now fully covers people who have changed their sex or are in the process of doing so

The Act also now provides protection from “prohibited conduct” which includes:

- direct discrimination - including combined discrimination (i.e. where a person suffers unfavourable treatment because of a combination of two protected characteristics, see below)
- indirect discrimination;
- harassment and;
- victimisation

The following describes the various groups of people who are covered by the new law. These are also called “**protected characteristics**”:

- **Race, religion or belief:** People from black and minority ethnic groups and people with different religions and beliefs
- **Disability:** Disabled people
- **Age:** A person belonging to a particular age group, e.g. young and old People
- **Sex:** (Gender) being a Man or a Women
- **Sexual Orientation:** Lesbian, gay, bisexual and transgender people
- **Gender Reassignment:** People who have changed their sex or are in the process of doing so
- **Pregnancy and maternity:** Women having a baby, and women just after they have had a baby.
- **Marriage and civil partnership:** People who have or share the common characteristics of being married or of being a civil partner (but this is not covered by the Public Sector Equality Duty)

The full text of the Act can be found at:

http://www.opsi.gov.uk/acts/acts2010/pdf/ukpga_20100015_en.pdf

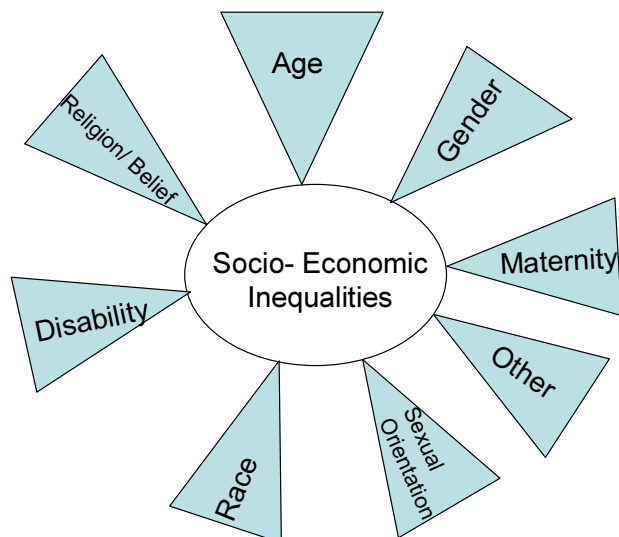
The Equality Act will have a particular bearing on the Council as it confers a ‘**general duty**’ on public bodies when exercising public functions to have due regard to the need to:

- **Eliminate** conduct which is prohibited under the Act;
- **Advance equality of opportunity** between people who share a protected characteristic and those who do not;
- **Foster good relations** between people who share a protected characteristic and those who do not

The Act also:

- **Extends** the existing **race, gender and disability duties** to cover all main protected characteristics (NB not marriage and civil partnership)
- Creates a **new duty** for public bodies to consider **socio-economic disadvantage** when, for example, deciding priorities and setting objectives, to consider how their decisions might help to reduce the gap between rich and poor.
- Makes it clear that public bodies can use **procurement to drive equality** by taking equality more frequently and consistently into consideration when awarding contracts to the private sector.
- Prohibits **pregnancy/maternity discrimination** in schools (pupils)
- Makes terms in **contracts, collective agreements or rules** unenforceable or void if they result in discrimination

Diagram 1 below shows the protected characteristics:



Socio-Economic Inequalities

The theme of “Socio Economic Inequalities” is shown here as a cross-cutting theme. In other words, we want to take these into account in all that we do. The more economically disadvantaged a person is, the more they will suffer greater social inequalities and lower life chances.

The key challenges for Barking and Dagenham are to improve the aspirations and ambitions and skills of our local population and harness the increasing opportunities for regeneration in the locality.

Just a few examples may help us to better understand the importance of including this in our work

- Poorer children (who get free school meals between the ages of seven and 14) are less likely to go onto higher education;
- Less academically able but better off children overtake more able, but poorer children by the age of six;
- The income gap between those in work continues into retirement as those in higher paid jobs are more likely to have company pension schemes, giving them financial security in retirement.
- Women generally live longer than men, but since the early 1980s poorer women have been living less long than rich men.

Socio-economic disadvantages can also reinforce and increase the inequalities associated with disability, gender and race:

- Disabled adults are twice as likely to live in low-income households as non-disabled adults;
- Half of all lone parents are in low income households, the overwhelming majority of them being women;
- Only 61% of Muslim men have jobs, compared to 80% of Christian men, and 82% of Hindu men;
- Around 70% of people from black and minority ethnic backgrounds live in the most deprived wards in the country.

Barking and Dagenham is more or less uniformly deprived and is unusual in the homogeneity of its socio-economic profile. Barking and Dagenham is ranked 21st out of 354 authorities on the Index of Multiple Deprivation, 14 out of our 17 wards fall into the bottom 20% and none is in the top 50%. It is therefore important for us to recognise that even in the event of the Socio economic duty not being enacted it is an area of work that we remain fully committed too and will remain on our agenda in all aspects of our work.

What is already in place?

We are very proud of that the work and commitment to the Equality agenda which lead us our achieve Level 5 of the Equality standard for Local Government the highest level with that can be awarded. Work and commitment

The Council has previously had three separate statutory schemes in place; covering, race (different ethnic groups and cultures), gender (men, women and transgender) and disability (disabled people).

Each Scheme with an accompanying plan set out what the Council would deliver over a three year period in order to fulfill our 'statutory duties'. These plans were developed through consultation with local people, feeding in the priorities as expressed by local people and interest groups.

Our three equality schemes to date have had the following common themes:
Leadership and commitment – including partnership working
Access to services
Crime and Safety
Employment
Involvement and consultation

We have travelled a long way in the implementation of our action plans but it is important for us to recognise where we need to improve and include this element when we developed our Single Equality Scheme.

A review of the three schemes highlighted the following:

Disability Equality Scheme

It was recognised because of the complexity of the issues faced by disabled people the action plan would take some time to embed and become mainstreamed. To ensure that the authority developed its services appropriately, many actions will be ongoing for a number of years so that accurate record and knowledge of our disabled community are developed. Therefore the action plan was developed over a six year period not three years and is current until 2012. This will allow us to see an acceleration of the work to ensure delivery of any proposed actions.

Areas that have been successful are:

- Training on the social model of disability
- Inclusion of disability equality within the impact assessment process
- Inclusion of disability information within the new intelligence system that is being developed within the Council
- Funding for International Day of Disabled People as an example of partnership working
- Employment and training information is provided on a regular basis to the Disability Equality Forum and demonstrates the Council's positive contribution to disability equality
- Services are aware of the Disability Equality Forum and are keen to consult on projects and schemes –e.g. recently the Dagenham Library and One Stop Shop

Areas of work still ongoing:

It is important that as community leaders we work within the partnership to ensure that disability equality and the social model is appropriately adopted. The PCT and the police are both signed up and are working to develop this. Access issues relate to a wide range of matters and not just the physical access to building

Race Equality Scheme

The core principles of our Race Equality Scheme are aligned with best practice performance and policy management principles:

- Identifying and monitoring the key functions of a policy and how they relate to race equality
- Gathering data
- Ensuring our decisions are made from a robust evidence base
- Measuring the impacts of our policies
- Consulting with staff, our partners and the wider community, and gathering their views on how we can improve our policies and services.
- Ensuring the wider public has access to information about our services and policies. We will be transparent and open, publishing the results of our consultations and the RES.

What has been achieved?

The main achievements since 2005 have been the successful implementation of the Council's Corporate Equality and Diversity Plan (CEDP) 2005-2008. We designed and implemented an ambitious action plan to mainstream equality, across all strands, into every function of the council's work. For example:

- The Council now has well-established mechanisms for consulting with all communities – including Black and Minority Ethnic (BME) groups.
- There has been significant progress in carrying out Equality Impact Assessments for all new and existing policies.
- Significant progress has been made in working to ensure the Council's workforce reflects the community it serves

Gender Equality Scheme

The three areas for action in the Gender Equality Scheme are:

- Leadership and Corporate Commitment
- Employment and Training
- Community Safety.

Human Resources have completed their actions in the area of training and employment, though many of them are ongoing commitments. Areas which are still being worked on are:

- Workforce data/ Performance indicators
- Flexible working, looking at Modern Ways of Working and moving to shared work space which is linked with flexible working practices.
- Employment policies. A programme of work-related policies is being reviewed starting with employment relations procedures, such as Grievance, Secondments, Employee Volunteering and Home Working.

There are some actions in the employment and training area that are being met under other areas of work.

- Manage the childcare market in order to secure sufficient numbers of childcare places to meet the demands of carers and parents.
- To provide appropriate advice, guidance and encouragement to women about their employment options especially those women returning to the labour market, after a period of caring, and to those who have little labour market experience.

In relation to community safety, there are the following particular achievements:

- A monthly Multi-Agency Risk Assessment Conference (MARAC) is now meeting for cases of domestic violence. In 2009-10 the MARAC dealt with 212 high-risk cases of domestic violence involving 293 children. In April 2009, 49% of MARAC cases were repeat victims – this has reduced to 26% in July 2010.
- The partnership has increased local awareness of Domestic Violence issues, most particularly with the annual White Ribbon Day, and an annual conference for specialist agencies within the borough working with victims of domestic violence to enable networking and facilitate skills-sharing.
- Domestic Violence training has been provided to local authority staff and over 240 people have undertaken Domestic Violence Training since 2007.
- Support for members of staff that experience domestic abuse has been improved. Regular briefings have been held for staff and Domestic Violence services are promoted at all Staff Induction Events. Occupational Health have been supported to ensure that staff can access information and advice.
- Work has continued to improve the reporting processes of Hate Incidents. The Council has commissioned Stop Hate UK to act as the borough's 3rd Party Reporting Site. As well as this, a number of 3rd party reporting sites have been established in local agencies.

Our Single Equality Scheme

The new Equality Act 2010 does not specify that as a public authority we have to develop a Single Equality Scheme. We have decided to use this methodology to enable us to identify the areas of work that will contribute to our equality objectives and targets, informed and influenced by local concerns.

This new scheme will not only allow us to identify the work that demonstrates how we are meeting our statutory duties it will also build on the commitment to achieve our partnership vision of a 'fair and respectful borough'.

It pulls together and rationalises all of the required work. It will be our vehicle to respond to both national agenda and delivery of local improvements

It is important to see this scheme very much as a live document that can be reviewed and updated enabling us to take into account changing priority areas both at a national and local level

To simplify this process, the Single Equality Scheme has four main objectives. Two of these relate to how the Council delivers its services (externally facing) and two relate to the Council as an organisation (internally facing).

i) Externally Facing

Objective 1: To ensure that best practice in equality is rooted in all aspects of the Council's functions and is supported by a strong evidence base

Objective 2: To ensure that the work of the Council is informed by effective and inclusive consultation, engagement and communication with users

ii) Internally Facing

Objective 3: To ensure that the promotion of equality and human rights and elimination of discrimination and harassment are embedded in all LBBD practices through leadership and organisational commitment

Objective 4: To ensure the development of an effective and diverse workforce that is representative of the communities served by the Council.

Following a review of our three schemes and to support the development of our new Single Equality Scheme the following table (table1) highlights what has been achieved so far and how this fits within the new overarching objectives.

Table 1

Objective 1: To ensure that best practice in equality is rooted in all aspects of the Council's functions and is supported by a strong evidence base.	
What the results of previous consultation asked us to do	What we are currently doing
Services to ensure that information and public meetings are accessible	Translation and interpreting available where necessary. Council buildings are accessible to disabled people. New forms developed using Crystal Mark ('plain English') accreditation. Relevant services are using appropriate media for learning disabled customers.
Work with Partners to ensure that duty to positively promote is mainstreamed into the work of all relevant organisations	There is joined up work with both the PCT and Police on health and community safety issues
Council to work proactively with representative groups.	Equality Fora have been established, and mechanisms have been identified for them to feed into the Local Strategic Partnership
To improve the feeling of safety and wellbeing for all groups	We are working with partners to improve the outcomes for those suffering domestic violence for all of the equality strands
Develop hate incidents policy to include all statutory equality strands, not just race	We revised the racist incident policy to include gender disability and sexuality. The new scheme was launched and information is available on the internet. A third party reporting mechanism was developed and used

Objective 2: To ensure that the work of the Council is informed by effective and inclusive consultation	
Council to work with community to ensure that everyone has the ability to participate and be involved in key decisions and plans that may affect their lives	Community consultation and engagement strategy implemented and currently being reviewed to incorporate wider empowerment.

Objective 3: To ensure that the promotion of equality and human rights and elimination of discrimination and harassment are embedded in all LBBB practices through leadership and organisational commitment	
To assess our services as well as the new and existing policies to ensure no discrimination was evident and ensure that there was equal access for all. These processes mainstreamed into performance management systems	The council has developed an Equality Impact assessment process which allows services existing policies to be assessed. Impact assessments are reviewed both departmentally, and corporately at the Equality and Diversity Inclusion group.
Procurement of services to build equalities objectives and targets into relevant contracts	Corporate guideline were revised in 2006 to include 'Guidelines for building equalities into contracts'
Services to know their customers and be aware of who is using them and levels of satisfaction	Equalities strands are part of the monitoring process for all departments Currently developing a Customer Relationship Management (CRM) system with the capacity to collect relevant data
All departments to regularly review budget allocation to organisations and to regularly review budget allocation to support equality work	Forms part of the service/ business planning process

Objective 4: To ensure the development of an effective and diverse workforce that is representative of the communities served by the Council																															
Well trained staff in all aspects of the equality agenda	Equality and diversity training is mandatory for all staff. All staff receive training on the Social model of disability																														
Ensure the workforce at all levels, better represents the community it serves	<p>Recruitment monitoring extended to cover all equality strands. (Data verification exercise carried out to seek voluntary disclosure of information where this previously not requested)</p> <p>The Council employed 4,778 staff (excluding schools) at 31 March 2010:</p> <table border="0"> <tr> <td>Gender:</td> <td>Women</td> <td>3,103 (65%)</td> </tr> <tr> <td></td> <td>Men</td> <td>1,655 (35%)</td> </tr> <tr> <td>Ethnicity:</td> <td>Asian</td> <td>273 (6.2%)</td> </tr> <tr> <td></td> <td>Black</td> <td>664 (13.9%)</td> </tr> <tr> <td></td> <td>Chinese</td> <td>17 (0.4%)</td> </tr> <tr> <td></td> <td>Mixed</td> <td>68 (1.4%)</td> </tr> <tr> <td></td> <td>Other</td> <td>44 (0.9%)</td> </tr> <tr> <td></td> <td>White</td> <td>3,710 (77.6%)</td> </tr> <tr> <td></td> <td>Not disclosed</td> <td><u>2</u> (0.04%)</td> </tr> <tr> <td></td> <td></td> <td>4,758</td> </tr> </table> <p>Disability: 200 (4%) of staff declared themselves to have a disability</p> <p>Workforce information and profile is in development to help with monitoring employment trends, enable comparison against local demographic information and for future workforce planning.</p> <p>Developed the 'Valuing People' strategy with partners, to introduce and establish arrangements that will enable the Council to employ more people with learning disabilities in the long-term.</p> <p>Annual survey of disabled staff about working for the Council and how to encourage more people to declare their disability. Results fed back to the Staff Network and Disability Equality Forum.</p>	Gender:	Women	3,103 (65%)		Men	1,655 (35%)	Ethnicity:	Asian	273 (6.2%)		Black	664 (13.9%)		Chinese	17 (0.4%)		Mixed	68 (1.4%)		Other	44 (0.9%)		White	3,710 (77.6%)		Not disclosed	<u>2</u> (0.04%)			4,758
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<p>Council to seek accreditation</p>	<p>The Council holds both the Investors in People (IIP) and the Department of Works and Pensions (DWP) Employers "Two Tick" accreditations. It is one of Stonewall's top 100 employers in the country for 2010.</p>
<p>Support staff networks and use as a consultative mechanism</p>	<p>The Council has supported the setting up of staff support groups, including the:</p> <ul style="list-style-type: none"> • BME staff network • LGBT network • Disability staff network <p>The Staff Support Networks have had an important role in supporting the Council to meet its statutory responsibilities under equalities legislation, as well as with applications for accreditation including;</p> <ul style="list-style-type: none"> • The Equality Standard for Local Government • DWP "Two-Tick" Disability employer • Stonewall Workplace Equality Index (WEI) • Investors in People (IIP) <p>Details of the networks are promoted internally and group intranet pages set up as a information resource for all staff</p>

Key elements of our action plan

Leadership and Commitment

The Council is committed to delivering fair access to, and delivery of, all public sector services in the area. This commitment is demonstrated through our Corporate Plan and through the delivery vehicle of the Local Area Agreement–the Barking and Dagenham Partnership.

The Council's Equalities, Diversity and Inclusion Group is the corporate decision making body that oversees all of the work that the council is committed to which contributes to ensuring that there is fair access to all of its services. This board reports directly to the Corporate Management Team.

Equality Impact assessments

For us to understand the needs of all our community and to be self reflective about the way we develop and deliver our policies it is vital that we continue our programme of impact assessments. We are committed to improving this process to be able to

- take into account the new protected characteristics
- make it easier for the wider community to be involved in equality impact assessments
- obtain the results in an accessible format

This process will allow us to demonstrate how we are meeting the general duty of the Equality Act 2010; it will also help us to identify what we are doing well as well as areas that we may need to improve to ensure that any adverse or potential adverse impact is identified.

We will publish a yearly schedule of the services that will carry out equality impact assessments.

Knowing Our Communities.

This borough is fast-changing, an important recent change has been the rapid rise in the proportion of the borough's population which is made up of black and minority ethnic residents. In 1991, only 6.8% of the borough's population was non-white. This had risen to nearly 15% in 2001, and is now estimated to be approximately 25%. Historically, there has been a stable white, working-class population in many parts of the borough, although in areas of Barking there has been significant ethnic diversity since the 1960s. Increasing diversity offers considerable opportunities, but the pace of change poses a number of real challenges for community cohesion

Knowing our communities and the changing needs helps us to plan and deliver our services in an effective way ensuring that no sections of the community are or perceived to be excluded and levels of satisfaction can be monitored.

Development of IT systems, notably the Customer Relationship Management system and improvements to services based software will allow us to improve both our tracking systems as well as identify specific needs of individual customers

Consultation and engagement

We recognise Barking and Dagenham is a borough that faces many challenges. It is also one where we can be proud of our heritage, and of the great work that people in the community do to make this a better place. Bringing together work to engage and consult with local people ensures this is done as effectively as possible which will reduce the changes of consultation fatigue.

Improvements to engagement and empowerment will lead to improvements in service delivery. Improved services which meet the diverse needs of our community.

The Council as an Employer

At Barking and Dagenham, we are positive about diversity, because we know our mixture of cultures, ages, levels of ability and gender actually strengthens our team.

We are proud of our past, and see it as an outstanding foundation; but we think that modernising initiatives will help us can only help us to build our future as an employer

The actions within the Single Equality Scheme show how we will achieve our commitment to both the recruitment and development of all staff to enable us to be have a representative workforce at all levels.

How will we monitor the Single Equality Scheme?

The Equality Diversity and Inclusion Group will take a lead role in ensuring that the targets set within the scheme are met and all services, where appropriate, are able to report on their journey in achieving measurable outcomes for all of the community having due regard for the protected characteristics identified within the Equality Act 2010.

A yearly report will be produced and published allowing all stakeholders to be able to access our progress and provide effective feedback on relevant issues.

Appendix 1.

