

Notice of Meeting



THE CABINET

Tuesday, 25 January 2011 - 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

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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 21 December 2010 (Pages 1 - 7)**
4. **2010/11 Budget Monitoring - April to November 2010 (Pages 9 - 27)**
5. **Network Management Plan and the London Permit Scheme (Pages 29 - 59)**
6. **Local Development Framework - Adoption of Barking Town Centre Area Action Plan (Pages 61 - 66)**

The Barking Town Centre Area Action Plan document has been circulated to all Members under separate cover (Supplementary 1)
7. **Contract for the Provision of a Parks Safer Neighbourhood Team by the Metropolitan Police (Pages 67 - 72)**
8. **Tender for Youth Crime Prevention Project (Pages 73 - 80)**

9. **Barking & Dagenham Safeguarding Children Board, Annual Report 2009/10 (Pages 81 - 113)**
10. **Barking Enterprise Centre: Tender for Management (to follow)**
11. **Review of Legal Services and Future Proposals (to follow)**
12. **Any other public items which the Chair decides are urgent**
13. **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 (the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 as amended).

14. **Update on Remodelling and Tendering of Residential Care Services for People with Learning Disabilities (Pages 115 - 120)**

Concerns the financial and business affairs of a third party (paragraph 3)
15. **Any other confidential or exempt items which the Chair decides are urgent**

THE CABINET

Tuesday, 21 December 2010
(12:00 - 12:10 pm)

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

Apologies: Councillor M A McCarthy and Councillor L A Reason

72. Declaration of Members' Interests

There were no declarations of interest.

73. Minutes (23 November 2010)

Agreed.

74. 2010/11 Budget Monitoring - April to October 2010

Received a report from the Cabinet Member for Finance, Revenues and Benefits on the Council's revenue and capital position for 2010/11 as at the end of October 2010.

The projected service overspends, taking account of in-year savings, have decreased from £3.9m to £3.5m since the last report, the main reason being a reduction in the projected overspends in the Customer Services and Children's Services departments. The position for the Housing Revenue Account (HRA) has improved, with the projected deficit now at £37,000 compared to £302,000 last month and the Capital Programme is profiled to spend on target.

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

- (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 and Appendices A and C of the report;
- (ii) Note the position for the HRA as detailed in paragraph 4 and Appendix B of the report; and
- (iii) Note the position of the Contingency Fund as detailed in paragraph 3.1.5 of the report.

75. Fees and Charges 2011/12

Received a report from the Cabinet Member for Finance, Revenues and Benefits on the fees and charges for Council services which are proposed to come into effect from 4 January 2011.

The fees and charges have been reviewed in the context of the VAT increase to

20% from 4 January and the Council's savings targets for 2011/12, whilst at the same time being sensitive to the current economic climate and the impact of any increase on the local community. With this in mind, it is not proposed to implement an across-the-board increase.

Agreed, in order to assist the Council in setting a robust budget for 2011/12, to:-

- (i) The proposed fees and charges for 2011/12 as set out in Appendix A to the report, to be effective from 4 January 2011; and
- (ii) Delegate authority to the Corporate Director of Children's Services, in consultation with the Corporate Director of Finance and Resources and the Cabinet Member for Children and Education, to set those fees and charges which are applied from September 2011 for schools and academic year based activities.

76. Future Arrangements for the Management of Community Centres

Received a report from the Cabinet Member for Culture and Sport on proposals to transfer the management of a number of community centres within the Borough to the local Community Associations.

In addition to the potential for the Community Associations to realise significant benefits for their local communities by taking on the management and ownership of the centres via long-term leases, the transfer of responsibility will also deliver financial savings to the Council. Noted the reasons why the Fanshawe, Gascoigne and Marks Gate Centres are not included in the current plans.

Agreed, in order to assist the Council to achieve the Community Priority "Fair and Respectful" and a balanced budget, to:-

- (i) Authorise the Corporate Director of Adult and Community Services, in consultation with the Corporate Director of Finance and Resources and on the advice of the Legal Partner, to agree the terms of and enter into registrable long leases and management agreements with the respective Community Associations for the following Community Centres:
 - Abbey
 - Hatfield
 - Heath Park
 - Ted Ball
 - Teresa Greene
 - Village
 - Wantz
- (ii) Authorise officers to advertise more widely the opportunity to enter into a registrable long lease for the relevant Community Centre in the event that it is not possible to enter into a lease agreement with any of the relevant Associations at (i) above.

77. London Development Agency Sustainable Employment Programme

Received a report from the Cabinet Member for Regeneration on the Sustainable Employment Programme, which is a pilot project led by the London Borough of Bexley on behalf of the London Development Agency (LDA) aimed at helping the long-term unemployed, and those who are economically inactive, back into work.

Discussions on how this Borough can benefit from the project have resulted in the securing of up to £595,155 towards the Borough's job shops dependant on the achievement of outputs.

Agreed, in order to assist the Council in achieving its Community Priority "Prosperous" by providing assistance to Borough residents to access employment, to the entering into of an agreement with the London Borough of Bexley for the sum of £595,155 to support Borough residents into employment via the Sustainable Employment Programme.

78. Calculation and Setting of the Council Tax Base for 2011/12

Received a report from the Cabinet Member for Finance, Revenues and Benefits on the calculation of the Council Tax Base for 2011/12 and information on powers available to the Council in respect of awarding discounts.

Agreed, in order to comply with statute and assist in the calculation of the Authority's Council Tax, that:-

- (i) In accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992, the amount calculated by the London Borough of Barking and Dagenham as its Tax Base for the year 2011/12 shall be 52,723.7 Band 'D' properties;
- (ii) Discounts for long-term empty properties and second homes remain at 10% for 2011/12;
- (iii) No locally determined discounts based on categories of property or occupier be awarded for 2011/12;
- (iv) No locally determined reductions for prompt payment be awarded for 2011/12; and
- (v) The award of discounts and reductions is reviewed as part of the Council Tax setting process for 2012/13.

79. Renewal of Construction Related Framework Agreements

Received a report from the Cabinet Member for Finance, Revenues and Benefits on the renewal of the Council's current Construction Related Framework Agreements, which are due to expire in August 2011.

Officers have also been working alongside East London Solutions (ELS), the London Borough of Haringey and other councils across London to develop a model for collaboration in the procurement and management of these Frameworks. It is proposed that this Council will take the lead in East London and

the London Borough of Haringey will do the same for North-east London that will allow sharing of good practice, market intelligence and efficiencies.

Agreed, in order procure value for money services, to:-

- (i) The procurement of the Construction Related Framework Agreements as detailed in the report;
- (ii) This Council collaborating with East London Solutions (ELS) and Capital Ambition in order to secure additional funding for this project; and
- (iii) This Council leading on a collaborative procurement approach with other London boroughs, in order to procure a construction framework agreement that can be used by all.

80. Framework Agreement for Repairs and Maintenance of Mechanical Equipment in Public Buildings, Schools and Leisure Buildings

Received a report from the Cabinet Member for Finance, Revenues and Benefits on the proposals to procure a Framework Agreement for the repair and maintenance of mechanical equipment in public buildings, schools and leisure buildings.

Agreed, in order to provide a safe and cost effective maintenance and minor works service, to tenders being sought for a Framework Agreement for the repair and maintenance of mechanical equipment in public buildings, schools and leisure buildings over a 20 month term with the possibility to extend for a further 12 months, as detailed in the report.

81. Council Debt Write-Offs 2010/11 - 1 April to 30 September 2010

Received and noted a report from the Cabinet Member for Finance, Revenues and Benefits on the value and type of debts written off from the Income and Collection, Rents and Benefits Service areas as uncollectable for the first two quarters (April to September 2010) of the 2010/11 financial year.

82. Urgent Action - Building Schools for the Future ICT Contract

Further to Minute 69 of the last meeting, received and noted a report from the Chief Executive on the action that he had taken under the urgency procedures contained within paragraph 17 of Article 1, Part B of the Council's Constitution in entering into the BSF Contract with RM Education plc for the supply of ICT equipment and resources to the two sample schools (Dagenham Park Church of England School and Sydney Russell Comprehensive School).

83. Proposed Expansion of Primary Schools

Further to Minute 139 (16 March 2010), received a report from the Cabinet Member for Children and Education on proposals to formalise a number of interim arrangements that had been agreed with primary school Head Teachers and Governing Bodies to meet the demand for places in the Borough.

The proposals relate to the following arrangements which would be effective from

1 September 2011:

- Ripple Primary School - To expand from three to five forms of entry by bringing the Westbury Centre back into use as a school building, together with 26 full-time equivalent (FTE) nursery places.
- Thames View Junior School - To expand from three to four forms entry, by providing an extension of four classrooms and expanding the existing staff room.
- St Peter's Primary School - To expand from one and a half to two forms of entry, through a number of internal and building alterations to add three additional class spaces.
- Cambell Junior School - To expand from three to four forms of entry. This to be achieved through internal refurbishment and bringing into use redundant areas of the building.

It is also proposed to create an additional three forms of entry and 39 FTE nursery places at the St George's Halbutt Street site and noted that the permanent management arrangements for this site are currently being explored.

Agreed, in order to assist the Council in achieving its Community Priority "Inspired and Successful" and in fulfilling its duty to provide every child in the Borough with a school place, to:-

- (i) The formal expansion of the Ripple and St. Peter's Primary Schools and Thames View and Cambell Junior Schools with effect from 1 September 2011 as detailed in the report; and
- (ii) Delegate authority to the Corporate Director of Children's Services, in consultation with the Cabinet Member, to agree the permanent expansion arrangements in relation to the primary school extension at the St George's Halbutt Street site, following appropriate discussions with relevant Head Teachers and Governing Bodies.

84. Provision of a New Church of England Voluntary Aided Primary School at Barking Riverside

Further to Minute 162 (24 March 2009), received a report from the Cabinet Member for Children and Education on the formalisation of the proposal for the Diocese of Chelmsford to establish a new voluntary aided Church of England primary school at Barking Riverside, which is expected to be named "The George Carey Church of England Primary School".

It is planned for the School to open on 1 September 2011 with three reception classes, one mixed infant class and two mixed junior classes. When fully operational, the School will cater for pupils between the ages of 3 to 11 and provide places for 630 boys and girls, 39 full-time equivalent (FTE) places for nursery pupils and a children's centre, together with 12 places for pupils with Special Educational Needs.

Agreed, in order to assist the Council in achieving its Community Priority “Inspired and Successful” and in fulfilling its duty to provide every child in the Borough with a school place, to the proposal for the Diocese of Chelmsford to establish a new voluntary aided primary school at Barking Riverside, to be open with effect from 1 September 2011, as detailed in the report.

85. Provision of a New Secondary School at Barking Riverside

Received a report from the Cabinet Member for Children and Education on the selection of a preferred bidder for the operational management of a Secondary School at Barking Riverside.

The intention is to provide a mainstream Secondary School from 1 September 2012 to provide places for 1,500 boys and girls for Years 7 to 11, 300 sixth form places together with specialist facilities providing places for 160 pupils with Special Educational Needs aged 3 to 19, although it was noted that funding and other issues may delay the delivery of the project by approximately one year.

Agreed, in order to assist the Council in achieving its Community Priority “Inspired and Successful” and in fulfilling its duty to provide every child in the Borough with a school place, to:-

- (i) Appoint the Barking and Dagenham Co-Operative Learning Partnership as preferred bidder for the operational management of the new Barking Riverside Secondary School with the following conditions, as provided for in the Department for Education (DfE) Guidance ‘Establishing a New Maintained Mainstream School’ Part C [Paragraph 94]:
 - a) The lease of the site on which a new school is to be constructed;
 - b) The entering into of an agreement for any necessary building project supported by the DfE in connection with grant funding from the former Building Schools for the Future programme; and
 - c) These conditions being met by September 2013.

86. Private Business

Agreed to exclude the public and press for the remainder of the meeting by reason of the nature of the business to be discussed which included information exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

87. Estate Renewal Leasehold Buyback Discretionary Measures

Further to Minute 49 (2 November 2010), received a report from the Cabinet Members for Regeneration and Housing on the proposed range of discretionary measures in relation to leasehold properties, in addition to the statutory compensation arrangements, which will be available to support the progression of the Borough-wide Estate Renewal Programme.

Agreed, in order to assist the Council in achieving the Corporate Priorities “Safe”, “Clean”, “Fair and Respectful”, “Healthy” and “Prosperous”, to:-

- (i) The range of discretionary measures as detailed in the report, in addition to the statutory compensation arrangements, in relation to the buyback of leasehold properties affected by the Estate Renewal Programme; and
- (ii) Authorise the Corporate Director of Finance and Resources, in consultation with Legal Partners, to approve the detailed terms of any discretionary measures that may be applied.

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CABINET

25 January 2011

REPORT OF THE CABINET MEMBER FOR FINANCE, REVENUES AND BENEFITS

Title: 2010/11 Budget Monitoring - April to November 2010	For Decision
<p>Summary:</p> <p>This report provides Cabinet with an update of the Council's revenue and capital position for the eight months to the end of November 2010.</p> <p>The Council began the current financial year in a better financial position than the previous year with a General Fund (GF) balance of £8m. The robust budget setting process has resulted in a more meaningful and deliverable 2010/11 budget.</p> <p>During the year, Central Government set an in year savings target of £6.2bn of which the local government sector was required to contribute £1.165bn; this resulted in a further reduction in the Council's funding of up to £5.5m for 2010/11. The Corporate Director of Finance and Resources has ensured that the measures put in place during 2009/10 to contain spending are continued in through the current year. To meet this challenge, Cabinet approved additional in-year savings of up to £8.4m on 28 September to meet the Government savings target and protect the previous year's improvement in the Council's reserves.</p> <p>At the end of November the full year service overspends (taking account of the in-year savings) are projected to be £2.7m; £1.3m less than the £3.9m position forecast at the end of October 2010 (as reported to Cabinet on 21 December). The main reason for this is a decrease in projected overspends in the Customer Services and Children's Services departments reflecting the ongoing work to mitigate cost pressures.</p> <p>The 2010/11 budget includes a planned contribution of £3m to further improve GF balances. The current projected service pressures of £2.7m will result in GF balances increasing by only £0.3m to £8.3m rather than the target of £10m.</p> <p>The Housing Revenue Account (HRA) is projected to incur a small deficit of £38k indicating that the year end balance would be close to the opening balance of £3.4m. The HRA is a ring fenced account and cannot make contributions to the General Fund.</p> <p>The Capital Programme is currently projecting slippage in budgeted expenditure of £7.6m. This represents the position on all the schemes in the capital programme approved by members, regardless of whether work has commenced yet or not. Capital budgets cannot contribute to the General Fund revenue position although officers are working to ensure that all appropriate capitalisations occur.</p> <p>Wards Affected: None</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <p>(i) Note the current projected outturn position for 2010/11 of the Council's revenue and</p>	

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 position of the Contingency fund as detailed in paragraph 3.1.5 of the report.
- (iv) Approve the changes to capital budgets as detailed in paragraph 6 of the report and Appendix D;

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 continues to face significant pressures in remaining within its 2010/11 budget as reduced by the imposition of the £5.5m in-year reduction in resources arising from the Governments emergency budget. The Corporate Director of Finance and Resources has already implemented actions to control spend and departments resources have been reduced to contribute towards the restricted Council 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 the reported position and 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.

Members will wish to be satisfied that appropriate actions are being taken to deal with any projected overspends and deliver services in the tougher economic climate the council finds itself in.

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

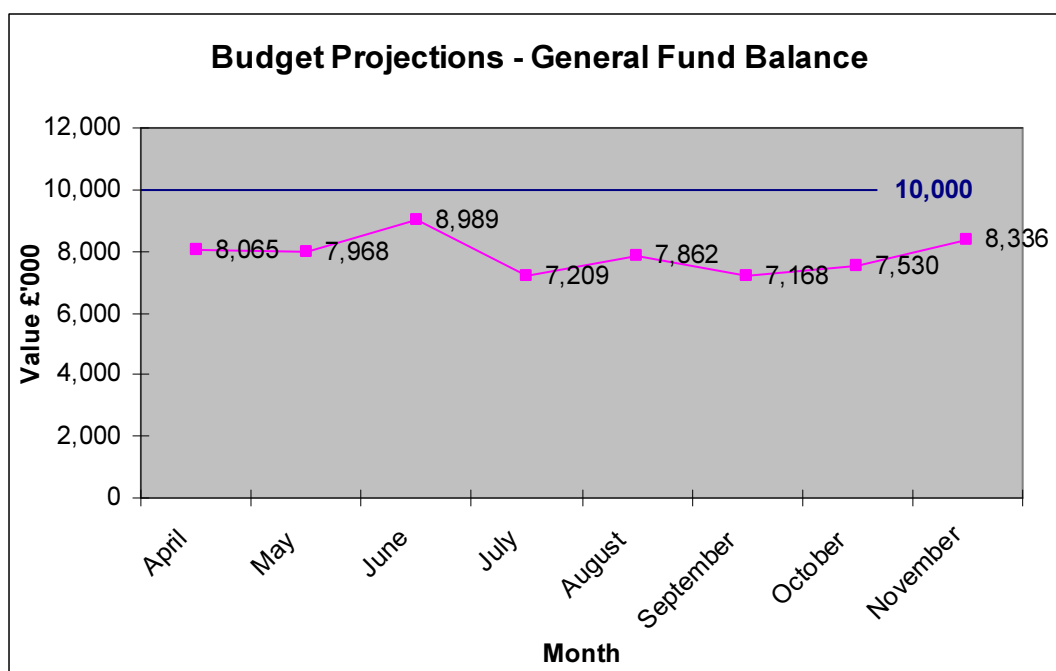
- 1.1 The Outturn report to Cabinet on 8 June 2010 reported that, as at 31 March 2010, general fund balances stood at £8m, an increase of £4.4m on the position twelve months earlier. This position has now been confirmed following completion of the audit of the Council's Statement of Accounts.
- 1.2 This report provides a summary of the Council's General Fund (GF) revenue and Capital positions, HRA and consequent balances based on recurring pressures from last year, risks to anticipated 2010/11 savings, any new pressures and the effect of the reduced in-year resources.
- 1.3 It is important that the Council regularly monitors its revenue and capital budgets to ensure good financial management. This is achieved within the Council by monitoring the financial results on a monthly basis through briefings to the Cabinet Member for Finance, Revenues and Benefits and reports to Cabinet. This ensures Members are regularly updated on the Council's overall financial position and enables the Cabinet to make relevant financial and operational decisions to meet its 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 current revenue projections indicate an overspend of £2.7m for the end of the financial year indicating that the Council's General Fund balance will increase by the only £0.3m to £8.3m rather than the planned £10m. 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	7,530	10,000
Housing Revenue Account (including Rent Reserve)	3,400	3,362	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.

	Service Expenditure						Corporate Issues	
	Adult and Community Services	Children's Services	Customer Services	Finance & Resources	General Finance	Total Service In-Year Pressures	Budgeted contribution to balances	Total In-Year Pressures/(Contribution to balances)
	Projected Variance £'000	Projected Variance £'000	Projected Variance £'000	Projected Variance £'000	Projected Variance £'000	£'000	£'000	£'000
November	0	2,149	529	51	0	2,729	3,000	(271)
October	0	2,557	816	162	0	3,535	3,000	535
September	0	2,764	1,133	0	0	3,897	3,000	897
August	0	2,732	471	0	0	3,203	3,000	203
July	0	2,764	1,092	0	0	3,856	3,000	856
June	0	1,488	546	42	0	2,076	3,000	(924)
May	0	2,030	967	100	0	3,097	3,000	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 department continues to project a break-even budget position for the year end with the caution that this assessment is based on activity for eight months only. It anticipates the months ahead will be challenging to remain within budget noting the level of reductions that have been made to settle their allocated savings targets.

The previously reported pressures in the care and commissioning budget in relation to residential placements from people leaving local hospitals continue to be a significant concern. In addition, pressures are also being experienced from children turning 18 years transferring over from Children's Services.

There are no significant budget pressures in the other service budgets at present.

The Department and its management team have a track record of dealing with issues and pressures throughout the year to deliver a balanced budget.

3.1.2 Children's Services

The department is projecting an overspend of £2.15m compared to £2.56m reported last month. This reduction is in spite of a further increase of £244k in the Safeguarding and Rights overspend. One-off additional income of £650k that will not be available next year was identified through the alternative use of grants. It will be used to offset the Safeguarding and Rights pressures.

Skill, Learning and Enterprise, Integrated Family Services and Children's Policy and Trust Commissioning continue to forecast underspends resulting from tighter cost control, the impact of the voluntary severance scheme and securing additional income.

Pressures previously reported in Legal services and in Passenger Transport are now forecasted as overspends. Legal costs are continuing to pose a challenge to management and to the Legal Partner and are now projected to overspend by £500k. The extra support of £300k approved by Cabinet has already been utilised. A further £400k overspend is now projected in Passenger transport. The successful implementation of the new transport strategy has not yielded material savings as yet.

The pressures from intended government cuts in specific grant funding, unresolved claims from the implementation of Single Status and the rapid population growth reported previously continue to exercise management attention.

Children's Services DMT continue to review commitments that can be stopped in year and not renewed and identify compensating savings to offset the overspends. A spending freeze has been introduced with immediate effect with the intention to claw back budgets on supply and services at year end.

Dedicated School Grant (DSG)

The main pressure on the DSG remains that for the additional places required and related increase in children with SEN from September 2010. These pressures are estimated at around £900k. This will be managed in conjunction with the Schools Forum. Start up costs on equipment purchases for new schools also present additional pressures to this fund.

3.1.3 Customer Services

The Department overall overspend has decreased by £287k from £816k reported last period to £529k. This position reflects management actions to tackle the overspend however budget pressures continue to be experienced in staffing costs and income generation which are becoming increasingly difficult to manage without effect on the delivery of the current services.

The E&E division is projected to overspend by £668k a decrease of £22k from the last period. This decrease is due mainly to the staff voluntary severance scheme and the resulting effect on salary projections. The previous income pressures in relation to trade waste, highway maintenance (footways) and passenger transport commercial services remain. There are risks to the projected overspend associated with unplanned overtime, the use of agency staff and the delay in implementing the fleet management outsourcing contract which could increase the projection if the actions to control costs do not take effect.

The Revenue and Benefits service transferred to Elevate on 10 December 2010. An increased overspend of £291k (£185k last period) is forecasted having taken account of known adjustments at the point of the transfer. Any additional expenditure subsequently identified would affect the projection. A large part of Barking & Dagenham Direct service also transferred on 10 December 2010. This service is projected to underspend by £308k, a positive movement of £249k on the last period due to additional income identified from savings in staffing and in the Registrars service, and the exclusion of a provision for the full year funding of the Emergency out-of-hours service.

