

# Notice of Meeting



## THE CABINET

**Tuesday, 14 June 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 10 May 2011 (Pages 1 - 7)**
4. **Council's Revenue and Capital Outturn 2010/11 (Pages 9 - 32)**
5. **Housing Capital Investment Programme and Housing Asset Management Strategy (Pages 33 - 40)**
6. **Carers Strategy 2011 -15 (Pages 41 - 100)**
7. **Charging for Credit Card Use (Pages 101 - 104)**
8. **Approval of Second Local implementation Plan (Pages 105 - 115)**
9. **Tendering of the Marketing Design Contract (Pages 117 - 121)**
10. **Urgent Action - Dagenham Park Church of England School: BSF Contract Variation and Funding Support (Pages 123 - 124)**

The appendices relating to this item are contained in the private and confidential section of this agenda.

- 11. Any other public items which the Chair decides are urgent**
- 12. 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).

- 13. Urgent Action - Dagenham Park Church of England School: BSF Contract Variation and Funding Support (Pages 125 - 141)**

Concerns the financial and business affairs of a third party (paragraph 3)

- 14. Contract to Tender for the Provision of a Homelessness Service for Young People (Pages 143 - 163)**

Concerns the financial and business affairs of a third party (paragraphs 3 and 4)

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

## THE CABINET

Tuesday, 10 May 2011  
(5:00 - 5:47 pm)

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

**Also Present:** Councillor P Burgon and Councillor J E McDermott

**Apologies:** Councillor R Gill and Councillor H J Collins

### 130. Declaration of Members' Interests

There were no declarations of interest.

### 131. Minutes (15 March 2011)

The minutes of the Cabinet meeting on 15 March 2011 were confirmed as correct.

### 132. Council's Provisional Revenue And Capital Outturn 2010/11

The Cabinet Member for Finance, Revenues and Benefits presented a report on the Council's provisional revenue and capital outturn position for the 2010/11 financial year.

The provisional outturn position for General Fund budgets showed a net underspend of £2.776m against the total budget of £154.771m, resulting in an improved year-end balance position of £10.841m. This represented a significant improvement on the forecast position reported throughout the year and was achieved against the backdrop of the additional in-year savings of £8m required by the new Government's Emergency Budget. Cabinet placed on record its appreciation of the efforts of all concerned in helping to achieve this position.

The Cabinet Member referred to the departmental breakdown of the revenue budgets and confirmed that he would be holding further meetings with management to discuss the areas of overspend in the Customer Services department, which increased to £727,000 at the year-end.

The Housing Revenue Account achieved a surplus of approximately £1m and expenditure on capital projects was £102.9m, representing 89% expenditure against the total budget of £115.6m.

**Cabinet noted:-**

- (i) The provisional revenue outturn and the General Fund balance position at 31 March 2011 as detailed in sections 2 and 3 of the report;
- (ii) The provisional outturn and balances of the Housing Revenue Account as referred to in section 4 of the report; and

- (iii) The provisional outturn position of the Council's Capital Programme, as detailed in section 7 of the report

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

### **133. Context and Programme for Investment in Schools**

Cabinet received a report from the Cabinet Member for Children and Education on the proposed allocation of Government funding for 2011/12 to support the provision of new school places and the improvement and modernisation of the school estate and wider Children's Services property portfolio, together with details of the procurement arrangements for works and supplies.

For 2011/12, the Council was allocated £14.237m Basic Need (including Special Educational Need (SEN)) funding, which was an estimated £20m short of the Council's assessment of the total funding required to meet the demand for additional primary school places for September 2012. The allocation of £3.845m School Modernisation funding was also inadequate, with a projected £51m required to bring the whole property portfolio up to standard.

The proposals within the report were therefore aimed at addressing the most urgent need while efforts continued to secure the appropriate levels of funding from the Government to meet the significant demand for school places in the Borough, both in the short and long-term. It was noted that a report presenting a Council Capital Strategy, covering the issues referred to in the report, would be presented to Cabinet later this year.

Cabinet **agreed**:

- (i) To the inclusion of the Basic Need grant of £14,236,941 in the 2011/12 Capital Programme and its allocation to the specific projects as detailed in Appendix A to the report, subject in the latter respect to the finalisation of detailed arrangements and costings;
- (ii) To the inclusion of the School Improvement grant of £3,845,253 in the 2011/12 Capital Programme to support the improvement and modernisation of the Borough's schools and the wider Children's Services property portfolio;
- (iii) The arrangements for the procurement of contractors and suppliers, as detailed in the report, and authorise the Corporate Director of Children's Services, in consultation with the Corporate Director of Finance and Resources and the Solicitor to the Council, to award the respective contracts; and
- (iv) To continue lobbying of the Government for sufficient funding to meet the urgent demand for additional school places in the Borough and to prevent the deterioration of the school estate and wider Children's Services property portfolio.

### **134. Housing Resident Involvement and Empowerment**

The Cabinet Member for Housing presented a report on proposals for a new tenant involvement framework which would enable the Council to meet the Tenant Involvement and Empowerment Standard required under the Tenant Services Authority regulatory framework for local authority social housing providers.

He explained that the Council's 'Housing Resident Involvement and Empowerment' framework had been designed to promote new and improved opportunities for Borough residents to participate in activities which generated pride and ownership of the area where they lived and to contribute to the development of community capacity and empowerment. The two key aspects of the proposal were:

- Localised activity led by the community but supported by Council officers (meeting TSA requirement 2.1a). These activities would follow natural neighbourhoods focussing on the needs of the area. This approach was being refined and tested via the Housing and Neighbourhood Locality pilots, the outcomes of which would be reported to Cabinet in summer 2011; and
- Two Housing Forums, one to focus on the Barking area and the other on the Dagenham area would be established. These forums would focus on the Housing Revenue Account (HRA) Business Plan and Housing Asset Management strategy. They would also offer the opportunity for residents to discuss the housing related issues that matter most to them in their part of the borough, such as anti-social behaviour, and would include a surgery with relevant officer attendance for dealing with casework issues. The Forums would provide a link to the work of other local initiatives such as Streetbase, Family First and Safer Neighbourhood Panels. Nominated members of the two Forums would come together periodically to discuss borough-wide policies. They would also initiate specific 'working parties' on identified service themes that had been highlighted as in need of improvement.

The Cabinet Member confirmed that the proposals had been the subject of extensive consultation with the local community and were developed with considerable input from those already involved in the Council's current housing engagement mechanisms, such as the Community Housing Partnerships and the Tenants' Federation.

**Cabinet agreed:**

- (i) To the implementation of the new Housing Resident Involvement and Empowerment model as detailed in the report; and
- (ii) To note that the Assembly would be asked to agree appropriate changes to the Council's Constitution to reflect the move to the new model and the dissolution of the Community Housing Partnership structure.

### **135. King William Street Quarter and Eastern End Thames View Disposal and Delivery Options**

Cabinet received a report from the Cabinet Members for Regeneration and

Housing on proposals for the disposal of, and delivery of residential accommodation on, the remainder of the King William Street Quarter (former Lintons site) and the Eastern End of Thames View.

Detailed design briefs for the sites set out the proposed aspirations for the tenure mix and density for each development, which aligned with the Council's objectives for the supply of new housing and other policies. An assessment of six potential delivery routes identified two preferred options, the principal being an arrangement via the Council's Building Schools for the Future Local Education Partnership (BSF LEP) with Laing O'Rourke. The reserve position, in the event that a satisfactory agreement was not able to be achieved under the BSF LEP option within a set timescale, would be via the Homes and Communities Agency (HCA) Development Partner Panel.

Cabinet **agreed**:

- (i) The design briefs for King William Street Quarter and the Eastern End of Thames View as contained at Appendix 1 and 2 respectively to the report;
- (ii) That a minimum of 20% "social" rent (50% of Local Housing Allowance) units are provided together with a mixture of other sub market tenures on both sites;
- (iii) Subject to the endorsement of the Assembly:
  - a. that Delivery Option 6, as detailed in the report, be pursued as the preferred option, which would involve the lease of the sites to the Building Schools for the Future Local Education Partnership (BSF LEP) to provide a range of sub market rented properties to be managed by the Council and to authorise the Corporate Director of Finance and Resources, in consultation with the Solicitor to the Council, to seek to agree satisfactory terms with the BSF LEP within three months of the Assembly decision for the implementation of the preferred option;
  - b. that in the event officers were unable to agree satisfactory terms within three months of the date of the Assembly decision with the BSF LEP for the preferred option, that the Corporate Director of Finance and Resources be authorised, in consultation with the Solicitor to the Council, to pursue Delivery Option 5 which would involve the marketing of the sites via the Homes and Communities Agency Development Partner Panel and seeking a proportion of new council homes and also consider leasing a proportion of properties at sub-market rents.

### **136. Draft Barking Station Masterplan Supplementary Planning Document**

The Cabinet Member for Regeneration presented the draft masterplan for the Barking Station area setting out the Council's intention for the renovation of the Station, improvements to the forecourt and general public realm and the redevelopment of a number of specific sites in the immediate area.