ACTION PLAN

Objective 1: To ensure that best practice in equality is rooted in all aspects of the Council's functions and is supported by a strong evidence base				
Overarching Actions	Milestones	Lead officers	Outcomes	Date due
Ensure that information and facilities are accessible to all, taking into account the needs of different communities	Following impact assessment, Access Strategy in place	Head of Customer Strategy	All services using the correct vehicles to allow equal access and are able to demonstrate how different access needs are catered for	October 2010
	Reporting against action plan monitored at appropriate levels			January 2011
	Appropriate access to all services can be evidenced			April 2012
Partnership Boards identify actions to address equalities and cohesion	Actions & targets identified	Board Lead Officers	Evidence of partners developing strategies to tackle access and equality issues with demonstrable outcomes	December 2010
	6 monthly reporting to CSP			June 2010 and ongoing
Develop and implement Child Poverty Strategy to be known as 'Raising household incomes: the best possible start for every child in Barking and Dagenham	Strategy impact assessed	GM E&S	Child poverty strategy in place	March 2011
	Strategy developed and adopted			October 2011
	Monitoring against agreed NIs and local indicators in place and results reported to the Children's Trust Board			2011- ongoing
	Targets within strategy are met			

Continue to support and work with Equality Fora and develop method of 'Joined-up working to identify common issues	Establish a 6 monthly programme of fora chairs to advise CSP on relevant issues	GM – CC&S	Active Fora where relevant issues are discussed Evidence that services are using these fora as consultative / engagement mechanisms Consultative/involvement mechanism demonstrates influence on potential outcomes of the services Common issues brought to the attention of the Council	2010 April 2012 January 2011
Continue to improve the feeling of safety and well being for all groups	Develop a communication and engagement strategy for the Community Safety Partnership taking into account the needs of different communities Delivery of the actions and outcomes of the year on year CSP plan	GM Community Safety	Increase in community feeling safe within the borough (National Indicators)	October 2011 Target for 10/11 to be achieved and ongoing targets set
Streamline hate incident reporting with bullying/ harassment incident handling in schools	Develop appropriate reporting mechanisms	GM Community Safety	Incidents being reported in schools and information being used effectively to improve relationships within school communities and the wider community	December 2010
Identify an establish a third party reporting site for disability hate incidents	Third party Disability group identified Reporting process agreed	GM Community Safety	Wider range of opportunities for disabled people to report hate incidents Increased number of disability hate incidents reported	December 2010 February 2011

Objective 2: To ensure that the work of the Council is informed by effective and inclusive consultation				
Actions	Milestones	Lead officers	Outcomes	Date due
Adopt community engagement and empowerment strategy	<p>Strategy adopted</p> <p>Strategy monitored through appropriate N.I.</p>	Head of Strategy & Performance	<p>Diverse/ representative cross-section of the community participating in engagement activities</p> <p>A coordinated approach to engagement with partners</p> <p>Increased opportunities to get involved for all communities</p> <p>More confident and empowered community</p> <p>Improved services as a result of the continued engagement</p> <p>Achievement of target for NI4</p>	Adopted October 2010
Develop approach to engaging the wider community in assessing equalities impacts	<p>New guidance produced to support services</p> <p>Services routinely identify key partners and stakeholders who could form part of the Equality Impact assessment process</p>	<p>GM Community Cohesion</p> <p>All services</p>	<p>Evidence that there has been appropriate involvement in the review and development of service to improve access to the individual services</p> <p>Community have greater opportunity to be involved in the Equality Impact Assessment process</p>	April 2011

Objective 3: To ensure that the promotion of equality and human rights and elimination of discrimination and harassment are embedded in all LBBB practices through leadership and organisational commitment				
Actions	Milestones	Lead officers	Outcomes	Date due
Robust monitoring of this action plan to ensure delivery	Quarterly monitoring by EDI Group	EDI Group	Performance and development is monitored at an appropriate level	April 2011 and ongoing
	Achievement report published annually			October 2011 and ongoing
Within marketing and comms, continue to use 'positive images' of all equality strands		Group Manager Marketing and Comms	All communities are proportionately represented in LBBB literature, posters and leaflets etc and on the council's website and intranet pages.	Ongoing
Ensure impact assessments are mainstreamed into performance management systems	Impact assessment process reviewed and updated to take into account the new protected characteristics	GM Community Cohesion	Programme of impact assessments and action planning carried out that will inform business plans/ services plans	October 2010 and ongoing
	Continued programme of impact assessment Review/ revise monitoring framework	All services, monitored via EDI Group GM Community Cohesion	Services able to demonstrate how process has improved outcomes for different communities	Ongoing

Monitor Procurement and commissioning of services to ensure that equality is built into relevant contracts	Identify mechanisms and appropriate targets to evidence compliance with the Equality Act within Council procurement procedures and functions	Director of Finance and Commercial Services	Evidence that Equalities is mainstreamed into appropriate contracts at all levels. Programme of monitoring contracts including sharing good practice	March 2011
Customer profiling and equality mapping used by services to understand and be aware of who is using them, levels of satisfaction and gaps in coverage	Use of CRM to capture equalities data Output from CRM customer insight reports to services Evidence that services are acting on customer insight	Head of Customer Strategy	The needs of individual services users are recorded and used to allow equal access Information used to understand and develop services	December 2010 Ongoing from August 2010 Ongoing April 2011

Objective 4: To ensure the development of an effective and diverse workforce that is representative of the community it serves				
Actions	Milestones	Lead officers	Outcomes	Date due
Cyclical review of training program to ensure that staff are appropriately trained on equalities matters	<p>Review of programme conducted annually</p> <p>Amendments made to programme</p> <p>Review of attendance at programme and actions taken</p> <p>Annual corporate briefing /update on equality issues</p>	Head of HR/GM HR services	<p>All staff trained to an appropriate level for their work to enable them to understand their individual responsibilities</p> <p>Training is relevant and helps delivery of the Corporate priorities</p> <p>Managers and staff are kept updated on changes to legislation and best practice in case law</p> <p>The council is fully compliant with its statutory duties under equality act</p> <p>All training accessible to part time and disabled employees</p>	Annual review and ongoing
Ensure the workforce at all levels, better represents the community it serves	<p>Percentage of women, BME and disabled staff in management posts reflects the overall percentage of the workforce</p> <p>Establish recruitment and retention initiatives to attract</p>	Head of HR/GM HR services /GM HR recruitment information and health	<p>Achieve more representative workforce at all levels within the organisation</p> <p>Employment targets in OD and Workforce Development Plans / Strategies met</p>	Ongoing

	<p>and retain staff, including:</p> <ol style="list-style-type: none"> 1. Work experience 2. Apprenticeships 3. Graduate schemes 4. Flexible working 5. Career development <ul style="list-style-type: none"> • work related training • mentoring • secondments <p>succession planning</p>		<p>Recruit and retain more people from the local community, especially into difficulty to recruit to posts</p> <p>Career pathways to develop staff to become managers</p>	
Pursue accreditation and benchmarks where appropriate	<p>Ensure successful reapplication for IIP and DWP Disability 'Two Tick' employers accreditation</p> <p>Continue to reapply for Stonewall Workplace Equality Index annually</p> <p>Self-assess against Equalities Framework for Local Government</p>	Head of HR/GMHR services /GM HR recruitment information and health	<p>IIP retained.</p> <p>Council has communication strategy embedded within the organisation and engages managers and staff on issues that affect them</p> <p>Council is fully compliant with its statutory duties, under the equality legislation</p> <p>Maintain/improve individual "score" in Workplace Equality Index</p>	<p>IIP accreditation reviewed every three years – next review due in 2011</p> <p>Annual review by DWP of the Council's progress against 5 "Two Tick" commitments (July/August)</p>
Support staff networks and use as a consultative mechanism	<p>Annual review of support to staff networks to ensure:</p> <p>Promoted effectively, increased awareness, engaged on delivering agreed</p>		<p>75% of staff can identify groups</p> <p>Healthy Staff networks with relevant reporting mechanisms.</p> <p>Staff networks consulted on the</p>	<p>May/June (yearly) ongoing</p>

	<p>aims, training needs identified / provided</p> <p>Assess demand / need for other networks</p> <p>Conduct staff attitude surveys used to assess engagement</p>		<p>development of equality plans / employment policies, including impact assessments</p> <p>Staff networks contribute to accreditation processes and positively promote the Council as a good employer</p>	
<p>Review of Human Resources policies and practices to ensure we will meet all requirements highlighted in the new Equality Act e.g. Maternity</p>	<p>Identify key employment policies and practices that covered by Equality Act and audit to ensure compliant with legislation; update as necessary, notify managers and staff of any changes</p> <p>Agree programme to review and update employment policies ongoing, including equality impact assessments.</p> <p>Identify training and support to be provided prior to introducing new procedures</p>	<p>Head of HR/GM HR Recruitment Information and Health</p>	<p>Employment policies and practices are up to date and reflect changing legislation, “case law” and “best practice”</p> <p>The Council is fully compliant with its statutory duties, under the various equality legislation</p>	<p>2010 /2011</p>

Appendix 2

A Basket of Performance Indicators

To ensure delivery of the Single Equality Scheme, it is important for us to have robust monitoring procedures in place. Regular reports will be produced to show how well we are doing. We will use the performance indicators below to track the progress of the action plan. As individual actions progress, targets will be established and reported against.

Local performance indicators for the Single Equality Scheme (SES)

- The number of actions within the SES either delivered or are on target to achieve proposed outcomes
- % proposed yearly impact assessment completed
- % of EIA action plans on target

National Indicators. – All survey results and data will require analysis by equality stands.

- Consultation and engagement
 - NI 1 % of people who believe people from different backgrounds get on well together in their local area.
 - NI 3 Civic participation in the local area
 - NI 4 % of people who feel they can influence decisions in their locality
 - NI 5 Overall/general satisfaction with local area
- Community Safety
 - NI 21: Dealing with local concerns about anti-social behaviour and crime issues by the local council and police
 - NI 27: Understanding of local concerns about anti-social behaviour/crime issues by local council/police

Child Poverty (in development)

- Average weekly income in the borough
- % children and young people living in poverty
- Numbers of young people not in education employment or training (NEET) @ 6% by 2012
- % homes achieving the Decent Homes Standard

- NI 116: Proportion of children in poverty
- NI 117: 16 to 18 year olds who are not in education, employment or training (NEET)
- NI 118: Take up of formal childcare by low-income working families
- NI 156: Number of households living in temporary accommodation
- NI 158: Percentage of non-decent council homes

Economic development (in development)

- NI 117: 16 to 18 year olds who are not in education, employment or training (NEET)
- NI 151: Overall Employment rate (working-age)
- NI 152: Working age people on out of work benefits
- NI 153 : Working age people claiming out of work benefits in the worst performing neighbourhoods
- NI 163 : Working age population qualified to at level 2 or above
- NI 171: New business registration rate.
- NI 172: Percentage of small businesses in an area showing employment growth
- NI 173: Flows on to incapacity benefits from employment

Human Resources

- % of women, BAME and disabled staff in management posts in comparison to the overall percentage of the workforce
- % of staff attending equality and diversity training courses
- % Human Resources policies and practices reviewed and updated to ensure full compliance with the Equality Act 2010

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CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR HEALTH AND ADULT SERVICES

Title: Procurement of Drug Treatment Services	For Decision
<p>Summary:</p> <p>The Crime and Disorder Act requires the Council to work together with its partners to address the harm to the community caused by drugs. This approach centres on education, treatment and enforcement. This report addresses the retendering of two treatment services which support substance misusers, including offenders who are on Orders who are subject to testing and treatment as part of their sentence.</p> <p>In 2009/10, 2,032 individuals accessed drug treatment services in the borough with 1,381 of them being new presentations. 289 of those individuals had a mental health diagnosis whilst in drug treatment and 355 people accepted Hepatitis B vaccinations.</p> <p>From March 2009 until February 2010, 216 individuals were referred into drug treatment via the Drug Interventions Programme (DIP), of which 50 people were given a Drug Rehabilitation Order by the Courts.</p> <p>As a result of people accessing drug treatment in the borough they are given the necessary support to become drug free, move away from criminal activity, be supported into secure accommodation and helped into employment, training and education. These outcomes ensure that individuals can be re-integrated into their families and contribute positively to the local community.</p> <p>The services currently provided are:</p> <p>(1) Structured Day Programme, Structured Counselling for Drug Users and Family and Carer Services.</p> <p>These services are currently provided by St.Lukes Daybreak Drug Project and consist of running specific groups for service users who have been given Drug Rehabilitation Requirements by Court. A family and partner evening group is run to support family members and partners of drug users. Groups are also run for people with cannabis and stimulant drug use problems. All individuals accessing Daybreak Drug Project are offered one to one therapeutic counselling and there is a specific women's group.</p> <p>(2) Specialist Prescribing Service (which includes the Dual Diagnosis and Blood Borne Viruses Services)</p> <p>These services are currently provided by DRIVE (North East London Foundation Trust NELFT). They provide substitute medication for people wanting to stop using heroin. Medical assessments are carried out by a doctor and all patients have their own keyworker with whom all care is planned.</p> <p>The Dual Diagnosis service supports individuals who experience mental health</p>	

problems but also have problems with any drugs. The service includes outreach, counselling and additional support.

The procurement of these services will enable the Council and its partners to ensure that:

- There are high numbers of drug users recorded as being in effective treatment;
- Drug users are receiving fair and equitable access to drug treatment services;
- Drug treatment services make a positive contribution to ensuring that rates of local acquisitive crime are affected.

Without these essential services being in place the health and well being of those residents who experience substance misuse and their families and carers would deteriorate. These services must be supplied to assist individuals to lead healthy alcohol/drug-free, crime free lifestyles and increase their opportunities to make a positive contribution in society.

Wards Affected: ALL

Recommendation(s)

The Cabinet is recommended to agree:

- (a) the procurement of Drug Treatment Services to provide:
- (1) Structured Day Programme and Structured Counselling for Drug Users and Family and Carer Services, on the terms detailed in this report
 - (2) A Specialist Prescribing Service (which includes Dual Diagnosis and Blood Borne Virus Services) on the terms detailed in this report.
- (b) to delegate to the Corporate Director of Adult and Community Services the authority to award the contracts.

Reason(s)

To assist the Council in achieving its Community Priorities of “Improving Health, Housing and Social Care”, “Fair and Respectful”, “Prosperous” and “Inspired and Successful”.

Comments of the Chief Financial Officer

The re-tendering of these drug treatment services will be funded from within existing budgets. Specifically with regard to the Structured Day Programme, £100,000 will come from the Council’s core funds within Adults and Community Services and £250,000 from NHS Barking and Dagenham’s pooled treatment budget managed by the Council.

The Specialist Prescribing Service of £686,536 is funded from the NHS Barking and Dagenham’s pooled treatment budget.

It is anticipated by the service that savings of around £50,000 may be achieved through the re-tender process. Any money ultimately released will then be subject to consideration for savings or service improvement through the normal processes.

Comments of the Legal Partner The report has been noted and there are no specific comments.		
Head of Service: Glynis Rogers	Title: Divisional Director, Community Safety and Neighbourhood Services	Contact Details: Tel: 020 8227 2827 Fax: 020 8227 2846 E-mail: glynis.rogers@lbbd.gov.uk
Cabinet Member: Councillor Linda Reason	Portfolio: Cabinet Member for Health and Adult Services	Contact Details: Tel: 020 8227 2116 Fax: 020 8227 2162 E-mail: linda.reason2@lbbd.gov.uk

1. Background

- 1.1 The Adult and Community Services Department together with NHS Barking & Dagenham jointly fund the provision of drug treatment in the borough. The tenders will be structured to ensure that the tender process provides best value and serves and meets the needs of residents who require drug treatment in the borough.
- 1.2 The Structured Day Programme / Counselling and Family/Carer Services are currently being provided by St. Lukes Daybreak Drug Project. The current contract was awarded to Daybreak from April 1st 2007 for 3 years with a further option to extend for 1 year. The current contract with Daybreak cannot be further extended under Council rules and EU procurement law.
- 1.3 The Specialist Prescribing Service, including Dual Diagnosis and Blood Borne Virus Services, is currently being provided by North East London NHS Foundation Trust (NELFT). The current contract has been delivered by NELFT since October 2006 when this new service was set up in Barking and Dagenham. The current financial arrangements for the funding of this service forms part of the main NHS Barking & Dagenham Mental Health Contract and Commissioning Framework. The Joint Commissioning Board have authorised that the funding for the specialist prescribing service should be separated out and that this should go to public tender as stipulated by the Council's Contract Rules and EU requirements for the procurement of services.

2. Proposal

- 2.1 The services provided by the Daybreak Drug Project (Structured Day Programme/ Counselling and Family/Carer Services) now require re-tendering as the contract is approaching its expiry date of March 31st 2011. The contract value for these services is currently **£350,000** per annum. Funding will be provided from the Department of Health, NHS Barking & Dagenham and Adult and Community Services core funding. Some savings will be anticipated on the current total spend through improvement in value for money being achieved.
- 2.2 The contract value for services provided by DRIVE/NELFT Specialist Prescribing Service, (including Dual Diagnosis and Blood Borne Virus Services) is currently **£686,536**. Funding is provided from the Department of Health, NHS Barking &

Dagenham Pooled Treatment Budget which is managed by the Council. Savings are expected on the current total spend through improvement in value for money being achieved. It is proposed that both these services go out to an open tender process.

- 2.3 Through the re-tendering of these services a value for money exercise will take place and contract prices will be reviewed in order to deliver economical service provision and provide cost savings to the Council and NHS Barking & Dagenham. The majority of the funding of these services currently comes from central Government Department of Health funding.
- 2.4 Prior to awarding the new contracts (subject to approval from the Cabinet) an evaluation of the price will be carried out to ensure that provider organisations tendering for the two contracts provide fair and competitive prices that are consistent with the service specification and the services required to be delivered.
- 2.5 The procurement of these drug treatment services aims to achieve improved outcome based targets for those residents who access drug treatment. This will include an increase in service users/patients returning to employment, education or training and /or a reduction in substance misuse hospital admissions and an increase in the uptake of admissions to stable accommodation for individuals with drug problems.
- 2.6 The re-tendering of these two services will help improve access, attendance, engagement and retention of hard to reach groups and treatment for those not accessing services. In addition it will provide improved take-up of treatment by black and minority ethnic communities; increased value for money; improved partnership working; reductions in further offending and improved physical and mental health for individuals and the wider community.

3. Financial Issues

- 3.1 The cost of the Structured Day Programme / Counselling and Family / Carer Services (Daybreak (1) services is currently funded with £250,000 from NHS Barking & Dagenham budgets and £100,000 from Council mainstream funds.
- 3.2 DRIVE/NELFT (2), Specialist Prescribing Service, including Dual Diagnosis and Blood Borne Virus services is currently funded with £686,536 from Department of Health NHS Barking & Dagenham mainstream funds.
- 3.3. The guarantee and certainties of funding cannot be absolute in the current economic climate. NHS Barking & Dagenham have stated that they will continue to work in partnership with the Council to deliver drug treatment services, however there will be pressure to consider cost savings against all levels of current investment. Accordingly, both contracts will contain break clauses enabling notice to be served at any time should existing funding streams cease or be reduced.
- 3.4 It has been identified that the re-tendering of these two services will make estimated cost savings in the region of £50,000 over the lifetime of the contracts.

4. Legal Issues

- 4.1 The Council's Contract Rules and EU requirements will be complied with. In addition tenders will be designed to ensure compliance with grant funding conditions from all agencies. Statutory requirements mandate that a range of drug treatment options are available within Barking and Dagenham for its residents. The provision of the tendered services will deliver against statutory requirements under the Drugs Act 2005.

5. Other Implications

Risk Management

- 5.1 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. In addition, any reliance on the Council's Area Based Grant (ABG) must be treated with caution as this funding source is likely to reduce locally and nationally. Both these funding issues may have a consequent effect on services. Accordingly, non completion of the re-tendering of the services described within this report may result in an increase in crime and disorder and have detrimental effects on the health and wellbeing of residents.
- 5.2 It is very likely that the withdrawal of these core substance misuse treatment services would result in the loss of a significant number of service users and patients, at a time when the DAAT partnership should be showing greater outcomes for people entering drug and alcohol treatment. This would conflict with the Partnership's ability to achieve its vital signs targets. Statutory requirements stipulate that a range of drug treatment options and interventions are made available within Barking and Dagenham for its residents.
- 5.3 The services will be managed through formal quarterly performance and contract monitoring meetings and ongoing service improvement audits, service user and patient consultation and informal reviews by the Drug and Alcohol Action Team.

Contractual Issues

- 5.4 Daybreak Contract (Structured Day Programme/Counselling and Family/Carer Services) has been extended until March 2011 (2 years maximum extension time) and cannot be extended further beyond this date under the Council's Contract Rules and EU requirements.
- 5.5 DRIVE/NELFT Contract (Specialist Prescribing Service, including Dual Diagnosis and Blood Borne Virus Services) currently forms part of the main NHS Barking & Dagenham Mental Health Contract. The Joint Commissioning Board have authorised that the funding for the specialist prescribing service be separated out and that a separate contract is tendered for in order to enable improved monitoring processes as a stand alone contract.

Staffing Issues

- 5.6 There are no direct TUPE implications for Council staff. Officers will facilitate any TUPE implications between the existing provider and any new provider that may occur. The risks of redundancy of staff sit with the commissioned organisation that provides the service and not with the Council.

Customer Impact

- 5.7 There are a range of drug and alcohol treatment services available to all residents of the borough. The Structured Day Programme/Counselling and Family/Carer Services and Specialist Prescribing Service, including Dual Diagnosis and Blood Borne Virus Services are an integral and essential part of the borough drug treatment system. There are approximately 800 people in drug treatment over the course of a year. The removal of these two essential services would impact on the ability to provide necessary frontline drug treatment services to meet the needs of residents. The re-tendering and delivery of these two services will enable improved access to treatment for new clients and improved outcomes for those currently accessing drug treatment services. The re-tendering of these services has been informed by the annual needs assessment process and is in line with the needs of the Barking and Dagenham drug using population. The need to provide drug treatment services has been subject to extensive consultation, with the benefit of input from all local partners, key agencies and professional groups.
- 5.8 The Equality Impact Assessment undertaken by the Drug and Alcohol Action Team detailed that the main areas for improving services are around equitable and fair access to and for marginalised groups. This knowledge will directly inform the tender process.
- 5.9 There are a number of improvements for inclusion within the tenders that are expected to have positive customer impacts. These are:
- Extension of current opening hours.
 - Increased opportunities for improved outcomes for those accessing treatment to improve health, wellbeing and safety.
 - Drug Treatment Organisations to set up drug treatment satellite services within community, voluntary and religious organisations to ensure that access is fair and equitable for all residents.

Safeguarding Children

- 5.10 Although these services will be provided primarily for adults, under the “Think Family” agenda, drug treatment services and Family Intervention Services will be working more closely and in joint partnership to safeguard children and improve their wellbeing. In 2009/10 there were a total of 262 drug and alcohol users accessing drug and alcohol treatment who have children residing with them. There were a further 221 drug and or alcohol users who either had children in care or living with another family member or partner. In 2009/10 there were 27 pregnant drug and or alcohol users receiving drug and or alcohol treatment. The withdrawal of these services will have an impact on the parenting capacity of these individuals in drug treatment. The impact on children of Substance Misusing parents can affect young people greatly in all areas of learning, development and health. Access to drug treatment for parents that have problems with drugs can help improve the wellbeing of their children and also safeguard them against potential harm while also reducing inequalities for the parents and children. All tendered services will have to demonstrate how they will work with the substance misuser’s family in a holistic manner under the ‘Think Family approach’.

Health Issues

- 5.11 Residents with recreational and problematic drug use experience a multitude of both physical and mental health issues. The withdrawal of these two services would have a significant health and wellbeing impact on residents requiring these services as well as the wider local community as a whole. From April 2009 until March 2010 there were a total 2,032 individuals accessing the drug treatment services in the borough with 1,381 of them being new presentations to the services. There were 289 individuals with a mental health diagnosis whilst in drug treatment during 2009/10 and 355 people that accepted Hepatitis B vaccinations at these services. Without these two services all these individuals would be at risk.

Crime and Disorder Issues

- 5.12 Section 17 of the Crime and Disorder Act 1998 requires local authorities to integrate consideration of crime and disorder issues into all their functions and corporate thinking. The Act was revised in 2006 and a new provision was made under Section 17, 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 provision of these services contributes to the reduction of crime and community safety amongst adults with substance misuse needs who maybe committing acquisitive crime to fund their illicit drug dependency.
- 5.13 Without these services being in place, the Drug Interventions Project would suffer a marked reduction in the achievement of targets and would be unable to deliver our statutory requirements. Those offenders who would be involved in the scheme would also be at risk of not being engaged with at such an early opportunity, which may lead to re-offending. In addition the Priority & Prolific Offenders (PPO's) scheme benefits directly from these services; there were 23 PPO's accessing drug treatment in 2009/10. The Daybreak Service is integral to the success of the Drug Rehabilitation Requirement Scheme which forms part of the Drug Interventions Project (DIP). From March 2009 until February 2010 there were a total of 216 individuals that were referred into drug treatment system via DIP, of whom 50 people were given a Drug Rehabilitation Order by the Courts.

6. Options appraisal

- 6.1 Do nothing – if the two contracts are not re-tendered then these services will cease, and customer needs will not be met. The Council's ability to develop any capacity into the drug treatment system could be undermined which could have further impacts on crime rates and the health of local residents. Not having these two services will accordingly impact beyond individual drug users themselves and into the local community.
- 6.2 Re-tender. The re-tendering of both services will enable significant cost savings in the region of £50,000. It will enable the improvement of the provision of services to meet customer needs and increase the capacity within these services. The re-tendering will enable improvements to the health and well-being of residents who experience substance misuse problems and their families. Based on existing levels of activity these services will assist over 2000 residents throughout the life of the contract to lead healthier alcohol/drug-free lifestyles and increase their opportunities to make a positive contribution to the borough and society as a whole.