The Housing Service is forecasted to underspend by £122k, a result of the review and reapportioning of salary costs based on activity levels. There are still pressures relating to staff costs and a housing benefit subsidy shortfall affecting private sector leased contracts resulting from changes to the rules.

3.1.4 Finance and Resources

The department is projecting an underspend of £2.9m to be used to contribute to its in-year savings target. Whilst some services have experienced in-year budget pressures, significant work has been undertaken by both the departmental and divisional management teams to ensure that any in-year budget pressures are contained and both its cash limited budget and in-year savings target of £3m are achieved.

The underspend has largely been achieved through the voluntary severance scheme and holding of vacant posts across the department. However reducing spend from the Area Based Grant, training and data security budgets and a cut in external work on corporate projects and tighter control on expenditure on the use of locum lawyers and

supplies have also contributed to this position. Income from the Council's Agency contract and from property and sponsored road schemes has also contributed to this projection.

There are continuing cost and income generation pressures within Marketing & Communications and Asset Management and Capital Delivery which are being managed within the services.

3.1.5 General Finance and Contingency

General Finance continues to project breaking-even on its working budget. The balance on contingency is currently £6.6m, including transfers approved at Cabinet on 23 November. The current level of contingency needs to be considered in relation to the continuing projected departmental overspends and the assumption that all the in-year savings are delivered.

4 Housing Revenue Account

- 4.1 The HRA is forecast to overspend by £38k, a £1k change from the last period. This level of overspend stems from the fact that support costs to the HRA have increased due in part to unbudgeted security, leaseholders and pension costs, the need to fund voluntary redundancies from revenue and additional staff costs to improve rent collections. The overspend has been offset by improvements in income from dwelling rents and commercial properties and the use of efficiency savings.
- 4.2 The HRA is forecasted to benefit from positive movements on the final HRA subsidy claim and depreciation of non-dwellings.
- 4.3 The detailed HRA position is shown in Appendix B.

5 Capital Programme

- 5.1 As at the end of November, the capital programme is showing a spend of £52.55m which is 42% of the capital programme approved by cabinet. The projected outturn is £116.7m; showing an slippage of £7.6m.
- 5.2 The full departmental analysis of capital projects is provided at Appendix C.

6 Capital Scheme Re-Profiles/Adjustments

- 6.1 A review of all capital projects has been undertaken and re-profiling of a large number of schemes is required as shown in Appendix D. This has also been incorporated into the revised budget within Appendix C to enable a much better outturn and projected slippage to be obtained.
- 6.2 Re-profiling for many schemes is required due to project sponsors awaiting funding confirmations from central government. These have only recently been confirmed, subsequently schemes have either recently approved five green lights through the CPMO process or have yet to receive them. Consequently, spend projections have changed and budgets need to be re-profiled to accurately these profiles and to account for the delay in delivery.

- 6.3 The yearly expenditure changes to the capital programme as a consequence of the review are shown in the table below.

Year	2010/11 £'000	2011/12 £'000	2012/13 £'000
Current Profile	101,051	91,988	29,948
Proposed Profile	57,069	138,824	31,607
Adjustment	(43,982)	46,836	1,659

- 6.4 The funding implications of these changes are an increase in departmental borrowing of £4.6m; this relates to borrowing for council house building and will be funded through the Housing Revenue Account (HRA). There is an external funding decrease of £11.7m in Children's Services due to a decrease in Schools funding from central government. This is offset by an increase in external funding of £11m within Customer Services (HRA) for the building of new council homes

7 Legal Issues

- 7.1 The legal issues are covered in the section "Comments of the Legal Partner" earlier in the report.

8 Other Implications

- **Risk Management**

The risk to the Council is that if the currently projected overspends are not eliminated the level of balances will fall to a level which is below that 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 any recruitment has to be agreed at Director-level. A Voluntary Severance Scheme was instigated in July and over 100 staff will be leaving as a consequence. A further Scheme is now running, with a closing date for applications in early January, although this is unlikely to impact on the 2010/11 financial position..

- **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. All departments are required to consider the equalities impacts of their savings plans, and to put in place mitigating actions where necessary.

- **Safeguarding Children**

All actions taken to mitigate the overspend of the placements budget in Safeguarding and Rights will need to be undertaken within a risk management framework to ensure that the safeguarding needs of individual children are not compromised.

- **Property / Asset Issues**

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

9 Background Papers Used in the Preparation of the Report:

- Councils Provisional Revenue and Capital Outturn 2009/10 – Cabinet 8 June 2010, Minute 8
- 2010/11 Budget Monitoring Report, Cabinet 6 July 2010 Minute 26
- 2010/11 Budget Monitoring Report, Cabinet 28 September Minute 31

10 List of appendices:

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

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

Appendix C – Capital Programme Budget Statement – November 2010

Appendix D – Capital Programme Re-profiling

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REVENUE MONITORING STATEMENT - NOVEMBER 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	5,601	5,601	-
Adult Commissioning Services	44,371	45,722	46,462	46,462	-
Community Safety & Neighbourhood Services	3,303	4,119	4,109	4,109	-
Community Cohesion & Equalities	7,461	8,130	8,003	8,003	-
Leisure & Arts	6,443	6,053	5,903	5,903	-
SSR/ Other Services	512	616	482	482	-
	67,541	69,980	70,560	70,560	-
<u>Children's Services</u>					
Quality & Schools Improvement	6,711	9,197	8,659	8,719	60
Integrated Family Services	593	1,694	1,574	1,176	(398)
Safeguarding & Rights Services	36,248	31,545	31,798	35,703	3,905
Children's Policy & Trust Commissioning	1,408	6,597	6,010	5,934	(76)
Skills, Learning and Enterprise	1,712	4,366	4,846	4,554	(292)
Other Services	7,623	6,885	6,676	5,626	(1,050)
	54,295	60,284	59,563	61,712	2,149
<u>Children's Services - DSG</u>					
Schools	(2,948)	(14,320)	(13,350)	(13,350)	-
Quality & Schools Improvement	7,944	10,920	8,715	8,715	-
Integrated Family Services	2,899	1,560	2,543	2,543	-
Safeguarding & Rights Services	140	-	49	49	-
Children's Policy & Trust Commissioning	1,562	1,070	1,206	1,206	-
Skills and Learning	423	770	770	770	-
Other Services	54	-	67	67	-
	10,074	-	-	-	-
<u>Customer Services</u>					
Environment & Enforcement	21,410	19,520	18,951	19,619	668
Housing Services	939	4,616	3,617	3,495	(122)
Revenues & Benefits	3,723	1,214	1,431	1,722	291
Barking & Dagenham Direct	(15)	(500)	(633)	(941)	(308)
	26,057	24,850	23,366	23,895	529
<u>Finance & Resources</u>					
Chief Executive	458	60	809	772	(37)
Marketing & Communication and Other Directorate Costs*	(506)	647	454	(278)	(732)
Legal & Democratic Services	949	827	873	708	(165)
Customer Strategy and Transformation**	(153)	(414)	(615)	(1,135)	(520)
Human Resources	(342)	(181)	74	58	(16)
Asset Management & Capital Delivery	3,747	1,982	2,659	2,275	(384)
Corporate Management	5,205	5,411	5,321	4,851	(470)
Financial Services	951	(144)	(2,509)	398	2,907
Strategy and Performance	(210)	(164)	(164)	(324)	(160)
Regeneration & Economic Development	4,379	5,477	5,012	4,641	(371)
	14,478	13,501	11,916	11,967	51
<u>Other</u>					
General Finance	(33,296)	(27,850)	(25,376)	(25,376)	-
Contingency	-	6,023	6,760	6,760	-
Levies	7,642	7,983	7,983	7,983	-
TOTAL	146,791	154,771	154,772	157,501	2,729

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Housing Revenue Account 30 November 2010	Revised Budget 2010/11	Forecast 2010/11	Variance 2010/11
	£'000	£'000	£'000
Total Income	-90,082	-90,948	-866
Repairs and Maintenance	23,338	23,381	43
Supervision & Management	29,431	30,343	912
Rent Rates and Other	577	682	105
HRA Subsidy Payable	18,385	18,135	-250
Depreciation	14,169	13,482	-687
Increase in Bad Debt Provision	800	1,128	328
Corporate and Democratic core Revenue Contributions to Capital Outlay	811	811	0
Total Expenditure	90,082	90,986	904
In Year overspend	0	38	38

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SUMMARY OF CAPITAL EXPENDITURE - NOVEMBER 2010

	<u>Original Budget</u>	<u>Budget as at Nov 2010</u>	<u>Reprofiles Requested</u>	<u>Revised Budget</u>	<u>Actual to date</u>	<u>Percentage Spend to Date</u>	<u>Projected Outturn</u>	<u>Projected Outturn against Revised Budget</u>
	(1)			(2)				
<u>Department</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>%</u>	<u>£'000</u>	<u>£'000</u>
Adult & Community Services	17,603	22,917	-	22,917	10,192	44%	22,342	(575)
Children's Services	80,499	80,919	(38,242)	42,677	22,325	52%	39,106	(3,571)
Customer Services	46,953	45,137	417	45,554	15,758	35%	42,054	(3,500)
Resources	14,977	19,318	(6,156)	13,162	4,276	32%	13,194	32
Total for all Schemes	160,032	168,291	(43,981)	124,310	52,551	42%	116,696	(7,614)

1) Original Budget per Executive 16 February 2010

2) Revised budget takes account of roll forwards/backwards and the effect of the requested reprofiling

APPENDIX D

DETAIL	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	Total £000's	External Funding £000's	MRA £000's	Departmental Borrowing £000's	Corporate Borrowing £000's	Total £000's
Children's Services - Current Profile										
Barking Riverside first Primary School	7,010	3,015	178		10,203	10,203				10,203
Beam Primary Expansion	3,678	100			3,778	3,778				3,778
St Joseph's Primary - expansion	1,100	1,100			2,200	2,200				2,200
Former UEL Site - New Primary School	677				677	677				677
Former UEL Primary School - New Primary School	3,750	6,250			10,000	10,000				10,000
Rosslyn Road/Faircross - New Primary School	323				323	323				323
Thames View Juniors - Expansion & Refurb	800	1,600	100		2,500	2,500				2,500
Cambell Junior - Expansion & Refurb	187	63			250	250				250
Ripple Primary - Expansion	218				218	218				218
Westbury - New Primary School	268				268	268				268
St George's School Provision - Refurbishment	100	3,300	100		3,500	3,500				3,500
Lymington Primary School - New School	7,250	250			7,500	7,500				7,500
School's Kitchen Extension/Refurbishment 10/11	840	50			890	890				890
Cross-Government Co-Location Fund	193	120			313	313				313
Additional School Places	634	125			759	759				759
Devolved Capital Formula	820				820	820				820
Schools Reboiler & Repipe Fund	450	50			500			500		500
Barking Abbey - Schools For The Future		32,141	16,070		48,211	48,211				48,211
Eastbury PFI Variation Area - Schools For The Future	1,621				1,621	1,621				1,621
Eastbury QJEU Capital Build - Schools For The Future	8,431	5,620			14,051	14,051				14,051
Sydney Russell - Schools For The Future	18,807	9,404			28,211	28,211				28,211
Trinity School - Conversion	50				50	50				50
Advanced Skills Centre	4,509	8,900			13,409	4,509		8,900		13,409
Total	61,716	72,088	16,448		150,252	140,852			9,400	150,252

APPENDIX D

DETAIL	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	Total £000's	External Funding £000's	MRA £000's	Departmental Borrowing £000's	Corporate Borrowing £000's	Total £000's
Children's Services Proposed Profile										
Barking Riverside first Primary School	7,010	3,015	179		10,203	10,203				10,203
Beam Primary Expansion	3,278	100			3,378	3,378				3,378
St Joseph's Primary - expansion	300	1,850	50		2,200	2,200				2,200
Former UEL Site - New Primary School	500	177			677	677				677
Former UEL Primary School - New Primary School		8,323	1,838		10,161	10,161				10,161
Rosslyn Road/Faircross - New Primary School										
Thames View Juniors - Expansion & Refurb	300	2,125	75		2,500	2,500				2,500
Cambell Junior - Expansion & Refurb	225	25			250	250				250
Ripple Primary - Expansion	32				32	32				32
Westbury - New Primary School	268				268	268				268
Westbury - New Primary Sch	382	1,750	96		2,228	2,228				2,228
St George's School Provision - Refurbishment	358	2,260	110		2,728	2,728				2,728
Lymington Primary School - New School		250	7,250		7,500	7,500				7,500
School's Kitchen Extension/Refurbishment 10/11	400	490			890	890				890
Cross-Government Co-Location Fund	293	120			413	413				413
Additional School Places	300	1,501	120		1,921	1,921				1,921
Devolved Capital Formula	4,419				4,419	4,419				4,419
Schools Reboiler & Repipe Fund	250	250			500			500		500
Barking Abbey - Schools For The Future		32,141			32,141	32,141				32,141
Eastbury PFI Variation Area - Schools For The Future		1,621			1,621	1,621				1,621
Eastbury QJEU Capital Build - Schools For The Future		8,431	5,620		14,051	14,051				14,051
Sydney Russell - Schools For The Future	1,000	24,000	2,350		27,350	27,350				27,350
Trinity School - Conversion		50			50	50				50
Advanced Skills Centre	4,159	8,900			13,059	4,159		8,900		13,059
Total	23,473	97,379	17,687		138,539	129,139			9,400	138,539
Overall Change Childrens Services	(38,243)	25,291	1,239		(11,713)	(11,713)				(11,713)

APPENDIX D

DETAIL	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	Total £000's	External Funding £000's	MRA £000's	Departmental Borrowing £000's	Corporate Borrowing £000's	Total £000's
Customer Services - HRA Current Profile										
Housing Futures	18,845	17,700	13,500	13,500	63,545	3,084	54,762	2,525	3,174	63,545
Council Housing - New Builds	10,735				10,735	3,635		7,100		10,735
Total	29,581	17,700	13,500	13,500	74,281	6,720	54,762	9,625	3,174	74,281
Customer Services HRA Proposed Profile										
Housing Futures	18,274	18,996	13,500	13,500	64,270	3,809	54,762	2,525	3,174	64,270
Council Housing - New Builds	11,723	14,900			26,623	14,886		11,736		26,623
Total	29,997	33,895	13,500	13,500	90,893	18,695	54,762	14,261	3,174	90,893
Overall Change Customer Services	417	16,195			16,612	11,976		4,636		16,612
Finance & Resources Current Profile										
Corporate Accommodation Strategy	813	2,200			3,013			3,013		3,013
Asbestos (Public Buildings)	153				153				153	153
Automatic Meter Reading Equipment	219				219				219	219
Legi Business Centres	5,538				5,538	5,538				5,538
Barking Town Square (Phase 2)	536				536	536				536
BTC Public Realm - Tsq & Abbey	356				356	356				356
Retail Premise Improvement Grant	21				21	21				21
Barking Child & Family Health Centre - TGP (2003-06)	400				400	400				400
Total	8,036	2,200			10,236	6,852		3,013	372	10,236
Finance & Resources Proposed Profile										
Corporate Accommodation Strategy		3,013			3,013				3,013	3,013
Asbestos (Public Buildings)		153			153				153	153
Automatic Meter Reading Equipment	100	119			219				219	219
Legi Business Centres	1,508	3,647	420		5,575	5,575				5,575
Barking Town Square (Phase 2)	42	494			536	536				536
BTC Public Realm - Tsq & Abbey	230	103			333	333				333
Retail Premise Improvement Grant		21			21	21				21
Barking Child & Family Health Centre - TGP (2003-06)										
Total	1,880	7,550	420		9,850	6,465			3,385	9,850
Overall Change Finance & Resources	(6,156)	5,350	420		(387)	(387)		(3,013)	3,013	(387)

(124)

1,623

3,013

4,513

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CABINET

25 January 2011

REPORT OF THE CABINET MEMBER FOR ENVIRONMENT

Title: Network Management Plan and the London Permit Scheme	FOR DECISION
<p>Summary:</p> <p>The Council has a duty under Section 59 of the New Roads and Street Works Act 1991 to manage and coordinate all works on the Public Highway; including those of the utility companies and those carried out by the Council, its agents and contractors.</p> <p>The Traffic Management Act 2004 imposed the Network Management Duty on all councils with the aim to improve the overall network performance and prepare and update a Network Management Plan (NMP). The key aims of the NMP is to tackle congestion and disruption on the highway network enabling the expeditious movement of traffic, delivering accessibility; offering improved transport choices and reliable journey times; better air quality and improved alternative transport</p> <p>The draft NMP (Appendix A) is intended to set out, in broad terms, the Council's current position with the view that it be implemented with immediate effect and then be updated and modified over the next 12 to 24 months to reflect the emerging direction and decisions regarding transport issues.</p> <p>Reference is made in the NMP to the introduction of a Permit Scheme for works on the highway. The London Permit Scheme for Road Works and Street Works (LoPS) is made pursuant to the Traffic Management Act 2004 and Traffic Management Permit Schemes Regulations 2007. Approval has to be gained from the Secretary of State for inclusion in the Permit Scheme.</p> <p>All works on the Public Highway will require a permit issued by the Highway Authority (the Council). The range of activities covered by the Scheme is generally consistent across all London councils although each borough is able to make localised modifications as long as they do not override the overarching principles of the scheme. Permits have to be purchased and they are prescriptive in terms of activities allowed, commencement date and duration of works.</p> <p>The main aim of the Permit Scheme is to ensure safety and minimise inconvenience to people using a street with particular reference to people with a disability or who are vulnerable.</p> <p>Implementation of the scheme will require additional funding and there will be revenue costs in maintaining the scheme, these will be met in full from the cost of the Permits issued. There will therefore be no additional cost to the Council</p> <p>At present 18 London councils are operating the Permit Scheme and it is anticipated that all London boroughs will have the Scheme in place over the next two years.</p> <p>Once this Council has agreed to support and participate in the Permit Scheme, arrangements can be made to seek approval for inclusion, to contact other borough</p>	

operating the scheme to share good practice and to arrange resources to fund implementation with the aim of going as a matter of urgency, but no later than October 2011

Wards Affected: ALL

Recommendation(s)

The Cabinet is recommended to agree:

- (i) The content of the draft Network Management Plan (Appendix A)
- (ii) That all works on the Borough's roads and footpaths take full account of the Council's current Network Management Plan and the requirements of the Traffic Management Act 2004.
- (iii) That the Council supports the scheme and seeks Secretary of State consent for inclusion in the London Permit Scheme (LoPS) for Road Works and Street Works.
- (iv) That funding of £100,000 is made available to fund implementation costs. That such funding is recovered in full from the income generated from the Permit scheme. All ongoing revenue costs will be recovered from income generated from the scheme.
- (v) That the precise details of the allowable activities within the Permit Scheme be delegated to the Corporate Director of Customer Services in consultation with the appropriate Cabinet Members.

Reason(s)

It is recommended that the Council agree the introduction of the Permit Scheme as part of its statutory responsibility under the Traffic Management Act to carry out whatever reasonable functions possible to control and manage potential disruption on the Borough's streets.

The Permit Scheme will serve to move towards this objective and is likely to be adopted by all London Borough's over the next few years.

Overall there will be no net financial cost to the Borough and there is the potential to make significant improvements in managing and controlling unacceptable obstruction on the highway

To assist the Council achieve its community priorities of Safe, Clean and Prosperous and its duties under the New Roads and Street Works Act and Traffic Management Act 2004, including the implementation of a Permit Scheme for highway works.

Comments of the Chief Financial Officer

Finance has reviewed the likely levels of income and expenditure using the 2009/10 noticing system activity as a basis for the projections. This exercise resulted in a small scheme surplus and gives some confidence that the scheme will be self-financing as outlined in the report below.

Under the permit regulations, the income from fees is not allowed to exceed the total allowable costs prescribed in the permit regulations.

It is recognised that authorities will make their best estimates of costs and income and in setting fee levels there will be occasions when a surplus or deficit exists at the end of the year. In reviewing fee levels those surpluses or deficits should be carried over and counted in later years so that a balance of costs and income is achieved over a number of years. The outcome of annual fee reviews should be published and open to public scrutiny.

It is proposed that a methodology will be developed so that in future fees can be indexed in between fuller reviews of permit fees.

There are no plans to recruit externally to the posts as it is anticipated that these will be filled by existing staff.

Comments of the Legal Partner

The London Permit Scheme for Road Works and Street Works is made pursuant to Part 3 of the Traffic Management Act 2004 and the Traffic Management Permit Schemes (England) Regulations 2007, Statutory Instrument 2007 No 3372 made on 28 November 2007.

Most of the legal issues have already been resolved by those boroughs that are already within the LoPS scheme. This Council needs to indicate support in principle to implementing the Permit Scheme and then to make the necessary preparation to operate such a system.

The borough will be scrutinised to ensure to ensure that our operation of the scheme shows parity between internal operations and those of external agencies such as the Utility Companies.

<p>Head of Service: Paula Darlington</p>	<p>Title: Interim Head of Environment and Enforcement</p>	<p>Contact Details: Tel: 020 82275772 E-mail: paula.darlington@lbbd.gov.uk</p>
<p>Cabinet Member: Councillor Vincent</p>	<p>Portfolio: Environment</p>	<p>Contact Details: Tel: E-mail: Councillor.Vincent@lbbd.gov.uk</p>

1. Background

- 1.1 The Traffic Management Act provides a clear duty on each Highway Authority to have a Network Management Plan and a Traffic Manager supported by adequate resources. The Act requires Local Transport Authorities to enable the expeditious movement of all traffic on the road network, including motor vehicles, cyclists, pedestrians and freight traffic, having due regard to all other services offered by the Authority .To assist the Council achieve its community priorities of Safe, Clean and Prosperous and its duties under the New Roads and Street Works Act and Traffic Management Act 2004, including the implementation of a Permit Scheme for highway works and the boroughs Network Management Plan.
- 1.2 The purpose of this Network Management Plan (NMP) is to draw together and define the objectives, policies and procedures associated with managing the

borough highway network. It supports Barking and Dagenham's Local Implementation Plan which sets out the current strategy for transport in the borough, to support more sustainable and inclusive travel for all.