The draft masterplan expanded on the Barking Town Centre Area Action Plan

approved by Minute 92 (25 January 2011) and would act as the principal guide to developers in the form of a supplementary planning document. The intention was for the draft masterplan to be the subject of consultation with statutory consultees and the local community, following which it would be presented to the Assembly for formal adoption later in the year.

The Divisional Director of Regeneration gave an update on several of the specific projects included within the masterplan. He advised that due to the significant investment required to renovate the station itself, these plans would be unlikely to be progressed to any great degree until the contract for the operation of the station was retendered in 2013. He also advised that a major hotelier had expressed an interest in the high quality hotel scheme in Wakering Road to the rear of the station. In this latter respect and with a general regard to the overall redevelopment programme, the Cabinet sought assurances that the Council's aspiration for "local jobs for local people" would be a key aspect of the proposals. Officers confirmed that this would be the case and reference was made to the Council's successful Job Brokerage programme, the arrangements with Job Centre Plus and the relationship with Barking and Dagenham College.

Cabinet **agreed** the Draft Barking Station Masterplan Supplementary Planning Document as set out at Appendix 2 to the report for consultation and as a material consideration for Development Management.

### **137. Granting Statutory Status to Council Allotments**

Cabinet received a report from the Cabinet Member for Culture and Sport on the proposal to further enhance the Council's commitment to allotment provision within the Borough by adopting a policy of formally declaring all Council-owned land that is used as an allotment as Statutory Allotment Land.

It was noted that the Council's Local Development Framework already provided protection for the Borough's allotment sites but a statutory designation had the added benefit of requiring the Secretary of State's approval for consent in the future to sell or change the use of any such site and to provide a replacement site.

In response to an enquiry, the Divisional Director of Culture and Sport advised that a number of sites that had previously been closed had been brought back into use and that progress was being made to bring a consistent range and standard of facilities at all sites.

Cabinet **agreed**:

- (i) That for the purposes of providing persons resident in the borough with small plots of land for cultivation, the 23 allotment sites identified in the plan tabled at the meeting be appropriated for the purposes of statutory allotment under the Allotment Acts 1908-1950 and that the Secretary of State be so advised; and
- (ii) A new Council policy to register with the Secretary of State all allotment land in the borough.

### **138. Re-tendering of Contracts for the Provision of Day Nurseries at Becontree, William Bellamy, Gascoigne and Sydney Russell Children's Centres**

Cabinet received a report from the Cabinet Member for Children and Education on the proposals for re-tendering the contracts for the provision of day-care nursery services at four of the Borough's Children's Centres, the current contracts for which are due to expire later this year.

Cabinet **agreed**:

- (i) To a competitive re-tendering exercise for the appointment of providers of full day-care nursery services at Becontree, William Bellamy, Gascoigne and Sydney Russell Children's Centres, in accordance with the Council's Contract Rules, on the terms detailed in this report; and
- (ii) To authorise the Corporate Director of Children's Services, in consultation with the Corporate Director of Finance and Resources and the Solicitor to the Council, to award the contracts and coterminous leases for the four Children's Centre Day Nurseries (Becontree, William Bellamy, Gascoigne and Sydney Russell) to the successful contractors on completion of the procurement process.

### **139. People Strategy 2011-13**

The Cabinet Member for Customer Services and Human Resources presented the proposed People Strategy for 2011-13.

The Strategy related to the Council's employees and aimed to address some of their concerns at the same time as ensuring that the Council was in a position to deliver its "Modern Ways of Working" agenda. The key themes within the Strategy were:

- Supporting the savings programme
- Workforce planning
- Talent management
- Performance management and reward
- Employee well-being
- Management development
- Communications and employee engagement

Cabinet **agreed** the People Strategy 2011-13 as attached at Appendix 1 to the report.

### **140. Grievance Resolution Procedure**

This report was deferred.

### **141. Home Working Policy**

The Cabinet Member for Customer Services and Human Resources presented a report on a new Home Working Policy, which was being introduced as part of the "Modern Ways of Working" programme for Council staff and was aimed at giving



staff added flexibility to manage their work - life balance and at the same time supported the Council in delivering excellent services.

The Cabinet Member referred to some of the main aspects of the Policy, such as the responsibility for health and safety matters, the circumstances when home-working would and would not be considered appropriate and control and monitoring processes. It was noted that home-working would continue to be an entirely voluntary arrangement under the Policy and officers also clarified that there were no issues for staff or the Council in relation to taxable benefits as a result of this Policy.

Cabinet **agreed** the Home Working Policy as set out at Appendix 1 to the report.

#### **142. Council Debt Write-Offs 2010/11 - 1 January to 31 March 2011 (Quarter 4)**

Cabinet 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 fourth quarter (January to March 2011) of the 2010/11 financial year, together with comparable information for the first three quarters of the year.

It was noted that the Council's debt write-off policy was being reviewed in conjunction with Elevate, a report on which would be presented to Cabinet later in the summer, and officers were asked to ensure that the policy reflected the distinction between those who chose not to pay and those that were unable to pay.

During the discussions, issues were raised in the context of debt management regarding the current policy that required Council tenants to give a mandatory 28 days notice of termination, the flow of information between Council departments and services, the arrangements in relation to debts arising from the Council's managed commercial property portfolio and bailiff services provided on behalf of the Council. In respect of the latter two issues, it was agreed that the relevant Select Committee be requested to look into the services provided to the Council, with reports on the other issues being presented to Cabinet Members as appropriate in due course.

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## CABINET

14 JUNE 2011

## REPORT OF THE CABINET MEMBER FOR FINANCE, REVENUES AND BENEFITS

|   |                     |
|---|---------------------|
| <b>Title:</b> Council's Provisional Revenue And Capital Outturn 2010/11   | <b>For Decision</b> |
| <p><b>Summary:</b></p> <p>The Council's revenue outturn (subject to final accounting entries) is a net underspend of £2.8m against a net revenue budget of £154.8m (2%). The impact of the 2010/11 underspend is that the financial position at 31 March 2011 has improved to reflect a revenue account balance and therefore a reserve position of £10.8m at the end of 2010/11 compared to a balance of £8.1m at the end of 2009/10. This provides a significant improvement in the Council's financial position at the 31 March 2011 and exceeds the target to achieve a £10.0m General Fund balance set by the Director of Finance and Resources.</p> <p>The Housing Revenue Account (HRA) also generated a surplus which has been transferred to HRA balances (which are ring-fenced) increasing them by £1m from £3.4m at the start of the year to £4.4m at 31 March 2011.</p> <p>Capital spend of £106.1m was incurred in 2010/11 against the revised capital budget of £115.6m (92%).</p> <p>Contingencies have been created within the general fund for approval by Cabinet prior to the adoption of the Statement of Accounts on 30 June 2011 and are set out in section 3.4.</p> <p><b>Wards Affected: All</b></p> |                     |
| <p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Note the outturn and balances position of the Councils General Fund revenue budgets for 2010/11</li> <li>(ii) Approve the transfer of reserves to the General Fund balances as per paragraph 2.3</li> <li>(iii) Approve the final in-year budget adjustments as set out in paragraph 3.4</li> <li>(iv) Note the outturn and balances position of the Housing Revenue Account – paragraph 4</li> <li>(v) Note the outturn position for the 2010/11 Financial Health Indicators – paragraph 5 and appendix B</li> <li>(vi) Note the outturn position of the Council's Capital Programme – paragraph 6</li> <li>(vii) Approve the capital budget adjustments and funding from borrowings – paragraph 6.7</li> <li>(viii) Approve the carry forward items from the 2010/11 Capital Programme to be incorporated into the 2011/12 and future years capital programme subject to a final review by the Corporate Director of Finance and Commercial Services - appendix D</li> <li>(ix) Approve the roll-back of 2011/12 funding to meet 2010/11 Capital Programme costs</li> </ul>                                |                     |

- incurred ahead of schedule – appendix E
- (x) Approve the appropriate re-phasing of 2010/11 to 2012/13 capital budgets where expenditure is out of line with actual expenditure.
- (xi) Note the outturn position for the 2010/11 Prudential Indicators – paragraph 7 and appendix F

**Reason(s)**

As a matter of good financial practice, the Cabinet should be informed of the final outturn and performance of the Council's Revenue and Capital resources. Knowledge of the variances from planned budgets will assist members in making sound future decisions.

**Comments of the Chief Financial Officer**

This report states the provisional financial position for the Council at the end of the 2010/11 financial year and shows significant improvement on the two previous years. The overall position reported encompasses a number of significant pressures which have been reported consistently throughout the year. Compensating actions have been taken during the year to manage pressures and these are shown to have been successful. Many pressures continue into 2011/12 which will need to be closely monitored and managed.

**Comments of the Monitoring Officer to the Council**

The report confirms the projected outturn of the Council's revenue and capital budgets for 2010/2011. The Council has an obligation 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.

The section 151 Officer has indicated that she considers £10m to be an appropriate level of reserves for the Council. The report confirms that due to effective in year measures the Council is predicted to exceed this target and have £10.8m in reserve. Members will no doubt be pleased to note the progress reported and also have regard to any service areas which continue to pose challenges notwithstanding the overall favourable report.