- 6.3 The re-tenders will be carried out in compliance with EU rules. Interested parties will be invited to tender on the basis of a two-stage process. The first stage will be to invite expressions of interest requiring the completion of a pre-qualification questionnaire which will be assessed against the responses given. This will result in a shortlist of up to six preferred providers being invited to tender.
- 6.4 Under the revised EU Procurement Rules (31st January 2006) the procurement of this service is a Schedule 3, part B service under category 25 of Health and Social Care. Part B services are not required to go through the full EU procurement procedure but are not exempt from many of the regulations.
- 6.5 The evaluation of tender submissions will be based on a quality cost matrix of 70/30 with weightings to be as follows:
- Staffing & Personnel related issues (10)
 - Partnership Working and Information Sharing to Achieve Effective Outcomes (10)
 - Safeguarding (5)
 - Service Delivery (25)
 - Presentation (5)
 - Interview (15)
 - Cost / Pricing Schedule (30)
- 6.6 Tenderers will be advised of these weightings beforehand. This will enable a fair and even handed approach to be taken.
- 6.7 Officers are currently drafting the tender specification based on best practice models provided by The National Treatment Agency for Substance Misuse.
- 6.8 **Expected Outline Timetable for Daybreak** (all dates are provisional and subject to change)

Action	Date
Cabinet Approval	28 th September 2010
Advertise	5 th October 2010
Expressions of interest to be returned	26 th October 2010
Evaluate returns	9 th November 2010
Invitation to Tender to be sent out	23 rd November 2010
Tenders to be returned	21 st December 2010
Interviews to be conducted	18 th January 2011
Approval from Chief Officers and 10 day standstill period	25 th January 2011
Contract Award	1 st February 2011

- 6.9 **Expected Outline Timetable for DRIVE** (all dates are provisional and subject to change)

Action	Date
Cabinet Approval	28 th September 2010
Advertise	5 th October 2010
Expressions of interest to be returned	26 th October 2010

Evaluate returns	9 th November 2010
Invitation to Tender to be sent out	6 th December 2010
Tenders to be returned	17 th January 2011
Interviews to be conducted	14 th February 2011
Approval from Chief Officers and 10 day standstill period	28 th February 2011
Contract Award	March 2011

- 6.10 Contracts will be awarded to the successful provider/s for a period of three years, with an option to extend for a further two years dependent upon satisfactory performance.
- 6.11 The total contract value for the Structured Day programme /Counselling service and Family / Carer Services over a three year period is £ 1,050,000. If the contract is subject to a two year extension period then the total contract price over 5 years is expected to be approximately £1,750,000.
- 6.12 The total contract value for the Specialist Prescribing Service (includes Dual Diagnosis and Blood Borne Virus Services) over a three year period is £2,059,608. If the contract is subject to a two year extension period then the total contract price over 5 years is expected to be approximately £3,432,680.

7. Background Papers Used in the Preparation of the Report:

Barking & Dagenham Adult Substance Misuse Treatment Plan 2010/11
 Barking & Dagenham Drug Treatment Needs Assessment 2009/10
 Models of Care update (2006): Published by the National Treatment Agency
 National Drugs Strategy 2008 – 2018: HM Government

8 List of appendices: None

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CABINET

28 SEPTEMBER 2010

REPORT OF THE CABINET MEMBER FOR HEALTH AND ADULT SERVICES

Title: Barking & Dagenham Partnership Health & Wellbeing Strategy	For Decision
<p>Summary:</p> <p>In Barking and Dagenham our residents are not as healthy as they should be. Compared to other parts of the country they don't live as long, with many dying earlier from cancer or heart disease. Much of the state of poor health and well being is attributed to the manner in which local residents live their lives.</p> <p>The Health & Wellbeing Strategy sets out the 10 health and wellbeing priorities for the next three years. These will drive the combined efforts of the partnership that consists of the Council, NHS Barking and Dagenham, the Police, statutory providers, the voluntary sector, local employers and a range of important elements of the local community.</p> <p>The Health & Wellbeing Board has recommended the strategy to constituent organisations of the Barking and Dagenham Partnership.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Adopt the Health and Wellbeing Strategy appended to this report; and (ii) Note that the Health and Wellbeing Board will monitor progress against action plans and key performance indicators. 	
<p>Reason(s)</p> <p>To assist the Council and its partners in achieving the community priorities, working together for a borough in which local people can enjoy better health and well being through the addressing of health inequalities.</p>	
<p>Comments of the Chief Financial Officer</p> <p>The report has been noted and there are no specific comments.</p>	
<p>Comments of the Legal Partner</p> <p>The report has been noted and there are no specific comments.</p>	

Head of Service: Guy Swindle Matthew Cole	Title: Programme Director Total Commissioning Joint Director of Health Improvement	Contact Details: Tel: Email: guy.swindle@lbbd.gov.uk Tel: 020 8532 6356 E-mail: matthew.cole@barkingdagenham.nhs.uk
Cabinet Member: Linda Reason	Portfolio: Health & Adult Services	Contact Details: Tel: 020 8227 2116 E-mail: mailto:linda.reason2@lbbd.gov.uk

1. Background

- 1.1 In Barking and Dagenham our residents are not as healthy as they should be. Compared to other parts of the country they don't live as long, with many dying earlier from cancer or heart disease. Much of the state of poor health and well being is attributed to the manner in which local residents live their lives. Asthma, diabetes and lung conditions affect daily life and independence. Sexually transmitted diseases impact on relationships and the ability to have children; unwanted teenage pregnancy can adversely affect the development of parents and children; alcohol related domestic violence wrecks families. In Barking and Dagenham lower levels of immunisations for childhood diseases mean days off school and for parents, days away from work. Residents rarely take up the opportunities for screening and health checks leaving them exposed to long term disability and even early death.
- 1.2 Nearly one in three of the local adult population smokes. Over four out of every ten of our children in Year 6 are overweight or obese. A third of young people in the borough do not engage in regular exercise. Alcohol abuse is a key factor in over 3,700 cases of domestic violence every year. Our children are not immunised to the levels that are safe for the community.
- 1.3 To address these issues our Health & Wellbeing Strategy sets out the ten health and wellbeing priorities for the next 3 years. These will drive the combined efforts of the partnership that consists of the council, NHS Barking and Dagenham, the Police, statutory providers, the voluntary sector, local employers and a range of important elements of the local community.

2. Proposal - The Health and Wellbeing Strategy

- 2.1 The Health and Wellbeing Strategy addresses health in its broadest sense and links directly to the Community Strategy. The strategy evidences the commitment to reducing health inequalities and making good health and positive well being a reality for everyone in Barking and Dagenham. The strategy is attached at **Appendix 1**.
- 2.2 The 10 Health and Wellbeing Priorities are as follows:
 1. Smoking – Lead: Darren Henaghan (LBBDD)
 2. Physical activity – Lead: Paul Hogan (LBBDD)

3. Health Easting – Lead: Matthew Cole (PCT/LBBD)
4. Depression and Emotional Wellbeing – Lead: David Horne (NELFT)
5. Sexual and Reproductive Health – Lead: Christine Pryor (LBBD)
6. Screening and immunisation – Lead: Matthew Cole
7. Health at Work – Lead: Juliet Beal (PCT)
8. Alcohol misuse – Lead: Glynis Rogers (LBBD)
9. Death and Dying: Lead: Sharon Morrow (PCT)
10. Domestic Violence – Lead: Matt Bell, Borough Commander (Metropolitan Police)

2.2 Life expectancy for men and women has improved over the past 10 years rising from 73 years to 76.3 years for men and from 78.8 years to 80.3 years for women. However, life expectancy for men and women in the borough is approximately eighteen months lower than the UK average. Death rates from major causes are higher than the England average. This is evidenced by the high mortality rates for cancers, Chronic Obstructive Pulmonary Disease (COPD) and cardiovascular disease experienced locally.

2.3 There are many relevant national policies that have shaped our strategy of which four are key to determining our approach. These are:

The Department of Health's White Paper: *'Our Health, Our Care, Our Say'* (January 2006) set out a direction based upon early intervention and user choice to tackle inequalities, to improve community based services and to provide support to people with long term needs;

Putting People First (December 2007) sets out the Government's vision for transforming adult social care. At the heart of *Putting People First* is the desire to ensure the best quality of life for older people, people with chronic health conditions, disabled people and people with mental health problems through the concept of 'personalisation' of services;

Equity and Excellence: Liberating the NHS (July 2010) establishes an intention to establish a coherent and strategic Health and Wellbeing Board and approach within local government and a fundamental shift in leadership and responsibility for oversight of public health to local government.

and

The Local Government White Paper, *"Creating Strong and Prosperous Communities"* (2007) gave new drive to joint working across organisations locally to deliver joint objectives within Local Area Agreements.

2.4 Health and wellbeing is not just about the numbers of local residents dying prematurely; educational opportunity, job prospects and independence of living are all compromised by a range of underlying health and social issues including:

- the high numbers of people with long term conditions (for example diabetes, asthma and chronic chest conditions)
- high levels of teenage pregnancy
- rising levels of domestic violence

Behind these lie some profound life style choices of smoking, diet and exercise. Some indicators of the scale of the problem locally include:

- Over 30% of the adult population smoke
- Over 40% of children in Year 6 are overweight or obese
- The large number of young people and adults who do not take regular exercise

These issues are not in themselves unique to the borough and are part of wider societal lifestyle trends. The current economic challenges and likely future financial constraints make a strong and growing partnership essential.

3. Financial Issues

- 3.1 The overall budget for the financial year 2009/10 amounts to approximately £500,000 from NHS Barking and Dagenham. This includes staff costs for the Programme office (£100,000) and funding for Transformation Bids (£400,000). Other mainstream partnership resources (money and people), particularly from NHS Barking and Dagenham, the Council and the Police, are also already committed to most of the priority areas.

4. Legal Issues

- 4.1 The proposed changes being consulted on in the Department of Health White Paper, *Equity and excellence: Liberating the NHS* (July 2010), set a future direction for the Public Health function to sit within local government and for the creation of a statutory Health and Wellbeing Board.

5. Other Implications

5.1 Risk Management

The Health & Wellbeing Board (HWB) meets quarterly to receive updates and progress checks of the Strategy. Key to this is routine performance and risk management which is undertaken by the Executive Group which leads and directs the work of the 10 priority working groups to ensure that there is integration across the groups and to ensure that decisions from the HWB Board are successfully implemented and that regular reporting of progress and performance is reported to the HWB Board.

5.2 Customer Impact

The emphasis of the strategy is on prevention; helping individuals, families, communities and organisations understand what they can do to promote positive health and well being. Making health and well being a personal agenda means that change is most effective when initiated and controlled by individual residents and their family. This means that members of the community need to be actively engaged with information on health and wellbeing and services.

- 5.3 It is expected that there will be a marked increase in the number and range of people who will be accessing health information and making positive choices to improve their health. This will be reflected in increased positive activities such as the utilisation of sports and physical activity programmes, which in turn should lead

to improvements in individual health with improved life expectancy and reduced burden of disease.

- 5.4 In identifying the priorities for action in this strategy, a wide range of health equity audits have been reviewed, alongside significant other local data. This has led to identification of the areas of work which will make the biggest difference to life expectancy for the largest number of people in the borough. Equalities Impact Assessments are then being developed (and reviewed where they already existed) for each individual theme strategy, which will ensure that the actions taken are targeted appropriately with reference to the needs of all equality groups in the borough, and make a positive contribution to tackling health inequalities. The strategic needs expressed through the Joint Strategic Needs Assessment - an important vehicle for providing advice and strategic recommendations on population health to both professionals and public – provides added value over and above more comprehensive locality needs assessments and other intelligence and information.
- 5.5 In delivering the key themes there will be a strong emphasis on social marketing and engagement in order to ensure that messages are tailored and delivered in a way that is accessible and appropriate to the needs of the population.
- 5.6 The next stage will be to assess the impact of the proposed activity programme and marketing plan for the centre in terms of race, equality, gender, disability, sexuality, faith, age and community cohesion.

5.7 **Safeguarding Children**

The safeguarding of children is a core theme across the implementation of the Health and Wellbeing Strategy as it is across the local strategic partnership.

In individual themes there is an explicit discussion of the work in relation to child protection, for example in the sexual and reproductive health theme there is explicit work around the Fraser Guidelines and protecting children from abuse and exploitation. In the Domestic Violence theme there is explicit work on children affected by domestic violence which comes under the remit of child protection, while within Depression there is consideration of the protection of children in families where parents are severely depressed and children may be potentially at risk of neglect.

Safeguarding Adults is a core theme within the strategy by promoting the health and wellbeing of all residents, including our most vulnerable adults. We will enable them to reduce the risk of isolation and disease which often heightens the risk of abuse and neglect.

5.8 **Health Issues**

The overriding objective of the Health and Wellbeing Strategy is to improve life expectancy for local residents and ensure that they can look forward to the same life span as Londoners in more affluent areas. This will be a real measure of reduced health inequalities. Tackling the underlying causes of health inequalities will also make a major contribution to reducing other inequalities in terms of educational levels, employment and housing. To achieve this we need to help local residents to understand those changes that are possible for them personally and to provide support and guidance for them to achieve these changes.

5.9 **Crime and disorder issues**

The Health and Wellbeing Strategy aims to improve outcomes for residents of Barking and Dagenham. Being a victim of crime and anti-social behaviour can have a severe impact on the health and wellbeing of victims and in addition, those who are perpetrators often do not sign up to health services which would give them more positive health outcomes. Two specific areas of the strategy focus on the harm caused to the individual and the community through alcohol and drug misuse and the effects of domestic violence on victims and their children. Addressing these issues through a health and wellbeing approach will deliver early intervention. The strategy aims to work to reduce the prevalence of violent crime and of alcohol related admissions to hospital, to support victims and to ensure that challenge and support is available for perpetrators. Early intervention is crucial and the development of the Independent Domestic Violence Advocacy Service and its extension into the hospital setting will be key in addressing domestic violence. In terms of depression, work is ongoing through the anti-social behaviour strategy to ensure that those with mental health illness are able to access support, be they victims or perceived perpetrators.

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

Specific national policies provide momentum to the ten priorities of this Health and Well Being Strategy. They include:

- **Aiming High for Disabled Children** (Department of Health May 2007)
- **National Alcohol Strategy** (Home Office June 2007)
- **National Strategy for Carers** (Department of Health June 2008)
- **Transforming Local Communities** (Department of Communities and Local Government January 2009)
- **National Dementia Strategy** (Department of Health February 2009)
- **Improving Working Lives** (Department of Health July 2009)
- **New Horizons on Mental health Consultation** (Department of Health October 2009)
- **The NHS Operational Framework for England** (Department of Health December 2009)

7. **List of appendices:**

Health & Wellbeing Strategy



HEALTH AND WELLBEING

STRATEGY

2010/11 to 2012/13

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Introduction

In Barking and Dagenham our residents are not as healthy as they should be. Compared to other parts of the country they don't live as long, with many dying earlier from cancer or heart disease.

General health and well being isn't as good either. Asthma, diabetes and lung conditions affect daily life and independence. Sexually transmitted diseases impact on relationships and the ability to have children; unwanted teenage pregnancy can adversely affect the development of parents and children; alcohol related domestic violence wrecks families. Lower levels of immunisations for childhood diseases mean days off school and for parents, days away from work. Residents often don't take up the opportunities for screening and health checks leaving them exposed to long term disability and even early death.

Much of the state of health and well being is down to the way in which residents live. Nearly one in three of the local adult population smokes. Over four out of every ten of our children in Year 6 are overweight or obese. A third of young people in the borough do not engage in regular exercise. Alcohol abuse is a key factor in over 3,700 cases of domestic violence every year. Our children are not immunised to the levels that are safe for the community.

In this strategy, we set out 10 health and wellbeing priorities for attention over the next 3 years. These will drive the combined efforts of the partnership that consists of the council, NHS Barking and Dagenham, the police, statutory providers, the voluntary sector, local employers and a range of important pillars of the local community.

We set out an approach to achieving improvement that makes the issues personal as well as local and borough based. We focus on the gains to be had from service providers working closer together and from developing the contribution of local voluntary and community groups. Above all we aim to prevent problems from occurring.

The economic recession only makes our ambition for health and well being more urgent. There is a risk that the credit crunch will further widen existing health inequalities and increase the financial pressure on individuals and families. Whilst we are working hard to support local people, we also want to help individuals make the lifestyle choices that will save them money and improve their health.



This Health and wellbeing strategy addresses health in its broadest sense and sits within the Community strategy. The challenges are big, but we are committed to reducing health inequalities and making good health and positive well being a reality for everyone in Barking and Dagenham.

Introduction

Through working together we believe that we can have great ambitions for the health and wellbeing of the borough. We see this strategy as reaching every person and family. We will work with local people and our partners to adapt what we do so that each programme is right, whether it relates to the whole borough or to very local neighbourhoods.

The challenges and likely financial constraints make a strong and growing partnership essential. We look forward to seeing this strategy through into action. We hope it will encourage all partners to evaluate the part they play, and could play, in encouraging people to lead healthier lives.

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<p>Maureen Worby Chair of NHS Barking and Dagenham And Chair Health and Wellbeing Board</p>	<p>Councillor Liam Smith Leader of the Council</p>

What are the key health and wellbeing issues and priorities?

Barking and Dagenham has a population of 170,000 living in just over 69,000 households. The borough is one of the fastest growing in the country, with the population predicted to increase to 208,000 by 2020/21. The borough has a higher proportion of older people and children than the London average. Almost one quarter of the population is aged 0 -15 years, compared to the London average of 19%.

Key issues at a glance:

- Industrial past
- Lack of Investment in health
- Increasing diversity
- Health challenges - mortality (early death), morbidity (illness and disability) , lifestyle, sexual health and mental health



Key facts: population

- Approx 25% of population aged 0-15 years
- 12.% of population 65 years or over
- The borough has the lowest percentage of residents aged 16-74 with qualifications in London
- Population growth predicted to increase by approx 25% over next 20 years
- Increase in proportion of 45-64 age group over next 5 years
- Increase in diversity over next 5 years - growing more quickly than any other part of the country.

Sources: GLA Population Estimates & ONS Experimental Ethnic Estimates (2006 release)

An important recent change has been the rapid rise in the proportion of the borough's population which is made up of black and minority ethnic residents. In 1991, only 7% of the borough's population was non-white. This had risen to nearly 15% in 2001, and is now estimated to be approximately 23%.

The borough is 22nd out of 354 authorities in the Index of Multiple Deprivation, 14 of our 17 wards are in the bottom 20%, none in the top 50%. We have the lowest household incomes in London. Unusually for London, the social and economic characteristics are uniform across the borough with no pockets of deprivation.

What are the key health and wellbeing issues and priorities?

The overall health and health outcomes are not good relative to other parts of the country.

Life expectancy for men and women has improved over the past 10 years rising from 73 years to 76.3 years for men and from 78.8 years to 80.3 years for women. **However life expectancy for men and women in the borough is approximately 1.5 years lower than the UK average.** Death rates from major causes are higher than the England average. This is born out by the high mortality rates for cancers, COPD and cardiovascular disease.

Health and wellbeing is not just about the numbers of local residents dying prematurely. Educational opportunity, job prospects and independence of living are all compromised by a range of underlying health and social issues including:

- the high numbers of people with long term conditions (for example diabetes, asthma and chronic chest conditions)
- high levels of teenage pregnancy
- rising levels of domestic violence

Behind these lie some profound life style choices of smoking, diet and exercise. Some indicators of the scale of the problem locally include:

- Over 30% of the adult population who smoke
- Over 40% of children in Year 6 are overweight or obese

- The number of young people who do not take exercise regularly

Key facts: health issues

1. **Smoking** - highest estimated smoking levels in London
2. **Food, weight and exercise** - lowest estimated levels of fruit and vegetable intake and highest level of obesity in London, both in children and adults: for reception aged children obesity prevalence is the 6th worst in the country
3. **Alcohol and other drugs of abuse** - over 1,000 problematic adult drug users, many not receiving treatment
4. **Sexual behaviour** - high teenage conceptions, high abortion rates
5. **Life expectancy** is poor for London, particularly for women, and progress is slow
6. **Death from strokes** - trend has shown a decrease, yet rates in borough higher than both London and England average

These issues are not in themselves unique to the borough and are part of wider lifestyle trends. But many argue that local people have lower expectations and aspirations about their prosperity and well being than others. They accept more than they should and aspire to less. If this is true then we need to do

What are the key health and wellbeing issues and priorities?

more than merely provide information and access to improved care services. We return to this later.

On the basis of the trends and issues above, we have given priority to 10 areas that we believe will have the greatest health and well being impact over the medium and long term.

The priorities are based on life style and risk factors that impact widely on physical and mental health and also limit individual independence and the fulfilment of potential.

They also fit well with other important issues set out in the Community strategy designed to develop a safer, cleaner, fairer, prosperous and successful borough.

There will be sustained work on these 10 priority areas over the 3 years 2010 to 2013 and we describe what will be involved later in this document.

Our priorities are:

1. Reducing the levels of smoking
2. Increasing participating in physical activity
3. Promoting healthy eating
4. Providing a broader range of support for depression
5. Improving sexual health
6. Ensuring residents get the benefit of immunisation and screening programmes
7. Promoting health and well being at work
8. Reducing levels of harmful drinking
9. Ensuring the best possible care at end of life
10. Reducing levels of domestic violence

What are our goals for health and wellbeing in the borough?

Our overriding objective is to improve life expectancy for local residents and ensure that they can look forward to the same life span as Londoners in more affluent areas. This will be a real measure of reduced health inequalities. Tackling the underlying causes of health inequalities will also make a major contribution to reducing other inequalities in terms of educational levels, employment and housing.

To achieve this we need to help local residents to understand changes that are possible for them personally and provide support to achieve them.

Therefore we are going to achieve major shifts in the following areas:

1. **Personal awareness of current state of health and well being.** We want to ensure that our residents get the screening and health checks that they need. This includes the highest rates of immunisations and screening, dental and vascular checks in particular. The goals include high up take of checks, vaccinations and screening.
2. **Radical shifts in expectations.** We want to see a borough where the norm is not to smoke, to have a balanced diet and to take some form of regular exercise. The goals include much higher smoking quitters, the take up of healthy food options in schools and public restaurants and the numbers who engage in exercise.
3. **Significant reductions in alcohol related domestic violence and crime.** We want to ensure that residents

get clear and consistent advice on drinking and health and that they are encouraged and supported to drink at levels that are safe for them personally. The goals include the numbers of people positively reporting drinking safely as well as the reduction in number of critical alcohol related incidents.

4. **A real understanding of the importance of emotional well being and positive mental health for children, adults and families.** This means really impacting on attitudes to sources of stress at school, at home and in the work place with positive encouragement to recognise and then act to prevent ill health. The goals include the number of children, families and adults who are recognised as needing some support and schools and employers who actively promote attention to the issues. We are looking to achieve real reductions in the numbers of attempted suicide as well as reduced numbers who present with depression.
5. **A real shift in young people's understanding and commitment to sexual health and within this choices on when to start a family.** We want to ensure that young people have the means to engage in sex safely if they wish and to avoid the physical and emotional trauma of disease or unwanted pregnancy. Our goals include the up take of screening, education and advice as well as the significant reduction in unwanted pregnancies and diseases.