- 1.3 The NMP must be kept under review to ensure that it accurately reflects lessons learnt changes in national and local priorities as well as future legislative changes and therefore it is currently recommended that it be brought to Cabinet for updating annually.
- 1.4 It is clear that efficient use of roads and footpaths are severely impeded by construction work; mainly by the utility companies, but also by the Highway Authority and other boroughs.
- 1.5 The LoPS is a Common Permit Scheme. This means that a number of highway and traffic authorities, in London have developed a common scheme. It has a single set of rules which each London highway authority operating the scheme apply independently to their own roads, subject to normal cross boundary liaison and co-operation.
- 1.6 A considerable amount of work has been undertaken by London Councils, Transport for London and the Department for Transport over the past few years to devise a system that was fair and firm; a scheme where control was established at no cost to the respective councils but without undue penalisation of justified and reasonable work by the utility companies.
- 1.7 The LoPS replaces the "notice system" under the New Roads and Street Works Act 1991 (NRSWA) whereby utility companies inform highway authorities of their intentions to carry out works in their areas. However, it uses similar concepts to the notice system in a number of key areas, such as road categories and works categories to ensure consistency, and facilitate better co-ordination. LoPS improves on the old system by giving highway authorities greater powers to regulate, and monitor works on the highway. Utility companies and contractors must seek approval to undertake works through a formal permitting arrangement
- 1.8 Fees are payable for each permit issued (although no fee is payable if the permit application is refused, cancelled or varied by the authority) and if a Utility Company fails to comply with the conditions of the permit, it is a criminal offence and a Fixed Penalty Notice (FPN) can be issued. The rate of FPN is dependent on the breach of the permit condition.
- 1.9 As legislation was prepared and implemented a number of London boroughs implemented the Permit Scheme and other London boroughs are being encouraged to learn from their success. At present 18 London councils plus Transport for London are operating the Permit Scheme and a further seven councils are currently making application to join.

2. Proposal

The Network Management Plan

- 2.1 The NMP has to be recognised as a key Council document. The Council has a statutory duty to prepare a Plan and to make it available to the community. It is

suggested that the Foreword be presented by the Leader of the Council and the Portfolio holder for Environment and Enforcement Services in order to underpin its significance and importance to the Council.

- 2.2 One of the key approaches to helping people to keep moving will be to make best use of the Council's existing highway network by ensuring that congestion and disruption is minimised by better planning and co-ordination of road works and street works that occur in our Borough.
- 2.3 The Plan, is a both a long-term plan and vision to give the consumer our commitment to manage the expeditious movement of traffic. The aim of the Council is to build upon and improve our existing services along with taking new actions to achieve accurate and reliable journey times across the Borough and into our adjoining local authority networks.
- 2.4 The Network Management Plan, working alongside the Local Implementation Plan, fully supports the Council's existing planning and land use objectives, namely:
- To increase accessibility for all to town centres, community facilities, employment opportunities and development areas, recognising that improved accessibility is more important and sustainable than just increased mobility.
 - To prioritise improvements for people with poor access to public transport services; for people with a disability; and for those without access to a car – not least to promote social inclusion and equity.
 - To optimise the potential of schemes to maintain and enhance regional, national and international links.
 - To facilitate the regeneration of derelict, previously developed and under used land in the Borough and Thames Gateway.
 - To underpin the viability and vitality of town centres.
 - To ensure the need to travel by private car or lorry is minimised by promoting attractive and accessible alternatives.
 - To improve the safety and security of the transport system.
 - To ensure the movement of commercial goods and people are met in the most efficient way that will support regeneration and growth of the Borough's economy without compromising environmental quality.
 - To reduce the pollution and nuisance created by traffic, so reducing adverse environmental impacts, contributing to the health and safety of Borough residents, meeting air quality and noise reduction objectives.
 - To promote the integration of new development with transportation to reduce the need to travel and promote more sustainable patterns of land use and development.
 - To support and promote public transport schemes that minimise adverse impacts on the environment, make up for deficiencies and gaps in the transport network, improve opportunities for transfer / interchange between services and otherwise promote a positive image of the Borough.
 - To improve integration between transport modes and services, in particular to strengthen Barking station's role as a sub regional transport hub/interchange.

- To improve integration between north - south bus routes.

- 2.5 Reference is made to the Council's Parking Strategy and Enforcement Plan. Controlling and managing parking is integral to traffic and highway management.
- 2.6 The safety of all road users is a paramount concern of the Council in the design and management of the Borough's highways network. Collisions and accidents across the network can cause significant delays and disruption as a result of road closures, restriction of carriageway width and the resultant delays created to emergency services trying to reach the scene.
- 2.7 The Council's Winter Maintenance Plan gives a comprehensive procedure for gritting during cold and adverse weather conditions. The Council can also call on approximately 100 personnel to assist in the clearance of key footways in important locations, such as Barking Town Centre, Dagenham Heathway and at transport interchanges and around school entrances.

Monitoring the Plan

- 2.8 In order to monitor how the Council is performing its Duty, a number of performance indicators are to be established to measure year on year achievements and pressures.
- 2.9 It is intended that in the annual report regarding the NMP, the Traffic Manager will review the overall effectiveness of the arrangements in place for the delivery of our Network Management Duty. The report will include a summary of issues that have arisen during the course of the year, reviewing the actions that have been taken and how the delivery of the Network Management Duty has been improved as a result.

Implementation of the London Permit Scheme

- 2.10 The introduction of a Permit Scheme for openings, work and other functions that take place on the highway will enable greater control over when work takes place, how long it will take and the method in which operations can occur.
- 2.11 The statutory requirements are fully in place and the Scheme is already operational in a number of London boroughs. Officers will be able to learn from their experience to ensure that the transition to a Permit Scheme is seamless. The majority of London boroughs have already joined or are in the process of joining the scheme. Utilities will come to expect a common process across London and those not in the scheme will be disadvantaged by this. Eventually the Council would have to explain why it has opted out when all others have joined. In this instance it is possible that the Secretary of State would exercise his powers under the Traffic Management Act 2004 and direct the Council to operate the Permit Scheme.
- 2.12 The aim is for the Permit Scheme to be fully functional in this Borough as soon as possible, but no later than October 2011.
- 2.13 In order to ensure that the integrity of the Scheme is managed both from a functional perspective and from enforcement and support, it is anticipated that four posts will be dedicated to this work. Two will be technical support and two will be Highway Managers.

- 2.14 The Permit Scheme is to be self financing. Permits have to be purchased and indicative values are given at **Appendix B**. The exact value of Permits that can be charged by the Council will be directed by the Secretary of State. However, the values shown can be used for reference. Early experience shows that other boroughs are meeting their costs, even though there has been a reduction in the number of Permits issued.

3. Financial Issues

- 3.1 To establish the Permit Scheme it will be necessary to make a number of changes to IT systems and to purchase additional equipment (e.g. hand held units for Highway Managers). The estimated cost of these items is anticipated to be approximately £100,000.
- 3.2. The annual revenue staffing costs are anticipated to be approximately £155,000 per annum. These costs will be fully recovered from income generated by Permits and fines.
- 3.3 It is likely that additional work will need to be undertaken to determine and monitor traffic flow. These costs will be absorbed into the revenue costs of managing the Permit Scheme.
- 3.4 The level of activity on our roads and footpaths indicates that the scheme will generate sufficient revenue to meet the costs of operating the scheme.

4. Legal Issues

- 4.1 Most of the legal issues have already been resolved by those boroughs that are already within the LoPS scheme. This Council needs to indicate support, in principle, to implementing the Permit Scheme and then to make the necessary preparation to operate such a system.
- 4.2 The London Permit Scheme for Road Works and Street Works is made pursuant to Part 3 of the Traffic Management Act 2004 and the Traffic Management Permit Schemes (England) Regulations 2007, Statutory Instrument 2007 No 3372 made on 28 November 2007.
- 4.3 A Permit Authority operating LoPS may not cease to operate the scheme without first consulting all interested parties and then applying to the Secretary of State to revoke the scheme.
- 4.4 The Borough will be scrutinised to ensure to ensure that our operation of the scheme shows parity between internal operations and those of external agencies such as the Utility Companies.

5. Other Implications

5.1 Risk Management

- 5.1.1 The primary risk relates to the failure to have in place a Network Management Plan and once in place for it not to be recognised and respected. It is a duty on the

Council to have a Traffic Manager who has responsibility for managing and updating the NMP.

- 5.1.2 Failure of a Council to have a NMP or Traffic Manager can lead to the risk of intervention by the Secretary of State for Transport.
- 5.1.3 The primary risks of operating the Permit Scheme have already been carried by the initiating authorities who have paved the way for other boroughs in terms of legal issues and Permit values.
- 5.1.4 There is a risk that there is a reduction in the volume of Permits issued as a result of introducing the charging mechanism. However, it is anticipated that any reduction in permit income would be offset by an increase in the level of fines generated from non-compliance.
- 5.1.5 Officers will continue to liaise with those boroughs operating the scheme to ensure that a seamless transition can be introduced from their experience and good practice.

5.2 **Staffing Issues**

- 5.2.1 Current assessment is that up to four posts will be required to operate the Permit Scheme
- 5.2.2 Current estimations are that this is the minimum staffing level required to implement and operate the scheme. However, if the volume of Permits is significantly higher than anticipated it may be necessary to recruit additional staff but only if it is found that the costs can be fully met from income – thereby continuing to ensure that the service is self-financing

5.3 **Customer Impact**

- 5.3.1 In isolation the community will not perceive any significance from the NMP but when considered as part of a suite of new arrangements (the evolving Parking Strategy and Permit Scheme) the community should be able to appreciate that the Council has better control over use and development of then highway network.
- 5.3.2 This Permit Scheme seeks to enable more effective co-ordination by applying principles to ensure safety, minimise inconvenience to people using a street, including a specific reference to people with a disability, and to protect the structure of the street and the integrity of apparatus in it.
- 5.3.3 The highway and traffic authorities in London, to which the LoPS applies, in preparing this Permit Scheme have had regard to the requirements of Section 49A of the Disability Discrimination Act 1995, compliance with which requires performance of the Disability Equality Duty.
- 5.3.4 Specific and careful consideration has been given in developing the LoPS to reflect the needs of pedestrians and motorists with disabilities. There has been wide ranging consultation with a number of groups well placed to assist on issues arising which concern, in particular, those with disabilities including The Disabled Persons Transport Advisory Committee and The Guide Dogs for the Blind Association.

- 5.3.5 In addition, the Scheme supports those seeking to minimise disruption and inconvenience across London by encouraging good practices, mutual and collaborative working arrangements and a focus on co-ordination and getting it right. It encourages a high emphasis on safety for everyone including site operatives and all other road users with special emphasis on people with disabilities.
- 5.3.6 It encourages a sharing of knowledge and methodology across the industries working within the London Permit Scheme and emphasis the need to minimise damage to the structure of the highway and all apparatus contained therein and provides a common framework for all activity promoters who need to carry out their works in London, treating all activities covered by the scheme and activity promoters on an equal basis.
- 5.3.7 In applying a Permit Scheme, the Council will be better positioned to balance the potentially conflicting interests of road users and statutory undertaker's customers, improve cooperation and regular communication between the street authority and statutory undertakers and acknowledge that in house works programmes and practises may have to be adjusted to meet the statutory objectives of the coordination provisions.

6. Options appraisal

- 6.1 There appear to be very few options with regard to the NMP available.

Do Nothing – The Council has a statutory duty to have a NMP with governance by a designated Traffic Manager. Failure to do so can lead to intervention by the Secretary of State.

6.2 With regard to LoPS

Do Nothing – over the coming few years all London Boroughs will be within the Permit Scheme and utility companies will come to expect the process that are common to all London boroughs. Eventually the Council would have to explain why it was opting out when all others had joined.

Join at the Outset – It was clear that there would be teething problems with processes and coordination between boroughs and the utility companies. A number of boroughs were prepared to invest the time of their respective officers to ensure that the Permit Scheme was implemented. This Borough is now able to benefit from this work and utilise, what is now, good practice

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

- Traffic Management Act 2004
- Traffic Management Permit Schemes (England) Regulations
- New Roads and Street Works Act
- London Permit Scheme for Road Works and Street Works – Approved Version – 15 October 2009

8. List of appendices:

Appendix A - Draft Network Management Plan

Appendix B - Schedule of charges for London boroughs

London Borough of Barking and Dagenham

Draft Network Management Plan

Borough Photo – Landmark to be determined

July 2010

Foreword

This is the Council's Network Management Plan (NMP) as required under the Traffic Management Act, 2004. It was approved and supported by the Council in July 2010.

The primary aim of the Plan is to set out the Council's Network Management Duty that will implement, at a Borough level, the requirements of the Act.

Reference to policies and proposals set out here are part of a comprehensive approach to meeting the needs and aspirations of Borough residents, businesses and visitors and to comply with relevant legislation.

The NMP is another step in addressing the legacies of the past and delivering a promising future for the Borough and all of its residents, visitors and businesses.

We recognise that our highway network is a valuable asset and that it can make a vital contribution to our transformation aspirations in the future and to the environment.

The content of the Plan demonstrates our commitment to the network management and performance duty. It is also fully consistent with the other high level corporate policies and plans in place.

We will ensure that the effectiveness of this Plan will be monitored on a regular basis and that the highway network we have is fit for the purpose of connecting our people safely and easily to places and to services across the wider region now and in the future.

Annually the Plan will be reviewed by the Council and updated accordingly to ensure that it remains current and relevant.

Cllr Smith, Leader of the Council
Cllr Vincent, Lead Member for Environment and Enforcement

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Chapter 1 - Introduction

1.1 Overview and Objectives

The Traffic Management Act received Royal Assent in July 2004. This Act of Parliament requires Local Transport Authorities to enable the expeditious movement of all traffic on the road network, including motor vehicles, cyclists, pedestrians and freight traffic, having due regard to all other services offered by the Authority.

In November 2004, the Government issued the Network Management Duty Guidance, which sets out the statutory duties that must be undertaken by an Authority in order to meet the requirements of the Traffic Management Act 2004.

The key aim of the Network Management Plan is to deliver against the Government's priorities for transport; *'tackling congestion and disruption on the highway network enabling the expeditious movement of traffic, delivering accessibility; offering improved transport choices and reliable journey times; better air quality and improved alternative transport.'*

This document contains London Borough of Barking and Dagenham's Network Management Plan. We will ensure that the effective and efficient use of the current highway network provides people with the opportunity to make informed choices regarding their mode of transport and improve accessibility for residents along with businesses and visitors.

The Council is tasked with promoting the economic, social and leisure opportunities for Barking and Dagenham whilst minimising the ever increasing congestion and disruption that would be associated with these opportunities.

The purpose of this Network Management Plan (NMP) is to draw together and define the objectives, policies and procedures associated with managing the borough highway network. It supports Barking and Dagenham's Local Implementation Plan (LIP) which sets out the strategy for transport in the borough, to support more sustainable and inclusive travel for all.

The Act also requires the Council to appoint a Traffic Manager who will monitor and oversee the delivery of a co-ordinated, planned and effective response to the network management duty across the organisation. The Council's Highway and Traffic Manager has been designated as the Traffic Manager as defined by the Traffic Management Act 2004.

The Network Management Plan will be kept under review to ensure that it accurately reflects lessons learnt changes in national and local priorities as well as future legislative changes. This document is to be reviewed and updated annually following consideration and comment by the Council and stakeholders.

1.2 The Network Management Duty and general requirements

As stated above the Traffic Management Act introduced the statutory Network Management Duty on all local traffic authorities. The ultimate aim of the Traffic Management Act is to improve the overall network performance.

This duty requires the Council:

- To manage traffic congestion and to minimise disruption on our roads, essentially making the best use of our existing roads for the benefit of all road users; and
- To work with our neighbouring Councils and highway authorities to assist them in their duty.

It is considered that this duty is consistent with the Council's aim to reduce congestion and improve public transport.

One of the key approaches to helping people to keep moving will be to make best use of the Council's existing highway network by ensuring that congestion and disruption is minimised by better planning and co-ordination of road works and street works that occur in our Borough.

The Traffic Management Act makes it clear that the Network Management Duty "is not limited to the actions of the traffic department within an Authority." However, it also states that "the duty is placed alongside all the other things that an Authority has to consider, and it does not take precedence."

The Network Management Plan therefore provides a set of policy guidelines for all services within Barking and Dagenham Council delivering any scheme that has an effect upon the highway network.

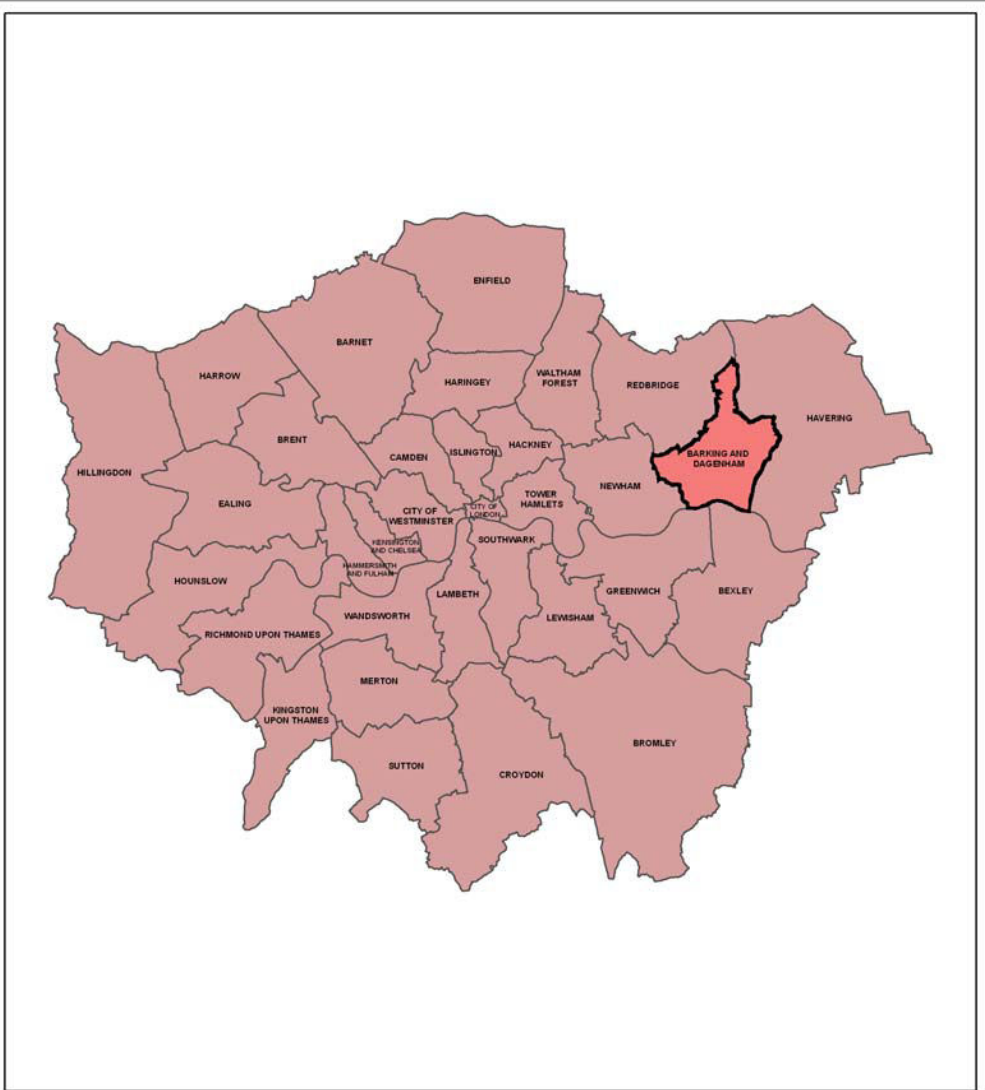
1.3 Barking and Dagenham's Network Management Plan

The Network Management Plan, is a both a long-term plan and vision to give the community our commitment to manage the expeditious movement of traffic. Barking and Dagenham Council aims to build upon and improve our existing services along with taking new actions to achieve accurate and reliable journey times across the borough and into our adjoining local authority networks.

Barking and Dagenham is an outer London borough within the Thames Gateway area, and is one of the smaller London boroughs in terms of area and population. It borders to the east the London Borough of Havering, to the west the London Borough of Newham and to the north the London borough of Redbridge. It faces, across the River Thames, the London boroughs of Bexley and Greenwich.

Barking and Dagenham is part of the Thames Gateway London sub-region, which stretches on both sides of the Thames from the City of London and Lewisham in the west across the London boundary to Thurrock and Dartford in the east.

According to the 2001 Census the population of the borough is approximately 164,000, making Barking and Dagenham the second smallest borough in terms of population in outer London.



Legend

-  Barking and Dagenham Borough Boundary
-  All London Boroughs



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The London Borough of
Barking & Dagenham

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Table below shows the split of road journeys within the borough.