The Housing Finance Act 1972 requires local authorities to maintain a separate Housing Revenue Account (HRA) and the Local Government and Housing Act 1989 requires the Council to ring-fence the HRA thereby preventing any cross-subsidisation from the General Fund. The report also updates Members on the out turn for this account.

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|---|---|---|
| <p><b>Cabinet Member:</b><br/>Councillor Geddes</p> | <p><b>Portfolio:</b><br/>Finance, Revenues &amp; Benefits</p> | <p><b>Contact Details:</b><br/>Tel: 020 8724 2892<br/>E-mail:<br/>cameron.geddes2@lbbd.gov.uk</p> |
| <p><b>Head of Service:</b><br/>Jonathan Bunt</p>    | <p><b>Title:</b><br/>Divisional Director,<br/>Finance</p>     | <p><b>Contact Details:</b><br/>Tel: 020 8227 8427<br/>E-mail: jonathan.bunt@lbbd.gov.uk</p>       |

## 1. Background

- 1.1 Throughout 2010/11 the Cabinet agreed all major changes to the original revenue and capital budgets which had been approved on 24 February 2010. The overall impact of these changes was to keep the overall revenue budget at £154.8m and the capital budget reduced from £156.2m to £115.6m as a result of the re-profiling of the capital budget (of which the Building Schools for the Future (BSF) programme accounted for £35m).
- 1.2 2010/11 was a challenging year as the Government's Emergency Budget required the Council to find additional, in year savings of £8m while ensuring the previous year's improvement in the Council's reserves were protected. Specific operational pressures were managed in both Children's Services and Customer Services and savings made in back office services to deliver an overall under spend in both revenue and capital budgets.

## 2. The Council's General Fund Position

- 2.1 The outturn position for the Council's General Fund budget at the end of 2010/11 is a net under spend of £2.8m on its General Fund Revenue Services against a profiled budget of £154.7m (£151.7m budget plus an achieved £3.0m contribution to balances) equating to a 2% under spend as set out below:

|                       | <u>Budget</u><br><u>£'000</u> | <u>Actual</u><br><u>£'000</u> | <u>Over/ (under)</u><br><u>spend</u><br><u>£'000</u> |
|-----------------------|-------------------------------|-------------------------------|--|
| General Fund Services | 154,772                       | 151,996                       | (2,776)  |

- 2.2 The outturn is based on the work completed to date as part of the closure process. There may be changes to this position as work continues on the preparation of the Statement of Accounts and these will be reported to Cabinet when the accounts are finalised.
- 2.3 The effect of the budget under spend is to increase the General fund reserve from £8.1m to £10.8m; £0.8m above the target agreed by Council.

|                                  | <u>£'000</u> |
|----------------------------------|--------------|
| Opening balance at 1 April 2010  | 8,065        |
| Net transfer to General Fund     | 2,776        |
| Closing balance at 31 March 2011 | 10,841       |

- 2.4 The target £10.0m General Fund balance which was set at the beginning of the financial year was based on the minimum amount expected, for good practice accounting, to provide sufficient reserves to manage potential risks.

## 3 Service General Fund Position

- 3.1 During the last financial year, all departments were asked to find an additional £1.8m savings to reflect the Government's in-year Emergency Budget cuts. For

Finance and Resources, this figure was increased to £3.0m. The outturn should therefore be viewed within the context of these circumstances.

3.2 The General Fund Outturn position for service budgets is summarised below against the original and revised budgets to more fully reflect the savings achieved in the services which were revised by Cabinet on 28 September 2010:

| <u>Service Department</u>  | <u>Original Budget</u> | <u>Revised Budget</u> | <u>Outturn</u>  | <u>Over/ (under) spend</u> | <u>Over/ (under) spend %age</u> |
|----------------------------|------------------------|-----------------------|-----------------|----------------------------|---------------------------------|
|                            | <u>£'000</u>           | <u>£'000</u>          | <u>£'000</u>    | <u>£'000</u>               | <u>%age</u>                     |
| Adult & Community Services | 69,978                 | <b>70,151</b>         | <b>69,951</b>   | (200)                      | (0.3)                           |
| Children's Services        | 60,284                 | <b>61,430</b>         | <b>61,913</b>   | 483                        | 0.8                             |
| Customer Services          | 24,582                 | <b>27,804</b>         | <b>28,203</b>   | 399                        | 1.4                             |
| Finance & Resources        | 13,502                 | <b>12,388</b>         | <b>11,411</b>   | (977)                      | (7.9)                           |
| Net Service Position       | 168,616                | <b>171,773</b>        | <b>171,478</b>  | (295)                      | (0.02)                          |
| Corporate                  | (13,845)               | <b>(17,001)</b>       | <b>(19,482)</b> | (2,481)                    | (14.6)                          |
| <b>Total</b>               | 154,771                | <b>154,772</b>        | <b>151,996</b>  | <b>(2,776)</b>             | <b>(1.8)</b>                    |

3.3 Given the scale of the financial pressures that have arisen during the year from both economic constraints and increasing restrictions on public sector funding, the end-of-year position demonstrates a successful year of financial control and the ability to implement and deliver action plans to cope with changing circumstances. The 2011/12 Budget process has reflected the revised economic landscape and the growing demand for the services the council provides to the community but will need to be monitored and managed as part of the in year budget monitoring and in the coming year's budget process.

3.3 The following items have been identified as corporate issues which the Council needs to address as a result of the final year-end postings within the General Ledger system. The adjustments set out below do not alter the outturn position:

- Provision for redundancy costs arising from the Council's voluntary severance scheme (not covered by the capitalisation order agreed with DCLG); £1,380k
- Contingency to reflect the increasing true risk of bad debt and write-offs across the Council's services arising from re-adjustment of historic budgets, changes to Housing Benefits, Universal Credit and the continuing, poor economic climate; £1,672k
- Contingency to support the delivery of the Council's budget through the high level of savings risks included as a result of the reduction in government funding; £1,000k
- Contingency to meet transition costs arising from the creation of the Elevate joint venture in December 2010; £803k
- Increase in the insurance provision to reflect the rising level of claims made in 2010/11: £500k
- Support provided to Customer Services in respect of historic Revenues and Benefits budget issues (the nature of which are the subject of a separate Cabinet report); £1,405k

- To roll forward a contingency budget in respect of Joint Venture costs; £1,750k
- To roll forward regeneration budgets in Resources and Finance: £480k
- To roll forward Children's Services budgets (including Adult college, music services and Butler Court) £1,048k

3.5 A brief summary of the significant departmental issues that arose during 2010/11 is provided below and an analysis by division is provided in **Appendix A**:

### 3.5.1 Adult & Community Services

Adult and Community Services have reported an outturn position of £200k under budget by year end. The year was extremely challenging with significant service pressure and demand being experienced and ultimately managed by the Departments Management Team through robust monitoring arrangements.

As reported at Resource Monitoring Panels throughout the year, both Adult Commissioning and Adult Care experienced budget pressures in particular around the interface with local hospitals and the PCT in respect of Older Peoples services. This may have led to budget overspends had the Department of Health not provided winter pressures and re-ablement monies that were transferred to Councils with Social Services Responsibilities from Primary Care Trusts to alleviate the additional expenditure in this area.

Community Safety & Neighbourhood Services and Culture and Sport Divisions, reported modest under spends on their budgets largely due to savings items and expenditure constraint in Month 12. This, along with the maximisation of Government Grant funding, helped the Departments final outturn position.

### 3.5.2 Children's Services

Throughout the year, Children's services have reported significant pressures on the Safeguarding and Rights placements budgets of £3.3m as well as other pressures within Safeguarding and Rights on legal and assessments. Significant management actions have been taken to deliver additional in year savings, through freezing expenditure, tighter controls on recruitment of staff and terminating contractual commitments where possible. These actions brought down the overall departmental overspend significantly. In addition to the above management actions, Children's Services have maximised the use of non recurring grant income that has now been mainstreamed into the Formula Grant. Pressures on placements will however continue into the new financial year and there is a programme in place to bring down the level of expenditure.

As a result of the above, the year end position for Children's Services is an over spend of £484k. This is extremely positive in light of the above and the reduction in the projected overspend have been achieved in addition to the Department contributing towards the £1.8m in year savings target.

### 3.5.3 Customer Services

The department ended the year with an overspend of £399k, having made a contribution to the emergency budget savings of £1,246m and below the initial forecast overspends forecast at the start of the year. Environment and

Enforcement managed cost pressures arising in staffing costs (agency and overtime to cover staff absences, fuel costs (reflecting increased diesel costs) and vehicle hire costs (Translinc contract) together with reduced income from trade waste and footway crossings. In addition, Housing Services overspent as a result of an increased contribution to Revenues & Benefits as a result of changes in Housing Benefit rules.

These overspends were in part off-set by an under spend in Revenues & Benefits mainly due to a surplus from the operation of the Housing Benefit subsidy scheme, partly offset by increased operational costs. Also, B&D Direct positively managed employment costs pending the transfer of the service to the Elevate joint venture and benefitted from a refund of NNDR due to a reduction in rateable value of the Barking Learning Centre.