What are our goals for health and wellbeing in the borough?

Our ten priorities will contribute to and benefit from the work of the other partnerships in the borough. This strategy will then:

- Link to those broader efforts to tackle poverty and social deprivation in the borough
- Help to reduce the impact of poverty and social deprivation
- Strengthen community cohesion
- Give individuals, families and local communities the sense that they can make a difference through their personal actions.
- Continuing to keep people safe.

What is our approach to improving health and wellbeing?

Our general approach is shaped by national policy and thinking, and by local policy and practice.

National policy

There are many relevant national policies of which 3 are key to shaping our approach.

The Department of Health's White Paper '**Our Health, Our Care, Our Say**' (January 2006) set out a direction based upon early intervention and user choice to tackle inequalities, to improve community based services and to provide support to people with long term needs. The main thrust has been underpinned by subsequent work undertaken by Lord Darzi to develop community based services and to promote quality of care. In particular new services will enable more people to be treated out of hospital and closer to their homes

Putting People First (PPF) (December 2007) set out its vision for transforming social care. At the heart of PPF is the desire to ensure the best quality of life for older people, people with chronic health conditions, disabled people and people with mental health problems through the concept of 'personalisation' of services.

The agenda set out within PPF calls for significant transformational change extending choice and control to all service users, with improved information and advice.

The Local Government White Paper, "**Creating Strong and Prosperous Communities**" (2007) gave new drive to joint working across organisations locally to deliver joint objectives within Local Area Agreements (LAAs).

Specific national policies provide momentum to the ten priorities of this Health and Well Being Strategy. They include:

- **Aiming High for Disabled Children** (Department of health May 2007)
- **National Alcohol Strategy** (Home Office June 2007)
- **National Strategy for Carers** (Department of Health June 2008)
- **Transforming Local Communities** (Department of Communities and Local Government January 2009)
- **National Dementia Strategy** (Department of Health February 2009)
- **Improving Working Lives** (Department of Health July 2009)
- **New Horizons on Mental health Consultation** (Department of Health October 2009)
- **The NHS Operational Framework for England** (Department of Health December 2009)

What is our approach to improving health and wellbeing?

Local policy

In terms of local policy, there are a range of strategies and plans that drive what we need to do and the way in which we go about making change.

The Council's Community Cohesion Strategy: Building a strong Community (2006)

The Partnership's Community Strategy (2008) focuses on five key areas of change to ensure a safe, clean, fair and respectful, healthy, prosperous and successful borough. The supporting arrangements for partnership working recognise the full range of contributions that are required across agencies and community groups to make these changes a reality.

The Children's and Young People Plan (2008/9 Annual Review) emphasises early intervention and effective cross organisation working to delivery progress for the 5 Every Child Matters outcomes. Within Staying Healthy, the priorities for 2009-11 are the reduction of teenage pregnancy, the improvement of sexual health of young people, healthy lifestyles, emotional health and well being and improved services and respite care for children and young people with learning disabilities.

Key local strategies already exist to address **Domestic Violence, Tobacco Control and the misuse of Alcohol.**

Local Practice

The benefit of extensive Borough based programmes has been evidenced by initiatives such as '**Get Wet, Swim for free**' which led to a 30% increase in swimming activity for under 18 year olds. The initiative also benefited the older age group.

The Unique Care Project has brought social care together with healthcare to form a team approach to early intervention preventing admission to hospital.

More locally the development of **Neighbourhood Management** by the local council has demonstrated the benefit of very local dialogue on health and development issues for children.

The Council and the PCT have jointly invested in information and intelligence on the needs of the local community via the **Joint Strategic needs Assessment (JSNA) and the use of Experian**. There is now a wealth of very local information to form the basis of needs assessments, planning, action and then feedback.

Total commissioning work is being led by the Finance and Commercial Department. The total commissioning pilot brings the Council and the PCT together to work during 2010/11 on the commissioning of End of Life Care.

What is our approach to improving health and wellbeing?

Finally the local strategic partnership has reviewed and changed the way in which different partnership boards are working to deliver the Community Strategy. Our own **Health and Well Being Board** is an example of this.

Our approach

On the basis of policy and experience, we have agreed a number of key principles that will inform the way in which we tackle together the 10 priorities. They are as follows:

1. **Putting the emphasis on prevention.** Energy needs to go towards to helping individuals, families, communities and organisations understand what they can do to promote positive health and well being. Working closely with the other partnership Boards will strengthen the impact of early prevention across the borough and avoid more intense difficulties later, building on the 'Think Family' programme.
2. **Making health and well being a personal agenda.** Our starting belief is that change is most effective when initiated and controlled by individual residents and their family. This means that members of the community need to be actively enabled by information on health and well being and services. Messages and solutions need to be more personal and this can be achieved through more effective use of occasions where members of the public engage with local professionals to assess and plan for improvement; for example personal health assessments,

health MOTs, child development visits. The main emphasis needs to be on enabling individuals and families to take action through timely information, advice, education and then reference to supportive services and groups.

3. **Making health and well being a local agenda** Local neighbourhoods working with local professionals can also take control of the agenda and design and implement local solutions. But they need to be empowered with good local public health and well being information on issues as well as feedback on progress.
4. **Borough based programmes and interventions are an important strategy for achieving general impact on issues.** The swimming initiative was a good example of the impact that can be made through such large scale programmes. We can see the benefit of coordinated and timed health and well being initiatives drawing resources together to educate, inform on issues and to promote and ensure access to specific services. We need to ensure carefully crafted communication based on real understanding of the needs of different segments of the community.
5. **Joining up services to ensure timely and effective solutions to individual problems.** Joining up might mean the effective transfer of information from one service provider to another but it could mean joint location and joint presentation of service. The development of the new health polysystems offers an opportunity for much improved integration of services to ensure that smooth

What is our approach to improving health and wellbeing?

and effective linkage of health and social care solutions, reaching broader solutions of education, housing, leisure and employment. Wherever practical services should be accessible locally within the community or at home.

6. **Developing greater local community capacity to achieve change.** There is already a track record of working with local voluntary and community groups but it is clear that there is much more that can be done to develop local resources. This has the twin benefits of developing very local and more accessible support on a number of key issues as well as providing the opportunity for local skill development.
7. **Strengthening partnerships for change and improvement.** We need to build on the existing partnership processes to ensure tighter joint performance expectations from investments and championing of change by leaders across the organisations. Joint commissioning of services will play a key role in ensuring the most effective investments of public money. Through pooling our resources - people and funding - we can work together to develop new and creative solutions that more quickly tackle difficult issues within the Borough.

Each of these principles have been applied to the 10 health and wellbeing priorities

What do we intend to do?

We set out below a summary of our intentions within each of the 10 priority areas.

1. **Smoking.** We will enhance our partnership's approach to reducing the levels of smoking in the borough through prevention work, improved access to smoking cessation services and in ensuring that the law is kept when it comes to illegal sales and smoking in public places.
2. **Physical activity** Our main strategies involve the development and up grading of local sports facilities, the widening of participation in other forms of exercise and continuing easier access for the young and older age groups to activities such as swimming. We will use the once in a life time opportunity of the Olympics to promote participation.
3. **Healthy eating.** We wish to combat rising obesity levels through actions to incentivise young people to eat more healthily. This means offering better balanced meals in schools and influencing the mix of food delivered in commercial outlets. Cooking skills, improved oral health and increased breastfeeding are also key elements of our approach.
4. **Depression and emotional wellbeing.** We will increase the ability of local people to manage and respond to major life challenges through increased emphasis on community based services to support self care

5. **Sexual and reproductive health.** We will continue our focus on reducing teenage pregnancy and in reducing the levels of sexually transmitted diseases. Our approach is to work on awareness of health issues and means of contraception as well as to improve access to advice, screening and treatment.
6. **Screening and immunisation.** We are responding locally to improve the access, quality and uptake of the national immunisation and screening programmes. This means attention to the promotion of benefits and opportunities and the delivery of services at convenient times and places.
7. **Health and work.** We intend to broaden our local employers' ambition to improve the health and wellbeing of their employees and to enable Borough residents to find satisfying employment in a healthy workplace. The PCT and Council will lead the way by changing to a Fit for Work service for its own employees which provides extended support including social advice.
8. **Alcohol misuse.** We will enhance our partnership's approach to combating ill health and anti social behaviour associated with the misuse of alcohol. This strengthened approach will be achieved not just through direct services in terms of education and helping people to drink sensibly, but also local licensing control measures to ensure that existing legislation is adhered to relating to alcohol sales, importation and, drinking in public premises. We wish to ensure that

What do we intend to do?

more residents are able to access community treatment services.

9. End of life care. We are responding locally to ensure that local residents are able to plan for their final days and to die at home if they would prefer. We will concentrate on building skills and capacity in the community to provide support for those dying and those family members who care for them.

10. Domestic violence. We will commission an effective coordinated community response to domestic violence that increases the safety of victims (and their children), hold perpetrators accountable for their behaviour and challenges the social tolerance of domestic violence. Awareness, support and follow through are our key strategies.

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Action plans for the 10 health and wellbeing priorities

The next section provides a summary of our intentions over 2010/11

What are the key actions for 2010/11?

Priority	Key outcome desired	Summary of key 2010/11 Actions
Smoking	<ul style="list-style-type: none"> 3% reduction in the Percentage of smoking prevalence over three years from 2009/10 baseline 	<ul style="list-style-type: none"> Social Marketing Campaign for Children and Young People Campaign amongst LBBB staff Targeted campaign within local mental health service to promote smoking cessation to Service Users and Staff. Establish satellite stop smoking clinics sites Increasing numbers of Level 1 and 2 Advisors Continue Leisure Pass Incentives Scheme LBBB Enforcement team to build closer working relationship with HMRC around controlling illicit tobacco and non duty products. Increasing levels of enforcement and publication of work Greater enforcement of Smokefree legislation Smoke free homes pilot project New Smokefree campaign with local health visitors targeting advice at families with babies and toddlers
Physical activity	<ul style="list-style-type: none"> 3% increase in the number of adults participating in regular physical activity by 2013. 60% of 5 - 16 year olds participating in 5 hours or more PE and sport per week by 2012. 	<ul style="list-style-type: none"> Widening access through new and upgraded facilities (e.g. Becontree/Abbey sports centres, Barking Abbey School) Promotion of Inclusive Fitness Initiatives Promotion to young people through Streetbase Connect and Integrated Youth Healthy Living Card Mainstreaming the Free Swimming Initiative Leisure Pass Scheme for Older People, Disabilities and Low income Implementation of key 2010-11 actions within Strategic Parks Initiative Implement programmes around play, dance, walking, jogging and cycling Implementation of exercise referral and weight management programmes for adults and young people 10 single sport development plans to ensure transfer from school to club based activity Implement programme to promote Gateway to Olympics Development of local voluntary sports clubs Develop local skills capacity as coaches and trainers and promotion of apprenticeships and careers in sport Strengthening the CSPAN network and work

Priority	Key outcome desired	Summary of key 2010/11 Actions
Healthy eating	<ul style="list-style-type: none"> ▪ NI 56: Year 6 Children recorded as Obese (annual measure) ▪ NI 55: Reception class Children recorded as obese (annual measure) ▪ Increase breast feeding in the percentage coverage and prevalence year on year. Prevalence - achieve 58.2% by quarter 4 2010/11. Coverage - achieve 95% by quarter 4 2010/11. ▪ Increased breastfeeding rates ▪ All practices by 2011 will produce a register of patients aged 16 and over with a BMI greater than or equal to 30 within the expected prevalence of the PCT (24%) ▪ 2% reduction in prevalence of adult obesity over three years from 2009/10 baseline 	<ul style="list-style-type: none"> ▪ Common/core nutritional standards for all commissioned services ▪ Improve quality and choice of health eating options ▪ Incentivise healthy eating for young people through Access and Connect ▪ Increase breastfeeding and support for transition from breast to solid ▪ Improve oral health across all age groups to enable healthy eating ▪ Improving skills of adults and children in healthy cooking ▪ Implement the Adult Obesity Strategy
Depression	<ul style="list-style-type: none"> ▪ NI 1 % of people with different backgrounds getting on well together ▪ NI 2 % of people who feel that they belong to their local neighbourhood ▪ Reduction in number of people claiming incapacity benefit for depression by 3/2011 ▪ All practices by March 2013 will produce a register of patients with reported prevalence of depression that is within 60% of the expected PCT prevalence (8.7%) ▪ Increase coverage so by that by March 2013 all those patients in general 	<ul style="list-style-type: none"> ▪ Development of plan for implementation of New Horizon National Strategy within Barking and Dagenham ▪ Ensuring commissioned services are IAPT compliant ▪ Development of new pathways for primary and community care including social prescribing

Priority	Key outcome desired	Summary of key 2010/11 Actions
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	<p>practice with a new diagnosis of depression to have had an assessment of severity at the outset of treatment, using an assessment tool validated for use in primary care.</p>	
Sexual and reproductive health	<ul style="list-style-type: none"> ▪ Reduce the rate of teenage conceptions from the 1998 based line by 50% by 2010 ▪ Reduce the prevalence of adult sexually transmitted diseases by 2% against the 2007 baseline ▪ Reduce the rate of termination of pregnancy, and the rate of repeat termination of pregnancy by 2% per annum against the 2008 baseline ▪ Increase the proportion of young people under 26yrs testing for Chlamydia to 25% by 2011. ▪ Reduce the prevalence of asymptomatic Chlamydia amongst under 26yr olds by 2% by 2012 from the 2008 baseline. ▪ Reduce the number of late diagnosis of HIV as indicated by CD4 count at diagnosis in line with the Pan-London target ▪ Increase the % of young people reporting the SRE education in schools was 'great' to 85% by 2012. 	<ul style="list-style-type: none"> ▪ Refreshed needs assessment ▪ Prevention and awareness campaign ▪ Increasing equitable access to contraception and STI testing ▪ Increasing skills of families and staff to discuss sex and relationships with young people and vulnerable adults ▪ Establish locality profiling of sexual and reproductive health

Priority	Key outcome desired	Summary of key 2010/11 Actions
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Screening and immunisation	<ul style="list-style-type: none"> ▪ 100 % of people with diabetes offered screening by 2010/11 ▪ 4% year on year increase based on the 2009/10 baseline of people aged between 40 and 74 who have received an NHS Health Check. In five years our coverage should be 80% ▪ Increase uptake of immunisations within B&D (1 year) to meet national targets of 90% by 2010/11 ▪ Increase the uptake of cervical screening amongst 25-40 yrs to 80% by 2011. ▪ From 2011 achieve and maintain 2 week turnaround times for women receiving results for cervical screening. ▪ Age-extension of breast screening to ages 47 to 73 by 2012. 	<ul style="list-style-type: none"> ▪ Ensuring awareness of benefits of immunisation ▪ Establishing locality based approach to immunisation ▪ Improved performance management ▪ Improving information accuracy and flows ▪ Creating capacity for cervical, breast and newborn screening
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Priority	Key outcome desired	Summary of key 2010/11 Actions
Health at work	<p>Council monitoring</p> <ul style="list-style-type: none"> ▪ Decrease average rate of sickness per employee by 1.25 days per year over the next 4 years (from 9.5 currently) <ul style="list-style-type: none"> -Maintain average improvement per member at 9.5% ▪ Increase overall organisational wellness score from 42.5 to 45 over next 2 years ▪ Increase EAP usage from current level of 16% to 20% over next 2 years ▪ New staff checks and 5 yearly 'body MOT' for the over 40s <ul style="list-style-type: none"> -To offer all new starters and 5% of existing staff a 'body MOT' in any one year ▪ Care of back course <ul style="list-style-type: none"> -Offer to 100% of staff with back problems -Of those offered - aim for 50% <p>NHS monitoring</p> <ul style="list-style-type: none"> ▪ Target for sickness absence Reduce to 4.5% by March 2011 (subject to confirmation) <ul style="list-style-type: none"> -Reach national average by end March 2012 ((subject to confirmation-Currently 5%, national average 4%. <p>Barking and Dagenham residents</p> <ul style="list-style-type: none"> ▪ NI173 - flows on to incapacity benefit Target is for less than 0.79% annually (is being achieved currently but ? still one of worst in London) 	<ul style="list-style-type: none"> ▪ Developing new strategy group ▪ Assessment of baseline and gaps ▪ Developing proposal for Well Being at Work Service ▪ Planning for phased implementation ▪ Establish pilot programme for local employers ▪ Ensuring health and well being in all contracts for commissioned services ▪ Ensuring health and well being addressed within Council and PCT OD plans
Alcohol	<ul style="list-style-type: none"> ▪ Rate of hospital admissions per 	<ul style="list-style-type: none"> ▪ Establish multi agency Alcohol Alliance

Priority	Key outcome desired	Summary of key 2010/11 Actions
	<p>100,000 for alcohol related harm. Aim to reduce annual increase to the annual national rate in Year 1. Year 2 to reduce annual increase to that of the peer group and subsequently hold at that level.</p> <ul style="list-style-type: none"> ▪ NI 41: Perceptions of drunk or rowdy behaviour as a problem. 45.5% see it as a problem. Target to reduce 08/09 score 	<ul style="list-style-type: none"> ▪ Campaign for young men 20-30 ▪ Support schools to have own programme addressing alcohol, drugs and tobacco use ▪ Targeted interventions with vulnerable young people (youth offending, excluded, out of employment and training) ▪ Implementation of whole borough Designated Public Place Order ▪ Increase test purchases for under age purchase ▪ Improve follow up on test failures ▪ Promotion of Responsible Retailer Accreditation Scheme ▪ Dissemination of Alcohol in Workplace policies to local employers ▪ New Alcohol Treatment Service commissioned ▪ Brief interventions in local A & E services and signposting to treatment services. ▪ Alcohol outreach service established ▪ Increased use of GPs for community de-tox ▪ Establish monthly health clinics for Tier 2 and 3 providers ▪ Increased support given for employment and training
End of life	<ul style="list-style-type: none"> ▪ Increase the number of deaths outside hospital to 50% by 2013 and to improve the experience of care for all patients. ▪ Patients in the last year of life benefit from care that meets best practice standards with 50% of expected deaths benefiting from LCP, 80% patients identified as being in the last year of life benefiting from GSF and 100% patients identified as being in the last year of life having a recorded end of life/advanced care plan ▪ 80% patients identified as being in the last year of life added to electronic end of life care registers by 2011/12 ▪ All bereaved people have signposted to appropriate bereavement support resources 	<ul style="list-style-type: none"> ▪ Establishing clear governance and executive structure ▪ Undertaking demand and capacity assessment ▪ Agreeing strategy for End of Life across the organisations ensuring needs to different age groups are met ▪ Training needs assessment and establishing development programme for workforce ▪ Improving quality of care through accreditation of services ▪ Expanding current specialist palliative care services ▪ Achieving users and carer involvement ▪ Establishing end of life care register ▪ Establishing bereavement service ▪ Identifying and commissioning additional rapid response services ▪ Developing guidance for schools

Priority	Key outcome desired	Summary of key 2010/11 Actions
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	<ul style="list-style-type: none"> An ongoing reduction in the number of hospital deaths reducing by 2% per year to 58% in 2012/13 	
Domestic violence	<ul style="list-style-type: none"> NI 15: Most serious violence. Result 2008/09 307. Target 2010/11 is 289 NI 32: Repeat incidents of domestic violence. Result 2008/09 52%. Target 2010/11 28% Increase sanction and detection rate. For 2008/09 - the SD rate was 39.2%. Target for 2009/10 is - 44% (target for 2010/11 is not yet set) 	<ul style="list-style-type: none"> Secure new refuge premises for the borough Complete Sanctuary Project Procurement process Tender for borough IDVA service including DV maternity based project Deliver training to mental health, disability and substance/alcohol services Maintain MARAC and ensure best practice Implementation and evaluation of DV GP pilot project Launch of NHS B&D VAWG strategy and action plan Review and Extend Advocacy Services Counselling service to female victims Post crisis service established Increasing awareness and response amongst healthcare providers with links to Adults/Children Safeguarding Establish user group and involvement Promotion of DV awareness (for public and work with children) Strengthen leadership and strategic governance

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Barking and Dagenham Partnership

The Barking and Dagenham Local Strategic Partnership brings together local public, private, voluntary and community sector organisations. The partnership was set up in 2001 to work together to provide a co-ordinated strategic approach to delivering services, and improving the quality of life for local people and communities in the borough.



CABINET

28 September 2010

**JOINT REPORT OF THE CABINET MEMBER FOR REGENERATION AND CABINET
MEMBER FOR ENVIRONMENT**

Title: Local Implementation Plan (Borough Transport Strategy) Funding Submission 2011/12	For Decision
<p>Summary:</p> <p>Officers are currently preparing the Council's Local Implementation Plan (LIP) for 2011/12 to 2013/14. This is the Council's transport strategy to achieve a safe, sustainable and accessible transport system for the benefit of all those living and working in Barking and Dagenham. It will replace the Council's current Local Implementation Plan. The draft LIP will be reported to Cabinet on 23 November. In advance of this the Council must submit its Local Implementation Plan funding bid for 2011/12 to Transport for London.</p> <p>The Borough has been provisionally allocated £2.3 million of funding by Transport for London for each of the next three years. This funding is split into three categories; maintenance, corridors and neighbourhoods and smarter travel. In addition, there is a local transport fund of £100,000. To receive any of this funding the Council must submit a programme of investment for each of the three years. This comprises a detailed delivery programme for 2011/12, which is attached as appendix 1, and an indicative delivery programme for 2012/13 and 2013/14, which is set out in the body of the report (for ease of reference this also includes an outline of the 2011/12 programme). These programmes set out those transport projects and initiatives that will address the various transport problems and opportunities identified in the emerging LIP. They include a mix of road safety, traffic management, highways maintenance, cycling and walking and travel awareness schemes.</p> <p>Members of the Cabinet are asked to formally approve the Council's 2011/12 LIP funding submission prior to submission to TfL in October 2010, and agree the indicative delivery programme for the following two-year period.</p> <p>Wards Affected: All Wards</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <ul style="list-style-type: none"> (i) The Council's 2011/12 LIP submission to Transport for London. (ii) The indicative delivery programme for 2012/13 – 2013/14. 	
<p>Reason(s)</p> <p>To enable the Council to deliver a range of transport improvement schemes in 2011/12, and the following two-year period, which helps deliver the objectives in the emerging second LIP and, to a greater or lesser extent, all six of the Community Plan priorities.</p>	

Comments of the Chief Financial Officer

The Council has been provisionally allocated £2.3 million of funding by Transport for London (TfL) for each of the next three years in respect of the Local Implantation Plan (LIP), including £100,000 per annum for the local transport fund. To receive this funding a programme of investment must be submitted for each of these years, demonstrating how the provisionally allocated funding would be spent across various schemes; and this includes a detailed programme for 2011/12 and an indicative programme for 2012/13 and 2013/14. Failure to submit this investment programme to TfL could result in the Council's provisional funding allocation being withdrawn, and the Council having to bear the full cost of any planned schemes.