Mode of Transport	Proportion (%)
London Underground	15.89
Train	10.92
Bus/mini bus/coach	10.53
PTW	1.57
Car/van driver	41.00
Car/van passenger	4.35
Taxi	0.77
Bicycle	1.55
Walk	7.08
Other	0.25

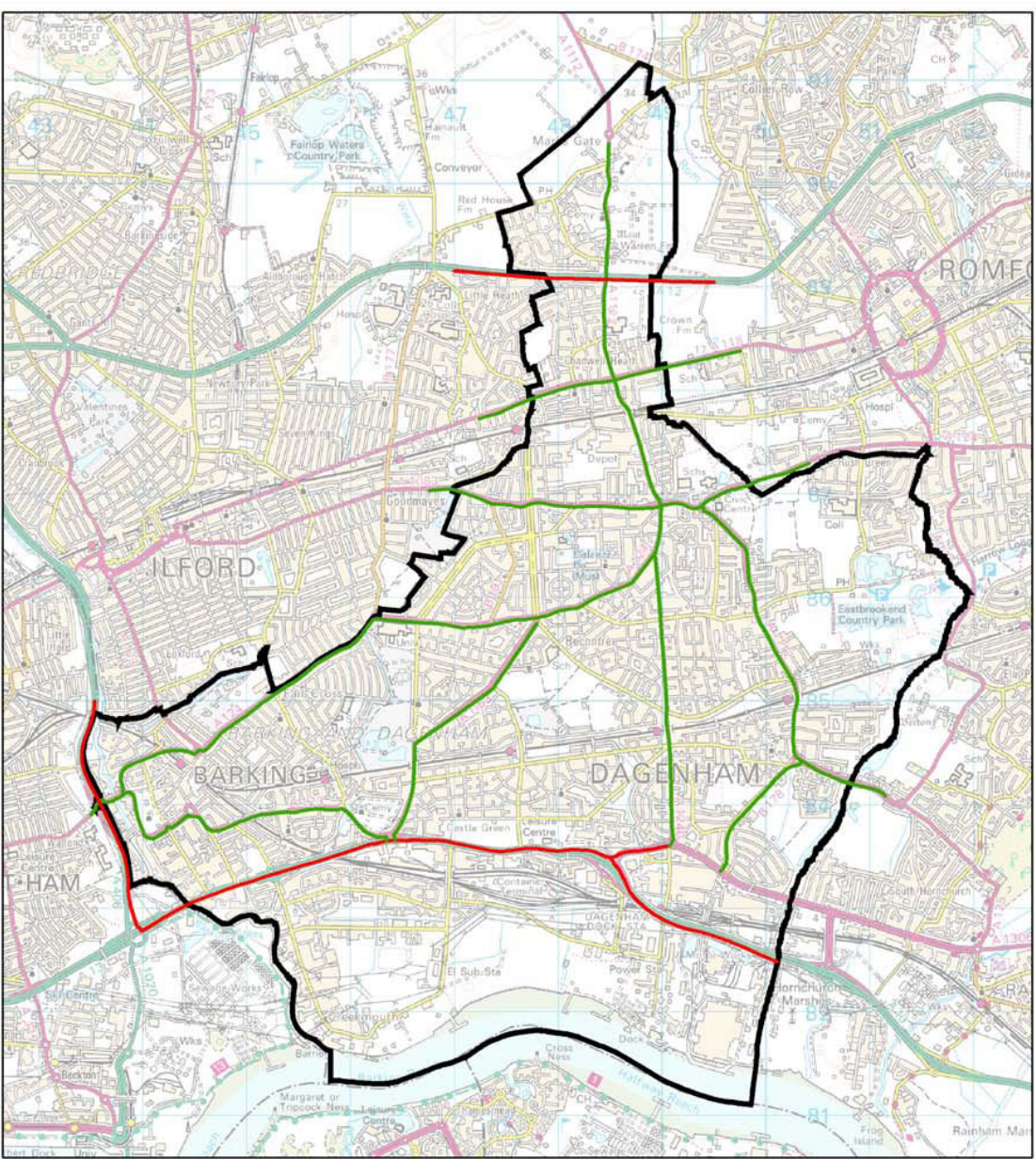
Access to the national road system is generally good, particularly via the A406, A12 and A13 major roads. The A406, A12 and A13 provide access to the M25 and then to the wider national motorway network.

There are approximately 322 km (200 miles) of roads in Barking and Dagenham. The Council is responsible for maintaining all public highways, except the A12, A406 and A13, which are Greater London Authority (GLA) roads. Main roads that are maintained by the Council are known as Borough Principal Roads, and include the A124, A118, A1153, A123, A1112 and A1083. The A12 and A406 are maintained by Transport for London (TfL) while a Design, Build, Finance and Operate (DBFO) Operator maintains the A13.




Borough Principal Roads are those on which the traffic function will continue to predominate, linking TLRN, strategic centres, and being the main bus routes. Whereas, on minor roads, there is a presumption in favour of access and amenity, particularly for residents, buses, pedestrians and cyclists.

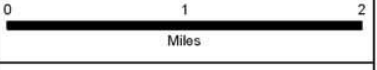
Principal Roads within the Borough are listed below:

- A1083 Green Lane
- A1112 Dagenham Road, Rainham Road South, Rainham Road North, Whalebone Lane South, Whalebone Lane North
- A123 Abbey Road, St Paul's Road, Ripple Road
- A124 Wood Lane, Longbridge Road, Northern Relief Road, London Road, Rush Green Road
- A1240 Heathway
- B1423 Lodge Avenue, Porters Avenue
- B178 Ballards Road



Legend

-  Borough Boundary
-  TLRN
-  Borough Principal Roads



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Chapter 2 - Barking and Dagenham's Policy on Managing the Network

2.1 Demand Management

Managing demand on the road network primarily involves two processes: the day-to-day management of the network, including the co-ordination of street works; and, setting policies and making plans for managing future traffic demand levels.

The Department for Transport's network management duty guidance suggests that Local Traffic authorities should classify their road network in a way that is suitable to fulfil the duty, taking account of land-uses on the network and the road users using it.

Barking and Dagenham's integrated approach to land-use and transport planning extends into the Council's network management duty, since the classification of roads and user needs covers not only links (the transport function) but also places (the land-use function). Balancing the composition of traffic across all modes – public transport, pedestrian, cyclists, delivery traffic and general motorised traffic – is critical to traffic demand management and involves planned investment in the network.

The network management duty involves securing and facilitating the expeditious flow of traffic. To achieve this, issues that may cause congestion or disrupt traffic have to be recognised and dealt with. There are different approaches to dealing with congestion and these have varying degrees of relevance to Barking and Dagenham.

2.2 Tackling Traffic Congestion

Barking and Dagenham Council currently have procedures to monitor cycling and walking volumes at key locations across the Borough. The Borough is currently developing a plan to monitor traffic flows, types and volumes on its road network on a regular basis to allow for monitoring of the conditions to be carried out.

2.3 Barking and Dagenham's Network Management Duty in the Context of Other Council Strategies and Plans

In this section we have highlighted some of the Council's strategic policies and objectives which have direct influence on the Network Management plan. These are:

2.3.1 Barking and Dagenham's Community Strategy

This is the Council's overarching strategic policy document from which all other policies and strategies cascade, right down to the level of an individual officer's work programme. As such it should be possible to delineate a 'golden thread' from the objectives in the Community Strategy via relevant policy and management documents to specific actions on the ground.

The key policies in the Community Strategy that inform this LIP are:

- Promoting equal opportunities and celebrating diversity;
- Raising general pride in the Borough;
- Making Barking and Dagenham cleaner, greener and safer;
- Regenerating the local economy.

In this way the Community Strategy is also an integral component in realising the Mayor's Transport Strategy at the local level.

2.3.2 Local Development Framework

The council's Local Development Framework investigates the potential to expand the local population through new development on sustainable sites, such as Barking Riverside and Dagenham Heathway.

2.3.3 Local Implementation Plan

The vision for Barking and Dagenham's Local Implementation Plan (LIP) is being **translated into a series of objectives. Barking and Dagenham Council's transport policy supports the aims of the borough and reflects the priorities which people put forward during public consultation and reflected in the Community Strategy.**

The Network Management Plan, working alongside the Local Implementation Plan, fully supports these objectives and will work toward their achievement, that is:

- To increase accessibility for all to town centres, community facilities, employment opportunities and development areas, recognising that improved accessibility is more important and sustainable than just increased mobility.
- To prioritise improvements for people with poor access to public transport services; for people with a disability; and for those without access to a car – not least to promote social inclusion and equity.
- To optimise the potential of schemes to maintain and enhance regional, national and international links.
- To facilitate the regeneration of derelict, previously developed and under used land in the Borough and Thames Gateway.
- To underpin the viability and vitality of town centres.
- To ensure the need to travel by private car or lorry is minimised by promoting attractive and accessible alternatives.
- To improve the safety and security of the transport system.
- To ensure the movement of commercial goods and people are met in the most efficient way that will support regeneration and growth of the Borough's economy without compromising environmental quality.
- To reduce the pollution and nuisance created by traffic, so reducing adverse environmental impacts, contributing to the health and safety of Borough residents, meeting air quality and noise reduction objectives.
- To promote the integration of new development with transportation to reduce the need to travel and promote more sustainable patterns of land use and development.
- To support and promote public transport schemes that minimise adverse impacts on the environment, make up for deficiencies and gaps in the transport network, improve opportunities for transfer/interchange between services and otherwise promote a positive image of the Borough.
- To improve integration between transport modes and services, in particular to strengthen Barking's role as a sub regional transport hub/interchange.
- To improve integration between north - south bus routes.

2.3.4 Parking and Enforcement Plan

The Strategy sets out the approach to managing existing parking provision and enforcement and will fully interface with Council's Local Implementation Plan for future car parking provision and traffic management policy.

The principal reasons for having a Parking Strategy are to:

- Ensure that the views of residents and local businesses are taken into account and that, as far as possible, parking provision and their enforcement helps to promote their needs
- Improve road safety and ensure the free flow of traffic around the borough
- Set clear customer standards based on the above which are transparent and readily understood by everyone who lives in or visits the borough
- Ensure the provision of on and off street parking facilities is based on a thorough understanding of current and anticipated parking capacity needs
- Meet our legal obligations
- Provide a basis for future review and scrutiny of the service.

Therefore the visions of the service can be encapsulated as follows:

"To deliver a parking service that enables all residents, businesses and visitors to the Borough to access parking that suits their requirements within our capacity".

"To provide the enforcement service that allows the Council to maintain free traffic flow and protects the safety of pedestrians and road users".

Chapter 3 - Network Operations

3.1 Organisation

Part of the delivery of the Network Management Duty, the Act requires that all traffic authorities **appoint a Traffic Manager. The authority will need to exercise all of those functions that have an impact on traffic flows in a co-ordinated way but the precise duties and responsibilities of the Act form part of the remit of the Traffic Manager and the Council has a responsibility to support the Traffic Manager with adequate resources to fulfil the functions as set out in the Traffic Management Act.**

The Council has appointed a Traffic Manager with overall responsibility for ensuring Council's compliance with the statutory duties of the Traffic Management Act.

The Council has a network coordination team, a team of Inspectors and administrative staff to support the aims and objectives of the Traffic Manager. The services are being reshaped during 2010 to ensure that the requirements of the Act can be accomplished as well as supporting the introduction of the Permit Scheme for activities on the highway.

3.2 Day to day management of the network

In respect of road building there is now an accepted presumption against providing capacity solely in an attempt to relieve traffic congestion. In a city like London such capacity merely fills up again by released (and otherwise latent) demand for road space. In general, the Council's policy is the more effective use of roads we already have rather than new build to deal with congestion.

New roads are to be constructed within new development, the most significant of which is the Riverside development. However every effort is to be made to ensure that new development is sustainable and reliant on excellent and improving public transport links.

The Council will only support road improvement schemes that achieve, as appropriate:

- a) Improvements to public transport, cycling and walking conditions;
- b) Improved amenities for shoppers and residents;
- c) Improved road safety;
- d) Regeneration or improvements to the economy of the local area and wider Thames Gateway;
- e) Minimise, where possible, the impact on the local environment.

The Council will support management of the roads in the Borough within a hierarchy of TLRN (Transport for London Roads Network), principal, secondary and local/access roads while fully considering economic, social and local environmental needs. The category of the roads within the hierarchy will dictate its function and character.

Alterations to the road network and its management will be aimed at benefiting essential road users, pedestrians, cyclists, the environment, safety and accommodating necessary new development with minimum adverse impact on the transport network.

3.3 Road Safety

The safety of all road users is a paramount concern of the Council in the design and management of the Borough's highways network. In addition to the obvious consequences of accidents, collisions and accidents across the network can cause significant delays and disruption as a result of road closures, restriction of carriageway width and the resultant delays created to emergency services trying to reach the scene.

The council's Local Implementation Plan 2006-2011 included the development of a Road Safety Plan. This outlined key approaches to help reduce collision rates across the borough, including:

- Traffic Calming;
- Junction Improvements;
- Speed Limits;
- Traffic Speed Management; and
- Improvements to Signage, Visibility Lighting.

3.4 Public Transport Operation

Existing bus services in the borough are operated by a number of providers and serve numerous destinations, providing vital access for local residents to employment, education and services.

The mayor has praised the efforts of the council in ensuring bus punctuality meets required targets and this is helped by the limited amount of congestion that occurs in the borough on a day-to-day basis. All bus stops within the borough now have bus stop clearways, which allow enforcement to take place to prevent and discourage inappropriate parking and loading on these bus stop areas. This also ensures that buses can access bus stops properly allowing other vehicles to pass (where road space allows) and helping to prevent access problems that inappropriate parking may cause for elderly, sight impaired and disabled users.

Local underground and rail services pass over or under all roads within the borough, and therefore do not directly affect the movement of traffic on the road network.

3.5 Planned events

There are a number of reoccurring yearly, or more frequent, events that take place in the borough which affect the network. These include:

- Dagenham Town Show & Carnival;
- Barking & Dagenham Fun Run;
- Remembrance Day / Memorial Marches;
- School Parent's Evenings – Due to the lack of parking at school sites these are organized with the schools and local residents so adequate parking is available.

In addition to undertaking any formal consultation that may be necessary, the Council's street works officers co-ordinate any road closures and parking suspensions to best manage these events, consulting with local residents where they are directly affected.

3.6 Parking Controls

The council operates a number of pay and display car parks in the Borough, two of which are multi-storey car parks. These are listed below:

- Axe Street
- London Road
- North Street
- London Road Multi-Storey Car Park
- The Mall multi storey car park
- Linton Road

Pay and display is a fairly 'dated' approach compared with many other town centre shopping areas within London. The emerging Parking Strategy and enforcement plans is likely to recommend pay on foot charging arrangements which allow greater flexibility.

Controlled parking zones (CPZs) have been established around all of the rail stations across the borough, with the exception of Dagenham Dock which lies within a predominantly industrial area. This includes areas around the following stations:

- Barking;
- Chadwell Heath;
- Upney;
- Becontree;
- Dagenham Heathway; and
- Dagenham East

CPZs have also been implemented around the area of Barking Town Centre and additional zones are to be implemented, where parking demands are likely to be greatest within the borough.

3.7 Routine activities

The Council operates a contact centre, named Barking & Dagenham Direct, which is available to report highway problems that may require a quick resolution. In addition an online problem reporting system exists which has a number of options, at www.barking-dagenham.gov.uk/features/report/report-main.cfm which can be easily found by searching on the council's internet site. Reports are investigated as part of the reactive maintenance procedure the council employ, thus resolving the issue as quickly as possible.

Bridges, parapets and retaining walls are inspected once every two years and a review is undertaken to assess what works, if any, are needed to keep the structure safe.

3.8 Stakeholders

A number of stakeholders are involved with the running of the existing transport network, including Transport for London (Streets, Underground, Buses), Barking & Dagenham Council, National Express, C2C Rail Services, numerous bus operator companies and the DBFO operator of the A13.

Apart from transport operators many utility service providers have a presence within the borough. These statutory undertakers (utility companies) have responsibility for providing and maintaining services to the public, predominantly within the borough's highway network.

3.9 Winter gritting and the effect of adverse weather

The council's Winter Maintenance Plan gives a comprehensive procedure for gritting during cold and adverse weather conditions. The Mayor of London has praised the council's thorough approach to gritting which involves precautionary and post salting, and footway clearance on key traffic routes, near schools and on bus routes.

The Council can also call on approximately 100 personnel to assist in the clearance of key footways in important locations, such as Barking Town Centre, Dagenham Heathway, at transport interchanges and around school entrances.

Data is received from the Met Office on a regular basis which pre-warns of impending adverse weather conditions and temperature changes. Four permanent vehicles are available to maintain access across the network, and these work up to 24 hours a day depending on the conditions. An additional four vehicles can be procured during periods of extreme weather.

3.10 Partnership Working and Coordination

A number of co-ordination meetings are held on a monthly or quarterly basis both within the Council and with important stakeholders.

The Council runs works co-ordination meetings in accordance with the requirements of its Network Management Duty. The aim of these meetings is to provide a platform for exchange of information on any forward plans which would impact on the borough's highway network. At the same time the impact of such works and activities are reviewed in order to minimise the impact on the network. The Traffic Manager is able to veto, amend or negotiate changes to mitigate potential traffic disruption.

All of the stakeholders are invited to co-ordination meetings on a regular basis with the Council. Additional meetings are held as and when they are required.

For cycling and walking, and buses there are monthly meetings held with other council teams and relevant outside parties, such as Sustrans, TfL, Thames Gateway Regeneration Partnership, East London Green Grid, Network Rail, and the Metropolitan Police to name a few.

3.11 Smarter Travel

The council's Smarter Travel programme is designed to encourage modal shift from car use to walking, cycling and public transport. This scheme includes the promotion of cycle parking facilities at key locations across the Borough. It is intended that implementation of such schemes will coincide with new developments which come forward as part of the LDF major sites and other developments.

PIE is an accessible information system that is planned to go live in 2010. It is based on an online mapping service that includes a journey planner, bus stops locations, local services, places of interest and the location of the proposed electric car charging points. The system can be updated over time to include further information such as cycle routes and atm locations.

A scheme to introduce free electric car charging points, at both London Road MSCP and Heathway MSCP is being pursued for implementation. Points already exist in the London Road MS car park. Electric cars using the charging points get free parking and free electricity.

3.12 Permitting and Control

On average approximately 150 road/street works are carried out everyday on the Barking & Dagenham road network. Often these works take up space in the streets and directly affect local parking, road vehicular capacity, public transport and pedestrian flow. Maintenance may be carried out by the borough's contractors to maintain the highway, statutory undertakers (utility companies) on their apparatus, or may involve the placement of household skips, scaffolding and hoardings associated with building works on the highway. While these are often unavoidable the impact they have, particularly where they involve the reduction in the width of road space, can cause disruption to the movement of pedestrians, cyclists, motorists and public transport.

The Council believes the most efficient system of co-ordinating works and events on the borough's road network is by the introduction of a permit scheme.

Part 3 of the Traffic Management Act provides for the creation of permit schemes under which utilities, highway authorities (and others) wishing to dig up particular roads would have to apply for permission to carry out works. Those operating permit schemes (e.g. highway authorities, such as London boroughs or unitary councils) are able to attach conditions to the grant of a permit, such as the dates during which works could take place, with a view to reducing the disruption and inconvenience which works cause.

Local authorities would have to treat their own works on an equal footing to those carried out by others in deciding whether to issue a permit and what conditions to attach. The details of how permit schemes would operate have been set out in regulations, which have followed the publication of the Act.

Barking and Dagenham welcomes the opportunity to operate a fair and equal permit scheme for both statutory undertakers and their own works.

The overriding aim of the chargeable permit scheme is to replace the existing free noticing system to minimise disruptions on the highway. The scheme is wholly supported by the London Mayor and the Department for Transport. **The Permit Scheme will be in place before the end of 2010**

Part 4 of the Act includes a range of other new measures to assist in the control of statutory undertakers works. At present, authorities can direct these companies not to carry out works at particular times of the day. The Act provides traffic authorities with further powers to direct utilities not to carry out their planned works on particular days, and where appropriate, to tell them that their works should avoid certain routes where it is reasonable to do so.

Highway authorities can place embargo on works taking place (with certain exceptions, such as emergencies) on a road on which major road works have just been carried out. The Act allows authorities to apply similar embargoes after major utility works, and will allow the maximum length of the embargo to be changed through regulations (for example increasing it to 3 years).

Barking and Dagenham will welcome the opportunity to operate an embargo system following major works.

The Act allows authorities to direct statutory undertakers, in certain circumstances which are set out in regulations, not only to resurface the parts of the road that they had dug up, but to resurface the entire lane or width of the road. This would address the problem of the appearance and surface of some roads being scarred, and the structure weakened by a series of trenches.

The Act will allow a more effective regime to be developed for inspecting the works carried out by statutory undertakers. The aim would be to target poor performance so as to improve the quality of works and reduce the amount of remedial works and repairs and the unnecessary disruption that they cause.

The existing enforcement regime is of limited effectiveness. The Act raises the level of fines payable by statutory undertakers who commit offences related to their street works (such as failing to reinstate the road to the prescribed standard, or failing to heed an authority's direction not to carry out works during particular hours). The Act also allows for authorities to issue offenders with Fixed Penalty Notices (FPNs). Whilst the fines payable under FPNs are likely to be lower than those in the courts, the system would make it much easier for authorities to take action against offenders and to collect fines. Barking and Dagenham welcomes the introduction of a FPN regime.

The Act also allows 'lane rental' and overstaying charging powers, under which, subject to regulations, utilities can be required to pay a daily charge every time they dig up the road or if they take too long. This power is to be extended to the owners of skips, scaffolds and other items such as building materials that are left in the road.

All street works activities and the highway operations are currently recorded on Symology and the Council's objective is to record all planned works, including placement of skips and scaffolding, on the system. This will allow for long term co-ordination of the works and events as well as monitoring of trends and behaviour of good and bad practices.

Chapter 4 – Monitoring

4.1 Data Monitoring

In order to monitor how the Council is performing its Duty the following performance indicators have been set up to measure our year on year achievements and measurement is underway

The reduction of:

1. **the number of days temporary traffic controls or road closures are in place on traffic sensitive streets caused by local authority road works per km of traffic sensitive streets;**
2. **the total number of days of temporary road closures;**
3. **the total number of local authority openings;**
4. **% defects from random inspections of local authority road works;**
5. **% defects from targeted inspections of local authority road works;**
6. **number of days of temporary traffic controls or road closures on traffic sensitive streets caused by utility works per km of traffic sensitive streets;**
7. **total number of temporary road closures due to utilities and other organisations' road works;**
8. **total number of openings by utilities and other organisations;**
9. **% of defects from random inspections of utilities and other organisations' works;**
10. **% of defects from targeted inspections of utilities and other organisations' works;**
11. **Increase in public transport patronage**

Annually performance against these key indicators will be reviewed and reported with recommendations for updates to the Plan. Compliance and performance against the objectives of the Plan will be assessed and reported. The report will include a summary of issues that have arisen during the course of the year, reviewing the actions that have been taken and how the delivery of the network management duty has been improved as a result.

4.2 Monitoring the Network Management Duty

In summary the Traffic Manager has responsibility on behalf of the Council to monitor the effectiveness of the organisation and its decision-making processes and in the implementation of its decisions in delivering the requirements and objectives of the Network Management Duty. Where issues arise, the Traffic Manager has been given the authority to make an assessment to determine how the organisation or its decision-making processes could be more effective for the Council to meet its duties. The Traffic Manager will prepare a report and make recommendations for change to the Senior Management Team and the Council and implement these as required on an annual basis.

The Traffic Manager will keep a record of progress on all significant matters, identifying what issues have arisen, where recommendations for change have been made and what actions have been taken and what progress has been made in implementing the changes required.

5. Risk

The Council recognises that resources both financial and technical need to be in place to deliver the aspirations of the Council and to fulfil its statutory duties.

The Council, along with its local partners, will need to ensure that local and borough developments in transport policy and service delivery are adequately resourced to effectively fulfil the obligations of all of the partners. The skilful formulation of a governance framework needs to promote the economic and regeneration aspirations of our region. This will require the provision of effective network management arrangements.