#### 3.5.4 Resources and Finance

Overall the department achieved an under spend of £977k against its revised budget. However the revised budget also includes an in-year reduction of £3m being the department's contribution to the Council's in-year savings target. As a result Finance & Resources has in 2010/11 under spent by some £3.977m against its original budget allocation, which has been achieved through both its departmental and divisional management team's hard work in containing in-year budget pressures, reducing spend and identifying immediate savings.

Although the department has experienced pressures in some service areas, the under spend has been achieved through a combination of the voluntary severance scheme, deleting or holding vacant posts, a tighter control on expenditure, reduction in some spending (Area Based Grant, training and data security, external work on corporate projects) and securing additional revenue/funding.

#### 3.5.5 Corporate

The corporate under spend arose mainly from a £1.5m savings in interest costs against the budget. Other savings arose from small savings in central costs and increased grant income to provide a full year outturn £2,482k below budget.

### 4. Housing Revenue Account

4.1 The Housing Finance Act 1972 requires local authorities to maintain a separate Housing Revenue Account (HRA) and the Local Government and Housing Act 1989 requires the Council to ring-fence the HRA thereby preventing any cross-subsidisation from the General Fund. The Council also maintains a statutory duty to ensure that the HRA does not fall into deficit. The provisional outturn for the Housing Revenue Account shows a working balance at 31 March 2011 of £4.420m compared to an opening balance of £3.400m and a projected closing balance of £4.369m.

4.2 The final outturn for the HRA is a net surplus of £1,048k. This represents an improved position from month 11 by 79k. The main reasons for the surplus relate to rents, leasehold charges and shop income exceeding expectations, which has helped to offset additional cost pressures in supervision and managements, as well as reduction in investment income because of reduced interest rates.



Costs of Management and Maintenance, increased by further £548k due to one off costs such as redundancy, severance and pension costs, as well as unexpected repairs costs relating to communal water supplies which were not provided for within the repairs contract. However, the additional pressures have been managed by reviewing the subsidy and capital charges, which resulted in reduced charges to the HRA. In addition, work done to improve the rent collection rates meant that the provision for bad debts did not have to be as high as previously forecasted.

Overall, the management target to clean up the HRA ledgers and increase HRA balances in view of the forthcoming HRA reform has been delivered although some work is on-going to regularise budgets.

## 5. Financial Health Indicators

- 5.1 The Council has a clear ambition to deliver excellent value for money services and to constantly improve its performance.
- 5.2 One of the mechanisms to demonstrate continuous improvement in the robustness of the Councils financial position is for Members to be aware of key financial health indicators and set challenging targets, for example, for income collection, level of variance from budget, prudential framework indicators, capital programme management. Whilst the council has a good track record of achieving these targets, it is appropriate that performance against these targets is presented to Cabinet on a regular basis. Currently all health indicators are presented to the Cabinet on a quarterly basis throughout the financial year. **Appendix B** provides a list of the Council's significant financial health indicators for the financial year 2010/11.

## 6. Capital Programme

- 6.1 The total capital expenditure for 2010/11 was £106.1m out of a revised budget of £115.6m, an under spend of £9.5m; a summary of the Capital outturn is provided in **Appendix C**. The original budget of £156.2m was re-profiled to reflect the delay in some major capital projects, most significant of these being the elimination of BSF project arrangements already in place following changes in central government policy.

Included in paragraph this report is a summary of budget increases of £3.2m (as set out in **paragraph 6.7**), roll-forward requests into 2011/12 totalling £14.7m, with £2.3m of budgets brought forward from 2011/12 into 2010/11, giving a net underspend position of £0.3m; summarised in the table in paragraph 6.4..

- 6.2 These figures indicate that 91.8% of the revised capital programme was spent in 2010/11. This demonstrates effective financial management principles that are applied across the capital programme from both the Capital Programme Management Office (CPMO) and departmental finance teams.
- 6.3 The Cabinet is asked to consider and approve the carry forward of unspent budgets from 2010/11 into future years. The detail of these requests is included in **Appendix D** to this report totalling £14.7m.
- 6.4 The capital outturn position can be summarised as follows:

|  |              |
|--|--------------|
|  | <u>£m</u>    |
| Revised Budget 2010/11                       | 115.6        |
| Less:  |              |
| Actual Expenditure 2009/10                   | 106.1        |
| Underspend                                   | <b>(9.5)</b> |
| Budget increases (redundancy capitalisation) | (3.2)        |
| Budgets Rolled Forward into 2011/12          | 14.7         |
| Budgets Brought Forward from 2011/12         | (2.3)        |
| Net overspend after roll-forwards            | <b>(0.3)</b> |

6.5 Within the overall position there are a number of issues to note, the underspend arises mainly from:

- delays in obtaining approval for projects to commence
- timing delays due to adverse weather or project commencement

6.6 The budgets brought forward from 2011/12 of £2.3m are as a result of projects that have spent in advance of their 2010/11 budget, being ahead of their original expenditure programme profile, and can be funded from resources currently included in the 2011/12 programme. These are detailed in **Appendix E**.

6.7 To ensure that the final revised budget reflects the outturn position, there are a number of budget approvals required to the 2010/11 capital programme totalling £4.4m which are:

- increases in external funding on small, specific projects £0.35m
- The Council received a “capitalisation directive” from central government of £2.75m in 2010/11 to fund significant one off expenditure for restructuring i.e. the costs of statutory redundancy and early retirement. This expenditure has been capitalised from the revenue accounts and will be funded from corporate resources to spread the cost over a number of years.
- Net overspend carried forward to be funded from borrowings (subject to Cabinet approval).

## 7. Prudential Indicators

7.1 Regulations issued under the Local Government Act 2003 require local authorities to have regard to the CIPFA Prudential Code for Capital Finance. This code considers the prudence, affordability and sustainability of capital investment decisions made by the Council.

7.2 The Council set a series of “prudential indicators” to measure capital investment decisions against the key principles of the code. They include the level of capital expenditure, the associated financing costs and impact on Council Tax and Housing Rents. They also include treasury management indicators which set out limits for investment and borrowing decisions throughout the year.

7.3 **Appendix F** sets out the outturn position for 2010/11 against the indicators as set in February 2010. Treasury management indicators confirm that the limits set for investment and borrowing decisions were adhered to throughout the year. The Capital Financing Requirement was lower than anticipated due to reduced Capital Programme borrowings and is set out in full in a separate report to Cabinet.

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

8.1 The outturn reported above has links to the Medium Term Financial Strategy (MTFS), whereby changes to the level of balances anticipated when the MTFS was set will need to be considered when it is next reviewed. Any variances incurred in 2010/11 and which may recur in 2011/12 and future years will be considered when reviewing the MTFS during the 2012/13 budget process.

8.3 The future Capital Programme will need to be amended for the recommendations in this report arising from the roll forwards and roll backs and financing.

## **9. Legal Issues**

9.1 The legal issues are covered in the section 'Comments of the Solicitor to the Council' earlier in the report.

## **10. Other Implications**

### **• Risk Management**

The outturn indicates that the Council has effectively managed the risk of projected overspends (identified in earlier reports) to provide sufficient General Fund balance in line with that recommended by the Corporate Director of Finance and Resources in order to meet potential future financial risks.

The outturn position remains subject to potential changes arising from internal quality assurance processes or external audit review.

### **• Staffing Issues -**

As part of the measures to reduce in-year pressures a freeze on general recruitment was implemented together with clear focus on minimising agency costs. Recruitment was limited to essential appointments only and the amount of overtime paid was reduced through closer management.

### **• Customer Impact**

As far as possible all restraints which were put in place to reduce spend were targeted at non-essential services. Some restraints may have directly or indirectly affected customers but every effort was made to mitigate any impact on front line services and vulnerable groups.

A number of the recommended transfers of budgets for 2011/12 are designed to protect and improve services for specific customer groups.

### **• Safeguarding Children**

No specific implications.