It is anticipated that the full programme of works will be carried out within the allocated £2.3 million; and there will be no impact on the Authority's internally funded capital programme or level of borrowing.

In terms of revenue implications, there will not be any imminent or significant impacts, as the vast majority of schemes are replacements for existing infrastructure (which are already being maintained and managed). Where a scheme does result in new infrastructure, there will not be a need for maintenance in the short-term; and in the longer-term, ongoing maintenance costs will be met through the existing highway maintenance budget (with additional external funding where applicable). There will also not be any specific impacts on staffing.

Comments of the Legal Partner

The Council is required under Section 146 of the Greater London Authority Act 1999 ('the GLA Act') to submit its LIP to the Mayor of London for his approval. In preparing the LIP the Council must have regard to the Mayor's Transport Strategy. The Mayor will take in to consideration whether the LIP is consistent with the Transport Strategy and the proposals and timetable are adequate for the implementation. The Council's submission to TfL will consist of the version of the LIP agreed by the Cabinet.

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1. Background

- 1.1 The report sets out the Council's programme of investment for the second Local Implementation Plan period 2011/12 – 2013/14, which comprises a detailed delivery programme for 2011/12 and an indicative delivery programme for 2012/13 and 2013/14. The programme, which includes a range of transport improvement schemes (including road safety, traffic management, highways maintenance, cycling and walking and travel awareness schemes) has been developed to meet our LIP objectives and address the various transport problems facing the borough.

Funding Allocation

- 1.2 The total LIP budget for London for the period 2011/12 – 2013/14 is currently £450 million¹, of which the Council has been awarded circa £2.3 million for 2011/12 and an indicative £4.6 million for the period 2012/13 – 2013/14. The breakdown of the funding allocation for Barking & Dagenham is set out below:

Programme	Key Outputs/ Outcomes	2011/12 Allocation	2012/13 Allocation	2013/14 Allocation
Maintenance (<i>Bridge Strengthening & Assessment; Principal Road Renewal</i>)	Focus on ensuring the network is in a good state of repair.	£357,000*	£360,000*	£360,000*
Corridors & Neighbourhoods (<i>Bus Priority/Bus Stop Accessibility; Cycling; Walking; Local Safety Schemes; 20mph Zones; Freight; Regeneration; Environment; Accessibility; CPZs</i>)	Develop holistic schemes for key corridors/ neighbourhoods that address issues relating to the smoothing of traffic flow; bus reliability; safety; cycling; public realm improvements and removal of street clutter; CPZs; 20mph zones.	£1,604,000	£1,607,000	£1,607,000
Smarter Travel (<i>School and Workplace Travel Plans; Travel Awareness; Education, Training & Publicity</i>)	Including travel plans for schools, hospitals and businesses; plus more travel awareness/education and publicity initiatives potentially integrating with corridor/neighbourhood programmes.	£212,000	£213,000	£213,000
Local Transport Funding	Funding for other borough priority schemes/studies.	£100,000	£100,000	£100,000
Signals	No set borough allocation – need to consider need for new signals and consider removal of unnecessary signals.	-	-	-
Major Schemes (<i>Large schemes with</i>	No set borough allocation – Boroughs to submit any	-	-	-

¹ Subject to outcome of Comprehensive Spending Review in Autumn 2010.

Programme	Key Outputs/ Outcomes	2011/12 Allocation	2012/13 Allocation	2013/14 Allocation
<i>value above £1m. Focus on Station Access; Streets for People; Town Centres)</i>	proposals independently of LIP submission. Consideration should be given to shared space projects and public realm improvement schemes.			
Total:		£2,273,000	£2,280,000	£2,280,000

* Denotes funding allocation for Principal Road Renewal Schemes only.

Policy Context

2.3 Whilst the focus of the three year delivery programme is addressing local transport issues as set out in the emerging Local Implementation Plan the programme must also deliver the Mayor of London's Transport Strategy (MTS). The Mayor of London has made commitments to a range of specific local transport interventions which need to be considered in the development of the Council's transport strategy and the delivery programme. They include:

- Implementation of more shared space and simplified streetscape projects including de-cluttering, removing unnecessary guardrailing and lines and improved streetscape design;
- Increased provision for cyclists including providing more cycle parking and supporting the delivery of the Mayor's cycle hire scheme, the provision of cycle highways and the development of cycle hubs;
- Support for Electric Vehicles, including new charging points and the provision of more Car Club bays;
- Reducing unnecessary traffic signals/avoiding the use of road humps.

2.4 In addition, the LIP and the LIP delivery programme must address the 26 high level Mayoral outcomes set out in the MTS.

Key Priorities

2.5 As part of the work to develop the LIP, a number of priorities/opportunities have been identified which form the basis of the three-year delivery programme. They include:

- Barking Station Public Realm/Accessibility improvements;
- Lodge Avenue/Porters Avenue, to improve access to the proposed sports centre in Mayesbrook Park;
- Becontree Heath (Merry Fiddlers) junction/public realm improvements, as part of the Council's 'Total Locality' initiative and to improve access to key destinations including the new Leisure Centre, Morrisons, local schools and the Becontree Heath bus interchange;
- Longbridge Road Shopping Parades and Public realm improvements;
- Barking Town Centre Low Carbon Zone
- Station Access Improvements at Chadwell Heath, Dagenham East and Becontree stations;
- Further development of cycling on Greenways for leisure cycling/walking and improved links to Barking Riverside from Barking and Dagenham Dock Stations.

- Priority bus route accessibility/reliability improvements, including upgrading bus stops, providing Countdown information, reviewing waiting/loading restrictions and assessing effectiveness of bus priority measures. Explore potential for Goresbrook Road/Heathway junction improvements to allow for 2-way bus movements as a precursor to improving local bus connectivity;
- Road safety improvements at accident hotspots, with emphasis on improving conditions for vulnerable road users, including cyclists and pedestrians. Consideration of 20 mph zones in residential areas where speed is a problem - particularly in areas around schools;
- Range of Smarter Travel initiatives, including continuation of successful cycle training scheme, school/workplace travel plans and travel awareness promotions; and Road Safety Education initiatives.

Detailed Programme

- 2.6 A summary of the schemes that the Council is proposing under the Maintenance, Corridor/Neighbourhood and Smarter Travel programmes for 2011/12 – 2013/14 is set out in the following table. Further detailed information on the annual spending submission for 2011/12 is provided in Appendix 1. For each scheme an indication of costs and the measures proposed are given. It is considered that the measures proposed will go some way to addressing a variety of local issues as set out in the emerging Local Implementation Plan whilst also being consistent with the Mayor's Transport Strategy.
- 2.7 The three-year LIP programme is sufficiently flexible to allow for schemes to be brought forward/put back, or for projects to be changed altogether, to cater for changing priorities, reduced funding levels or where identified schemes cannot physically be implemented.

2011/12 – 2013/14 LIP Delivery Plan Summary

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs – 2011/12	Indicative Costs – 2012/13	Indicative Costs - 2013/14
Maintenance Programme – Indicative Allocation:			£357,000	£360,000	£360,000
TfL Recommended Submission (allows for 25% reserve):			£446,000	£450,000	£450,000
Principal Road Resurfacing (Various Locations)	<p>Carriageway resurfacing to be undertaken at following priority locations (subject to confirmation of funding levels and outcome of future condition surveys):</p> <p>2011/12:</p> <ul style="list-style-type: none"> • Longbridge Road (Cecil Avenue to Upney Lane) <p>2012/13:</p> <ul style="list-style-type: none"> • Heathway (Hedgemans Road to Arnold Road) • A1306 (junction with Ballards Road) • Abbey Road (Northern Relief Road to Retail Park) • Rainham Road South/Ballards Road junction <p>2013/14:</p> <ul style="list-style-type: none"> • Lodge Avenue (A13 to Porters Avenue) • Ripple Road (Lancaster Avenue to Tudor Road) • Longbridge Road (outside University of East London) 	<p>Abbey, Longbridge</p> <p>River, Village, Abbey, Gascoigne</p> <p>Eastbury, Mayesbrook, Becontree</p>	£446,000	£450,000	£450,000
TOTAL:			£446,000	£450,000	£450,000

2011/12 – 2013/14 LIP Delivery Plan Summary

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs – 2011/12	Indicative Costs – 2012/13	Indicative Costs - 2013/14
Corridors/Neighbourhoods Programme Indicative Allocation:			£1,604,000	£1,607,000	£1,607,000
Barking Station Forecourt Public Realm Improvements (Station Parade)	Public realm improvement scheme designed to improve access arrangements and provide an improved interchange area outside the station. Includes proposals to relocate bus stops and taxi waiting areas, provision of improved cycle and pedestrian facilities, parking for disabled persons, improved lighting, signing and public transport information, and a greatly enhanced street scene.	Abbey	£500,000	-	-
Mayesbrook Park Access Improvements (Lodge Avenue/Porters Avenue)	Park access improvement scheme to support development of new sports centre in Mayesbrook Park. Work to focus on improving park access arrangements and improving safety, journey times and the public realm along Lodge Avenue. Specific measures to be confirmed but likely to include junction treatments, new/ improved cycling and pedestrian facilities and signing, improved bus stops and waiting/loading restrictions and the realignment of street furniture.	Mayesbrook, Becontree, Eastbury	£400,000	-	-
Barking Town Centre Low Carbon Zone	Environmental improvement scheme linked to Barking's designation as a Low Carbon Zone. Measures to include provision of air quality monitoring station, solar powered street signage, cycle parking, car club bays and electric vehicle recharge points and business travel/freight logistic plans to promote sustainable travel and reduce the impact of goods deliveries.	Abbey, Gascoigne	£75,000	£75,000	-

2011/12 – 2013/14 LIP Delivery Plan Summary

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs – 2011/12	Indicative Costs – 2012/13	Indicative Costs - 2013/14
Merry Fiddlers Junction Improvements	Large scale junction improvements scheme to support Council's 'Total Locality' initiative in Becontree Heath. First stage study will outline a range of interim road safety and accessibility improvements (focusing on improving pedestrian access) ahead of more comprehensive improvement works to tackle long standing congestion/pollution issues.	Whalebone, Heath, Valance	£179,000	£507,000	£507,000
Road Safety Improvement Schemes (Various Locations)	Small scale, site specific road safety improvements in support of our LIP objective to reduce the number of road casualties, and to complement our various corridor/neighbourhood initiatives. Sites are identified on a priority basis (i.e. number of casualties) and the nature of the measures implemented will be determined by the type of accident that occurs. Community engagement will be undertaken to ensure that the proposed measures are supported by residents/businesses. Priorities for 2011/12 include improvements to pedestrian crossings near Five Elms School (Heathway) and in Dagenham Road, traffic calming measures in Salisbury Avenue and parking/traffic restrictions in Wedderburn Road. Priorities for future years TBC.	Borough Wide	£100,000	£100,000	£100,000
Cycling on Greenways (various locations) and cycle links from	In partnership with Sustrans we are working to develop a network of high quality green links between the boroughs parks and open spaces, complimented with leisure cycling routes, loops and links within each of these areas. Our	Borough Wide	£150,000	£100,000	£100,000

2011/12 – 2013/14 LIP Delivery Plan Summary

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs – 2011/12	Indicative Costs – 2012/13	Indicative Costs - 2013/14
Rivergate Centre, Barking Riverside to Stations (Dagenham Dock, Barking)	immediate priorities for the following three years are new routes in Goresbrook Park, Mayesbrook Park, Central Park and Eastbrook End Country Park. Works would include defining existing and providing new routes, addressing missing links and ensuring appropriate safe cycling access.				
Station Access Improvements (Dagenham East, Becontree and Chadwell Heath,)	Station access improvements schemes. 2010/11 - studies to identify cost of step free access at Dagenham East and Becontree stations. 2011/12 and 2012/13 - measures TBC, but may include improvements to pedestrian crossing facilities/footways, side road entry treatments, cycle parking, CCTV, direction signage/information and improved street lighting or ramps onto the platforms. Chadwell Heath scheme designed to complement the work undertaken to improve the public realm along Chadwell Heath High Road and proposed station improvements as part of the Crossrail scheme. Becontree station area has high pedestrian footfall, which is likely to increase as future developments emerge.	Whalebone, Valance, Mayesbrook, Goresbrook, Eastbrook, Village	£75,000	£300,000	£300,000
Longbridge Road Shopping Parade Improvements (Robin Hood, Five Elms)	Continuation of programme to improve local shopping parades within the borough. In both areas work will be undertaken to improve the public realm outside the shops in order to halt the decline of these locally important parades. The proposed works will include new street furniture, improved car parking provision (particularly for disabled users), tree planting and remedial works to pavements.	Becontree, Mayesbrook, Parsloes	£125,000	£225,000	£300,000

2011/12 – 2013/14 LIP Delivery Plan Summary

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs – 2011/12	Indicative Costs – 2012/13	Indicative Costs - 2013/14
Neighbourhood Area Improvements (Valance, Parsloes, Albion and Chadwell Heath areas)	Area improvement schemes aimed at tackling congestion and improving accessibility within local neighbourhoods. Works to be undertaken TBC, but may include review of existing parking supply/controls to meet current needs; range of accessibility improvements to footways/crossings/bus stops to improve condition for mobility impaired and to provide better routes to public transport links and key facilities; and range of traffic management/safety measures to address issues of localised congestion, speeding and safety concerns.	Valance, Parsloes, Albion, Chadwell Heath, Whalebone, Heath, Mayesbrook, Eastbrook	-	£300,000	£300,000
TOTAL:			£1,604,000	£1,607,000	£1,607,000
Smarter Travel Programme Indicative Allocation:			£212,000	£213,000	£213,000
School Travel Plans	Continuation of work with schools to promote safe and sustainable travel. Funding earmarked for range of projects including review/update of travel plans, promotional events (e.g. Walk on Wednesdays) and small scale physical measures (e.g. cycle parking).	Borough Wide	£62,000	£63,000	£63,000
Cycle Training	Provision of cycle training to cyclists of all ages to promote cycling as a healthy and sustainable mode of travel. Funding also earmarked for promotional events.	Borough Wide	£60,000	£60,000	£60,000
Business Travel	Continuation of work with businesses to develop/implement	Borough	£60,000	£60,000	£60,000

2011/12 – 2013/14 LIP Delivery Plan Summary

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs – 2011/12	Indicative Costs – 2012/13	Indicative Costs - 2013/14
Strategies	travel strategies to promote sustainable travel for employees. Funding also earmarked for freight/logistics plans to reduce the impact and increase the effectiveness of goods deliveries.	Wide			
Travel Awareness – Promotion and Events	Funding earmarked for a range of advertising/promotional material and a series of high profile events to engage business and residents to promote healthy and sustainable travel practices.	Borough Wide	£15,000	£15,000	£15,000
Road Safety Education/ Training/Publicity	Implementation of initiatives/events and production of training material/publicity leaflets aimed at promoting road safety. Focus will be on schools and vulnerable road users.	Borough Wide	£15,000	£15,000	£15,000
TOTAL:			£212,000	£213,000	£213,000
Local Transport Funding Indicative Allocation:			£100,000	£100,000	£100,000
Future Scheme Development (Various Locations)	Investigative studies to inform future LIP Corridor/ Neighbourhood based schemes. Focus will be on road safety/accessibility improvements. Key priority for 2011/12 will be to undertake a feasibility study into two way bus movements at the Goresbrook Road/Heathway junction as a precursor to improving local bus accessibility.	Borough Wide	£30,000	£30,000	£30,000
Minor Works (Various)	Ad-hoc measures such as pedestrian access improvements, removal of street clutter (signage/furniture), implementation of	Borough Wide	£70,000	£70,000	£70,000

2011/12 – 2013/14 LIP Delivery Plan Summary

Scheme Name/ Location	Scheme Summary	Ward(s) Affected	Indicative Costs – 2011/12	Indicative Costs – 2012/13	Indicative Costs - 2013/14
Locations)	cycle parking stands and new car club bays, etc.				
TOTAL:			£100,000	£100,000	£100,000
GRAND TOTAL:			£2,362,000	£2,370,000	£2,370,000

Next Steps

- 2.8 Boroughs are required to submit their 2011/12 annual spending submissions to TfL by 8th October 2010. A draft LIP, incorporating a three-year delivery programme to 2013/14, has to be submitted to TfL by 20th December 2010. It is anticipated that the final allocations for the programme will be confirmed by TfL in November 2010.

3. Financial Issues

- 3.1 A detailed set of proposals outlining the main measures to be implemented is included in the report.
- 3.2 Further work is required to ascertain the specific costs associated with implementing the full programme. However, it is envisaged that all planned improvements can be delivered within the existing funding allocation of circa £2.3 million per annum.
- 3.3 Whilst it is likely that there will be some ongoing revenue implications associated with the programme (e.g. infrastructure maintenance costs), these are difficult to quantify as in many cases it is not yet clear what specific measures will be implemented. In some cases, projects are one off events and therefore have no associated whole life costs. In other cases, schemes are, in effect, 'replacements' for existing infrastructure which would otherwise require maintaining. In general, very little of what is proposed represents 'new' infrastructure. Where this is the case, high quality design, durable products and well engineered schemes should ensure that short term maintenance is not required. In most circumstances, ongoing maintenance costs will be met through the existing highway maintenance programme budgets with additional external funding sought where possible.

4. Legal Issues

- 4.1 The LIP is a statutory document required under Part IV, Chapter I of the Greater London Authority Act 1999. The second LIP will set out how Barking and Dagenham proposes to implement the Mayor of London's Transport Strategy between 2011/12 and 2013/14. The annual spending submission is the method through which LIP funding is obtained from TfL each year.
- 4.2 TfL provides financial assistance to boroughs under section 159 of the GLA Act 1999. Under the terms of this Act, the financial assistance provided must be for a purpose which, in TfL's opinion, is conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London.

4.3 In order to ensure this purpose is met when exercising its functions under section 159, TfL will have regard to the following matters in relation to activities undertaken by the Borough:

- Use of funding provided by TfL for the programmes or proposals for which the funding was provided;
- If there has been removal or substantial alteration of works carried out or infrastructure installed, with the benefit of TfL funding, without the prior written consent of TfL;
- Implementation of the goals, objectives, policies and proposals of the Mayor as set out in the Transport Strategy;
- Its response to reasonable TfL requests for project management reports and other information relating to the provision of financial assistance by TfL.

5. Other Implications

5.1 The following issues/implications have been identified:

- **Risk Management:** Failure to develop a three-year funding programme or submit an annual funding submission to TfL, could result in the Council's funding allocation for the period 2011/12 - 2013/14 being withdrawn and the Council having to bare the full costs of any planned transport schemes.
- **Customer Impact:** The draft LIP which will be reported to Cabinet on 23 November will be subject to a full Equalities Impact Assessment and will be consulted on in the New Year. This will inform the detailed Annual Funding Submissions for years two and three of the delivery plan. In advance of this the findings of the Equalities Impact Assessment of the current Local Implementation Plan remain relevant:
 - The LIP is driven by the Council's Community Strategy in which a key policy is Promoting Equal Opportunities and Celebrating Diversity;
 - The LIP is extremely focussed on promoting improvements to transport in the borough, and in particular alternatives to the car and reducing social exclusion. These improvements are likely to be of importance to equalities target groups;
 - Safety is a key concern of the LIP - often of particular significance for the welfare of the young; and other (more vulnerable) groups who may be the target of anti social and violent behaviour;
 - Goals such as traffic restraint and cleaner air are also likely to have a more differential impact for target groups e.g. the very old and the disabled.
- **Safeguarding Children:** The LIP programme includes schemes to improve road safety both through highway safety measures and also through initiatives such as cycle training.

- **Health Issues:** Improving the health and wellbeing of the boroughs residents, particularly children, has been identified as a key priority. The Council is addressing this issue by actively promoting the benefits of the cycling and walking network to all sectors of the community, with the aim of increasing the number of people using it.
- **Crime and Disorder Issues:** Personal safety has been highlighted as a concern by both users and non-users of the local transport network. The Council is addressing these concerns by working with TfL to ensure that roads and footways are well maintained and free from obstructions and infrastructure is safe and secure. The Crime and Disorder Act requires the Council to have regard to crime reduction and prevention in all its strategy development and service delivery. The Council will work with partners to ensure that the infrastructure is delivered with due regard to safety and to reducing the fear of crime
- **Property/Asset Issues:** Please see the “Financial Issues“ section.
- **Procurement:** All expenditure with third parties will be conducted in line with the appropriate Council or EU Procurement Rules.

6. Options appraisal

- 6.1 The Council is required to develop a LIP, incorporating a three-year funding programme, and submit a detailed spending submission to TfL each year. The programme has been developed following careful analysis of the key transport issues and opportunities facing the borough and has been endorsed by the LIP steering group.