It is also accepted that the Traffic Manager will need to ensure that the various strands of the Transport Strategies and Operational Plans pay particular regard to congestion relief and extending travel choices.

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		Category 0,1,2 & TS					Category 3 & 4 non TS						
		Major PAA	Major	Standard	Minor	Immediate	Permit Variation	Major PAA	Major	Standard	Minor	Immediate	Permit Variation
Maximum DfT Charges		£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
1	<i>Barnet</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
2	<i>Brent</i>	£105.00	£223.00	£130.00	£65.00	£60.00	£45.00	£75.00	£140.00	£75.00	£45.00	£40.00	£35.00
3	<i>Bromley</i>	£89.00	£176.00	£120.00	£65.00	£60.00	£45.00	£64.00	£105.00	£72.00	£45.00	£40.00	£35.00
4	<i>Camden</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
5	<i>City of London</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£101.00	£70.00	£45.00	£40.00	£35.00
6	<i>Croydon</i>	£105.00	£217.00	£126.00	£65.00	£60.00	£45.00	£75.00	£142.00	£75.00	£44.00	£40.00	£35.00
7	<i>Ealing</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
8	<i>Enfield</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
9	<i>Hackney</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
10	<i>Hammersmith & Fulham</i>	£105.00	£221.00	£130.00	£65.00	£60.00	£45.00	£73.00	£150.00	£75.00	£45.00	£40.00	£35.00
11	<i>Haringey</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
12	<i>Hounslow</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
13	<i>Islington</i>	£91.00	£214.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
14	<i>Lewisham</i>	£105.00	£229.00	£130.00	£65.00	£47.00	£45.00	£75.00	£150.00	£75.00	£42.00	£30.00	£35.00
15	<i>Redbridge</i>	£105.00	£224.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
16	<i>Wandsworth</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
17	<i>Westminster</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
18	<i>RBKC</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00
19	<i>Transport for London</i>	£105.00	£240.00	£130.00	£65.00	£60.00	£45.00	£75.00	£150.00	£75.00	£45.00	£40.00	£35.00

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CABINET

25 January 2011

REPORT OF THE CABINET MEMBER FOR REGENERATION

Title: Local Development Framework – Adoption of Barking Town Centre Area Action Plan Development Plan Document	For Decision
<p>Summary:</p> <p>The Barking Town Centre Area Action Plan (the AAP) Development Plan Document (DPD) is focused on delivering the Local Development Framework Core Strategy which the Assembly adopted on 21 July 2010. The purpose of the Barking Town Centre AAP is to resolve the land use implications of the Core Strategy within the action plan area and provide town centre specific policies in line with the strategic policies set out in the Core Strategy.</p> <p>Following a successful examination in public and, prior to this, three stages of consultation, the Barking Town Centre Area Action Plan has been finalised and is ready to be adopted by the Council.</p> <p>The Barking Town Centre Area Action Plan has been circulated to all Members under separate cover.</p> <p>Wards Affected: Abbey</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to recommend to the Assembly the adoption of the Barking and Dagenham Local Development Framework Barking Town Centre Area Action Plan Development Plan Document.</p>	
<p>Reason(s)</p> <p>To help deliver all the Community Plan priorities for Barking Town Centre.</p>	
<p>Comments of the Chief Financial Officer</p> <p>This report asks the Cabinet to note the various changes made to the Barking Town Centre Area Action Plan following the consultation and inspection process, and to approve its final adoption.</p> <p>In terms of its content, the Plan is site-specific to Barking Town Centre, but is consistent with the borough's approved overarching Core Strategy. Some of the proposals in the Plan specify increased standards and conditions for new developments, for example in respect of sustainable design. These new standards, as well as any additional capital costs associated with meeting them, would need to be met by all future developers and Housing Associations (as well the Council, where applicable). This may potentially have future implications around the cost of Council developments (such as schools), Section 106 receipts, and land values where the Council wants to dispose of its own land or property.</p>	

In terms of the direct / imminent costs of adopting the Plan, there will be minor incidental costs associated with printing and advertising, which will be funded by existing Regeneration and Economic Development budgets.

Comments of the Legal Partner

The Local Development Framework (LDF) regime was introduced by the Planning and Compulsory Purchase Act 2004 (the “2004 Act”). It replaces the Unitary Development Plan (UDP). The process is set out in secondary legislation, namely the Town and Country Planning (Local Development) (England) Regulations 2004. The Regulations were amended in June 2008 by the Town and Country Planning (Local Development) (England) (amendment) Regulations 2008

The Local Authorities (Functions and Responsibilities) (Amendment) (No 2) (England) Regulations 2004 states that adoption of LDF documents is not a Cabinet function, so the resolution to adopt LDF documents under section 23 of the Act must be made by the Assembly.

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Cabinet Member: Cllr McCarthy	Portfolio: Cabinet Member for Regeneration	Contact Details: Tel: 020 8724 8013 E-mail: mmccarthy@barking-dagenham.gov.uk

1. Background

1.1 The Barking Town Centre Area Action Plan has been through three stages of consultation: issues and options; preferred options and pre-submission.

- Issues and Options. The Cabinet approved the Barking Town Centre Area Action Plan Issues and Options document 12 June 2007 and consultation was undertaken on it during July and August 2007. The feedback received informed the development of the Preferred Options Report.
- Preferred Options. The Cabinet approved the Barking Town Centre Area Action Plan Preferred Options report 20 May 2008 and consultation was undertaken on it during July and August 2008. The document was revised to address the feedback received.
- Pre-Submission. The Cabinet and Assembly approved the Pre-Submission Barking Town Centre Area Action Plan on 19 May 2009 and 16 September 2009 respectively for a six week consultation and for submission to the Secretary of State.

1.2 Following this consultation, a hearing was conducted by an independent Inspector to determine whether or not the Barking Town Centre AAP was “sound” and “legally compliant”. The Inspector issued his report on 29 September 2010 confirming the

Barking Town Centre AAP meets this criteria subject to a number of changes being made to the document. The majority of the changes are minor in nature, however, a few significant changes are required and summarised below. Officers consider that with one exception, which is detailed below, these changes strengthen the Barking Town Centre Area Action Plan.

- Removal of reference to Core Strategy Policy CC1: Affordable Housing. This 50% target was found to be unjustified in the Examination of the Core Strategy in 2009. As such, there was a need to remove the reference to the target in the BTCAAP.
- Inclusion of text to reflect the need to safeguard land for the implementation of the East London Transit Line (ELT) and the Barking to Royal Docks Bus Corridor, thus bringing it into line with the Core Strategy.
- Clarification that developer contributions should take account of viability. This amendment brings the Barking Town Centre AAP in line with the Core Strategy.
- Specifying a need to consider the impact of new bridges on the management of the River Roding tidal defences and the ecology of the River.
- Removal of the identification of AAP sites which are considered potentially suitable to provide a reduced percentage of family homes (30%, not 40%). This is to be determined through the Core Strategy on a site by site basis which makes clear that on major housing developments between 30 % to 40% of new homes in Barking Town Centre should be family sized.
- Improving and strengthening the tall buildings and heritage and conservation policies bringing them in line with advice given in the CABE/ English Heritage 'Guidance on Tall Buildings' (2007). In addition, the Plan now contains greater detail on the appropriate location and scale of tall buildings on particular sites. It also refers to the key views within, and of, the Conservation Areas identified within the Abbey and Barking Town Centre Conservation Appraisal and the Abbey Road Riverside Conservation Appraisal.

1.3 The Inspector has recommended the removal of references within the Plan to the Abbey Retail Park as a required location for the provision of a new three form primary school. Whilst the Inspector accepted that the supporting evidence to the Barking Town Centre AAP had established a need for an additional primary school, he found that it had not been demonstrated that the Abbey Retail Park was the only available location in the town centre. The Inspector's Report advises the need for further, more comprehensive, evidence-based research to corroborate the Council's earlier findings that the only and best solution is the provision of a new school within the Abbey Retail Park redevelopment. The Inspector's Report accepts a need for a new primary school on the Gascoigne Estate and that there was a requirement to bring back into use the Westbury Centre as a primary school.

2. Proposal

- 2.1 The Cabinet is being asked to support the Barking Town Centre Area Action Plan (as amended following the examination in public which took place in May 2010 and in accordance with the Inspector's Report received by the Council on 29 September 2010) and to recommend its adoption to the Assembly.

3. Financial Issues

- 3.1 The minor costs of adopting the Barking Town Centre AAP (BTCAAP) will be met from within the existing Regeneration and Economic Development Division budget.
- 3.2 The site allocations in the BTCAAP 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).
- 4.2 The Local Authorities (Functions and Responsibilities) (Amendment) (No 2) (England) Regulations 2004 states that adoption of LDF documents is not a Cabinet function, so the resolution to adopt BTCAAP is a key LDF Development Plan document must be carried out by the Assembly.

5. Other Implications

Further implications of adopting the BTCAAP are set out below.

Staffing Issues

- 5.1 The adoption of the BTCAAP will incur no additional burden to Council staff. Indeed, the Plan is a key tool in assisting Development Management Officers when considering planning applications in the Town Centre.

Customer Impact

- 5.2 In line with the Council's adopted Statement of Community Involvement (June 2007) the BTCAAP has been through three key stages of consultation; the Issues and Options consultation between July – August 2007, the Preferred Options between June and August 2008 and the Pre-Submission consultation between June and July 2009. The Council consulted the following groups, the Faith Forum, Forum for the Elderly, Lesbian, Gay, Bisexual and Transgender Forum, Refugee Forum, Tenants Federation, the Barking and Dagenham Youth Forum, the Equality and Disability Forum, Age Concern, the Citizens Panel and the Abbey and Gascoigne Ward neighbourhood management meetings. A Breakfast Briefing for local businesses was also organised jointly with the Chamber of Commerce in July 2008. .

- 5.3 Full details of consultees, those who responded, comments raised, and how comments made 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 Cabinet agreed the pre-submission version of the Barking Town Centre Area Action Plan DPD on 19 May 2009. In finding the BTCAAP legally compliant the Inspector judged that the Council met its legal requirement to comply with the arrangements set out in its Statement of Community Involvement (June 2007).
- 5.4 In preparing the BTCAAP 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 AAP, together with the baseline for the Sustainability Appraisal for its parent document the Core Strategy.
- 5.5 Officers are confident that having undertaken comprehensive consultation and undertaken a thorough Sustainability Appraisal that the BTCAAP 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.

Safeguarding Children

- 5.6 A key task in the preparation of the BTC AAP is the consideration of 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 BTCAAP makes provision for a new primary school on the Gascoigne Estate and sets out the requirement for the Westbury Centre to be brought back into use as a primary school. In addition, there is a need for an additional primary school in the Plan area. As detailed under Section 2 of this report, officers will conduct further work to confirm which site is the most suitable location for the provision of a new primary school in Barking Town Centre.

Health Issues

- 5.7 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. There are no allocations for new health facilities in the Plan area.

Crime and Disorder Issues

- 5.8 Section 17 of the Crime and Disorder Act 1998 places a responsibility on councils to consider the crime and disorder implications of any proposals. The BTCAAP reflects policies and approaches aimed at contributing towards reducing crime and the fear of crime. The impact of all policies in relation to contributing towards reducing crime and the fear of crime has been appraised as part of the Sustainability Appraisal process.

Property / Asset Issues

- 5.9 All development proposals will need to be in line with the BTCAAP and, therefore, the Plan will have an impact on the future use of the Council's Property and Assets where the need for planning permission is involved. In general, the BTCAAP and the Core Strategy set higher standards for new developments compared to the previous Unitary Development Plan (1995). This will therefore impact on the cost of new development.

6. Options appraisal

- 6.1 The Council could choose not to adopt the Barking Town Centre AAP DPD. However, the Cabinet previously approved the AAP on 19 May 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.
- Cabinet Report, 12 June 2007, Local Development Framework: Approval for Consultation of the Issues and Options Report of the Barking Town Centre Area Action Plan (Minute 15 – 12/06/07)
- Cabinet Report, 20 May 2008, Local Development Framework: Approval for Consultation of the Preferred Options Report of the Barking Town Centre Area Action Plan (Minute 3 – 20/05/08)
- Cabinet Report, 19 May 2009, Local Development Framework – Submission of the Barking Town Centre Area Action Plan Document (Minute 3 – 19/05/09)
- Pre-submission Barking Town Centre Area Action Plan DPD, LBBD, June 2009
- Inspector's Report on the Barking Town Centre Area Action Plan DPD, Planning Inspectorate, September 2010
- Sustainability Appraisal of the Core Strategy DPD, June 2008
- Sustainability Appraisal of the Barking Town Centre Area Action Plan DPD, June 2009

8. List of appendices:

Revised Barking Town Centre Area Action Plan Document – circulated under separate cover to all Councillors.

CABINET

25 JANUARY 2011

REPORT OF THE CABINET MEMBER FOR CRIME, JUSTICE AND COMMUNITIES

Title: Contract for the Provision of a Parks Safer Neighbourhood Team by the Metropolitan Police	For Decision
<p>Summary:</p> <p>As part of the budgetary considerations for 2010/11, a review was undertaken of the way in which the Council worked to keep its parks and open spaces safe. As a result a range of options were considered and the budget approved by Cabinet included proposals to make savings from a reduction in the then Parks Police service to fund a Parks Safer Neighbourhood Team from the Metropolitan Police. This team, comprising a Sergeant and five Police Constables has now been in place since July 2010. The cost of the service is £240,000 per fiscal year and, therefore, a decision is sought from Cabinet regarding the authority to enter into a formal contract with the Metropolitan Police.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Authorise the Corporate Director of Adult and Community Services to enter into a two year contract with the Metropolitan Police Authority under section 92 of the Police Act 1996; (ii) Waive the requirement to tender in accordance with Contract Rule 4.2.2.1, as the services to be provided under the contract with the Metropolitan Police are of a specialist or proprietary nature; and (iii) Indicate whether it wishes to be further informed or consulted on the progress of the procurement and the award of the contract, or whether it is content for the commissioning Chief Officer to award the contract (as provided for in the Constitution, Contract Rules 13.3). 	
<p>Reason(s)</p> <p>To assist the Council in achieving its Community Priority of reducing crime and improving safety in the Borough by reducing the opportunity for crime and disorder in the Borough's parks and open spaces and to provide reassurance to residents.</p>	
<p>Comments of the Chief Financial Officer</p> <p>The proposal to commission the Metropolitan Police Authority to provide a Parks Safer Neighbourhood Team was part of the Adult and Community Services savings proposals for the 2010/11 financial year. The proposed £240,000 contract with the Metropolitan Police will save the Department £300,000 per annum in a full year compared to previous provision.</p>	

Comments of the Legal Partner		
The comments of the Legal Partner appear below in paragraph 4.		
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Cabinet Member: Cllr. Jeannette Alexander	Portfolio: Crime, Justice and Communities	Contact Details: Tel: 020 8924 8239 E-mail: jeannette.alexander@lbbd.gov.uk

1. Background

- 1.1 The Council previously had its own in-house Safer Parks Team of Council officers who were warranted under Home Office legislation to patrol the Council's parks and open spaces.
- 1.2 The service aimed to provide reassurance to local park users, to reduce crime and disorder in the parks in terms of both being a visible deterrent and also in terms of enforcement.
- 1.3 Evaluation showed that provision of this service at a cost to the Council of £540,000, was not effective in terms of safety in parks and open spaces.
- 1.4 At the same time the Council was faced with reducing expenditure across the range of Council services and officers were requested to look at innovative and alternative methods of providing services, delivering against Community Priorities whilst delivering value for money.
- 1.5 A range of options were considered as alternatives including reducing the in-house provision, withdrawing the service and procuring policing resources which were dedicated to the Parks from the Metropolitan Police Authority (MPA).
- 1.6 Initially, the intent was to have five Police Constables at a cost of £200,000 to the Council with the MPA meeting the additional on-costs associated with management, training, uniform and pensions. This was agreed as part of the budget options for 2010/11.
- 1.7 Following discussions with the Borough Commander and Director of Finance and Commercial Services a subsequent agreement was brokered which gave the team some direct management oversight and the Borough Commander agreed to part-meet the cost of this additional provision from local policing funding.

- 1.8 As a result the team to be procured comprises one Sergeant and five Police Constables under the supervision of a local Inspector. The cost to the Council was agreed at £240,000.
- 1.9 The term of the contract is for two years and the total cost, therefore, is above the procurement authorisation for the Corporate Director of Adult and Community Services and requires Cabinet approval.

2. Effectiveness of the team and progress to date

- 2.1 The team came into effect on 5 July 2010 under the portfolio of the Chief Inspector Partnerships and Community.
- 2.2 The Police Team have adopted a Safer Neighbourhood model for the parks approach, and have been attending meetings with friends groups. A safer neighbourhoods park reference group is being established together with a larger Key Individual Network of some 130 members. These groups engage with park users, both informally and formally to ensure that they are addressing the issues that matter most to the community.
- 2.3 Since its inception the team have been tremendously successful in all aspects of policing the parks and open spaces and the table below gives an indication of the achievements in terms of enforcement activity to date.

Task	July	August	September	October
Stop and Search	63	175	253	127
Alcohol Seizure	16	12	97	70
S59 notices (re anti-social use of vehicles)	2	3	2	1
Arrests	3	3	2	1

- 2.4 In addition the team have:
- Conducted a number of drug patrols targeting cannabis use and sale from vehicles;
 - Engaged with events in the parks, including the Wildlife Trust Event, the Mela, the Dagenham Town Show, Spooktacular;
 - Attended the Older Person’s Day, Big Green Environment Day and other awareness raising events;
 - Undertaken bike marking and trained youngsters in cycling proficiency;
 - Attended Friends of Parks meetings and Ward Panels for strategic parks;
 - Undertaken regular environmental checks around offensive graffiti and drugs paraphernalia and improper use of toilet blocks;
 - Jointly arranged the removal of abandoned vehicles, liaising with Scenes of Crime Officers (SOCO) to identify the vehicle as stolen;
 - Targeted poachers jointly with local Safer Neighbourhood Teams and Rangers;
 - Prepared a database of graffiti tags used in the parks; undertaken to remove small amounts of graffiti with wipes etc provided by the Council;
 - Addressed drug taking and dealing, signposting users into treatment and support services

- Addressed anti-social dog owners, both around clearing up excrement (the team carry bags for owners); given out vouchers for micro-chipping; issued fixed penalty notices for fouling;
- Tackled anti-social use of motor cars and bikes
- Addressed robbery and the use of offensive weapons, including the arrest of offenders
- Returned truanting students to school

2.5 The first four months of the initiative has seen significant impact both in terms of enforcement and engagement activities.

2.6 The inception of the team has also lead to greater engagement of the Metropolitan Police generally in parks based policing activity. This has included the use of Mounted Officers in Eastbrookend Country Park.

3. Financial Issues

3.1 The contract will be to the value of £240,000 per annum, for a two year period. As such Cabinet approval is required to enter into the contract. No provider other than the Metropolitan Police can deliver the policing required and the Council has negotiated a favourable rate for the team of six officers and their support costs.

3.2 The saving to the Council compared to the previous service provision is £300,000 per annum, £200,000 of the saving is part of the 2010/11 Departmental savings target , and the residual £100,000 savings will be part of the 2011/12 Departmental savings.

4. Legal Issues

4.1 Local Authorities and other public bodies have statutory power to enter into arrangements with the Metropolitan Police to fund additional policing services under section 92 of the Police Act 1996. Subsection (3) provides that grants can be made conditionally. The agreement which is recommended by this report contains (as its conditions) requirements on the Metropolitan Police to police various parks and open spaces within the Borough. The agreement will be within the powers granted by section 92.

4.2 The total value of contract over its two year term is £480,000. This amount is above the threshold for services which are subject to EU tendering procedures under the Public Contracts Regulations 2006. Although the Council is essentially purchasing a service from the Metropolitan Police, an exclusion under section 6 (2) (I) of the 2006 Regulations EU procurement rules means that the rules are not applicable to this type of arrangement. It excludes the operation of the Regulations where services “are to be provided by a contracting authority ... because that contracting authority or person has an exclusive right (i) to provide the services; or (ii) which is necessary for the provision of the services”. The exclusion is applicable because policing services are exclusively provided by Police Authorities.

4.3 The Council’s Contract Rules provide that normal tendering requirements of the Contract Rules be waived where the services to be provided “are of a specialist or

proprietary nature". Rule 4.2.2.1 requires that the waiver is made by the Cabinet as the value of the contract is in excess of £400,000.

- 4.4 The Constitution (Contract Rules 13.3) provides delegated authority to the commissioning Chief Officer, in consultation with the Chief Financial Officer (Section 151 Officer), to award contracts upon conclusion of the procurement process where the value of a contract is in excess of £50,000.

5. Other Implications

5.1 Risk Management

Not providing these services leaves the Council's parks and open spaces vulnerable to increased crime and disorder. Providing the service has shown that local residents are more ready to use these facilities. The reputational risk to the Council, following the high profile launch of the service and its evident success is substantial.

5.2 Staffing Issues

There are no staffing issues.

5.3 Customer Impact

Older people often feel more vulnerable in parks and open spaces. Work is ongoing to ensure that this group are supported through existing mechanisms to use our parks and open spaces which will enable them to maintain good health and independence. Equally it is a reality that younger people are often targeted as both victims and perpetrators of crime in parks. The team are engaging with young people through schools and through such activity as cycling proficiency to build trust and to provide reassurance. Low level crime and disorder, are often perceived to be perpetrated by young people and it may be that, in delivering such a service, targeted enforcement action is directed at that group. The Police undertake regular analysis of stop and search across the borough to identify whether there is a disproportionate representation from any particular equalities group. A recent report to the Community Police Engagement Group has demonstrated that there is no dis-proportionality in terms of ethnicity though more young people are targeted. Young people tend to use parks more, particularly in the evening, and it is a reality, therefore, that this age group will be targeted more. In order to mitigate some of the negative perceptions of young people work is ongoing with the Council's Communications Team to promote positive images of the majority of young people in the borough who cause no harm to the community and who make a very positive contribution.

5.4 Safeguarding Children

All Metropolitan Police officers are trained in safeguarding of both adults and children. The provision of this service means that young people can be kept safe in our parks and open spaces. Young people coming to the notice of police are as a matter of course referred to Children and Family Services through the police MERLIN form.

5.5 Health issues

Feeling safe brings a sense of wellbeing and ensures that residents, particularly older residents, use public space and enjoy their homes. Provision of this service will mean that the opportunity for vandalism and the lack of physical guardianship

does not adversely impact on that sense of wellbeing and the willingness of residents to use our green spaces. Young people need to enjoy parks and open spaces in order to maintain levels of physical fitness and ensure their health, by providing a safe environment for young people to enjoy this team will contribute to their health and wellbeing.