- **Property/Asset Issues**

No specific implications

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

Monthly budget monitoring reports to Cabinet during 2010/11  
Council tax setting report 2010/11, Cabinet February 2010

**12. List of appendices:**

Appendix A –Revenue Outturn 2010/11  
Appendix B – Financial Health Indicators  
Appendix C – Capital Programme Outturn 2010/11  
Appendix D – Capital Programme 2010/11 Roll Forwards  
Appendix E – Capital Programme 2011/12 Roll Backs  
Appendix F – Prudential Indicators

Appendix A

**REVENUE OUTTURN STATEMENT - 2010/11**

| 2010/11                                      |                 |                |               |                    |
|--|-----------------|----------------|---------------|--------------------|
| SERVICES                                     | Original Budget | Working Budget | Outturn       | Projected Variance |
|  | £'000           | £'000          | £'000         | £'000              |
| <b><u>Adult &amp; Community Services</u></b> |                 |                |               |                    |
| Adult Care Services                          | 5,340           | 5,192          | 5,176         | (16)               |
| Adult Commissioning Services                 | 45,722          | 46,982         | 47,701        | 719                |
| Community Safety & Neighbourhood Services    | 4,119           | 4,073          | 3,736         | (337)              |
| Community Cohesion & Equalities              | 8,129           | 7,884          | 7,399         | (485)              |
| Leisure & Arts                               | 6,053           | 5,436          | 5,272         | (164)              |
| SSR/ Other Services                          | 615             | 584            | 667           | 83                 |
|  | <b>69,978</b>   | <b>70,151</b>  | <b>69,951</b> | <b>(200)</b>       |
| <b><u>Children's Services</u></b>            |                 |                |               |                    |
| Quality & Schools Improvement                | 9,197           | 8,650          | 7,981         | (669)              |
| Integrated Family Services                   | 1,694           | 1,371          | 1,359         | (12)               |
| Safeguarding & Rights Services               | 31,545          | 31,978         | 34,773        | 2,795              |
| Children's Policy & Trust Commissioning      | 6,597           | 6,177          | 6,031         | (146)              |
| Skills, Learning and Enterprise              | 4,366           | 5,097          | 4,474         | (623)              |
| Other Services                               | 6,885           | 8,157          | 7,295         | (862)              |
|  | <b>60,284</b>   | <b>61,430</b>  | <b>61,913</b> | <b>483</b>         |
| <b><u>Children's Services - DSG</u></b>      |                 |                |               |                    |
| Schools                                      | (14,320)        | (15,175)       | (15,175)      | -                  |
| Quality & Schools Improvement                | 10,920          | 9,040          | 9,040         | -                  |
| Integrated Family Services                   | 1,560           | 2,544          | 2,544         | -                  |
| Safeguarding & Rights Services               | -               | 214            | 214           | -                  |
| Children's Policy & Trust Commissioning      | 1,070           | 1,163          | 1,163         | -                  |
| Skills and Learning                          | 770             | 770            | 770           | -                  |
| Other Services                               | -               | 1,444          | 1,444         | -                  |
|  | -               | -              | -             | -                  |
| <b><u>Customer Services</u></b>              |                 |                |               |                    |
| Environment & Enforcement                    | 19,520          | 19,958         | 20,602        | 644                |
| Housing Services                             | 4,616           | 3,065          | 3,360         | 295                |
| Revenues & Benefits                          | 1,215           | 1,895          | 1,779         | (116)              |
| Barking & Dagenham Direct                    | (499)           | 2,886          | 2,462         | (424)              |
|  | <b>24,852</b>   | <b>27,804</b>  | <b>28,203</b> | <b>399</b>         |

**Original      Working      Outturn      Projected**

|  | Budget<br>£'000 | Budget<br>£'000 | £'000          | Variance<br>£'000 |
|--|-----------------|-----------------|----------------|-------------------|
| <b><u>Finance &amp; Resources</u></b>                              |                 |                 |                |                   |
| Chief Executive  | 60              | 1,194           | 1,185          | (9)               |
| Marketing & Communication and<br>Other Directorate Costs*          | 647             | (449)           | (683)          | (234)             |
| Legal & Democratic Services  | 827             | 840             | 796            | (44)              |
| Customer Strategy and<br>Transformation**                          | (414)           | (3,027)         | (3,193)        | (166)             |
| Human Resources  | (181)           | (16)            | (32)           | (16)              |
| Asset Management & Capital<br>Delivery                             | 1,982           | 4,629           | 4,482          | (147)             |
| Corporate Management   | 5,411           | 4,836           | 4,694          | (142)             |
| Financial Services   | (144)           | 148             | 118            | (30)              |
| Strategy and Performance<br>Regeneration & Economic<br>Development | (164)           | (484)           | (526)          | (42)              |
|  | 5,477           | 4,717           | 4,571          | (146)             |
|  | <b>13,501</b>   | <b>12,388</b>   | <b>11,412</b>  | <b>(976)</b>      |
| <b><u>Other</u></b>  |                 |                 |                |                   |
| General Finance  | (27,850)        | (24,984)        | (27,609)       | (2,625)           |
| Contingency  | 6,023           | -               | -              | -                 |
| Levies   | 7,983           | 7,983           | 8,126          | 143               |
| <b>TOTAL</b>   | <b>154,771</b>  | <b>154,772</b>  | <b>151,996</b> | <b>(2,776)</b>    |

**Key Financial Health Indicators to 31st March 2011****Revenue**

| Financial Monitoring             | Current<br>Budget | Outturn      | Variance     |
|----------------------------------|-------------------|--------------|--------------|
|                                  | £m                | £m           | £m           |
| Service Departments              | 171.8             | 171.5        | (0.3)        |
| Other Services                   | (17.00)           | (19.50)      | (2.5)        |
| <b>Outturn Deficit/(Surplus)</b> | <b>154.8</b>      | <b>152.0</b> | <b>(2.8)</b> |

**Narrative:**

The Council's outturn was a £2.8m surplus resulting in a general fund balance at 31 March 2011 of £10.8m (against a target of £10m).

| Income Collection          | Target<br>Collection<br>Rate | Cash<br>Equivalent<br>£m | Actual<br>Collection<br>Rate | Cash<br>Equivalent<br>£m | Variance to<br>Target<br>Rate | Cash<br>Equivalent<br>£m | Next Quarter<br>Target |
|----------------------------|------------------------------|--------------------------|------------------------------|--------------------------|-------------------------------|--------------------------|------------------------|
| Council Tax                | 94.50%                       | 48.365                   | 92.88%                       | 47.535                   | -1.62%                        | -0.830                   | TBA                    |
| NNDR                       | 97.00%                       | 50.575                   | 94.82%                       | 49.438                   | -2.18%                        | -1.137                   | TBA                    |
| Ctax Arrears - prior years | 12.50%                       | 1.592                    | 10.39%                       | 1.325                    | -2.11%                        | -2.917                   | TBA                    |
| Rent Collection            | 97.00%                       | 87.454                   | 96.75%                       | 87.231                   | -0.25%                        | -0.175                   | TBA                    |

**Narrative:**

Final outturn on Council Tax is down by 0.05% on 2009/10, cash collected increased by 450k  
Final outturn on NNDR is down by 0.76% on 2009/10, cash collected increased by 1.277m  
Council Tax Arrears Collection (Based on Gross Opening Balance) is down by 0.27% on 2009/10, cash collected increased by 120k (Based on like with like measure)  
Rent Collection increased by 0.79% compared to 2009/10

The structure and content of this report will be reviewed prior to the end of Qtr 1 of 2011/12 to ensure that targets are in line with those agreed between LBBB & Elevate

**Key Financial Health Indicators to 31st March 2011****Investments**

|                           | Average<br>Investment<br>Balances<br>£m | Benchmark Return | Average Return to 31st<br>Mar 2011 | Variance<br>against<br>Benchmark | Total Interest<br>Earned<br>£m |
|---------------------------|---|------------------|------------------------------------|----------------------------------|--------------------------------|
| Council in House team     | 38.8                                    | 1.50%            | 1.65%                              | 0.15%                            | 0.824                          |
| External Fund Manager (1) | 28.3                                    | 1.50%            | 1.18%                              | -0.32%                           | 0.332                          |
| External Fund Manager (2) | 11.4                                    | 1.50%            | 1.19%                              | -0.31%                           | 0.171                          |
| External Fund Manager (3) | 15.0                                    | 1.50%            | 0.72%                              | -0.78%                           | 0.107                          |

**Narrative:**

The Council has invested its surplus cash in four tranches as set out above. The internally managed funds have been able to take advantage of short term interest rates to exceed the benchmark return by 0.015%. Externally managed funds have not exceeded their benchmark returns due to the continuing market conditions and historically low interest rates set by the Bank of England.

**Capital**

| Capital Programme | Original<br>Budget<br>£m | Appraised<br>Working<br>Budget<br>£m | Projected<br>Spend<br>£m | Variance to Working Budget<br>% | £m |
|-------------------|--------------------------|--------------------------------------|--------------------------|---------------------------------|----|
| Capital Spend     | 160                      | 116                                  | 106                      | -8.25%                          | 10 |

**Narrative:**

The capital programme shows an underspend of £9.5m due to delays in obtaining approvals for project to commence and timing delays. Appendices D & E detail budgets that are being rolled over or brought forward from 2011/12 due to projects progressing faster than anticipated.