7. Background Papers Used in the Preparation of the Report:

- 7.1 The following papers/reports were used in the preparation of this report:
1. Guidance on Developing the Second Local Implementation Plans, Greater London Authority, 2010
 2. Mayor of London’s Transport Strategy, Greater London Authority, 2010

8. List of appendices:

- 8.1 The following papers are appended to this report:

Appendix 1: LBBDD 2011/12 LIP Funding Submission – Detailed Programme

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LBBD 2011/12 LIP Funding Submission – Detailed Programme

Scheme Name/ Location	Ward(s) Affected	Scheme Details	Indicative Costs
Maintenance Programme – Indicative Allocation £357,000* - TfL Recommended submission £446,000 (allows for 25% reserve)			
Longbridge Road Resurfacing (Cecil Avenue to Upney Lane)	Abbey, Longbridge	Carriageway resurfacing/replacement.	£446,000
* Denotes funding allocation for Principal Road Renewal Schemes			TOTAL: £446,000
Corridors/Neighbourhoods Programme – Indicative Allocation £1,604,000			
Barking Station Forecourt Public Realm Improvements (Station Parade and surrounding streets)	Abbey	<p>Barking Station is the borough’s main transport interchange, and is used by National Rail and London Underground services, buses, taxis, pedestrians and cyclists. The Council is keen to improve access arrangements and provide an improved interchange area outside the station that will be able to accommodate buses (including the new East London Transit service), improved cycle and pedestrian facilities, parking for disabled persons, improved signing and public transport information and a greatly enhanced public realm.</p> <p>Specific proposals include the relocation of the taxi rank from the front of the station (retaining at least two spaces) to Wakering Road to the north; removing the existing bus lay-by and provide new bus stop facilities on Station Parade; de-clutter the public realm by removing unnecessary signage, lighting and bus shelters and upgrade paving to Barking Code “High Street Network” standards. New street furniture, including informal seating, highway and feature lighting, bus shelters, cycle parking, way marking and other signage will also be considered.</p> <p>The overall cost of the project implementation has been estimated at £900,000 (including preliminaries and contingency allowance), with the area immediately</p>	£500,000

Scheme Name/ Location	Ward(s) Affected	Scheme Details	Indicative Costs
		outside the station between Wakering Road and Cambridge Rd estimated at £450,000. The LTGDC is set to provide £400,000 towards the cost of implementing the scheme (TBC).	
Mayesbrook Park Access Improvements (Lodge Avenue/ Porters Avenue)	Mayesbrook, Becontree, Eastbury	<p>Access improvements are the key driver behind this scheme. Work is due to begin shortly on the development of a new sports centre in the park. Subject to planning permission the centre will initially be used as a training venue for athletes at the Olympic and Paralympic Games, after which it will become a valuable community facility under the Olympic Legacy Initiative. Currently, access/egress to the site is substandard and requires significant improvement to accommodate the numbers of athletes/customers expected to use the sports centre.</p> <p>Assessment of accident data has revealed that road safety is also a particular issue along Lodge Avenue, particularly around the junction with Longbridge Road. In total there have been 40 collisions in the last three years, five of which resulted in serious injuries. As a result, it is proposed that a number of improvements to road safety along the route are made, including measures to reduce vehicle speeds (e.g. clearer road markings/warning signs), and improved street lighting.</p> <p>Lodge Avenue is also a key bus corridor (it is served by Routes 62 and 368 which link Barking and Chadwell Heath). The corridor is frequently congested, particularly during peak hours, and consideration is being given to reviewing signal timings at key junctions along the route to improve bus journey times. In addition, there is scope to install new/improved pedestrian crossing points, particularly near bus stops and improve street lighting to improve safety and security. Bus stop accessibility improvements will be undertaken to ensure stops are fully compliant with the Disability Discrimination Act (DDA) legislation.</p> <p>The scheme will also look to improve conditions for cyclists through the addition of new cycle lanes, secure cycle parking facilities and clear signage. Lodge Avenue provides an ideal cycle route through to LCN+ link 3, which in turn links directly to Cycle Super Highway 3. Additional measures such as providing improved walking links and the de-cluttering of footways (e.g. through the removal/relocation of</p>	£400,000

Scheme Name/ Location	Ward(s) Affected	Scheme Details	Indicative Costs
		<p>street furniture) will make Mayesbrook Park a more accessible destination, particularly for the disabled. A review of waiting/loading restrictions will also be considered as a means of easing congestion and improving journey time.</p> <p>Specific measures to be determined £30,000 Civil Works, including in house fees - £335,000 Consultation, Publicity and Monitoring - £15,000 Contingencies - £20,000</p>	
Barking Town Centre Low Carbon Zone	Abbey and Gascoigne	<p>Environmental improvement scheme linked to Barking's designation as a Low Carbon Zone. Measures to include introduction of Air Quality Monitoring Station, Solar Powered Street Signage for key signs in and around the Low Carbon Zone, new cycle racks, including new provision at Barking station, cycle training, new signage displaying walking/cycling times to key destinations in and around the town centre, car club bays and electric vehicle recharge points. Partnership working to be undertaken with local businesses to develop/implement workplace travel plans to promote sustainable travel options for employees and freight/logistics plans to reduce the impact and increase the effectiveness of goods deliveries. Additional measures to include planting of mature street trees in key public areas to provide shade, improve air quality and increase biodiversity.</p>	£75,000
Merry Fiddlers Junction Improvements	Whalebone, Heath, Valance	<p>The rationale behind this project is to identify specific measures to address road safety issues, reduce congestion and pollution, whilst enhancing accessibility (particularly pedestrian and cyclist access) around the busy Becontree Heath area as part of the Council's 'Total Locality' programme. A key focus is the Merry Fiddlers Junction which suffers from significant congestion and road safety problems, including a high proportion of vehicle collisions and pedestrian casualties.</p> <p>As a first stage, it is planned to undertake a comprehensive study of the junction and the surrounding area to ascertain the scope and extent of the various problems and to propose a series of interim improvements (road safety, pedestrian/cyclist measures, bus accessibility improvements), ahead of more</p>	£179,000

Scheme Name/ Location	Ward(s) Affected	Scheme Details	Indicative Costs
		comprehensive improvement works (details TBC following completion of study). It is anticipated that a range of small scale improvements could be made in 2011/12, with the bulk of the major improvements occurring in subsequent years, funded in part via Council LIP funding and TfL Major Schemes funding.	
Road Safety Improvement Schemes (Various Locations)	Borough Wide	In support of our LIP objective to reduce the number of road casualties, and to complement our various corridor/neighbourhood initiatives, we will implement a programme of site specific (junction or link) interventions to reduce accidents and the potential for accidents. Sites are identified on a priority basis using accident statistics from the previous three years. The nature of the measures implemented will be determined by the type of accident that occurs. For example, speed limits or traffic calming features may be appropriate where excess vehicle speed is an issue. In other locations, improvements to crossing points may be undertaken where cyclist/pedestrian safety is an issue. At all stages community engagement will be undertaken to ensure that the proposed works will be supported by residents and businesses. Priorities for 2011/12 include improvements to pedestrian crossings near Five Elms School (Heathway) and in Dagenham Road, traffic calming measures in Salisbury Avenue and parking/traffic restrictions in Wedderburn Road.	£100,000
Cycling on Greenways (Various Locations) and cycle links from Rivergate Centre Barking Riverside to Dagenham Dock and Barking Stations.	Borough Wide	<p>In conjunction with Sustrans the borough has ambitions to develop a strategic greenway network, aimed at providing high quality cycle links between the boroughs parks and open spaces, complimented with leisure cycling routes and links within each of these areas. These routes are vital to engage people in the take-up of cycling, providing opportunities for new or returning cyclists, as well as addressing wider health/environmental issues. Since 2007, eight new greenways routes have been implemented within five green spaces in the borough (including Old Dagenham Park, Barking Park and Castle Green), providing over 7km of new leisure cycling routes. A further 1km of new routes will be completed by 2011.</p> <p>Building on our recent successful routes is essential for future development of the greenway network. Our immediate priorities for the following three years are new routes in Goresbrook Park, Mayesbrook Park, Central Park and Eastbrook End</p>	£150,000

Scheme Name/ Location	Ward(s) Affected	Scheme Details	Indicative Costs
		Country Park. Works would include defining existing and providing new routes, addressing missing links and ensuring appropriate safe cycling access.	
Station Access Improvements	Mayesbrook, Eastbrook	Study into cost of making Becontree and Dagenham East Underground Stations step free. Becontree and Dagenham East Underground Stations do not enjoy step free access, in both stations stairs must be negotiated to arrive at street level. At the same time in 2014 new underground trains will be introduced which will provide level access from platform to train. This study will identify how step free access could be provided from platform to street level and the cost of doing this as the basis for negotiation S106 agreements and lobbying for future improvements at these two stations.	£75,000
Longbridge Road Shopping Parade Improvements (Robin Hood, Five Elms)		Continuation of programme to improve local shopping parades within the borough. In both areas work will be undertaken to improve the public realm outside the shops in order to halt the decline of these locally important parades. The proposed works will include new street furniture, improved car parking provision (particularly for disabled users), tree planting and remedial works to pavements.	£125,000
TOTAL:			£1,604,000
Smarter Travel Programme – Indicative Allocation £212,000			
School Travel Plans	Borough Wide	<p>The Council will continue to work with schools in the borough to promote safe and sustainable travel practices and build on our achievements to date. For example, during 2009/10 many of our schools reported a significant decrease in the number of children being brought to school by car, some by as much as 20%.</p> <p>Funding is earmarked for a range of initiatives/measures in 2011/12 including:</p> <ul style="list-style-type: none"> • £10,000 to assist schools to review/rewrite their travel plans. Funding will cover cost of supply cover and room hire for workshops. • £20,000 towards running/promoting events such as Walk on Wednesday (WOW) campaign at schools, Bike It and UpGrade events. • £32,000 for Small Grants Funding. Match funding for range of small scale 	£62,000

Scheme Name/ Location	Ward(s) Affected	Scheme Details	Indicative Costs
		physical measures (e.g. cycle parking, signage etc.)	
Cycle Training	Borough Wide	<p>As part of the drive to promote cycling as a healthy and sustainable mode of travel, the council is seeking to provide increased cycle training for cyclists of all ages. Some 2000 children and adults benefited from training in 2009/10 and we are looking to double that number in future years. Funding has been earmarked for the following:</p> <ul style="list-style-type: none"> • £40,000 to continue our on going works with local schools in the borough providing National Standard Training Levels 1, 2 and 3. Schools awarded Bike Ability (5 schools will be announced in the autumn), and those with current school Travel Plans will be prioritised. • £15,000 for the provision of Adult Training Courses for residents of the borough. Additionally those businesses with travel plans will be offered cycle training courses as part of the agreement to actively pursue their plans. • £5,000 to provide training events for all within local parks/open spaces. 	£60,000
Business Travel Strategies	Borough Wide	<p>In partnership with TfL the Council is seeking to continue working with local businesses to help them develop and implement travel strategies to help promote sustainable travel options (such as increased car sharing and walking/cycling) for employees/visitors and develop/implement freight/logistics plans to reduce the impact and increase the effectiveness of goods deliveries. Such measures have been shown to result in a change in travel behaviour, reduce pollution and can also result in financial savings to businesses.</p> <p>Funding is earmarked for the following in 2011/12:</p> <ul style="list-style-type: none"> • £30,000 towards the delivery of voluntary travel/logistic plans. Funding will cover development/drafting of plans, monitoring and business support (£10,000) and an element of match funding to implement physical measures and run promotional events (£50,000). 	£60,000
Travel Awareness – Promotion and	Borough Wide	The promotion of travel awareness more generally will complement the other smarter travel measures being proposed. The main areas of focus will be the generation of targeted publicity around issues of sustainable transport, improving	£15,000

Scheme Name/ Location	Ward(s) Affected	Scheme Details	Indicative Costs
Events		health and tackling climate change etc. A range of advertising/promotional material will be produced and a series of high profile events held to engage business and residents. Proposed events include Big Green Borough Day, Walk to Work Week, Bike Week and European Mobility Week.	
Road Safety Education/ Training/Publicity	Borough Wide	In partnership with TfL, the Police and road safety groups, the Council plans to implement a range of initiatives/events and produce training/publicity material aimed at promoting road safety. The key areas of focus will be on schools and vulnerable road users. Likely measures may include road safety shows and competitions for primary school children, and the production of safe travel leaflets. The Council will also look to support any pan-London/national road safety events.	£15,000
TOTAL:			£212,000
Local Transport Fund – Indicative Allocation £100,000			
Future Scheme Development (TBC)	Borough Wide	Investigative studies to inform future LIP Corridor/Neighbourhood based schemes. Focus will be on road safety/accessibility improvements. Key priority for 2011/12 will be to undertake a feasibility study into two way bus movements at Goresbrook Road/Heathway junction as a precursor to improving local bus accessibility.	£30,000
Minor Works (Various Locations)	Borough Wide	Ad-hoc measures such as pedestrian access improvements, removal of street clutter (signage/furniture), implementation of cycle parking stands and new car club bays, etc.	£70,000
TOTAL:			£100,000
GRAND TOTAL:			£2,362,000

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CABINET**28 September 2010****REPORT OF THE CABINET MEMBER FOR REGENERATION**

Title: Revised Planning Advice Note on Religious Meeting Places	For Decision
<p>Summary:</p> <p>This report sets out proposed revisions to the Council's existing Planning Advice Note Guidance on Religious Meeting Places to help facilitate the provision of space for them. Since that Guidance was published in December 2007 the demand for religious meeting space(s) in the borough has increased significantly due to demographic changes in the borough. The revisions to the Guidance introduce more clarity on what are considered to be the preferred locations for religious meeting places. The main change is establishing greater flexibility for the location of religious meeting places within employment areas and identifies four locations where applications for religious meeting places will be dealt with favourably:</p> <ul style="list-style-type: none"> • Thames Road within the River Road Employment Area • South Dagenham West. Site Specific Allocation SSA SM2 • South Dagenham East. Site Specific Allocation SSA SM4 • Ripple Road within the Rippleside Employment Area <p>By being proactive and identifying suitable sites the Council can steer such uses to locations which are well served by public transport and which do not give rise to issues around increased noise, disturbance, parking problems or lead to having an adverse effect on the amenities of neighbouring residents and occupiers. This will help ensure that proposals for new religious meeting places contribute to rather than undermine community cohesion and equality of opportunity. The revised Planning Advice Note will be a material consideration when the Council or the London Thames Gateway Development Corporation determines planning applications for religious meeting places. The revised Planning Advice Note on Religious Meeting Places is attached as Appendix 1.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <p>(i) The revised Planning Advice Note on Religious Meeting Places</p>	
<p>Reason(s)</p> <p>To assist the Council in achieving its Community Priorities of Fair and Respectful and Prosperous.</p>	
<p>Comments of the Chief Financial Officer</p> <p>This report proposes amendments to the Councils current Planning Advice Note on</p>	

<p>Religious Meeting Places. The guidance ensures that there is no adverse impact on existing Council budgets (in terms of noise control, parking, travel, or employment opportunities). The Council currently does not provide financial support / subsidy to aid the provision of religious meeting places, and the proposed amendments do not change this; thus the only cost to the Authority will be that of printing the planning advice note (which will be met from existing budgets).</p>		
<p>Comments of the Legal Partner</p> <p>The Planning Advice Note provides Guidance within the Councils Core Planning Strategy and sets out the Council's Planning Policy for potential applicants seeking to establish a Religious Meeting Place.</p> <p>The Guidance is a material consideration that should be taken into account in the consideration of any planning applications submitted to the Council as the Planning Authority or the Thames Gateway Development Corporation (when applicable).</p>		
<p>Head of Service: Jeremy Grint</p>	<p>Title: Divisional Director of Regeneration and Economic Development</p>	<p>Contact Details: Tel: 020 8227 2443 E-mail: jeremy.grint@ltgdc.org.uk</p>
<p>Cabinet Member: Cllr McCarthy</p>	<p>Portfolio: Lead Member for Regeneration</p>	<p>Contact Details: Tel: 020 8724 8013 E-mail: mick.mccarthy@lbbd.gov.uk</p>

1. Background

- 1.1 The Scrutiny Management Board at their meetings held on 17 October and 7 November 2007 agreed to set up a scrutiny panel to consider developing a Council policy on support for new premises of religious worship (religious meeting places) in the borough.
- 1.2 The evidence put before the Religious Worship and Associated Community Space Policy Scrutiny Panel clearly demonstrates the changing demographic of the borough. The data is provided below.
 - The 2001 census, which asked respondents for the first time about their religion, showed that:
 - There are approximately 200 different faith groups currently operating in the borough, of which 140 are registered with the Faith Forum.
 - 113,100 residents in the borough (69%) claimed to be Christian 25,100 (15.3%) stated 'No religion' and 13,800 (8.4% did not state a religion.
 - The second largest religion was Islam at 7,100 (4.4%), followed by Hinduism at 1,867 (1.1%) then Sikhism at 1,800 (1.1%), Judaism at 500 (0.3%), Buddhism 400 (0.2%) and other religions at 308 (0.2%).
 - The Office of National Statistics does not record figures for the number of people of Eastern European origin who now live in the borough, although anecdotally it is believed that these figures are rising. Of those borough

residents born in Eastern Europe, the 2001 census identified that approximately 50% were of Christian faith and 50% were of Muslim faith.

- A significant proportion of the Borough's black african community comes from Nigeria. The 2001 census showed that 84% of Nigerians were of the Christian faith (as compared to 69% of the borough's population as a whole).
- Since 2001 the Bangladeshi population in the borough has grown by 171%. The 2001 census identified that 93% of people in the borough of Bangladeshi origin were Muslim.

1.3 The Panel noted that whilst the Church of England has had a stronghold in Barking and Dagenham in the past, the Pentecostal churches have far more centres for worship in the borough at present and the number of these is on the increase. Members of Islamic faith are also increasing, although the number of worship centres is still small. Religion will continue to be an important aspect of life for a significant proportion of the population in the foreseeable future, with the Christian and Muslim faiths being particularly represented in the community.

1.4 In December 2007 the Council published a Planning Advice Note on Religious Meeting Places. The aim of this Planning Advice Note (PAN) was to provide guidance for the development of religious meeting places in Barking and Dagenham. It recognised that the provision of religious meeting places was important for community cohesion and equality of opportunity; however provision of new or expanded religious meeting places needed to be carefully considered. Careful consideration was necessary so that religious meeting places did not give rise to issues around increased noise, disturbance, parking problems or lead to having an adverse effect on the amenities of neighbouring residents and occupiers.

2. Proposal

2.1 The existing PAN advises that religious meeting places should be located:

- Where they can be accessed on foot, bicycle or public transport, rather than only by car
- Where they will not have a significant adverse effect on surrounding neighbours particularly with regard to noise, traffic and parking.
- In premises that comply with the access requirements of the Disability Discrimination Act 2005
- Where possible be located in close proximity to the community that the facility will serve

2.2 Within these overriding principles the existing PAN identifies the following locations as particularly suitable for places of worship:

- Locations in or near to town or district centres within the Borough i.e. Barking Town Centre, Dagenham Heathway District Centre or Chadwell Heath District Centre
- Vacant sites on the edge of an employment area or industrial site
- Vacant retail warehouse buildings where it can be demonstrated that they are no longer needed for retail warehousing purposes.

- Within mixed use developments so that facilities are better linked to housing, jobs, shopping, leisure and other local services, in order to minimise travel distances;

- 2.3 The CAG report 2008, titled “Responding to the needs of faith communities: places of worship” found that in London, models of religious worship are changing and large congregations are developing for some faiths. These groups require large spaces to accommodate all worshippers in their services and in many cases experience difficulties in finding appropriate sites. Where sites can be found, issues of transport accessibility mean that the most suitable locations for these large scale places of worship are often close to good public transport links.
- 2.4 It also found that many newer and expanding faith groups require ‘space for worship’, rather than a dedicated (or consecrated) place of worship. They differ from the ‘inherited’ Christian Churches insofar as they are functionally less related to the community in which they are located and serve a wider congregation. In the case of larger communities they also require more flexible and larger spaces for increasing numbers of worshippers that many existing buildings are unsuitable to provide.
- 2.5 The demand for larger places of worship is evident. The Council has recently received a planning application for the Al Madina Mosque in Victoria Road Barking to increase its capacity from 3,000 to 5,000 worshippers. On main worship days on average 400 to 500 people visit the Gurdwara throughout the day to pray or visit the kitchen. However the facilities are extremely stretched to deal with this number of people particularly for special occasions such as funerals or weddings. A place of worship currently operating out of some industrial premises in Thames Road, Barking is seeking a site to build a large facility which will cater for thousands of worshippers the majority of whom live locally. Bethel Church who are currently located in the Parsloes area are also seeking larger premises. Lastly there are demands for a Mosque in the Thames View Barking Riverside area and in Dagenham.
- 2.6 With this in mind the Council’s existing Planning Advice Note on Religious Meeting Places has been revised to provide more clarity on the preferred locations for religious meeting spaces. Whilst the existing planning advice note limits religious meeting places to vacant sites on the edge of employment areas the revised note recognises that vacant sites elsewhere in an employment area may be suitable where this does not harm the area’s employment function, has safe public access, suitable off-street parking provision and good public transport links (e.g. on an existing bus route). In accordance with the recently adopted Core Strategy it makes clear that our first objective is to safeguard employment areas to retain and encourage employment opportunities in the Borough and therefore any proposal which is detrimental to this objective will not be permitted.
- 2.7 The other substantial change is that the advice now identifies four locations where applications for religious meeting places will be dealt with favourably. These locations, listed below, have been identified with regard to the overriding principles and therefore are locations which enjoy public transport access and are unlikely to have a significant adverse effect on surrounding neighbours particularly with regard to noise, traffic and parking.

1. Thames Road within the River Road Employment Area

help ensure that proposals for new religious meeting places contribute to rather than undermine community cohesion and equality of opportunity. The revised Planning Advice Note will be a material consideration when the Council or the London Thames Gateway Development Corporation determines planning applications for religious meeting places. The revised Planning Advice Note on Religious Meeting Places is attached as Appendix 1.

3. Financial Issues

- 3.1 The Council is not able to provide financial support to aid the provision of religious meeting places and this revised Planning Advice Note does not change this. The only cost the Council will incur is the printing of the Planning Advice Note upon request.

4. Legal Issues

- 4.1 The revised Planning Advice Note will be a material consideration when the Council or the London Thames Gateway Development Corporation determines planning applications for religious meeting places. The revised Planning Advice Note on Religious Meeting Places is attached as Appendix 1.

5. Other Implications

5.1

- **Risk Management** The guidance includes suitable safeguards to ensure that new religious meeting places do not give rise to issues around increased noise, disturbance, parking problems or lead to having an adverse effect on the amenities of neighbouring residents and occupiers. Indeed the revisions include more clarity on the preferred locations for religious meeting places taking into account these potential impacts.
- **Customer Impact** An Equality Impact Assessment was done for the original Planning Advice Note on Religious Meeting Places and this did not identify any adverse impacts on any of the equality groups. An Equality Impact Assessment has also been done for this update of the PAN and similarly this has not identified any adverse impacts on any of the equality groups. In the time available it has not been possible to undertake consultation with the relevant equalities groups however the main changes introduced by the update is more flexibility for religious meeting places within employment areas and it is not considered that this change has any material negative impact on the equalities groups. This Planning Advice Note will be distributed to the Faith Forum.

However the Equalities Impact Assessment has identified that it will be necessary to ensure that the PAN is accessible to all groups and therefore will need to be made available in different formats. The current PAN is available on audio tape, in large print or in Braille and can also be translated into seven different languages. It is intended to make the updated PAN available in the same way.

- **Crime and Disorder Issues** In line with Borough Wide Development Policy BC7 all new development would need to incorporate Secure by Design principles.

6. Options appraisal

- 6.1 The option of not revising the existing Planning Advice Note on Religious Meeting Places was not taken and it was considered that in the light of the increased demand for religious meeting spaces that the guidance note needed to provide more clarity on appropriate locations for them. It also needed updating to take account of the progress made with the Local Development Framework which replaces the Unitary Development Plan. The main change to the guidance is the identification of Thames Road, South Dagenham West, South Dagenham East, and Rippleside Industrial Area as appropriate locations for Religious Meeting Places. Other potential locations which were considered include Freshwater Road, Freshwharf, Hertford Road, and Wantz Road Employment Areas. Although these are not referred to specifically within the guidance it makes clear that in certain situations there may be opportunities for religious meeting places within the borough's employment areas generally. However it was not considered that they warranted special mention as generally there is not the same opportunity for religious meeting places in these locations nor with regard to the issues such as car parking, public transport access and impact on residential amenity and business operation do they compare as favourably.