5.6 Crime and Disorder Issues

Section 17 of the Crime and Disorder Act requires the Council to have regard to crime reduction and prevention in its service delivery and design. The primary purpose of this contract is to assist the Council to reduce the opportunities for crime and disorder in its Parks and open spaces and to provide reassurance to park users.

5.7 Property / Asset Issues

The Council has a range of assets and property across its parks portfolio. Regular patrols ensure that these are protected as much as is possible.

6. Options Appraisal

6.1 A value for money exercise was conducted in December 2009 as part of the budget setting for 2010/11 to determine whether the Council should continue with its in house service or contract with the Metropolitan Police to deliver the service. The result of this exercise identified that the service to be offered by the Metropolitan offered better value for money, both in terms of cost but also in terms of service delivery.

6.2 The Metropolitan Police are the only organisation able to provide policing which can enforce the law and manage crime and disorder in the parks and open spaces in the way the Council has deemed it requires.

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

- Cabinet Minute 125 and Report, 16 February 2010 and Assembly Minute 68 and Report, 23 February 2010 - Re: The Council's Budget 2010/11 to 2012/13

8. List of appendices:

None

CABINET

25 JANUARY 2011

REPORT OF THE CABINET MEMBER FOR CRIME, JUSTICE AND COMMUNITIES

Title: Tender for Youth Crime Prevention Project	For Decision
<p>Summary:</p> <p>The Council currently has a contract for the delivery of a youth crime prevention service (Youth Inclusion Project, or 'YIP') with the current provider that expires on 31 March 2011. The contract supplies targeted provision to young people in the Thames View and Gascoigne estates based on a 'top 50 most at risk' model. As a direct impact of the service provided by the YIP, core groups of young people have been diverted away from criminal activity and the intervention provided by the service has contributed to positive outcomes for those young people, including reducing the number of first time entrants to the youth justice system. The current Youth Inclusion Project for 2009-10 engaged with, and provided interventions for, over 250 young people.</p> <p>Over the three year period (2007-08 to 2009-10) the Council's average performance in terms of reducing those young people who come into the youth justice system for the first time is the 4th best performing in London. Directly judging performance from 2007/08 shows a 48% relative increase in performance for the Council.</p> <p>A review of the service has been carried out and it is recommended that the service can have greater impact if redesigned and based within the Multi-Agency Locality Teams (MALTs), thereby delivering access for all young people requiring early intervention for behaviours regarding crime and antisocial behaviour and also those not in education, training or employment. The service will also work to reduce re-offending by also targeting those leaving the Youth Offending Service.</p> <p>The value of the current contract is £218,000 per annum. It is estimated that the spend in 2010-11, through smarter commissioning will be reduced to £200,000 per annum with the prospect that this sum may reduce further.</p> <p>This report asks for authority to seek tenders using the two part Restricted Procedure in accordance with the European Procurement Directives, for a three year term contract, with the possibility of a one year extension, subject to satisfactory performance of the nominated contractor.</p> <p>Wards Affected: All</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree</p> <p>(i) In accordance with the Council's Constitution Contract Rules paragraph 3.6, to the procurement of Youth Inclusion Project services through a three year term contract, extendable by a further year, subject to the Corporate Director of Adult and Community Services being satisfied on performance of the nominated contractor on the terms detailed in this report; and</p>	

- (ii) To indicate whether it wishes to be further informed or consulted on the progress of the procurement and the award of the contract, or whether it is content for the commissioning Chief Officer to award the contract; (as provided for in the Constitution, Contract Rules 13.3).

Reason(s)

The tendering / procurement of these services will enable the Council and its partners to ensure that the targets of reducing first time entrants into the criminal justice system continue to be achieved.

Without this essential provision in place those young people most at risk of offending and becoming involved in antisocial behaviour will not access the targeted interventions which aim to enhance protective factors. It will undoubtedly continue to impact on the significant reduction that the borough has seen in terms of numbers of First Time Entrants (FTE's) into the Criminal Justice system.

This service must be supplied to assist young people to lead crime free lifestyles and increase their opportunities to make a positive contribution in society.

The Cabinet is asked to approve the re-tendering of the Youth Inclusion Project to assist the Council in achieving its Community Priorities of "Safe", "Fair and Respectful", "Prosperous" and "Inspired and Successful". The Cabinet can be confident that the need to tender has benefited from scrutiny by all key partnership groups.

Comments of the Chief Financial Officer

The re-tendering of this service, which is estimated to be in the region of £200,000 per annum will be funded from within existing Youth Offending Service (YOS) budgets. Funding will come from a combination of Youth Justice Board (YJB) Grants and YOS base budgets.

Comments of the Legal Partner

The Legal Partner has been consulted in the preparation of this report. The aggregate value of the proposed contract exceeds £400,000 and is therefore brought before Cabinet for authorisation in accordance with the Council's Contract Rules.

Due to the nature of the services being procured and the uncertainty around future funding and Transfer of Undertakings Protection of Employment (TUPE) issues described in the report, the Legal Practice will be consulted for the drafting of the contract and for advice in the procurement and award of the contract.

The Constitution (Contract Rules 13.3) provides delegated authority to the commissioning Chief Officer, in consultation with the Chief Financial Officer (Section 151 Officer), to award contracts upon conclusion of the procurement process where the value of a contract is in excess of £50,000.

Head of Service:

Glynis Rogers

Title:

Divisional Director,
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Cabinet Member: Cllr Jeannette Alexander	Portfolio: Crime, Justice and Communities	Contact Details: Tel: 020 8924 8239 E-mail: jeannette.alexander@lbbd.gov.uk
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1. Background

- 1.1 The Council, through Adult and Community Services, funds the specific provision of youth crime prevention services within the borough. This provision is part funded through the Youth Justice Board (£157000), the remainder being met through council budgets (£61,000).
- 1.2 The tender will be structured to ensure that the tender process provides best value and serves and meets the needs of young people within the borough.
- 1.3 The Youth Inclusion Project is currently delivered in the Gascoigne and Thames View Estates. The current contract expires in March 2011.
- 1.4 The procurement of the youth crime prevention initiative aims to achieve improved outcomes for those young people engaged on the project. This will include an increase in young people remaining in full time education training and employment and increasing opportunities to make a positive contribution and reduction of First Time Entrants.
- 1.5 The re-tendering of the service will help improve engagement of those young people deemed most vulnerable of offending in order to build protective factors for the individual and for their families. In addition, it will increase value for money by opening the referral routes into service via Multi Agency locality teams (MALTs). It is believed that this will in turn improve partnership working, reductions in offending behaviour and contribute to improved outcomes for individuals and the wider community.

2. Proposal

- 2.1 The contract value for this service is currently £218,000 per annum. Funding will be provided from the Barking & Dagenham Youth Offending Service budget allocated for prevention by the Youth Justice Board. Savings will be anticipated on the current total spend through procurement. It is anticipated that this funding will continue to be delivered to the Council to address the needs of those most 'at risk' young people.
- 2.2 Through the re-tendering of this service 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. It is estimated that the annual cost of the service will reduce to £200,000 per annum through the application of smarter commissioning processes.
- 2.3 Prior to awarding the new contracts an evaluation of the price will be carried out to ensure that provider organisations tendering for the contract provide fair and competitive prices that are consistent with the service specification and the service required to be delivered.

2.4 **Re-tendering procedure**

2.5 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 involving 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. As services provided by this provision are necessary and essential within the borough it is planned that there will be no break in service and that current contract arrangements will be extended to cover the period from the end of March 2011 until the awarding of the new contract. Should there be any slippage on the timetable detailed below, current providers will be notified in advance to negotiate an extension.

2.6 The evaluation of tender submissions will be based on a quality cost matrix of 70/30 with weightings to be as follows:

- Staffing and 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)

2.7 Tenderers will be advised of these weightings beforehand to enable a fair and even handed approach to be taken.

2.8 Officers are currently drafting the tender specification based on best practice models provided by Youth Justice Board.

2.9 **Expected Outline Timetable** (all dates are provisional and subject to change)

Action	Date
Cabinet (to seek approval to tender)	25/01/11
Advertise	05/02/11
Expressions of interest to be returned	26/02/11
Evaluate returns	12/03/11
Invitation to Tender to be sent out	26/03/11
Tenders to be returned	07/05/11
Interviews to be conducted	21/05/11
Approval from Chief Officers and 10 day standstill period	31/05/11
Contract Award	01/06/11

2.10 Contracts will be awarded to the successful provider/s for a period of three years, with an option to extend for a further one year dependent upon satisfactory performance.

2.11 The total contract value for the Youth Crime Prevention project over a three-year period is £600,000. If the contract is subject to a one-year extension period then the total contract price over four years is expected to be approximately £800,000.

3. Financial Issues

- 3.1 The cost of the YIP is currently funded via the Youth Offending Service (YOS) Youth Justice Board (YJB) prevention allocation and Council funding amounting to £218,000 per annum.
- 3.2 The guarantee and certainties of funding cannot be absolute in the current economic climate. However early indications mean that the Youth Offending Service are confident that the YJB will continue to direct funds into prevention initiatives and that these will remain ring fenced within the overall YOS allocations, however there will be pressure to consider cost savings against all levels of current investment. Accordingly, the contract will contain break clauses enabling notice to be served at any time should existing funding streams cease or be reduced.
- 3.3 It has been identified that the re-tendering of the service will make estimated cost savings in the region of £54,000 over the lifetime of the contract.

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 YJB prevention funded initiatives must produce high quality data returns.

5. Other Implications

Risk Management

- 5.1 Attention is drawn to the recent notification that the YJB will cease to function as a non-departmental public body and its functions will be transferred into the Ministry of Justice. The YJB will continue to carry out its functions while the transitional arrangements are being worked through. However, funding for youth crime prevention initiatives remain secure for a further year and work has already begun to secure funding beyond 2012 and for the contract lifetime until 2014. It should also be noted that the contract will include break clauses should funds no longer become available at any such time before end of contract. Cost savings within the current contract have already been identified and remain a key focus for service managers to ensure there is a balance between quality and value for money. External funding opportunities will be identified whenever possible.
- 5.2 Non completion of the re-tendering of the services described within this report may result in an increase in youth crime and disorder and have detrimental effects on local residents.
- 5.3 It is very likely that the withdrawal of this service would result in an increase in First Time Entrants and antisocial behaviour. This will impact negatively on the delivery of the Children and Young Peoples Plan and undermine the priority focus of limiting the number of first-time entrants into the criminal justice system. Furthermore it will adversely impact on the wider community.
- 5.4 The services will be managed through formal quarterly performance, contract monitoring meetings, ongoing service improvement audits, consultation with young

people and parents accessing the programme and informal reviews by the Youth Offending Service.

5.5 Contractual Issues

The current contract for the Youth Inclusion Project terminates on March 2011.

5.6 Staffing Issues

For the currently commissioned service, 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 sits with the commissioned organisation that provides the service and not with the Council.

5.7 Customer Impact

The YOS deals with offenders in the 10-18 age range. Equality impact assessments show that the largest cohort of offenders are in the 15 -16 age year range and that this cohort is largely representative of the borough in terms of ethnicity.

Young offenders' behaviours impact on all sections of the community and consequently there is benefit to all community groups in continuing to deliver this intervention programme.

Targeted youth crime prevention interventions are currently only available in two of the six MALT localities. The plan is to open up this provision to all young people across the borough. The overall indication of need via Multi Agency Locality Teams (MALTs) are that there are at least ten MERLINS (a Police Form that identifies a young person who has come to the notice of police) per locality, per week, identifying young people with potential risk for offending or of becoming engaged in anti social behaviour. The removal of current provision or no agreement to re tender the contract will impact on the ability to provide some of the most vulnerable young people in the borough with specialist needs targeted interventions which enable protective factors to prevent criminality. The re-tender and delivery of the new service will ensure essential targeted provision delivers improved outcomes for those young people who need it most. The need to provide targeted youth crime prevention 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 YOS detailed that the main areas for improving services are around the ability to effectively monitor and evaluate equitable and fair access to and for marginalised groups. This knowledge will directly inform the tender process and design of the service.

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 areas to include all six localities;
- Increased links to MALTs and use of model for outreach provision of intervention;
- Service to embody partnership approach under pinned by the Common Assessment Framework (CAF) process;
- Increased opportunities for improved outcomes for those young people engaged on projects;

- Work with post-sentence young people who have finished their order with the Youth Offending Service and re-integration back into the community.

5.10 Safeguarding Children

Safeguarding Children is paramount within the service delivery and all potential providers will be required to be compliant with Section 11 of the Children Act 2004. The service will also be required to use the Think Families approach and use joined up approaches with adult services to ensure, where possible, that a holistic package of care is provided. This will include both the young person and their parents / carers to prevent further complex needs arising. The service must adopt the continuum need model and aim to keep young people from reaching level 3 thresholds. In 2009-10 396 CAF's were initiated and although it is difficult to pinpoint precisely how many required interventions to prevent offending behaviour it does however highlight the level of potential need in the borough. The total number of police contacts in 2009-10 amounted to 8,182 or 22 per day. No data is available to indicate how many of those contacts were offending related. The YOS in total received 100 triage cases of which 69 engaged with an intervention.

- 5.11 The withdrawal of this service would greatly impact on the borough's prevention agenda and its ability to be responsive to specific needs especially in relation to offending behaviour by young people. Lack of prevention initiatives may increase safeguarding issues and require much more specialised interventions at a later date where more complex needs have developed due to the lack of early intervention and prevention.

5.12 Health Issues

Young people with additional needs and vulnerabilities around offending or Anti Social Behaviour (ASB) may potentially go on to experience emotional health and wellbeing issues. The withdrawal of this provision would have a significant impact on those young people requiring this service and consequently the wider community as a whole.

5.13 Crime and Disorder Issues

Section 17 of the Crime and Disorder Act 1998 reinforced the principle aim of the youth justice system "to prevent offending by children and young people" requiring local authorities to integrate prevention of crime and disorder issues into all their functions and corporate thinking. Research indicates that effective targeted prevention initiatives contribute to the reduction to First Time Entrants. The provision of this service will contribute to the reduction of crime and antisocial behaviour amongst young people. Measures to reduce the flow of juvenile offenders into the system are just as important as those that deal with offenders once they are detected for offending.

- 5.14 Without this service being in place, the local authority would suffer a marked reduction in the achievement of targets and would be unable to deliver on a reduction in First Time Entrants. Those young people who would be involved in the current initiative would be at risk of not being engaged at such an early opportunity, which may also prevent further complex needs arising in that young person's life. The primary aim is to demonstrate an "invest to save" ethos.

5.15 Property / Asset Issues

The current service provider has leases in two local authority premises based in the Gascoigne Estate and a third property in the Thames View Estate, all of which will be released back to the Council.

6. Options Appraisal

6.1 Do nothing – if the contract is not re-tendered then these services will cease, and local young peoples' needs will not be met. The Council's ability to ensure adequate and necessary prevention strategies develop could be undermined which could have further impacts on crime rates, custody levels and increase of ASB incidents. Not having this service will accordingly impact beyond individual young people themselves but also to their families and into the local community.

6.2 Re-tender. The re-tendering of services will enable cost savings in the region of £18,000 per annum. It will enable the improvement of the provision of services to meet needs and reduce numbers entering the criminal justice system. Based on existing levels of activity these services will assist over 1,000 young people throughout the life time of the contract to lead crime and ASB free lives and help increase their opportunities to make a positive contribution to the borough and society as a whole.

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

- The Management and Prevention of Juvenile Crime Problems – Crime Prevention Unit, Home Office, 1989
- Crime Prevention Projects Evaluation full report Youth Justice Board 2004
- Barking & Dagenham Children & Young People's Plan 2009/10 Review
- Children Act 2004

8. List of appendices:

None

THE CABINET

25 JANUARY 2011

REPORT OF THE CORPORATE DIRECTOR OF CHILDREN'S SERVICES

Title: Barking & Dagenham Safeguarding Children Board, Annual Report 2009/10		For Information
<p>Summary</p> <p>This report presents the 2009/10 Annual Report of the Barking & Dagenham Safeguarding Children Board (Appendix A).</p> <p>The Safeguarding Children Board is a statutory body made up from a number of different organisations whose role is to help safeguard and promote the welfare of children in that locality. This is the Board's 4th Annual Report and reflects on the effectiveness of the safeguarding mechanisms within Barking & Dagenham and sets out the progress that has been made to further improve the safety and wellbeing of children and young people in the Borough.</p> <p>Recommendation</p> <p>The Cabinet is asked to note the Barking & Dagenham Safeguarding Children Board's Annual Report for 2009/10.</p>		
Head of Service: Kamini Rambellas	Title: Divisional Director of Safeguarding & Rights	Contact Details: Tel: 020 8227 2233 E-mail: nina.clark@lbbd.gov.uk

Background Papers - None

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Barking & Dagenham

Safeguarding
Children Board

Barking and Dagenham Safeguarding Children Board

Annual Report

2009 - 2010

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Introduction

This is the 4th Annual Report of the Barking and Dagenham Safeguarding Children Board (B&DSCB) and I am pleased to have the opportunity to endorse this overview of the Boards work during 2009/10.

The main purpose of the Annual Report is to comment on the effectiveness of our safeguarding mechanisms within Barking & Dagenham and to set out the progress that has been made to further improve the safety and wellbeing of children and young people in the Borough. The B&DSCB supports the development of local accountability and plays an important role in its relationship with the Local Strategic Partnership and Children's Trust.

The Safeguarding Children Board is a statutory body made up from a number of different organisations in each local area and whose role is to help safeguard and promote the welfare of children in that locality.

Over the course of the year the Board met on six occasions and continues to enjoy strong support from Partners with good levels of attendance and commitment to the annual programme of work. The Board is also assisted by an energetic network of Sub Committees which provide the impetus for the work programme and represent the 'bridge' between strategic and practice responsibilities.

This year the Board had been sorry to lose the support of some of our members, including, Tolis Vouyioukas, Divisional Director of Safeguarding & Rights; and Dave Reed, Borough Police, both of whom have made valuable contributions. However, we have also welcomed new members to the Board and we look forward to working with them.

During the year the Board has seen good progress made in responding to the Business Plan and is especially pleased to have strengthened engagement through consultation and awareness raising events. The business plan contributes to the Boroughs 'Stay Safe' approach and the Board has been fully consulted and engaged in the development the Young Peoples Plan adopted by the Strategic Partnership.

The Board is very aware of the impact domestic violence can have in families and especially children and young people and is pleased to highlight good progress made by all agencies in raising awareness and the domestic violence advocates in helping reduce incidents of domestic violence.

Inevitably much of the year has been focussed on the Governments response to Lord Lamings recent report and the Board remains well positioned to respond to the revisions expected to statutory guidance 'Working Together to Safeguard Children'. The Board will actively contribute to the recently announced 'Munro Review' commissioned to look into the improvement and development of social work and related practice and will continue its proactive approach in

contributing to Pan London activities through the London Board

For the coming year the Board is aware of the need to ensure that safeguarding has the maximum strategic impact and this Annual Report will be presented to both the Children's Trust and also to the local strategic partnership. The Board has also determined to strengthen arrangements for performance management and audit in an effort to ensure that services are developed in a safe and sustainable way

Additionally the Board will seek to encourage strong and effective support through engaged corporate services covering areas such as safe recruitment, training and development and information management.

Overall 2009/10 has been a productive year for the Board and continued good progress has been made in developing more effective arrangements to both recognise risk and safeguard children and young people who live, work and study in the Borough. However it is equally important to ensure that Barking & Dagenham continues to be a positive and constructive place for people to work and the Board will continue to encourage strategies that support the often volatile work of practitioners and their managers. Of course much remains to be done, but with an increasing emphasis on strong corporate and partnership working we should be confident of maintaining our direction and making Barking & Dagenham a safer place for children, young people and their families to live and thrive in the future.

Simon Hart
Independent Chair
Barking & Dagenham Safeguarding
Children Board

Context of Barking and Dagenham

- Residents have the lowest average level of income in London.
- Unemployment is above the national average.
- The borough has 49487 children and young people under the age of 19 years. This is 28.4% of the total population.
- Children and young people from minority ethnic groups account for 49% of the total population.
- In January 2010, the proportion of pupils in B&D with English as an additional language was 3.9% (primary) and 3.8% (secondary).
- There were 337 looked after children in March 2010.
- There are 43.2 per 10,000 children subject to child protection plans.
- 396 CAF's were completed with 2009/10.
- B&D has the highest rate of Domestic Violence in London with 293 children were involved in cases discussed at the MARAC in 2009/10.

① Barking and Dagenham Safeguarding Children Board (B&DSCB) Annual Report has been written in accordance with The Apprenticeships, Skills, Children and Learning Act (2009) and Working Together (2010), *Chapter 3* (Lord Laming recommendation 53).

Governance and Accountability

Constitution and Governance

The B&DSCB is in the process of formally approving our [Constitution](#). This has been developed through an extensive consultation programme throughout 2009/10 with all Board partners and relevant agencies and clearly sets out the Board's;

- Role & Objectives
- Functions
- Governance Arrangements
- Membership and Responsibilities

Our Constitution clearly defines what the Board expects from all partners and contributors and how it will support the work of partners to ensure that it can be seen to be making improvements on the front line delivery of safeguarding services.

The development of our Constitution and its ratification by the B&DSCB marks a firm commitment by all of our partners to ensure that the work carried out individually across the various agencies comes together to enhance and support our collective approach towards improving safeguarding measures for all our children.

Membership of the Board

The B&DSCB membership is drawn from a wide range of local partner agencies and comprises representatives that have a strategic role in relation to safeguarding and promoting the welfare of children within their organisation.