**Key Financial Health Indicators to 31st March 2011****Capital**

| Prudential Indicators                                | Original Indicators @ 1/4/10 |          |          | Revised Indicators @31/03/11 |          |          |
|--|------------------------------|----------|----------|------------------------------|----------|----------|
|  | 2010/11                      | 2011/12  | 2012/13  | 2010/11                      | 2011/12  | 2012/13  |
| <b>Indicators</b>                                    |                              |          |          |                              |          |          |
| <b>Capital</b>                                       |                              |          |          |                              |          |          |
| Capital Expenditure (£'000)                          | £160,032                     | £103,182 | £117,528 | £106,097                     | £143,802 | £31,614  |
| Financing Costs                                      |                              |          |          |                              |          |          |
| - Ratio of HRA Financing costs to Net Revenue Stream | 15.06%                       | 15.06%   | 15.06%   | 1.29%                        | 3.68%    | 3.35%    |
| - Ratio of General Fund Financing Net Revenue Stream | 4.53%                        | 5.72%    | 6.66%    | 6.71%                        | 7.82%    | 8.90%    |
| Impact on Band 'D' Council Tax                       | £135.73                      | £171.37  | £199.65  |                              |          |          |
| Impact on Average Housing Rent                       | £0                           | £0       | £0       | £0                           | £0       | £0       |
| Capital Financing Requirement                        | £105,221                     | £126,721 | £135,221 | £151,407                     | £195,050 | £199,136 |
| <b>Treasury Management</b>                           |                              |          |          |                              |          |          |
| Operational Limit on Borrowing                       | £90m                         | £115m    | £120m    | £115m                        | £257m    | £231m    |
| Authorised Limit                                     | £200m                        | £200m    | £200m    | £200m                        | £257m    | £281m    |

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APPENDIX C

**SUMMARY OF CAPITAL EXPENDITURE - Outturn 2010-11**

|                              | <u>Original Budget</u> | <u>Budget as at March 2011</u> | <u>Outturn</u> | <u>Over/ (Under) Spend</u> | <u>Percentage Spend</u> |
|------------------------------|------------------------|--------------------------------|----------------|----------------------------|-------------------------|
|                              | <u>(1)</u>             |                                |                |                            |                         |
| <u>Department</u>            | <u>£'000</u>           | <u>£'000</u>                   | <u>£'000</u>   | <u>£'000</u>               | <u>%</u>                |
| Adult & Community Services   | 17,603                 | 18,977                         | 17,513         | (1,464)                    | 92%                     |
| Children's Services          | 80,499                 | 41,384                         | 40,912         | (472)                      | 99%                     |
| Customer Services            | 46,953                 | 43,256                         | 36,445         | (6,811)                    | 84%                     |
| Finance & Resources          | 14,977                 | 12,026                         | 11,227         | (799)                      | 93%                     |
| <b>Total for all Schemes</b> | <b>160,032</b>         | <b>115,643</b>                 | <b>106,097</b> | <b>(9,546)</b>             | <b>92%</b>              |

1) Original Budget per Executive 16 February 2010

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

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## Appendix D

### Roll Forward Requests

| DETAIL   | Budget            | Final Outturn     | Changes           | Variance           | Roll Forward Request |
|--|-------------------|-------------------|-------------------|--------------------|----------------------|
| <b>Adult &amp; Community Services</b>              |                   |                   |                   |                    |                      |
| Ripple Hall (St Georges/Vol Group Relocation)      | 1,441,000         | 1,160,840         | (4,892)           | (275,268)          | (275,268)            |
| Valence Site Redevelopment                         | 1,418,172         | 1,132,181         | (121,411)         | (164,580)          | (164,580)            |
| Disabled Adaptations (HRA)                         | 500,000           | 498,106           |                   | (1,894)            | (1,894)              |
| Barking Park Restoration & Improvement             | 1,500,000         | 1,105,389         |                   | (394,611)          | (394,611)            |
| Pondfield Park                                     | 65,000            | 50,124            |                   | (14,876)           | (14,876)             |
| Green Flag & Small Scale Works                     | 8,909             | 8,665             |                   | (244)              | (244)                |
| Abbey Green Park Development                       | 6,000             | 1,759             |                   | (4,241)            | (4,241)              |
| Valence Park Improvements                          | 82,000            | 74,841            |                   | (7,159)            | (7,159)              |
| Mayesbrook Watercourse & Park Study                | 47,169            | 47,142            |                   | (27)               | (27)                 |
| Civic Centre Gardens (formerly Kestrel)            | 152,188           |                   |                   | (152,188)          | (152,188)            |
| BTC Public Art Project                             | 11,458            |                   |                   | (11,458)           | (11,458)             |
| Abbey Sports Centre (Wet Side Changing Areas)      | 240,375           | 231,559           |                   | (8,816)            | (8,816)              |
| Becontree Heath Leisure Centre                     | 12,500,000        | 11,945,170        | (52,300)          | (502,530)          | (502,530)            |
| Goresbrook Leisure Centre - Olympic Training Venue | 200,000           | 131,723           |                   | (68,277)           | (68,277)             |
| Mayesbrook Park Improvements (Phase 1)             | 44,000            | 69,420            |                   | 25,420             | 25,420               |
| <b>Total For Adult &amp; Community Services</b>    | <b>18,216,271</b> | <b>16,456,919</b> | <b>16,456,919</b> | <b>(1,580,749)</b> | <b>(1,580,749)</b>   |
| <b>Children's Services</b>                         |                   |                   |                   |                    |                      |
| Primary Schools                                    |                   |                   |                   |                    |                      |
| Eastbury   | 3,939,151         | 3,913,240         |                   | (25,911)           | (25,911)             |
| Northbury Infants & Juniors                        | 61,767            |                   |                   | (61,767)           | (61,767)             |
| Cambell Infant & Juniors                           | 1,247,779         | 1,005,303         |                   | (242,476)          | (242,476)            |
| Roding Primary School - Cannington Road Annex      | 7,753,866         | 7,680,634         |                   | (73,232)           | (73,232)             |
| Beam Primary Expansion                             | 3,277,598         | 3,073,331         |                   | (204,267)          | (204,267)            |
| St Joseph's Primary - expansion                    | 300,000           | 187,703           |                   | (112,297)          | (112,297)            |
| St Peter's Primary - expansion                     | 1,500,000         | 1,438,471         |                   | (61,529)           | (61,529)             |
| Thames View Infants - London TG Agreement          | 1,248,000         | 1,044,200         |                   | (203,800)          | (203,800)            |
| Former UEL Site - New Primary School               | 500,000           | 453,150           |                   | (46,850)           | (46,850)             |
| Thames View Juniors - Expansion & Refurb           | 170,000           | 149,777           |                   | (20,223)           | (20,223)             |
| Cambell Junior - Expansion & Refurb                | 225,000           | 83,240            |                   | (141,760)          | (141,760)            |
| Westbury - New Primary School                      | 650,000           | 476,219           |                   | (173,781)          | (173,781)            |

| DETAIL  | Budget            | Final Outturn     | Changes | Variance           | Roll Forward Request |
|---|-------------------|-------------------|---------|--------------------|----------------------|
| St Georges - New Primary School                 | 200,000           | 144,647           |         | (55,353)           | (55,353)             |
| Renewal School Kitchens 2009/10                 | 349,622           | 342,316           |         | (7,306)            | (7,306)              |
| SMF 2009-10                                     | 400,000           |                   |         | (400,000)          | (400,000)            |
| Youth Access Card                               | 1,170,515         | 800,653           |         | (369,862)          | (249,175)            |
| Extended Schools                                | 96,000            | 95,475            |         | (525)              | (525)                |
| School's Kitchen Extension/Refurbishment 10/11  | 400,000           | 335,776           |         | (64,224)           | (64,224)             |
| Cross-Government Co-Location Fund               | 483,203           | 391,716           |         | (91,487)           | (91,487)             |
| Additional School Places                        | 300,000           | 265,689           |         | (34,311)           | (34,311)             |
| Schools Legionella Works                        | 276,890           | 188,426           |         | (88,464)           | (88,464)             |
| Schools L8 Water Quality Remedial Works 2010/11 | 220,000           | 92,476            |         | (127,524)          | (127,524)            |
| Schools Re-Boiler Works                         | 69,000            | 66,696            |         | (2,304)            | (2,304)              |
| Schools Reboiler & Repipe Fund                  | 250,000           | 173,319           |         | (76,681)           | (76,681)             |
| Schools Asbestos Management & Removals 2010-11  | 220,000           | 211,583           |         | (8,417)            | (8,417)              |
| William Bellamy Childrens Centre                |                   | (3,458)           |         | (3,458)            | (3,458)              |
| John Perry Childrens                            |                   | (9,619)           |         | (9,619)            | (9,619)              |
| 512a Heathway - Conversion to a Family Resource | 282,900           | 227,033           |         | (55,867)           |                      |
| Dagenham Job Shop                               | 16,298            | 4,859             |         | (11,439)           | (11,439)             |
| Advanced Skills Centre                          | 2,000,000         | 789,498           |         | (1,210,502)        | (1,210,502)          |
| <b>Total for Childrens Services</b>             | <b>27,607,589</b> | <b>23,622,353</b> |         | <b>(3,985,236)</b> | <b>(3,808,682)</b>   |
| <b>Customer Services</b>                        |                   |                   |         |                    |                      |
| Housing Futures                                 | 15,608,198        | 14,741,847        |         | (866,351)          | (866,351)            |
| New Builds                                      | 11,441,178        | 8,901,027         |         | (2,540,151)        | (2,540,151)          |
| Non-HRA Housing                                 |                   |                   |         |                    |                      |
| Private Sector Households (105)                 | 1,137,981         | 1,093,837         |         | (44,144)           | (44,144)             |
| Private Sector Households                       | 950,000           | 782,244           |         | (167,756)          | (167,756)            |
| Housing Modernisation Programme                 | 450,358           | 393,764           |         | (56,594)           | (56,594)             |
| Land Quality Inspection Programme               | 113,628           | 113,494           |         | (134)              | (134)                |
| Street Light Replacing                          | 1,229,524         | 1,013,707         |         | (215,817)          | (215,817)            |
| SNAPS   | 984,681           | 811,066           |         | (173,615)          | (173,615)            |
| Becontree Neighbourhood Improvements            | 310,000           | 246,536           |         | (63,464)           | (63,464)             |
| Customer Services B&D Direct                    |                   |                   |         |                    |                      |
| Excellent Customer Services                     | 37,698            | 27,904            |         | (9,794)            | (9,794)              |
| Office Accomodation                             | 80,000            |                   |         | (80,000)           | (80,000)             |
| One B & D Ict Main Scheme/ICT Infrastructure    | 6,541,139         | 3,977,460         |         | (2,563,679)        | (2,563,679)          |
| IT for Members                                  | 16,216            | 16,095            |         | (121)              |                      |
| Microsoft Enterprise Agreement                  | 511,000           | 384,720           |         | (126,280)          | (126,280)            |
| <b>Total For Customer Services</b>              | <b>39,411,601</b> | <b>32,623,794</b> |         | <b>(6,907,900)</b> | <b>(6,907,779)</b>   |
| <b>Finace &amp; Resources</b>                   |                   |                   |         |                    |                      |