7. Background Papers Used in the Preparation of the Report:

- Planning Advice Note on Religious Meeting Places 2007
- Minutes of Scrutiny Management Board 17 October and 7 November 2007
- CAG report 2008, titled "Responding to the needs of faith communities: places of worship"
- Pre-submission Site Specific Allocations document 2008

8. List of appendices:

Appendix 1 – Planning Advice Note on Religious Meeting Spaces 2010

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Appendix 1

The London Borough of Barking & Dagenham Religious Meeting Places Planning Advice Note 4 (2010 update)

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Section 1- Introduction

1.1 What is the aim of this Planning Advice Note?

The aim of this Planning Advice Note (PAN) is to provide guidance for the development of religious meeting places in Barking and Dagenham. We recognise that the provision of religious meeting places is important for community cohesion and equality of opportunity; however provision of new or expanded religious meeting places needs to be carefully considered. Careful consideration is necessary so that religious meeting places do not give rise to issues around increased noise, disturbance, parking problems or lead to having an adverse effect on the amenities of neighbouring residents and occupiers. The issues outlined here will be discussed in more detail in section 3. If you are thinking of submitting a planning application for a religious meeting place, the Council would encourage you to take advantage of the Council's pre-application process details of which are available at:

<http://www.lbbd.gov.uk/8-leisure-envir/planning/pdf/pre-application-fees.pdf>

It is important to emphasise that the Council is not able to support financially the provision of religious meeting places.

1.2 Do I have to follow the advice in this Planning Advice Note?

This PAN complies with local, regional and national statutory guidance and should be read in conjunction with the Council's Core Strategy and Borough Wide Development Policies. Further reference to planning policy is given in section 2.

This PAN provides guidance on implementing the policies in our Local Development Framework. Although you do not have to follow all of the advice in this PAN to get planning permission, it provides important guidance about how to meet certain LDF policies. When we are deciding whether to approve planning applications, we will consider whether you have followed the advice in this PAN.

1.3 What are religious meeting places and why are they important for Barking and Dagenham?

Religious meeting places have historically played an important part in the development of our nation, often being a focal point for people to meet, worship, socialise, exchange ideas and celebrate important milestones in their family and community lives. Barking and Dagenham is now home to a very rich and diverse range of faith communities and the demand for religious meeting places in the Borough is increasing.

In 2001 the Census collected information about religious identity, over three-quarters of the Borough's population reported belonging to a faith.

The 2001 Census figures clearly indicate that Barking and Dagenham is a multi-faith Borough; after Christianity (69%) the largest religious group in the Borough is made up of the Muslim population (4.4%) then Hinduism at 1,867 (1.1%) Sikhism at 1,800 (1.1%), Judaism at 500 (0.3%), Buddhism 400 (0.2%) and other religions at 308 (0.2%). Since 2001, the black African population in the borough has increased by 73%. A significant proportion of this community comes from Nigeria. The 2001 census showed that 84% of Nigerians were of the Christian faith (as compared to 69% of the borough's population as a whole). Since 2001 the Bangladeshi population in the borough has grown by 171%. The 2001 census identified that 93% of people in the borough of Bangladeshi origin were Muslim.

It is important that all sections of the community are catered for in the Borough. Barking and Dagenham is already home to a number of significant religious meeting places that attract congregations from both inside and outside of the Borough.

Resident population (percentage)

Religion	Barking and Dagenham	England and Wales
Christian	69.0	71.8
Buddhist	0.2	0.3
Hindu	1.1	1.1
Jewish	0.3	0.5
Muslim	4.4	3.0
Sikh	1.1	0.6
Other religions	0.2	0.3
No religion	15.3	14.8
Religion not stated	8.4	7.7

Source: 2001 Census, ONS

Religious meeting places can also have wider community functions. For example, religious meeting places can provide access to training and education opportunities and provide ongoing support for health problems such as drug / alcohol abuse. They can also act as banqueting halls for weddings and other functions of a religious nature. Providing facilities which can be used for such a variety of functions can contribute towards better community cohesion.

Religious meeting places can help tackle social exclusion of disadvantaged groups in the Borough, such as Black and Minority

Ethnic Groups (BME) and the elderly. They can also help to achieve wider cohesion objectives if a wide range of activities and functions such as those listed in the previous paragraph are carried out in them.

Section 2 - Relevant Policies and Legislation

2.1 The Use Classes Order

Religious meeting places fall within Class D1, non-residential institutions, of the Town and Country (Use Classes) Order 1987 (as amended). Following are a set of the key statutory policies and legislation at national, regional and local levels that have been considered in the preparation of this PAN.

2.2 National policy and legislation:

Planning Policy Statement (PPS) 1: Delivering Sustainable Development (2005) - paragraph 16 states, “development plans should promote development that creates socially inclusive communities.” Plan policies should (amongst other factors) “take into account the needs of all the community including particular requirements relating to age, sex, ethnic background, religion, disability or income.” Paragraph 27 (v) states; when preparing development plans, planning authorities should seek to “provide improved access for all to jobs, health education, shops, leisure, and community facilities, open space, sport and recreation, by ensuring that new development is located where everyone can access services or facilities on foot, bicycle or public transport rather than having to rely on access by car.”

Paragraph 27 (viii) further outlines that more efficient use of land should be promoted through higher density, mixed use development and through the use of suitably located previously developed land and buildings. “Planning should seek actively to bring vacant and underused previously developed land and buildings back into beneficial use to achieve the targets the Government has set for development on previously developed land.”

Planning Policy Statement (PPS) 4: Planning for Sustainable Economic Growth

Paragraph 4 makes clear that economic development includes development within the B Use Classes, public and community uses and main town centre uses and policy EC2.1 states that at the local level, local authorities should, where necessary safeguard land from other uses and identify a range of sites, to facilitate a broad range of economic development, including mixed use.

Planning Policy Statement 12: Local Spatial Planning 2008

Paragraph 2.5 states that spatial planning is critical in relation to economic growth and regeneration by providing a robust basis for assessing the need for, and providing supporting infrastructure and natural resources for economic development.

Planning Policy Guidance (PPG) 13: Transport (2001) - sets out that its key objectives include: to promote more sustainable transport choices for people, to promote accessibility to jobs, shopping, leisure facilities and services - by public transport, walking and cycling, and to reduce the need to travel especially by car. Paragraph 52 encourages the use of maximum levels of parking provision for broad classes of development.

Planning Policy Guidance (PPG) 24: Planning and Noise (1994) - section 2 specifies, "wherever practicable, noise-sensitive developments should be separated from major sources of noise (such as road, rail and air transport and certain types of industrial development). It is equally important that new development involving noisy activities should, if possible, be sited away from noise-sensitive land uses." Section 6 further outlines that "the Secretary of State considers that housing, hospitals and schools should generally be regarded as noise-sensitive development."

The Disability Discrimination Act (DDA) (1995) - from 1 October 2004, Part 3 of the DDA 1995 has required businesses and other organisations to take reasonable steps to tackle physical features that act as a barrier to disabled people who want to access their services. This may mean to remove, alter or provide a reasonable means of avoiding physical features of a building which make access impossible or unreasonably difficult for disabled people. This includes access to services such as shops, restaurants, leisure centres and religious meeting places.

The Race Relations (Amendment) Act (2000) - under the Race Relations Act planning authorities now have a statutory general duty to promote race equality, including taking measures to: eliminate unlawful racial discrimination, promote equal opportunities and encourage good race relations.

2.3 Regional policy and legislation:

The London Plan 2008 (consolidated with alterations since 2004)

Policy 3A.17 'Addressing the needs of London's diverse population' outlines that development plan policies should address the spatial needs of London's diverse groups, and ensure that they are capable of being met wherever possible, both through general policies for development and specific policies relating to the provision of social infrastructure. Policy 3A.18 "Protection and enhancement of social

infrastructure and community facilities” aims to ensure that appropriate facilities are provided within easy reach of walking and public transport.

2.4 Local policy and legislation:

Barking and Dagenham’s Community Plan (2009) aims to work together for a better borough that is safe, clean, fair and respectful, prosperous and healthy and where our young people are inspired and successful. It emphasises the importance of fairness and respect and endeavours to create an even stronger and more ‘together’ borough, so it is a place where we all get along, and a place we feel proud of.

Section 3 - What Do I Need to Consider If I Want To Use An Existing Building or Develop a New Building For a Religious Meeting Place?

3.1 Potential impacts of religious meeting places:

We have identified a number of potential impacts associated with religious meeting places; the extent of the impacts can depend on whether the religious meeting place is a local facility or whether it has a wider catchment area. Should you want to convert a building to a religious meeting place or build or extend a religious meeting place within Barking and Dagenham, you must consider the following impacts.

3.2 Increased noise:

Religious meeting places do not always increase noise levels. However, when planning a religious meeting place you should consider the level of noise that may be emitted in the area in which you plan to meet and worship, especially if the site or property you are interested in is located in or near a residential area. This is particularly important if your religious meetings will involve loud music, or if events and celebrations (e.g. weddings) will take place at your religious meeting place, which may temporarily increase noise (for example from music, higher than usual number of visitors or additional traffic noise). We would like to ensure that local residents are not affected by unacceptable levels of noise and disturbance. With this in mind we prefer religious meeting places to be located away from residential areas if possible (refer to section 4).

However, measures can be put into place to reduce noise levels including soundproofing insulation to buildings; this will help reduce the impact of noise on local residents.

3.3 Car parking and traffic:

A number of transport considerations should also be taken into account when planning a religious meeting place. You should consider the level of car parking that will be required for your religious meeting place and ensure that there are sufficient numbers of parking spaces to cover your needs at times of weddings and other events. In order to minimise noise and disturbance, on-site parking should be provided for religious meeting places. On-site parking is also important to help eliminate congestion in local roads. You must also consider how well served the site is by public transport and ensure that local bus services can cope with the anticipated demand. Through the pre-application process applicants should advise the Council when their peak demands are likely to occur so that the Council can liaise with Transport for London and local bus operators to ensure sufficient capacity is available at these times.

As set out in Borough Wide Development Policy BR10 “Sustainable Transport” where a development is likely to lead to a significant increase in traffic around the site, or the traffic generated is going to have a significant impact on the local area, then you may be required to submit a Travel Plan with your planning application. A Travel Plan is a package of measures aimed at promoting sustainable travel, with an emphasis on reducing reliance on car journeys. We will secure this through either a Section 106 Agreement or a Planning Condition (refer to section 5 for more information about planning conditions). A travel plan will normally be required for a place of worship of 2500 m² or over in line with advice published by Transport for London.

<http://www.tfl.gov.uk/assets/downloads/corporate/Guidance-workplace-travel-planning-2008.pdf>

Generally, religious meeting places should be located in areas which can be easily accessed without the use of a car (refer to section 4).

Section 4 - Locations for Religious Meeting Places

4.1 Preferred locations:

Locations which are easily accessible by walking and cycling and benefit from good public transport links are preferred. Good public transport links will help to reduce the number of car journeys. This is better for the environment and helps to deliver the Government’s sustainable development agenda, as well as help minimise the impacts associated with car parking and traffic such as increased noise and congestion, as discussed in section 3.

This approach is compliant with Core Strategy policy CC3 which states that community facilities should be located where they can be accessed on foot, bicycle or public transport rather than by car.

For these reasons we prefer religious meeting places to be located in or near to **town or district centres** within the Borough i.e. Barking Town Centre, Dagenham Heathway District Centre or Chadwell Heath District Centre, because of their high levels of accessibility (subject to non-retail policy – refer to Appendix A). These centres are defined areas which include the primary shopping area and areas of predominantly leisure, business and other main town centre uses adjacent to the primary shopping areas. The extent of these centres is defined on the LDF Proposals Map.

Religious meeting places should also provide safe and widespread public access to and from the premises, including disability access, and should be compliant with the requirements of the Disability Discrimination Act, as outlined in Core Strategy policy CP3.

Employment areas or industrial sites can be suitable locations for religious meeting places. In accordance with Core Strategy Policies CE3 and CE4 our first objective is to safeguard employment areas to retain and encourage employment opportunities in the Borough and therefore any proposal which is detrimental to this objective will not be permitted.

However some employment areas and industrial sites may be suitable for religious meeting places particularly where the site or property is located on a vacant plot on the edge of an employment area or industrial site or in a location which does not harm the area's employment function, with safe public access, suitable off-street parking provision and good public transport links (e.g. on an existing bus route).

We do not normally consider **retail warehouse parks** to be suitable locations for religious meeting places as these sites are designed for retail warehouse uses. However exceptions could be made if retail warehouse buildings become vacant and if it can be demonstrated that they are no longer needed for retail warehousing purposes.

With regard to these considerations and to help provide more certainty to applicants the Council has identified the following locations where it will look favourably on proposals for religious meeting places, maps of these sites are provided in Appendix 1:

- Thames Road within the River Road Employment Area
- South Dagenham West. Site Specific Allocation SSA SM2
- South Dagenham East. Site Specific Allocation SSA SM4
- Ripple Road within the Rippleside Employment Area

SSA SM2 and SSA SM4 are policies within the Council's Site Specific Allocations document which is available at the following link.

<http://www.lbbd.gov.uk/8-leisure-envir/planning/local-dev-framework/site-specific1.html>

Residential areas and designated local centres and parades which are outlined on the LDF Proposals Map may be considered as appropriate locations for religious meeting places. However, it must be demonstrated that the proposal will have no significant adverse effect on surrounding neighbours (refer to section 3) and that there are no opportunities in the other preferred locations for the proposed facility.

As explained at the outset of this advice note in all instances the Council in determining planning applications for new religious meeting places will aim to make sure that they do not give rise to issues around increased noise, disturbance, parking problems or lead to having an adverse effect on the amenities of neighbouring residents and occupiers. This applies equally to the preferred locations detailed in this section.

4.2 Suggestions:

We recognise that with the number and variety of faith communities in the Borough having increased significantly in recent years; finding suitable land and premises for religious meeting places can be challenging for faith groups. As a solution we suggest that religious meeting places are located in existing premises, which are either underused or would be vacant at certain times or on certain days. We recommend that the following types of premises could be suitable for temporary dual or multi-use by faith groups, subject to residential amenity considerations and the beliefs of individual faith groups:

- Underused existing religious meeting places
- Vacant buildings on the edge of employment areas or other location that do not interfere with the area's employment function
- Vacant buildings in retail parks
- Community halls
- Schools, colleges and public libraries (outside of operating hours)
- Other public venues (e.g. theatres and public houses)

Section 5 - What Do I Need to Know If I am Submitting an Planning Application for a Religious Meeting Place?

5.1 Checklist for potential planning applications for a religious meeting place:

When submitting a planning application to us, please make sure that the following information is provided:

- How many people will be using the religious meeting place, at what times of the day and which days of the week
- How wide is the catchment area for the religious meeting place
- Details about festivals and ceremonies and how often they occur
- How much space is required and for what purpose (e.g. prayer rooms, offices or teaching rooms)
- How would people get to the religious meeting place (e.g. walking / cycling, private car, minibus, coach or public transport)
- The parking and access arrangements and whether drop-off facilities will be provided for larger vehicles or coaches
- The level of noise expected to be generated
- What disabled access is provided

5.2 Planning conditions / temporary planning permission:

We may grant planning permission subject to certain conditions. Planning conditions may be used to restrict activities at the religious meeting place e.g. by limiting operational times and helping to control noise levels, where it is considered necessary. Alternatively we may grant temporary planning permission to enable us to assess the impacts of a particular proposal or to allow time for you to seek alternative premises.

5.3 Pre-application discussions:

We strongly advise you to arrange to talk to a Planning Officer from the Council's Development Management team before you commit to buying or renting a property for a religious meeting place. This could save you a lot of time and money later. You should arrange a pre-application meeting with a Planning Officer before you submit your planning application as it will help identify any potential problems and allow them to be changed at an early stage.

<http://www.lbbd.gov.uk/8-leisure-envir/planning/pdf/pre-application-fees.pdf>

Section 6 - Useful Contacts

<p>Development Management, Enforcement and Building Control London Borough of Barking & Dagenham 3rd and 4th Floor Maritime House 1 Linton Road Barking IG11 8HG</p> <p>Tel: 020 82273933 Fax: 020 8227 3490 Textphone: 020 8227 5755 E-mail: planning@lbbd.gov.uk</p>	<p>Barking and Dagenham Faith Forum c/o The Salvation Army 240 Ripple Road Barking IG11 7DJ</p> <p>Tel: 020 8594 2964 E-mail: lbbdfaithforum@yahoo.co.uk</p>
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(Please note that these contact details were correct at time of writing and are subject to change).

Appendix A:

Explanation of the Relevant Local Development Framework policies

- 1 Barking and Dagenham's Local Development Framework replaces the Unitary Development Plan. The Local Development Framework comprises:
 - Core Strategy
 - Borough wide development policies
 - Site Specific Allocations
 - Barking Town Centre Area Action Plan

- 2 The Local Development Framework contains a number of policies and proposals which set out our commitment to the provision and retention of religious meeting places in central and accessible locations.

- 3 Applicants are advised to consult the Local Development Framework in their site selection process and when drawing up their proposals. Of particular importance are:
 - Policy CC2 of the Core Strategy which sets out the criteria proposals for community facilities should meet
 - Policy BE1 of the Borough Wide Development Policies which sets out the proportion of non retail uses which are allowed in shopping frontages.

- 4 In addition there are a range of Core Strategy and Borough Wide Development Policies which set out criteria for the layout and design of new development including:
 - CR4 Flood Management
 - BR1 Environmental Building Standards
 - BR2 Energy and On Site Renewables
 - BR3 Greening the Urban Environment
 - BR4 Water Resource Management
 - BR9 Parking
 - BR10 Sustainable Transport
 - BR11 Walking and Cycling
 - BR13 Noise Mitigation
 - BR15 Sustainable Waste Management
 - BC7 Crime Prevention
 - BP8 Protecting Residential Amenity
 - BP11 Urban Design

Appendix B:

Glossary of Terms Used

Term	Definition
Amenity	A positive element or elements that contribute to the overall character or enjoyment of an area. For example, open land, trees, historic buildings or less material factors such as a pleasant atmosphere.
Black and Minority Ethnic (BME)	The term "Black or Minority Ethnic" refers to all groups that are not recorded under the "white British" Census category. The term also includes minority ethnic groups in England who have white skin (i.e. those recorded under any of the "white" groups other than "white British"), such as Gypsies, Irish Travellers and people from Eastern Europe.
Borough Wide Development Policies	This document within the Local Development Framework will contain detailed forms of development policies. It will have the status of a Development Plan Document. <i>Also see Local Development Framework (LDF).</i>
Census	A counting of the population (as of a country, city or town) and a gathering of related statistics. In the UK Census information is collected every 10 years.
The Barking and Dagenham Community Plan	The Community Plan provides a long term vision and action plan for Barking and Dagenham. It outlines the aspirations, needs and priorities of the local community. It is prepared by the Barking and Dagenham Local Strategic Partnership.
Conditions / Planning Conditions	Requirements attached to a planning permission to limit, control or direct the manner in which a development is carried out.
Core Strategy	The Local Development Framework document which sets out the long term spatial vision for the local authority and the spatial objectives and strategic policies to deliver that vision.

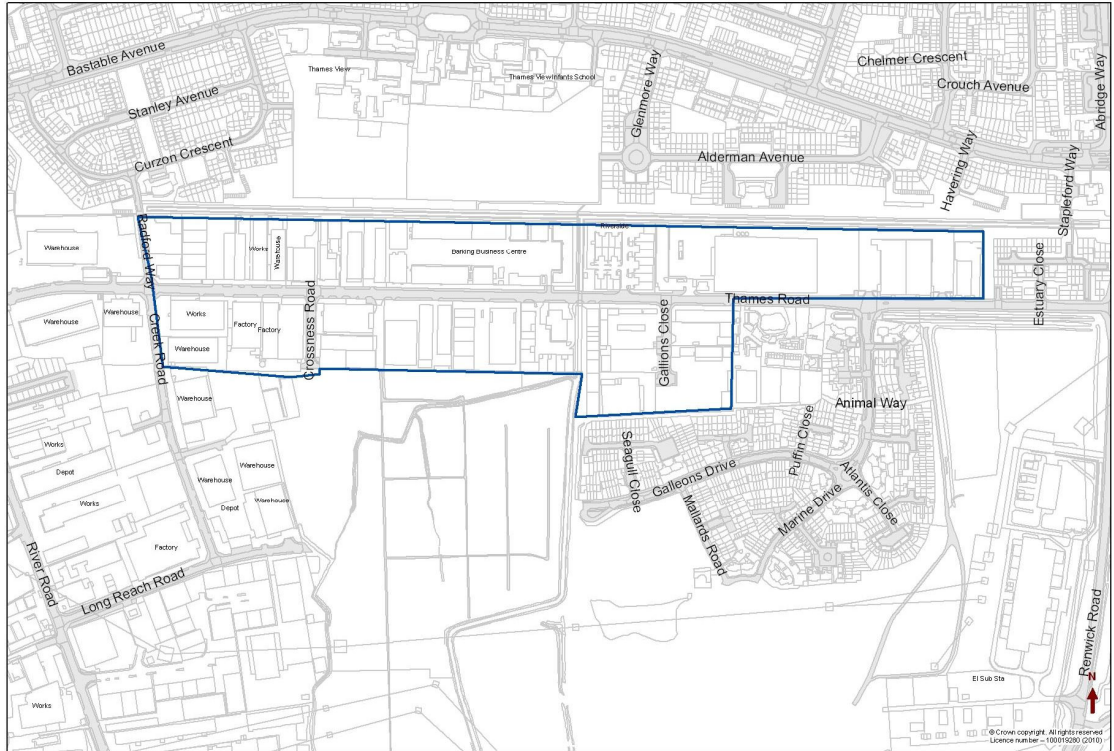
The Disability Discrimination Act (DDA) (1995)	The Disability Discrimination Act is a UK parliamentary Act of 1995 which makes it unlawful to discriminate against people in respect of their disabilities in relation to employment, the provision of goods and services, education and transport.
Diversity	The difference in the values, attitudes, cultural perspectives, beliefs, ethnic background, sexuality, skills, knowledge and life experiences of each individual in any group of people constitute the diversity of that group. This term refers to differences between people and is used to highlight individual need.
Dual / Multi-Use	Premises which are used for more than one purpose, at different times of the day or week.
Infrastructure	Basic services necessary for development to take place, for example, roads, electricity, sewerage, water, education and health facilities.
Local Development Framework (LDF)	The Local Development Framework comprises a portfolio of development documents which includes the Core Strategy, Borough Wide Development Policies and Barking Town Centre Area Action Plan. The framework will help implement a wide range of programmes, such as regeneration, environmental protection, transport improvements, and waste disposal and management.
London Plan (The)	The Mayor of London has produced a new planning strategy for London. The London Plan replaces the previous strategic planning guidance for London (known as RPG3), issued by the Secretary of State. The London Plan is the name given to the Mayor's spatial development strategy.
Planning Policy Guidance Note(PPG)	Guidance produced by the Government on planning matters (these are gradually being replaced by Planning Policy Statements).
Planning Policy Statement (PPS)	Statements of National Planning Policy issued by the Government (to replace Planning Policy Guidance