Relationship with the Children's Trust and Strategic Boards

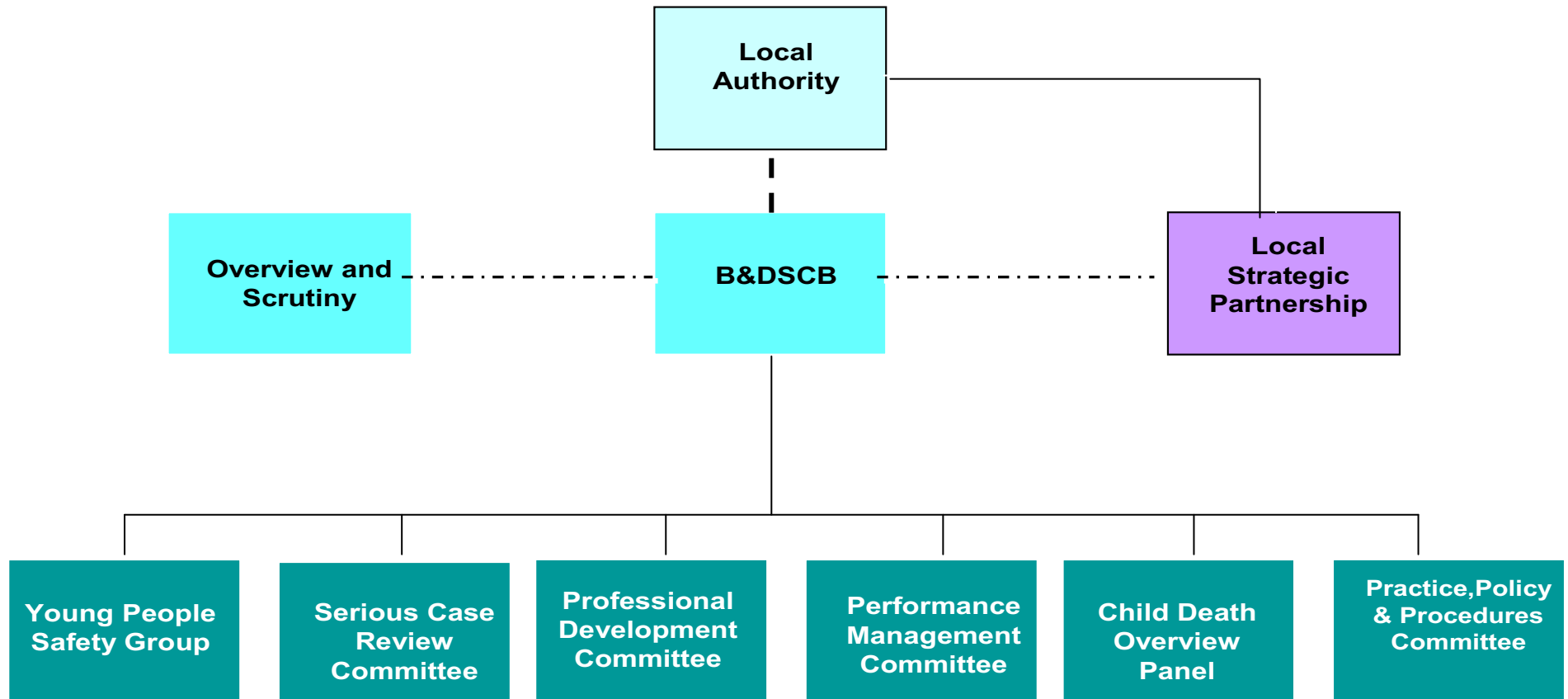
Statutory requirements deriving from Working Together to Safeguard Children (2010) and the Apprenticeship, Learning, Children and Skills Act (2009), stipulate a requirement for LSCB's and Children's Trust Board's to develop and implement an ongoing and direct relationship and scrutiny function in order to safeguard and promote the welfare of children. The function of both Boards includes responsibility and accountability for keeping children and young people safe. Whilst their roles in this regard are complementary, they are also distinct.

Barking and Dagenham's Children's Trust and B&DSCB have established a clear protocol established within our Constitution (including governance and scrutiny arrangements) between the two bodies.

The B&DSCB is also directly linked to local Strategic Partnership Boards such as the Safeguarding Adults Board and Safer Barking and Dagenham Partnership, through the Independent Chair and Safeguarding Board Representatives who sit on these Boards and hold responsibility for maintaining the communication flow.

① More information about the Board can be found on the B&DSCB website:
www.bardag-lscb.co.uk

Local Governance Arrangements



Barking & Dagenham Safeguarding Children Board

In 2009/10, the B&DSCB has continued to develop and further strengthen its position within the borough, ensuring that strategic and operational policies and plans aimed at safeguarding children remain in place and are implemented and monitored effectively.

During the year the Board has met on four occasions and held a further two Developmental Days.

Our Independent Chair has continued to provide effective leadership and direction for the Board and maintained a clear focus on progress being made against the priorities set by the B&DSCB.

During 2009/10, the following key areas of work were undertaken by the Board;

The development of clear Constitutional arrangements including Governance arrangements across the Board. This has included strengthening our governance arrangements in relation to the Children's Trust and Local Strategic Partnerships.

Supported and enhanced the B&DSCB Training Programme; that has seen more practitioners receiving multi agency training year on year with stronger evaluation mechanisms and more positive feedback being received.

Further strengthened our links with Adult Safeguarding Board, Domestic Violence and Hate Crime Strategy Group and the Barking, Havering and Redbridge University Hospital Trust Safeguarding Board.

Continued to support the operation of the Young People's Safety Group and formally aligned this as part of the B&DSCB structure; one of the first of its kind in the UK.

Overseen two Serious Case Reviews and developed, implemented and monitored subsequent action plans.



If you have any questions or would like to find out more information about the B&DSCB please contact lscb@lbbd.gov.uk or visit our website www.bardag-lscb.co.uk

Measuring Our Performance

Priorities for 2009/10	Our Progress
A review of the current B&DSCB Business Plan and Constitution for 2009 – 2012.	We have developed a separate and clear Constitution and Governance document that outlines the Board's Roles and Responsibilities. We have continued to review and update our Business Plan ensuring current priorities are reflected in the work-plan for the year.
The evaluation of the impact of Section 11 assessment process and multi agency systematic audits.	<p>The first year of the Section 11 process has helped improve agencies awareness of safeguarding measures and provided a positive tool in assisting organisations assess their own internal procedures.</p> <p>100% of Section 11 audits were received from Education and Schools, Early Years and Childcare, and Connexions, whilst 75% were received from the National Health Service and Local Authority departments.</p> <p>Our engagement around Section 11 has been less successful than we had hoped with the Faith, Voluntary and Community Sector, Police, and Probation Services, but it is intended that this will be addressed in a new consultation, prior to a re-launch of the 2010/11 Section 11 Audit roll-out.</p>
Responding to external inspection: CAA and Laming Recommendations	The Board has ensured that a clear plan of action was developed and implemented in response to the external inspection conducted within Children's Services in November 2009. It has also continued to monitor and receive progress reports on the implementation of this action plan and continued to ensure that the Borough and it's partners continue to conduct their work in line with current Government recommendations. The Board continues to conduct a robust monitoring and evaluation function holding partners to account where necessary.
A response to the launch of the new Independent Safeguarding Authority	The Board commenced working on its response to the Independent Safeguarding Authority and was further into developing its response when the new Coalition Government placed a freeze on the implementation of the initiative. This has remained on hold pending the final decision to be made by the new Coalition.
Focus on child safety and well being in respect to DV and parental mental health	The B&DSCB Training coordinator and Domestic Violence and Hate Crime Manager reviewed the Domestic Violence training delivered via B&DSCB and amended the training for financial year 2010/11 to ensure that delegates attending the training are appropriately briefed on Borough protocols including use of the MARF, CAF and DV Risk Identification Checklist adopted by the borough DV Strategic Group for

use by employees within the partnership where DV is prevalent to assist in identifying levels of risk and ensure referrals to specialist borough DV services. The training also includes a briefing on the MARAC and pathways to refer victims; adults and children appropriately.

Further, Women's Trust counselling provision is commissioned by NHS B&D for victims of DV and briefings to highlight DV and service provision have been provided to all NELFT teams. DV briefings have also been completed within Children's Services; Children's Centres, YOS, Head Teachers; PSHE Leads; Safeguarding leads; Pastoral Deputies; School Nurses; Health Advisers; Learning Mentors; Parent Support Advisers; MPS School Police Officers and extended schools.

Action Against Violence and Abuse afforded four local partnership employees trainers training on the endorsed Children's Treatment Programme model and the programme will be mainstreamed as part of local delivery.

Committees:

- **Young Peoples Safety Group**
- **Professional Development Committee**
- **Practice, Policies and Procedures Committee**
- **Performance Management Committee**
- **Serious Case Review Committee**
- **Child Death Overview Panel**

Young People Safety Group

The Young People's Safety Group embeds the Boards' commitment to engage young people in the work of the B&DSCB and provides an opportunity for them to give their views on safety and the safeguarding issues facing them living and schooling in the borough.

The forum is chaired by a young person and is held once a term. The work and views of the Young People's Safety Group are presented to the B&DSCB and are commissioned within the Boards business plan.

On average 40 young people attend, representing seven secondary schools and other youth groups across the borough. The young people attend workshops to give their views on key issues such as child protection, e-safety, knife crime and gangs. The group have been informed on how the borough is responding to the findings arising from the Baby Peter case and what we are doing to prevent and reduce the fear of crime.

Some of the key areas of work undertaken with 2009/10 are as follows;

- The potential pitfalls and dangers of the internet and look at how best to warn of these dangers to other young people
- E-Safety sessions, lead by one of only 3 E-Safety co-ordinators in the country
- Involved in the design of a safeguarding marketing campaign to raise awareness of safeguarding issues across the borough and presented their ideas on safeguarding to the Pan London LSCB Chairs Network.

The young people from the group have been instrumental in pushing for policies that have had a substantial impact on raising awareness of safeguarding amongst young people.

For instance, they helped in commissioning Spark2life to hold talks at assemblies in our local secondary schools and deliver a workshop tailored at those who were potentially heading down the wrong path. Spark2Life were commissioned as the young people from this group wanted an organisation that delivered the message of youth crime from those who'd had first hand experience of committing crime, and, had since reformed and used their experiences to mentor young people to follow a better, safer path. The assemblies have been well received by both pupils and teachers.



If you have any questions or would like to find out more information about the Young People Safety Group, please contact Kevin Donovan: Kevin.donovan@lbbd.gov.uk

Professional Development Committee (PDC)

The Professional Development Committee met on seven occasions in this period with the purpose of ensuring that the B&DSCB discharges its duties under Chapter 4 of Working Together to Safeguard Children (2010). For a full agency break down of attendance to the B&DSCB programme 2009/10, please see Appendix 3 on page 34.

During 2009/10, the PDC has focused on the following priorities:

- Preparation for the implementation of the training framework within the revision of Chapter 4 of Working Together (2010);
- Provided and reinforced awareness amongst staff and volunteers of child protection issues and met training needs within the wider safeguarding agenda;
- Identified workforce learning needs in relation to safeguarding and contributed to the Barking and Dagenham Workforce Development Strategy;
- Assisted staff to develop and progress in their professional capacity;
- Developed a Continuous Professional Development programme for B&DSCB Members;
- Further developed quality assurance processes to optimise training effectiveness.

Priorities for 2010/11

- **Further basic and intermediate courses on Safeguarding and Child Protection.**
- **To increase the skills of many more people from all sectors.**
- **To continue with professional development in safeguarding and child protection**

- To include courses to explore particular areas of interest such as 'E-Safety'.

Annual Conference 2009/10

In February 2010, the PDC led the Board's Annual Conference. The purpose was to provide an opportunity for front line managers and operational practitioners to engage with other stakeholders across the workforce, receive briefings on emerging safeguarding priorities, local policies and the tools required to effectively undertake their Safeguarding responsibilities.

174 delegates from a cross section of adult and children's statutory and third sector agencies attended the conference.

Overall the Conference was very successful as feedback and outcomes were positive. The day included Central Government presentation on embedding the Think Family Approach to all work with adult and child service users, The Young Peoples Safety Group's presentation on E-safety, the launching of the new Barking and Dagenham Multi-Agency Locality Teams, to highlight issues relating to Domestic Violence and to promote a Safe Workforce.



If you have any questions or would like to find out more information about B&DSCB multi-agency training please contact Tessa McNally, Training Co-ordinator:
lscb@lbbd.gov.uk

Serious Case Review Committee (SCR)

The Serious Case Review (SCR) Committee continued to meet on a quarterly basis and in addition to any SCR Panels that were specifically tasked with ongoing Reviews

In 2009/10 B&DSCB commissioned two SCR's and oversaw the action plans of three Internal Agency Review's that had been commissioned during 2008/09.

The following provides an update on the processes and lessons learned in respect of the 2 SCR cases mentioned above. Both SCR's undertaken in 2009/10 involved the commissioning of Independent Chairs and Independent Overview Writers.

Case 1

This case was commissioned in November 2009 following the tragic death of a baby girl aged 6 weeks. Whilst there was no evidence that abuse and neglect had caused the death, there was significant historical information and involvement of agencies to warrant carrying out an SCR to consider issues of long term neglect and to consider the impact on safeguarding arrangements that might be enhanced through effective early intervention service provision via the Common Assessment Framework.

This SCR is now complete and is due to be signed off by B&DSCB later in May 2010, within timescale. The [Executive Summary](#) is available on the B&DSCB website

Lessons learned have been built into an Action Plan that will be subject to monitoring by the SCR Working Group during 2010/11. The impact will be reported in the 2010/11 Annual Report. The headline lessons included;

- Challenge to professionals working with pervasive neglect in families perceived as 'caring';

- Safeguarding needs of adolescents;
- Support to children in transition to adulthood;
- Threshold for assessment and for referral;
- Holistic multi-agency assessment;
- Communication: within and between agencies;
- Training & supervision of agency staff.

Case 2

This case was commissioned by the B&DSCB in March 2010 following the death of a 12 year old boy. This will be reported in the 2010/11 Annual Report.

Ongoing lessons learned from Internal Agency Reviews (IARs)

In addition to the cases cited above, the SCR Committee presented the B&DSCB with 3 completed Individual Agency Reviews. These cases had been commissioned by the B&DSCB during 2008/09 and were completed in 2009/10. The SCR Committee has been monitoring the progress of the action plans from these IARS.

Priorities for 2010/2011:

The SCR Committee will be involved in ensuring that lessons are learned from the SCR's through;

- briefing events;
- implementation of quality assurance audits that incorporate lessons learned;
- continuous review of action plans.

Performance Management Committee (PMC)

The Performance Management Committee met on a quarterly basis throughout 2009/10 and a Performance Management Core working group, whose work stream feeds into the Sub-committee, met on a monthly basis. A key function of the Performance Management Committee is to review and scrutinise the safeguarding children performance of all agencies constituent to the Board and to advise on ways to improve. Individual agency performance is monitored through the review of management information systems including;

- S11 audits
- Pan London and Local Dataset
- SCR Action Plans.

The Performance Management Committee shares the findings with the full Board through a six-monthly report to the Board.

During 2009 /10 the Committee provided a series of half hour timetabled challenge sessions where partner agencies presented the it with an update on their own agencies safeguarding children performance and identified good practice areas, challenges and areas for development.

When agencies were unable to attend their scheduled session they were invited to submit a written response which was then subject to quality assurance. If the written return was considered unsatisfactory, the agency was further issued with an invitation to attend the Committee to undertake further scrutiny.

During 2009/10 a number of partner agencies were subject to challenge sessions, including:

- Youth Offending Service
- Primary Care Trust

- Barking, Havering & Redbridge University Hospital Trust
- North East London Foundation Trust
- Children's Services Information Sharing and Assessment Team

Key achievements for 2009/10 included;

- Implementation of the Pan London Dataset;
- Monitoring and reporting on National Indicator Set;
- Monitoring and implementation of Action Plans emerging out of two Serious Case Reviews and three Internal Agency Reviews;
- Monitoring and update of Project SAFE;
- Overseeing of Section 11 compliance audits.

Priorities for 2010/11

- **To support and monitor compliance with Project SAFE;**
- **To ensure compliance with recommendations from external inspections reviews;**
- **To monitor the completion of Peer Audit of agency S11 Self Assessments;**
- **To respond to patterns and trends emerging from performance data.**



If you have any questions or would like to find out more information about our audit processes, please contact Meena Kishinani:
Meena.kishinani@lbbd.gov.uk

Practice, Policies and Procedures Committee (PPP)

The Practices, Policies and Procedures Committee met on a monthly basis with the purpose of ensuring that the B&DSCB discharges its duties under Chapter 3 of Working Together to Safeguard Children (2010). Some of the key areas of work undertaken by the Committee during the year includes:

- The development and monitoring of the B&DSCB Business Plan;
- The development of B&DSCB Governance arrangements and Constitution;
- The review of membership of the Board and Committees;
- The development of a FGM strategy.

Priorities for 2010/11:

- To develop and monitor the B&DSCB Communication Strategy;
- To continue to review and monitor B&DSCB Business Plan to measure compliance with national and local requirements and responses to local needs.

Female Genital Mutilation (FGM)

November 2009 saw the launch of the cross government strategy, "***Together we can end violence towards women and girls***".

This formally acknowledged FGM as a form of violence against women and girls on a national level. During 2009/10 key agencies in Barking & Dagenham have been working closely together to develop and implement the Borough's response to this and ensure we were able to effectively deal with issues associated with FGM. This has been passed through consultation with the Practice, Policies and Procedures Committee and the B&DSCB Board.

With this support, 2009/10 saw the development of an FGM specific multi agency sub-group set up to address these issues. The Group met monthly for a period of seven months and undertook the following activities:

- Mapping activity to identify local organisations providing existing FGM support and existing single/multi agency protocols and procedures;
- Identified existing multi and single agency training and awareness raising;
- Developed a reporting method for health services to record FGM related activity;
- Development of a local Multi Agency FGM Strategy for 2010/11.

The strategy incorporates the findings and recommendations of the Government's taskforce and strengthens our local response by setting out the Board's vision for raising awareness, and improving our response to FGM. The work will be conducted in partnership with community and faith groups and will be incorporated into a borough Violence Against Women and Girls Strategy when the current borough DV Strategy is reviewed in 2011.

The strategic principles and aims are based on the agreed principles that FGM are:

- A violation of human rights
- A form of violence against women and girls
- Child abuse.

This strategy will be reviewed within 2010/11 through a Task and Finish group and the PPP Committee.



If you have any questions or would like to find out more information please contact Nanette Higgins, Connexions Area Manager:
nanette.higgins@prospects.co.uk

Child Death Overview Panel (CDOP)

The Joint Child Death Overview Panel (CDOP), a collaborative arrangement between B&D and Havering, took the decision to cease these joint arrangements and instead establish an individual CDOP each.

In Barking and Dagenham, 2009-10 we achieved :

- Recommendations were made to support the reduction of potentially preventable deaths and to further develop the CDOP processes;
- The Single Point of Contact has been notified of all deaths. This was partly due to the training, imparting knowledge and attaining close working relationships with the multi-agencies;
- Links have been developed with the Foundation for the Study of Infant Deaths;

- Working relationships have been developed with neighbouring boroughs to identify trends and patterns; and to achieve best practice.

Priorities for 2010-2011:

- Identifying any contributing factors relating to the number of child deaths categorised as perinatal/neonatal events;
- Developing and launching a safe sleeping campaign;
- Developing the processes to identify any trends in associated factors, such as
 - Domestic violence
 - Substance misuse
 - Prenatal care
 - Age of mothers, particularly teenage mothers;
- Identifying a professional to inform and involve parents, carers and family members of the CDOP process;
- Continue to strengthen the working relationship with the Coroner and the Registrar.

Summary of Child Death Review Process activities 2009 – 2010	
Number of B&DSCB CDOP meetings	2
The number of child deaths where the review of the child's death has been completed by BDCDOP.	21
Number of child deaths notified to CDOP 2009/10	24
Number of child deaths notified to CDOP 2008/09	32
Of the deaths where the review was completed, the number the panel assessed as being preventable .	0
Of the deaths where the review was completed, the number the panel assessed as being potentially preventable	6
Of the deaths where the review was completed, the number the panel assessed as being not preventable	14
Of the deaths where the review was completed, the number identified as unexpected.	48%
Of the deaths where the review was completed, the number identified as expected.	52%
Child Deaths judged related to Perinatal / Neonatal events	10
Number of Rapid Response meetings	15

Key Developments and Other Areas of Work Undertaken

Safeguarding Children in Education

Section 175 of the Education Act (2002) states that everyone in the education service shares a duty to have arrangements in place to ensure that children are adequately safeguarded and their welfare is promoted, this includes:

- Providing a safe environment for children and young people to learn in education setting: and
- Identifying children and young people who are suffering or likely to suffer significant harm, and taking appropriate action with the aim of making sure they are kept safe both at home and in the education setting.

In November 2009, the B&DSCB appointed a Safeguarding Lead for Education to contribute to these requirements by way of progressing and developing a range of activities and initiatives within the education establishment.

Achievements made by the Safeguarding Lead for Education in 2009/ 10 include;

Refresher training for schools and Child protection Leads around child protection & safeguarding:

- 21 schools participated in refresher training (required every three years) with a further five to follow
- 26 Child Protection Leads participated training events and were issued certificates on completion of

- the required twelve hours engagement. A further event is
- scheduled to take place in autumn 2010.
- Presentation at the Child Protection awareness briefing at the Quality and School Improvement service professional development day, a total of 34 participants were in attendance, they commented that the briefing was very informative and timely.
- A one day child protection and safeguarding children and young people event for Barking and Dagenham College Safeguarding Management team

Consultation Forums:

- Practice Consultation: The Safeguarding Lead for Education facilitates a monthly consultation session for practitioners based at Ripple Road. The purpose of these sessions is to assist in bridging the gaps between education and children social care by way of exploring issues with particular reference to challenges experienced between agencies.
- Consultation, support and advice is readily available to all professionals within the education establishment.

SPECIFIC PROJECTS:

- **Barnardos Sexual Exploitation project:** Following a presentation at the B&DSCB Practice, Policy and Procedures Committee in July 2009 it was agreed that Barnardos will deliver a programme of preventative work in Barking and Dagenham. The safeguarding lead for education continues to work alongside the project with a particular focus on the recovery service which aims to identify and work with up to six children at risk of experiencing sexual exploitation.
- **Section 11 Submissions:** In 2009/10 all Section 11 audits for education establishments were completed and submitted, and rated by the unit. An annual submission is required and education establishments will be provided with feedback of their rating. Appropriate support will be offered to address the identified areas of further development.
- **B&DSCB Committees:** The Safeguarding Lead for Education attends the Board's Performance Management Committee, the Practice, Policy & Procedures Committee and the Professional Development Committee. Information, issues and updates, from the education settings are reflected and represented at committee level.
- focussing on materials and information pertaining to the safeguarding and staying safe agenda;
- **School Governor Training.** A child protection and safeguarding programme was designed and will be delivered for school governors in March and April 2010. 40 governors have expressed an interest to attend;
- **The Child Protection Leads for Education Consultation forum** will be formally established in May 2010. The purpose of the forum is to support, share good practice experiences and development opportunities across network;
- **Managing Sexual Behaviour / incidences in Schools:** Following the identified increase in concerns around the management of sexual incidents and behaviour in schools a series of multi-agency development workshops and seminars have taken place. In May 2010 and June 2010 we will deliver a two day workshop focussing on the identification, intervention and management of sexual behaviour in education settings specifically targeting primary and secondary professionals. Fifteen schools have expressed an interest in taking part.