| DETAIL  | Budget               | Final Outturn        | Changes | Variance               | Roll Forward Request   |
|---|----------------------|----------------------|---------|------------------------|------------------------|
| Implement Corporate Accommodation Strategy                | 827,090              | 715,163              |         | (111,927)              | (111,927)              |
| Backlog Capital Improvements                              | 600,000              | 506,548              | (1,487) | (91,965)               | (91,965)               |
| Legionella (Public Buildings)                             | 212,286              | 42,653               |         | (169,633)              | (169,633)              |
| L8 Surveys and Risk Assessment Updates                    | 82,118               |                      |         | (82,118)               |                        |
| L8 Control of Legionella Remedial Works                   | 148,492              | 76,275               |         | (72,217)               | (72,217)               |
| Demolition Of 16-18 & 20 Cambridge Road                   | 11,354               |                      |         | (11,354)               |                        |
| Demoliton of the Lawns                                    | 91,168               | 61,377               |         | (29,791)               |                        |
| New Dagenham Library & One Stop Shop                      | 2,380,367            | 1,569,086            |         | (811,281)              | (200,000)              |
| Incorporating Energy Efficiency into Building Maintenance | 10,000               |                      |         | (10,000)               |                        |
| Dagenham Heathway   | 113,000              | 29,998               |         | (83,002)               | (83,002)               |
| Legi Business Centres                                     | 1,507,676            | 1,239,469            |         | (268,207)              | (268,207)              |
| Industrial Area Improvement                               | 385,000              | 295,258              |         | (89,742)               | (83,742)               |
| Barking Town Square (Phase 2)                             | 42,372               | 171                  |         | (42,201)               | (42,201)               |
| East End Thames View Demolition                           | 187,081              | 180,038              |         | (7,043)                | (7,043)                |
| Barking Town Centre - Low Carbon Emission                 | 114,783              | 101,403              |         | (13,380)               |                        |
| BTC Public Realm - Tsq & Abbey                            | 346,243              | 287,471              |         | (58,772)               | (30,645)               |
| Area Based Schemes (Shopping Parades)                     | 1,115,270            | 924,691              |         | (190,579)              | (183,079)              |
| Robin Hood Shopping Parade Enhancement                    | 135,000              |                      |         | (135,000)              | (135,000)              |
| Dagenham Heathway Improvements - Planters                 | 71,185               | 60,048               |         | (11,137)               |                        |
| Barking Town Centre                                       | 118,804              | 26,311               |         | (92,493)               | (92,493)               |
| Axe Street Housing  | 136,194              | 88,311               |         | (47,883)               |                        |
| Cycling on Greenways (TFL)                                | 87,000               | 85,592               |         | (1,408)                |                        |
| Demolition & Refurbishment to 23-25 East Street           | 66,757               | 5,688                |         | (61,069)               |                        |
| William Quarter Street - Phase 1                          | 282,000              | 19,066               |         | (262,934)              |                        |
| Improvements  | 140,000              | 74,553               |         | (65,447)               | (65,447)               |
| Demolition of Kingsbridge Site                            | 129,000              | 104,390              |         | (24,610)               | (24,610)               |
| Rainham Road Corridor (TFL)                               | 450,000              | 340,518              |         | (109,482)              | (95,982)               |
| Green Lane Corridor (TFL)                                 | 345,000              | 215,171              |         | (129,829)              | (119,479)              |
| Buybacks  | 718,272              | 169,106              |         | (549,166)              | (549,166)              |
| <b>Total For Finance &amp; Resources</b>                  | <b>10,853,512</b>    | <b>7,156,383</b>     |         | <b>(3,633,670)</b>     | <b>(2,425,838)</b>     |
| <b>Grand Total</b>  | <b>96,088,973.00</b> | <b>79,859,449.00</b> |         | <b>(16,107,555.00)</b> | <b>(14,723,048.00)</b> |

## Appendix E

### Budgets to be brought forward from 2011/12 to 2010/11

| DETAIL                                     | 2010/11              |                      |                     | 2011/12              |                     |
|--|----------------------|----------------------|---------------------|----------------------|---------------------|
|  | Budget               | Final Outturn        | Variance            | Budget               | To be reduced by    |
| <b>Children's Services</b>                 |                      |                      |                     |                      |                     |
| Primary Schools                            |                      |                      |                     |                      |                     |
| Barking Riverside first Primary School     | 4,500,000            | 4,843,439            | 343,439             | 5,524,792            | 343,439             |
| Ripple Primary - Expansion                 | 32,000               | 35,209               | 3,209               |                      | 3,209               |
| Roding Primary School                      |                      | 6,985                | 6,985               |                      | 6,985               |
| Sydney Russell - Schools For The Futur     | 3,874,452            | 4,865,347            | 990,895             | 13,068,839           | 990,895             |
| Other Schemes                              |                      |                      |                     |                      |                     |
| SMF - School Modernisation Fund            | 1,099,765            | 1,645,199            | 545,434             | 997,000              | 545,434             |
| Extended Schools Phase 4                   | 5,000                | 26,296               | 21,296              |                      | 21,296              |
| Devolved Capital Formula                   | 3,419,035            | 3,614,114            | 195,079             | 1,000,000            | 195,079             |
| Gascoigne Community Centre                 |                      | 176                  | 176                 |                      | 176                 |
| Youth Bus                                  | 6,130                | 16,724               | 10,594              |                      | 10,594              |
| Gascoigne Primary                          |                      | 169                  | 169                 |                      | 169                 |
| <b>Total For Childrens Services</b>        | <b>12,936,382</b>    | <b>15,053,658</b>    | <b>2,117,276</b>    | <b>20,590,631</b>    | <b>2,117,276</b>    |
| <b>Customer Services</b>                   |                      |                      |                     |                      |                     |
| Parking Software Replacement               | 207,271              | 207,605              | 334                 |                      | 334                 |
| <b>Total For Customer Services</b>         | <b>207,271</b>       | <b>207,605</b>       | <b>334</b>          |                      | <b>334</b>          |
| <b>Resources</b>                           |                      |                      |                     |                      |                     |
| CMRP DDA for Buildings                     | 44,562               | 47,168               | 2,606               |                      | 2,606               |
| Asbestos (Public Buildings)                | 25,000               | 40,233               | 15,233              |                      | 15,233              |
| Automatic Meter Reading Equipment          | 100,000              | 108,119              | 8,119               |                      | 8,119               |
| London Road Market Square                  | 599,493              | 601,028              | 1,535               |                      | 1,535               |
| Creekmouth                                 |                      | 14,709               | 14,709              |                      | 14,709              |
| London Road/North Street Site Acquisitions |                      | 95,563               | 95,563              | 1,099,832            | 97,098              |
| <b>Total For Resources</b>                 | <b>769,055</b>       | <b>906,820</b>       | <b>137,765</b>      | <b>1,099,832</b>     | <b>137,765</b>      |
| <b>Grand Total</b>                         | <b>13,912,708.00</b> | <b>16,168,083.00</b> | <b>2,255,375.00</b> | <b>21,690,463.00</b> | <b>2,255,375.00</b> |

### The Prudential Code for Capital Investment in Local Authorities

#### Outturn Report 2010/11

##### **1. The Prudential Framework for Local Authority Capital Investment**

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

##### **2. The Prudential Indicators**

- 2.1. The Prudential Code sets out the information that each Council must consider when making its decisions about future borrowing and investment. This takes the form of a series of "Prudential Indicators".
- 2.2. The Code is a formal statement of good practice that has been developed to apply to all authorities regardless of their local circumstances.
- 2.3. This appendix will set out the original estimated 2010/11 prudential indicators as approved by the Council in February 2010, and the actual outturn position, now that the final spend on the capital programme for 2010/11 is known.