	Notes).
Primary / Prime Shopping Area	An area where retailing and the number of shops in a town centre is most concentrated.
Proposals Map	The adopted Proposals Map illustrates on a base map all the policies and proposals contained in the Local Development Framework .
Race Relations (Amendment) Act (2000)	Legislation seeking to prevent discrimination directly or indirectly in any functions carried out by public authorities.
Retail Park	A grouping of retail warehouses.
Secondary Shopping Area	A retailing area, secondary to the primary shopping frontage that provides greater opportunities for a diversity of uses.
Section 106 Contributions	Section 106 of the Town and Country Planning Act 1990 allows the local authority to enter into an agreement which can mean that a developer must make a financial or non-financial contribution to reduce the effect of a development and make it acceptable in planning terms. The contribution will usually go towards providing necessary "infrastructure." For example, a developer may pay for a road to be built to service a new development. Section 106 agreements are known as planning obligations.
South Asian	People of Indian, Pakistani, Bangladeshi or Sri-Lankan origin.
Sustainable Development	<p>A widely used definition of sustainable development is drawn up by the World Commission on Environment and Development in 1987: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."</p> <p>The government has set out four aims for sustainable development in its strategy "A Better Quality of Life: A</p>

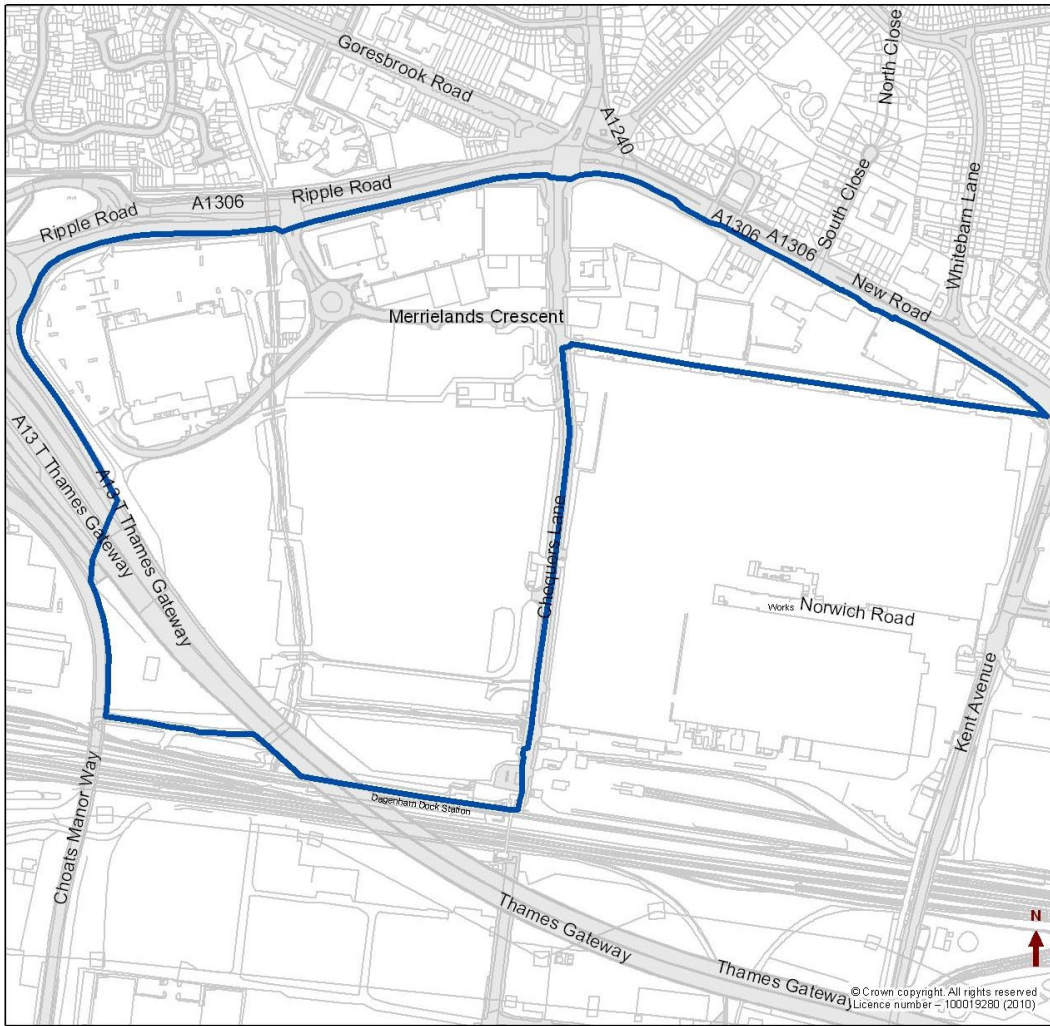
	<p>Strategy for Sustainable Development in the UK.”</p> <p>The four aims to be achieved are:</p> <ul style="list-style-type: none"> • Social progress which recognises the needs of everyone • Effective protection of the environment • Prudent use of natural resources • Maintenance of high and stable levels of economic growth and employment
Unitary Development Plan (UDP)	This is the old-style development plan which is replaced by the Local Development Framework.
Use Classes Order	The Town and Country Planning (Use Classes) Order 1987 puts uses of land and buildings into various categories. Planning permission is not needed for changes of use within the same use class.

Appendix 1 Preferred locations for Religious Meeting Places

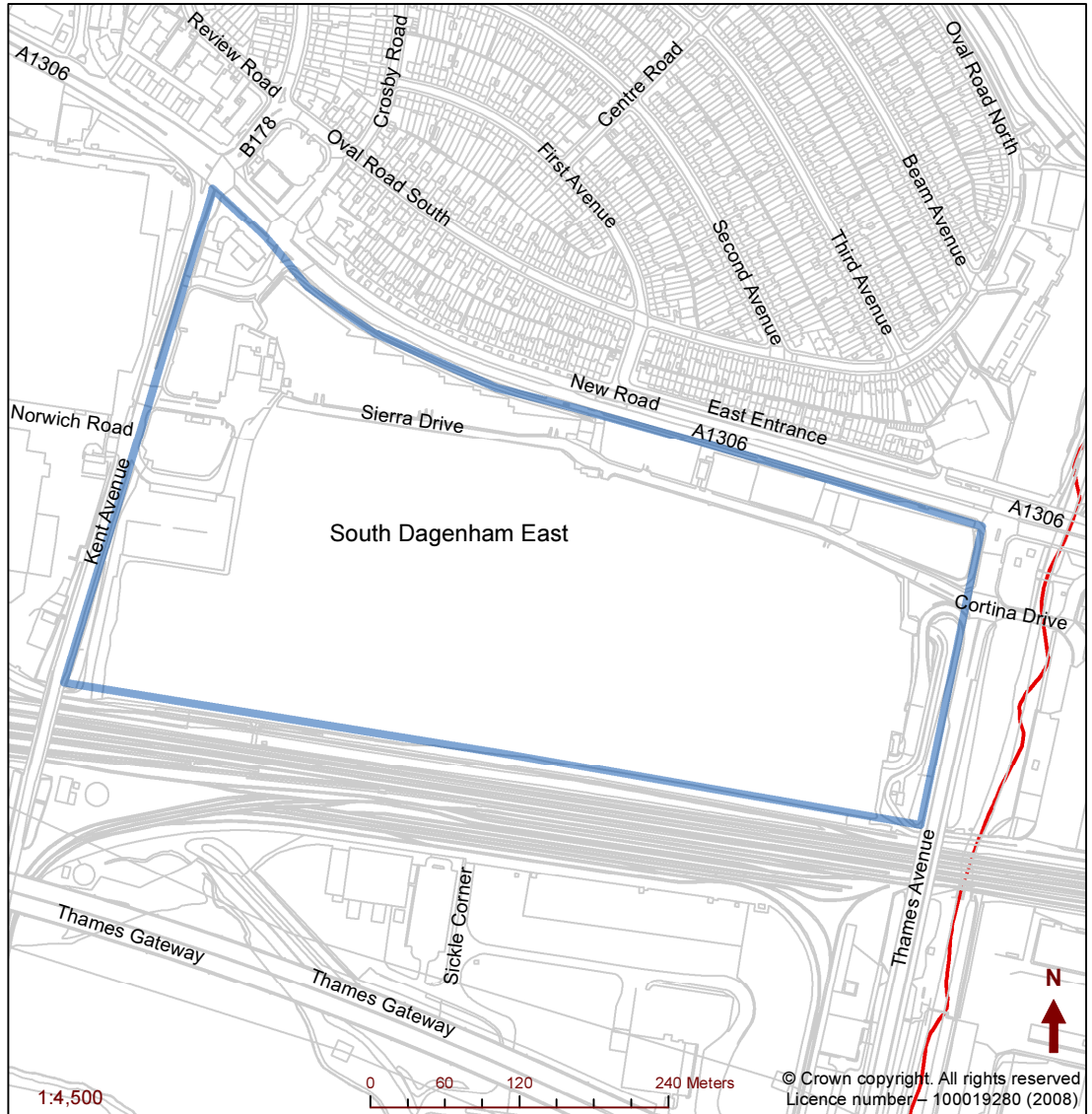
Thames Road within the River Road Employment Area



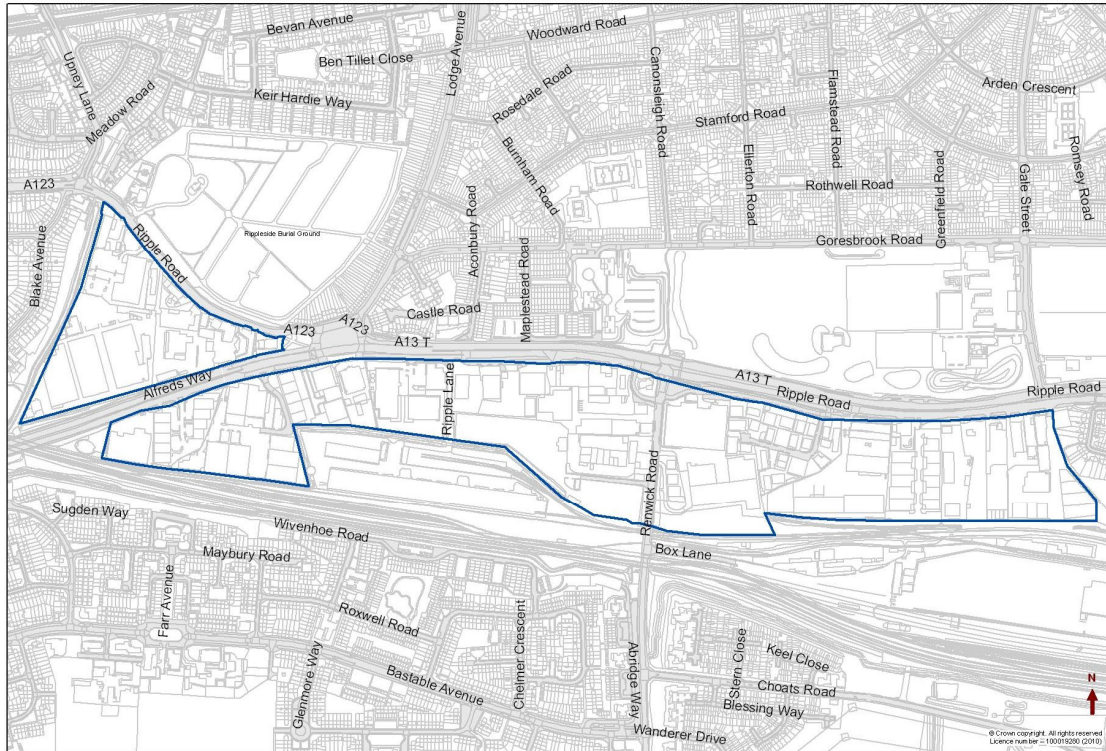
South Dagenham West. Site Specific Allocation SSA SM2



South Dagenham East. Site Specific Allocation SSA SM4



Ripple Road within the Rippleside Employment Area



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CABINET**28 September 2010****REPORT OF THE CABINET MEMBER FOR REGENERATION**

Title: Barking and Dagenham Local Development Framework – Adoption of Site Specific Allocations Development Plan Document	For Decision
<p>Summary:</p> <p>The Site Specific Allocations Development Plan Document (DPD) is focused on delivering the Core Strategy which was adopted by the Assembly on 21 July 2010. The purpose of the Site Specific Allocations document is to resolve the land use implications of the Core Strategy and therefore to consider the future of sites across the borough, not only sites that may have some development potential but also sites which may need protecting.</p> <p>The Site Specific Allocations Development Plan Document (DPD) has been through two stages of consultation; issues and options and submission.</p> <ul style="list-style-type: none"> • Issues and Options. The Executive approved the Site Specific Allocations Issues and Options document 20 May 2008 and consultation was undertaken on it during July and August 2008 and the document was revised to address the feedback received. • Pre-Submission. The Cabinet and Assembly approved the Pre-Submission Site Specific Allocations DPD on 21 April 2009 and 13 May 2009 respectively for a six week consultation and for submission to the Secretary of State. <p>Following this consultation a hearing was conducted by an independent Inspector to determine whether or not the Pre-Submission Site Specific Allocations DPD was “sound” and “legally compliant”. The Inspector issued his report on 7 July 2010 and has confirmed that the Site Specific Allocations is sound and legally compliant subject to a number of changes being made to the document. The changes improve the document and do not raise any issues of principle. The majority of the changes are necessary to provide more explanation and background detail to the Site Specific Allocations and so do not change the Site Specific Allocations themselves. The more significant changes include:</p> <ul style="list-style-type: none"> • Clarifying how the flood risk and transport impact of sites will be assessed. This was in response to representations from the Environment Agency and the Highways Agency. • Amending the allocation for South Dagenham West in agreement with the landowners Axa Sunlife so that it allowed some employment uses. This brought the allocation in line with the adopted Core Strategy. • Providing more detail on the Council’s approach to planning for open spaces again in line with the Core Strategy • Strengthening the monitoring section of the document. <p>The revised Site Specific Allocations DPD has been circulated under separate cover to all Councillors. Members of the public can obtain a copy from the author.</p> <p>Wards Affected: All</p>	

<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree:</p> <p>(i) to recommend to the Assembly that the Council approves the Barking and Dagenham Local Development Framework Site Specific Allocations Development Plan Document.</p>		
<p>Reason(s)</p> <p>To help deliver all the Community Plan priorities.</p>		
<p>Comments of the Chief Financial Officer</p> <p>The Cabinet and Assembly approved the Pre-Submission Site Specific Allocations DPD on 21 April 2009 and 13 May 2009 respectively. The changes recommended by the Inspector do not change the financial implications of the document. The Site Specific Allocations sets out the future for a significant part of the Council's land holdings. It safeguards a number of sites and captures and enables a number which are at various stages of development. In terms of capital receipts to be generated it is consistent with the capital programme approved by Assembly. These sites have been identified in partnership with Children's Services, Regeneration and Economic Development, Adult and Community Services, Property Services, Leisure Services and the Primary Care Trust. The minor costs of adopting the Site Specific Allocations will be met from within the existing Regeneration and Economic Development Division budget. These costs involve placing a notice in the news and printing a limited number of copies of the document.</p>		
<p>Comments of the Legal Partner</p> <p>The legal implications of the recommendation in this report are incorporated at paragraph 4 of the report.</p>		
<p>Head of Service: Jeremy Grint</p>	<p>Title: Divisional Director of Regeneration and Economic Development</p>	<p>Contact Details: Tel: 020 8227 2443 E-mail: jeremy.grint@lbbd.gov.uk</p>
<p>Cabinet Member: Councillor McCarthy</p>	<p>Portfolio: Cabinet Member for Regeneration</p>	<p>Contact Details: Tel: 020 8724 8013 E-mail: mick.mccarthy@lbbd.gov.uk</p>

1. Background

Please see the report summary.

2. Proposal

Please see the report summary.

3. Financial Issues

- 3.1 The minor costs of adopting the Site Specific Allocations will be met from within the existing Regeneration and Economic Development Division budget.

3.2 The site allocations determine what potential uses will be allowed on development sites and will therefore have financial implications for land owners and prospective developers. In addition the policies set out criteria for the allocated sites which are consistent with policies approved in the Council's adopted Core Strategy. These will also have financial implications for landowners and developers.

4. Legal Issues

4.1 The Planning and Compulsory Purchase Act 2004 (the "Act") required the Council to replace its Unitary Development Plan (UDP) with a Local Development Framework (LDF). As observed above the Site Specific Allocations DPD is a key LDF document.

4.2 The Local Authorities (Functions and Responsibilities) (Amendment) (No 2) (England) Regulations 2004 provide that adoption of LDF documents are not an Executive function, so the resolution to adopt LDF documents under section 23 of the Act must be carried out by the Assembly.

5. Other Implications

5.1 Further implications to adopting the Site Specific Allocations DPD are set out as follows:

- **Customer Impact** In line with the Council's adopted Statement of Community Involvement the Site Specific Allocations DPD has been through two key stages of consultation and consulted the following groups, the Faith Forum, Forum for the Elderly, Lesbian, Gay, Bisexual and Transgender Forum, Refugee Forum, Tenants Federation, Youth Forum, Disablement Association Barking and Dagenham, Age Concern, Citizens Panel, Dagenham Dock Employers Forum and Chamber of Commerce. In addition, due to the localised impact of this document (due to the allocation of sites for specific types of development), neighbourhood areas were targeted in the consultation process through vehicles such as neighbourhood management meetings and resident associations.

Full details of consultees, those who responded, comments raised, and how those comments are reflected in the document are set out in a consultation statement which is publicly available on the Council's website. This statement was reported to Councillors when the Executive agreed the pre-submission version of the Site Specific Allocations DPD on the 21 April 2009. In finding the Site Specific Allocations DPD legally compliant the Inspector judged that the Council met its legal requirement to comply with the arrangements sets out in its Statement of Community Involvement.

In preparing the Site Specific Allocations DPD officers have needed to have a thorough understanding of the current and forecast population profile of the borough and this was established in preparing the baseline for the Sustainability Appraisal for the Site Specific Allocations DPD, together with the baseline for the Sustainability Appraisal for its parent document the Core Strategy.

Officers are confident that having undertaken comprehensive consultation and undertaken a thorough sustainability appraisal that the Site Specific Allocations

policies can help deliver the spatial requirements of the Core Strategy whilst also responding to the needs of the borough's current and future residents.

Heritage Services have been consulted on previous versions of the Site Specific Allocations Development Plan Document.

- **Safeguarding Children** A key task in the preparation of the Site Specific Allocations DPD was to take into consideration land use requirements up to the year 2025 including the social infrastructure requirements to support the anticipated increase in housing and population growth. In terms of school provision the Site Specific Allocations DPD makes provision for the following additional primary and secondary schools.

New primary schools identified in the Site Specific Allocations DPD		
SSA SM1 Barking Riverside		
SSA SC10A Barking Riverside Stage 1 Neighbourhood Centre	1 new three form primary school	Outline and reserved matters planning permission approved
SSA SC10B Barking Riverside Stage 2 District Centre	1 new three form primary school	Outline planning permission approved
	1 new eight form secondary school	Outline planning permission approved
SSA SC10C Barking Riverside Stage 3 Neighbourhood Centre	1 new three form primary school	Outline planning permission approved
SSA SC10D Barking Riverside Stage 4 Neighbourhood Centre	1 new three form primary school (if necessary)	Outline planning permission approved
SSA SM2 South Dagenham West and Dagenham Leisure Park	1 new three form primary schools	Provision depends on number of new homes generated by the site.
SSA SM4 South Dagenham East	1 new three form primary school	Provision depends on number of new homes generated by the site.
SSA SM5 Sanofi Aventis 2	1 new three form primary school	Provision depends on number of new homes (if any) generated by the site.
SSA SM6 University of East London	1 new three form primary school	Detailed planning permission approved
SSA SM8 Lymington Fields	1 new three form primary school	Detailed planning permission approved
SSA SC3 Cannington Road	1 new three form primary school	Detailed planning permission approved
SSA SC4 St George's Centre	1 new three form primary school	Included in the Council's Capital Programme.

- **Health Issues** The identification of land use requirements for health facilities up to the year 2025 has emerged through close working with NHS Barking and Dagenham and with regard to the Barking and Dagenham Joint Strategic Needs Assessment and the emerging Health for North East London strategy . NHS Barking and Dagenham has identified three polyclinic hubs at Barking Hospital, East Dagenham and Barking Riverside. These are dealt with in this Site Specific Allocations DPD through three site allocations. SSA SM11 Hedgecock Centre and

SSA SM12 Upney Lane Centre form part of the strategy for the improvements to health care on the Barking Hospital site. SSA SM5 identifies the Sanofi site as appropriate for a new community hospital to serve East Dagenham. The Site Specific Allocations DPD also covers the facilities necessary to meet the needs of the 10,800 new households planned on at Barking Riverside. In particular it identifies provision for a new polyclinic within the Barking Riverside District Centre.

- **Property / Asset Issues.** All development proposals will need to be in line with the Site Specific Allocations DPD and therefore it will have an impact on the future use of the Council's Property and Assets where the need for planning permission is involved.

6. Options appraisal

- 6.1 The Council could choose not to adopt the Site Specific Allocations DPD. However, the Executive previously approved the Site Specific Allocations on 21 April 2009, and officers consider that the changes made during the examination as summarised in the report strengthen it.

7. Background Papers Used in the Preparation of the Report:

- Planning and Compulsory Purchase Act 2004
- The Town and Country Planning (Local Development) (England) Regulations 2004.
- The Local Authorities (Functions and Responsibilities) (Amendment) (No 2) (England) Regulations 2004
- Executive report, 20 May 2008, Local Development Framework – Site Specific Allocations Development Plan Document, Issues and Options. (Minute 7 – 20/05/08)
- Executive report, 21 April 2009, Local Development Framework - Submission of the Site Specific Allocations Development Plan Document. (Minute 175 - 2009/10)
- Assembly report, 13 May 2009, Local Development Framework - Submission of the Site Specific Allocations Development Plan Document. (Minute 8 – 13/05/09)
- Pre-submission Site Specific Allocations , LBBD, June 2009
- Pre-submission Core Strategy Consultation Statement, LBBD, 2009
- Inspector's report on the Barking and Dagenham Site Specific Allocations Development Plan Document, Planning Inspectorate, 2010
- Sustainability appraisal of the core strategy policies, June 2008
- Sustainability appraisal of the Site Specific Allocations DPD, June 2009

8. List of appendices:

Revised Site Specific Allocations Development Plan Document - circulated under separate cover to all Councillors

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