Priorities for 2010/2011:

- **Under the auspices of the PHSE curriculum the safeguarding lead for education has been invited to contribute to the July 2010 awareness raising of year 8 pupils by way of delivering nine sessions in three secondary schools**



If you have any questions or would like to find out more information please contact Elaine Ryan, Safeguarding Lead for Education:
lscb@lbbd.gov.uk

Health

Key areas of progress/achievements during 2009 / 2010:

Following the establishment of NHS Barking and Dagenham as a commissioning only organisation, a new Directorate of Nursing was formed with the Executive Director of Nursing as the Board Lead for Safeguarding. The Designated Professionals and the Strategic Leads for Domestic Violence and Adult Safeguarding along with the Child Death Overview Panel (CDOP) were brought together within the Nursing Directorate, forming a sound structure for safeguarding within the commissioning organisation.

In its first year as a commissioning organisation, NHS Barking and Dagenham has made good progress in setting out a clear service specification for safeguarding and identifying key safeguarding metrics and outcomes for providers.

A peer review by the Safeguarding Improvement Team of NHS London which included an interview with our Independent Chair, highlighted a number of areas of positive practice in Safeguarding, including partnership working by GPs, commitment of senior officers in the organisation to safeguarding, investment in the safeguarding service and effective partnership working through the B&DSCB and Children's Trust.

There has been positive progress on addressing the issue of DV as a key safeguarding issue in the last year. In acknowledgement that Barking and Dagenham has the highest reported rate of DV in London, NHS Barking and Dagenham led the Boroughs response to the Government's Violence Against Women and Girls Strategy consultation and has taken a lead in commissioning DV Advocacy support specifically for users of maternity services. Awareness raising on domestic violence

amongst service users and health staff was also a key area of achievement in the last year with health taking a lead role in events like the White Ribbon Campaign, Female Genital Mutilation awareness training and domestic violence publicity campaigns targeting perpetrators and family and friends. Following a successful bid for funding from Government Office for London, specialist training was commissioned for key health staff involved in the multi agency response to domestic violence.

The Safeguarding Manual for Community Health Services, independent healthcare contractors was reviewed and updated in line with Working Together to Safeguard (2010) and The London Procedures 3rd edition. The NHS Barking and Dagenham Safeguarding Policy and Domestic Violence and Violence Against Women and Children Policy was revised and approved by the Governance Committee.

Prevention and Early Intervention:

The last year has seen an increased focus on prevention and early intervention. Capacity within health visiting and school health services was identified as an area of concern and much work was done with Community Health Services (CHS NELFT) via their recruitment and retention strategy to address this so that a vacancy factor which is in line with the London average is on track for achievement by October 2010. Improved capacity will support the increased initiation of Common Assessment Frameworks (CAFs) by universal services Staff – a quality measure within the service specification.

NHS Barking and Dagenham have jointly commissioned the Family Nurse Partnership with Children's Services. This project will focus on providing intensive support to young first time parents, proactively supporting this very vulnerable group. Other partnership initiatives which have

commenced this year include the Think Family initiative which introduced a new way of supporting families with wide ranging and complex needs.

As an active participant on the B&DSCB FGM working group, NHS Barking and Dagenham contributed to the development of the FGM Strategy, securing a borough best practice example in the resource manual and contributing to successful launch of the FGM Strategy in Barking and Dagenham.

Information Sharing and Transparency

Following concerns which emerged from a serious case (though it did not warrant a Serious Case Review) there were indications of a level of mismatch between LEA records on school aged children and school health records. Work was undertaken between the NHS and the LEA to agree a process of data sharing between the two organisations. This data sharing process was set up in May 2010 and should substantially reduce the risk of vulnerable children falling through the support network.

Governance and Accountability Arrangements

A report on the key issues for safeguarding is completed for the Clinical Assurance Committee in the Nursing Directorate on a bi monthly basis. Regular reports on key quality issues go to the Governance Committee for NHS Barking and Dagenham. Risk issues and incidents related to safeguarding are monitored regularly via the Risk Register and monthly update reports are part of the Board Assurance Framework.

Audit

Audit in relation to safeguarding has over the last year been mainly in response to Serious Case Review

All provider organisations are compliant with CRB checking and having an Executive Lead for Safeguarding. Due to a re-allocation of roles the Designated Doctor has taken over the Named Doctor role in Community Health Services and NHS Barking and Dagenham is currently in the process of recruiting to the Designated Doctor post.



If you have any questions please contact Liz Doherty, Designated Nurse for Safeguarding:
elizabeth.doherty@nhs.net

Barking and Dagenham's Police & Public Protection Desk

During 2008, as part of the 'Every Child Matters' ECM programme and responsibility under Section 11 of the Children Act 2004, Barking and Dagenham police officers received training specifically about improving the life chances of children, young people and families and the five key outcomes.

In April 2008, a specialist unit, the Public Protection Desk PPD was formed with a specific remit to deal locally with reports of children and young persons (under 18 years and pre-birth) that come to Police notice with respect to safeguarding.

As an organisation, the Metropolitan Police Service has a responsibility to ensure that it is able to meet the needs of children. Officers must understand that, no matter what areas of policing they are engaged in, from dealing with a child at the front counter of a police station to investigating offences of terrorism, that they have the training, knowledge and skills to identify concerns that may affect a child's well-being and safety.

Ongoing ECM training is delivered to Police Core Teams, Safer Neighbourhood Teams and the Metropolitan Police Special Constables by PDD officer's in conjunction with LBBB Children's Safeguarding Teams

The Public Protection Desk manages referrals of children and young persons who come to notice of police in their everyday business as well as referrals from outside agencies. Officers complete a report concerning the individual child and the circumstances of the events on the MERLIN System. This document, known as a Pre Assessment Check (PAC), is forwarded to the Public Protection Desk where it is quality assured and disseminated to appropriate

members of the Partnership for action. This is in addition to any frontline immediate action that officers may need to initiate to safeguard a child in an emergency.

Since its accreditation in October 2008, the Public Protection Desk PPD has dealt with over 6000 referrals.

The Police CAIT team have dealt with over 650 child protection cases and there were 250 case conferences. They have increased their capacity to attend child protection case conferences and from Jan 2010 all types of case conference are attended by Police Conference Liaison Officers.

A key challenge for the future will be the increasing volume of business and early identification and management of risk.

A full review of the structure and procedures within the PPD was conducted. It was agreed that to increase effectiveness, expertise and experience staff from key partnership agencies will work together at one site with local police on the Public Protection Desk PPD, thus reflecting a true Partnership Unit. This will be in operation in June 10.



If you have any questions or would like to find out more information please contact Andy Keen, Detective Sergeant CAIT: Andy.keen@met.police.uk

Common Assessment Framework (CAF)

Prevention and early intervention is vital to safeguarding children and young people. In Barking and Dagenham, our prevention and early intervention work has been strengthened by continuing to embed the Common Assessment Framework (CAF) across all agencies and Multi-Agency Locality Teams (MALT).

The CAF is used to trigger interventions for children and young people with additional needs. It provides effective inter-agency working through a holistic assessment, improved coordination and cooperation and effective information sharing between agencies through the Team Alongside the Family (TAF) approach.

In 2009/10, CAF usage has progressed significantly. The CAF is now in place for 1,000 children, young people and their families in Barking and Dagenham, and has become increasingly embedded in local services. This figure represents an overall increase of just under 370% in the use of CAF since the last B&DSCB Annual Report 2008-09, when 272 CAFs were in place.

Following a formal unannounced inspection by OFSTED in November 2009, the following strengths were identified:

- Children and carers are regularly and appropriately consulted about service provision. In particular, this has impacted positively on the use of the CAF
- Multi-agency partnerships led by the Children's Trust are successful, particularly in relation to the implementation of the CAF. Effective inter-agency working also ensures children receive timely support from appropriate agencies.

The Children's Trust commissioned a qualitative research study of parents' experiences of the CAF in Barking and Dagenham. This took place between July and October 2009. The purpose of the research was to gather evidence of the impact of the CAF on improving outcomes from the views of parents and children and young people experiencing CAF.

In depth semi-structured interviews were carried out with 28 parents. Their views were analysed to identify commonalities and differences. Key themes that emerged were:

- Parents are overall very pleased with the service provided by the CAF;
- The CAF plan was highlighted as a key strength by parents;
- Parents felt that another key strength of the CAF was the role of the lead professional;
- Parents felt that CAF had been beneficial to both themselves and their children; they described a positive change in their journey as a family.

Although parents were consistently very happy with improvements made to their families' journeys and weaknesses were rarely discussed, parents did put forward suggestions on how CAF could be improved:

- They felt that more time could have been taken at the start to explain what the CAF was;
- They would like the CAF to be advertised more widely using brochures and leaflets for families, so parents who they think they need help could request it
- They would like more help with regard to housing;
- Parents of children with medical needs felt the CAF could have been undertaken earlier to help their children be diagnosed;

- Parents also felt services engaged because of the CAF were often only short term, describing services that had stopped due to lack of funds or staff changes.

In 2010/11, we plan to undertake further research involving children and young people to ensure their views are gathered and analysed in the measurement of outcomes. We also plan to implement longitudinal research to monitor change over time: 6 months, 12 months, 18 months and 24 months. This would allow the full impact of the CAF to be assessed. We will continue to implement and embed the London wide CAF Quality Assurance Framework across the partnership.

ContactPoint

ContactPoint, the national on-line directory of all children up to the age of 18 residing in England, will be decommissioned and closed, by the Government, on 6 August 2010. The Government is continuing to consider the feasibility of a more proportionate approach to supporting frontline professionals to help protect vulnerable children from harm.

Voluntary Sector

As a Voluntary Sector Rep, this year has been a very busy one. There have been many changes to Safeguarding Legislation.

My role has been to make sure the Voluntary & Community Sector were equipped with the knowledge and information they needed in relation to safeguarding children.

We provided Training for over 70 Individual Groups around Section 11 Compliance, Criminal Record Bureau and ISA.

Staff at the Volunteer Bureau helped me in this role by helping with Training needs. This has enabled us to make sure all the 300 groups registered were aware of their obligations in ensuring that Safeguarding is an important part of their organisation.

We also contacted everyone who needed to have a new CRB check to inform them and help them get this done.

The Voluntary Sector has been represented at all Board Meetings with 2 Voluntary / Community Reps being members of the Board.

As an organisation, we meet regularly and report to the Community through Newsletters, Forums and Borough wide events.

Working in Barking and Dagenham on the B&DSCB with Partners from all Sectors has opened us to the vast expertise that is keeping Barking and Dagenham Children's Safeguarding top of the Agenda.



For more information about the role of the voluntary sector please contact Joan Brandon
bardagvb@hotmail.co.uk

Audits, Monitoring & Evaluation

Inspection and Internal Audit

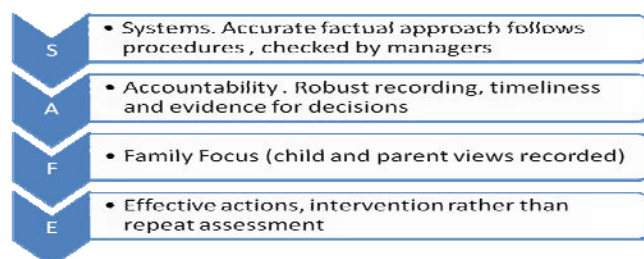
In September 2009 B&DSCB, in partnership with the Local Authority Chief Executive, commissioned an independent audit of safeguarding measures across the local authority.

Further to that, in November 2009, Barking and Dagenham Children's Services were subject to an unannounced OFSTED inspection of the Borough's Initial Contact, Referral and Assessment arrangements. The inspection identified a number of areas of good practice along with some areas for further development.

Project SAFE

In response to the outcomes of the inspection and audit outlined above, B&D Children's Services in conjunction with the Board launched Project SAFE, an action plan that incorporates a number of actions required across the entire partnership to ensure a consistently SAFE service for Barking and Dagenham's most vulnerable children.

The project incorporates 4 main work strands . These strands are as follows:



Under each work strand are a number of priority actions that will be addressed by all

relevant agencies across the Local Safeguarding Children Board (LSCB)

Partnership. While the main focus has been on driving forward improvements within the Assessment Service following the inspection in that area, successful implementation of the action plan is dependent upon the involvement and co-operation of all partners.

The Project continues to be monitored and reviewed by the Performance Management Committee reporting to the Board on a quarterly basis along with any identified issues.

Quality Assurance Activity for 2009/10

Quality Assurance activity within the Boards work streams is driven by Safeguarding and Rights Quality Assurance Plan, designed to promote continuous improvement in performance and outcomes in the areas of greatest concern. A number of audits and quality assurance mechanisms were carried out across partner agencies to monitor and evaluate the effectiveness of work being delivered. These included:

- s11
- compliance audits,
- auditing of front line social work practices

We have continued to collect and analyse relevant performance data that has helped the Board monitor and evaluate safeguarding measures across the partners. This includes;

- Child Protection Statistics outlining patterns and trends for children made subject of Child Protection Plans
- LAC reviews / CP Conferences compliance with national and local guidance
- S11 Compliance
- London Safeguarding Board Data Set

The Board is committed to use the Quality Assurance process as more than just a 'box ticking' exercise, but instead to have a real impact upon outcomes. Within the past year this commitment can be seen through the improvements made of the following:

- Regular briefing and feedback sessions with frontline professionals;
- The strengthening the Front Door assessment processes;
- The improvement of Management Oversight
- The development of an early Troubleshooting process

The Quality Assurance process in B&D has demonstrated many areas of strengths including:

- An effective audit strategy that drives the process and is able to evidence achievements and progress being made;
- Independent auditing process that offers off line insight into areas for further development;
- A pro-active approach for the BDSCB in being able to identify patterns and trends within our practices early on, and establishing clear lines of accountability within any subsequent action plans

Areas for further development

2010/2011 we will aim to:

- **Strengthen our audit activity across all partner agencies, both statutory and voluntary**
- **Provide analysis to the data gathered and publish findings on our website**
- **Provided targeted auditing to specific areas of practice and support agencies within this process**



For more information about our auditing strategy please contact:
 Meena kishinani,
Meena.kishinani@lbbd.gov.uk

Board Priorities for 2010-2011

The BDSCB remains committed to ensuring that children and young people within Barking and Dagenham remain safe and the professionals who work to protect those children have the necessary support, training and supervision to do so. We want to continue making sure that our children are able to perform to the best of their ability.

The B&DSCB is pro-active in looking forward and anticipating the challenges ahead and we are able to adjust our focus accordingly in light of new challenges that emerge.

For 2010/11, having consulted with our young people and those working with them, we have been able to identify, a set of key priorities that we feel will help us continue to offer a safe and responsive approach to issues affecting their lives.

Priorities for the coming year include:

- Reviewing and Strengthening our Governance and Leadership;
- Ensuring a Communication Strategy is implemented;
- Ensuring that our Children & Families Workforce (including strategic leads) are confident, competent & equipped to undertake their safeguarding responsibilities;
- Ensuring full compliance with Section 11 and external inspections for all partner agencies;

- Improving inter-agency collaboration on the front-line Embedding the “Think Family” approach to all our work with children and young people;
- To reduce the risk through Early Intervention and Prevention.
- Support and implement the findings of the Munroe Report in relation to social work practice and development
- Remain committed to the work of the London Safeguarding Children Board and support their work in keeping children safe
- Appoint Lay Members to our Board in line with statutory guidance
- Maintain a continued focus on performance triggers within all our partners



Access the full B&DCSB Business Plan from our website
www.bardag-lscb.co.uk

Appendix 1: Executive Board Membership

Independent Chair

Simon Hart

Elected Member

Lead member

Councillor Rocky Gill

Children's Services

Corporate Director of Children's Services
Helen Jenner

Divisional Director of Safeguarding and Rights
(Chair of Performance Management
Sub-committee)
Chris Pelham

Group Manager: Safeguarding, Quality & Reviews
(Part Chair of Practice, Policies and Procedures
Sub-Committee)
Alison Crowe

Group Manager: Engagement
Chris O'Connor

Interim B&DSCB Safeguarding and QA Manager
(Chair of Professional Development Committee)

Kellie Ann Fitzgerald

Education

Head Teacher, Warren Junior School
Gary Wilder

Head Teacher, Sydney Russell Secondary School
Roger Leighton

Police

Borough Commander Metropolitan Police
DCI Ellie O'Connor

Metropolitan Police (Child Abuse Investigation
Team)
Detective Inspector Andy Keen

Probation

Assistant Chief Officer
Carina Heckroodt

Housing

Divisional Director of Housing Services
Stephen Clarke

Adult and Community Services

Head of Community Safety and Preventative
Service
Glynis Rogers

Connexions

Area Manager
Nanette Higgins

Leisure, Arts & Olympics

Head of Service
Paul Hogan

Health

Interim Chief Executive PCT
Stephen Langford

Interim Director for LBBB North East London
Foundation Trust (NELFT)
Jacquie Mowbray

Managing Director: Community Health
Jacqui Van Rossum

Nurse Consultant Child Protection (BHRUHT)
Leila Francis

Designated Nurse, Safeguarding
(Part Chair of Practise, Policies and Procedures
Sub-Committee)
Liz Doherty

Director B&D PCT
(Chair of the Child Death Overview Panel)
Justin Varney

CAFCASS

Services Manager
Richard Walker / Pauline Poyser

Faith Sector

Reverend Jean Halliday

Community and Voluntary Sector

Karen West Whyllie
Keith Smith
Joan Brandon

Legal Services

Melanie Field
Legal Practice Partner:

Appendix 2: B&DSCB Attendance Data

Agency	No of seats at Board	% of meetings attended by an agency representative
Independent Chair	1	100
Lead Member	1	50
Children's Services- Local Authority	3	100
Children's Services- Secondary School (Vice Chair)	1	50
Children's Services- Junior Schools	1	75
Children's Services- Participation Lead	1	?
Police	2	80
NHS B&D	1	60
Barking, Havering & Redbridge University Hospitals NHS Trust (BHRUHT)	1	60
North East London Foundation Trust (NELFT)	1	80
Voluntary Sector	2	60
Legal Services- Local Authority	1	75
Connexions	1	80
Probation	1	20
Faith Groups	1	0
Leisure Services	1	0
Adults and Community Services (ACS)	2	100
Child and Family Court Advisory Support Service (CAFCASS)	1	60
Housing	1	25
Business Support: Children's Services	1	100

Appendix 3: Agency Breakdown of Attendance of B&DSCB Training Programme 2009/10

Course	Customer Services	Safeguarding & Rights	Education and Schools	Integrated Family Services	Voluntary Sector	NELFT	PCT	BHRUT	Youth Offending Service	Policy and Trust Commissioning	Housing	B&DNHS	Havering College	DAAT	Connexions	CAFCASS	Not Known	TOTAL
Key Legislation and the knowledge to Safeguard (10 Courses)	1	11	8	33	48	17	1	2	7	4	2	0	8	2	1	0	3	148
Yourself as a Tool in Safeguarding (10 Courses)	4	10	8	35	42	17	1	4	3	2	2	2	5	1	0	0	0	136
Child/Young Person as Part of Intervention (8 Courses)	0	11	12	34	41	3	0	0	1	1	0	0	2	0	0	0	0	105
Safeguarding and Domestic Violence (3 courses)	2	5	0	5	2	8	1	2	1	0	0	2	0	0	0	0	0	28
Safer Recruitment (3 Courses)	0	0	28	14	3	0	0	0	0	0	0	1	0	0	0	0	0	46
Basic Safeguarding and Referral Processes (2 Courses)	0	2	1	6	11	0	1	0	0	3	0	1	0	0	0	0	0	25
Safeguarding Responsibilities (1 Course)	0	0	0	1	5	0	2	0	0	0	0	0	0	0	0	0	0	8
Serious Case Reviews and Child Deaths (1 Course)	0	2	0	1	1	2	0	0	0	0	0	1	1	0	1	0	0	9
Fabricated Illness (1 Course)	0	13	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	15
Parents who Misuse Substances (1 Course)	0	3	1	2	5	4	0	2	2	0	0	0	0	0	0	0	0	19
Managing Challenging Situations with Families	0	4	5	3	2	0	0	0	0	2	0	0	0	0	0	0	0	16
Attending Multi-Agency Meetings (1 course)	0	0	0	2	3	1	0	0	1	1	0	0	0	0	0	0	0	8
Total number attended from each agency	7	61	64	137	163	52	6	10	15	13	4	7	16	3	2	0	3	563

Appendix 4: Attendance Data - B&DSCB Annual Conference

Agency	Number
Local Authority	
Adult and Community Services	3
ACS (YOS)	3
Adult and Community Services Other	5
Children's Services	5
Customer Services	2
Education	12
Integrated Family Services	22
Policy & Trust Commissioning	8
Quality & School Improvement	3
Resources	1
Safeguarding & Rights	21
Health	
B&D CHS	3
BHRUHT	1
Mental Health (Adult)	2
Mental Health (Children)	1
NELFT	9
NHS B&D	18
Other	
CAFCASS	3
Connexions	2
Faith	4
Not LA	3
Other and Private	5
Police	2
Total	153

Appendix 5: BDSCB Financial Statement

Income	
Agency Contribution	
Council - Safeguarding & Rights	94,453
Council - Housing	8,888
Council - Leisure	8,888
Council - Community Safety	1,077
Council - Youth Offending Team (YOT)	1,077
council - Drug & Alcohol Abuse Team (DAAT)	1,077
Primary Care Trust	14,813
BHRT	3,231
NELMHT	3,231
CAFCASS	550
Metropolitan Police	5,385
Probation	1,077
London Councils	5,000
Total Contribution	148,746
Local Safeguarding Children Board	148,746
Under spend carried over	98,859
Total	247,605
Expenditure	
Independent Chair	21,485
Development Worker	13,929
Training Administrator	14,916
Recruitment	0,000
Training	35,153
Policy and Procedures	6,640
Serious Case Reviews	21,618
Child Death Overview Panel	0
B&DSCB Conference	4,248
Business Support	12,770
Young people's safety group	5,000
Total	135,759
Over/under spend	111,846

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