### 3. Capital Expenditure

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

Table 1: Capital Expenditure (Prudential Indicator)

|              | 2010/11<br>Original<br>Estimate | 2010/11<br>Revised<br>Estimate | 2010/11<br>Actual |
|--------------|---------------------------------|--------------------------------|-------------------|
|              | £'000                           | £'000                          | £'000             |
| HRA          | 31,855                          | 27,050                         | 23,643            |
| General Fund | 128,177                         | 88,594                         | 82,454            |
| Total        | 160,032                         | 115,644                        | 106,097           |

- 3.2 Table 1 shows that actual capital expenditure was £106.1m against a revised budget of £115.6m.
- 3.3 The knock on effect of the reduction in spend on the capital programme is a reduction in the costs associated with financing the capital programme, and these are considered in the next section.

### 4. Financing Costs

- 4.1 The prudential code also requires Councils to have regard to the financing costs associated with its capital programme.
- 4.2 For an authority that has debt, the prudential indicator for its financing costs is calculated based on the interest and repayment of principle on borrowing.
- 4.3 Since the authority entered into borrowing there is now a Minimum Revenue Provision ("repayment of principle") in the General Fund financing costs. For the HRA there is, however, a charge for depreciation based on the Major Repairs Allowance. This is included in the financing costs of the authority although in practice it is matched by an equivalent amount in HRA Subsidy.



- 4.4 Table 2 shows outturn figures for 2010/11 in respect of the Council's Net Revenue Streams for both the General Fund and the Housing Revenue Account, Financing Costs for these two funds and the ratio of Net Revenue Streams to Financing Costs, based on capital expenditure shown in Table 1.

Table 2: Financing Costs (Prudential Indicator)

|                           | 2010/11<br>Original<br>Estimate | 2010/11<br>Actual |
|---------------------------|---------------------------------|-------------------|
|                           | £'000                           | £'000             |
| <b>Net Revenue Stream</b> |                                 |                   |
| HRA                       | 89,613                          | 90,616            |
| General Fund              | 154,766                         | 151,996           |
| <b>Financing Costs</b>    |                                 |                   |
| HRA                       | 13,500                          | 1,173             |
| General Fund              | 7,008                           | 10,206            |
| <b>Ratio</b>              |                                 |                   |
| HRA                       | 15.06%                          | 1.29%             |
| General Fund              | 4.53%                           | 6.71%             |

- 4.5 The outturn position for the HRA shows the lower figure for financing costs. This has meant that the ratio of financing costs to revenue stream is much lower.
- 4.6 The outturn position for the General Fund shows a lower revenue stream as per the budget. This has resulted in a higher cost
- 4.7 Financing costs can also be shown with reference to their impact on Council Tax and Housing Rents and this is set out in Table 3.

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

|                           | 2010/11<br>Original<br>Estimate | 2010/11<br>Actual |
|---------------------------|---------------------------------|-------------------|
|                           | £                               | £                 |
| For Band D Council Tax    | 136                             | 197.68            |
| For average Housing Rents | 0                               | 0                 |

- 4.8 The table shows that the costs of financing the capital programme in respect of the general fund have increased from the point at which the budget was originally set. The additional financing costs in 2010/11 have been contained within the overall council budget, and therefore also within the Council Tax set.
- 4.9 Due to the effect of the government's policy on rent restructuring, the financing costs for the HRA do not have an impact on the level of rents in the HRA.

## 5. **Capital Financing Requirement**

- 5.1 The Prudential Code requires the Council to measure its underlying need to borrow for capital investment by calculating its **Capital Financing Requirement**.
- 5.2 The outturn position for this is shown in table 4 below. The capital financing requirement identifies the level of capital assets on an authority's balance sheet, and compares this to the capital reserves to see how much of these assets have been "funded". The difference is the level of debt that the authority has to repay in the future, or the "capital financing requirement".

**Table 4: Capital Financing Requirement (Prudential Indicator)**

|                                      | 2010/11<br>Original<br>Estimate | 2010/11<br>Revised<br>Estimate | 2010/11<br>Actual |
|--------------------------------------|---------------------------------|--------------------------------|-------------------|
| Housing Revenue Account (HRA)        | (21,355)                        | (10,667)                       | (11,414)          |
| General Fund                         | 126,576                         | 157,179                        | 151,407           |
| <b>Capital Financing Requirement</b> | <b>105,221</b>                  | <b>146,512</b>                 | <b>139,993</b>    |

- 5.3 The capital financing requirement has therefore reduced from the revised estimate due to lower than anticipated capital spend from the original and revised budgets as noted in Appendix C.

## CABINET

14 JUNE 2011

## REPORT OF THE CABINET MEMBER FOR HOUSING

|   |  |
|---|--|
| <b>Title:</b> Housing Capital Investment Programme 2011 - 2012  | <b>For Decision</b>  |
| <p><b>Summary:</b></p> <p>The purpose of this report is to seek approval for an interim programme of investment to the Council's Housing stock and estates for 2011/12. The report sets out the capital resources available for new housing investment projects and recommends schemes that can be delivered in 2011/12.</p> <p>The programme should be seen as one that bridges the period until April 2012. At that time there will be in place a Housing Asset Management Strategy for the new era for council housing under the self financing arrangements.</p> <p>From April 2012 the current system of supporting council housing through the distribution of subsidy by DCLG based on need, will be replaced with a self-financing system. Under the new system each Local Authority will be required to pay to DCLG an amount equivalent to the notional housing debt that is held by central government for each council. The net result of the new system is that LBBD will retain all of its rents and will be responsible for funding and planning the long-term maintenance of its stock. In the longer-term the settlement will provide progressively more resources for investment as rents increase. However, in the early years there are limited additional resources for investment and this requires the construction of an investment programme profiled in line with resources over a thirty year period.</p> <p>The main investment categories of the new Housing Asset Management Strategy, subject to approval by Cabinet, will be:</p> |  |
| Decent Homes investment programme   | A detailed 10 year investment programme is being developed and profiled to align with available resources and to address the decent homes backlog within an 8 year period  |
| Estate renewal programme  | <p>A fundamental element of the investment strategy is to demolish and redevelop 1,925 flats on estates that are deemed uneconomic in which to invest. The intention is to decant and demolish these properties over a 10 to 15 year period: this will free resources for investment in the remaining stock. Resources of £23m have been identified to fund decant and demolition costs for the first phase of the programme, through corporate and departmental borrowing.</p> <p>The remainder of the programme is concentrated on Gascoigne estate which requires a further £23m to be secured: a range of options are being considered including utilising resources within the HRA and innovative joint venture and funding arrangements.</p> |

|                                 |   |
|---------------------------------|---|
|                                 |   |
| New build programme             | <p>Subject to resources being available the intention is for a programme of new Council homes to be funded from within the HRA. Sufficient resources may not be available within the HRA to fund such a programme in the first six years following implementation of self-financing.</p> <p>Funding for redevelopment for King William Street Quarter and eastern end of Thames View is being secured through the BSF Local Education Partnership (LEP) which involves innovative sale and leaseback arrangements whereby private sector partners construct and fund new properties in exchange for guaranteed rent payments with the Council carrying out management services; at the end of the funding term the homes revert to full Council ownership</p> |
| Additional investment resources | <p>The Council is considering complementary arrangements to access additional sources of funding to help deliver LBBDD's investment objectives. Funding development secured through the BSF LEP whereby homes funded by private equity and are returned to full Council ownership after 60 years exemplifies this. This mechanism is also being explored to assist the development of other Council house building.</p>   |

**Wards Affected:** All

**Recommendation(s)**

The Cabinet is recommended to:

- (i) Agree the prioritised housing investment programme of works for 2011-12 period as set out in Appendix 1
- (ii) Delegate authority to the Corporate Director of Customer Services, in consultation with the Cabinet Member for Housing to agree the procurement strategies, and in further consultation with the Divisional Director of Legal and Democratic Services and terms and conditions and award of contracts for the schemes set out in Appendix 1 and in accordance with the Council's CPMO gateway programme.

**Reason(s)**

Improving housing conditions and quality of life for people living in Council owned housing has been, and continues to be, the driving principle of Housing Investment activity and the schemes proposed for inclusion within this report reflect this priority.

## Comments of the Chief Financial Officer

This report makes references to resources being available within the HRA in the future to fund investment. The availability of these resources will depend upon the finalisation of the HRA business plan under self-financing which is being implemented from April 2012. The model is being constructed by PWC in conjunction with LBBd officers but has not yet been finalised.

The report makes references to a full £23m being available for the initial estate renewals works. However, this funding relies upon the Council being able to use the 2011/12 Decent Homes funding allocation of £2m for these purposes and confirmation still needs to be obtained from CLG in this respect. The remainder of the funding has arisen from headroom being made available in the Council's HRA borrowing as a result of CLG agreeing to "zero" the £19m negative debt in the one-off settlement calculation at 1 April 2012. However, there is still an unidentified shortfall of approximately £1m which has yet to be financed.

The report refers to the Leaseholder Reserve balance of £5m. This has increased to £6m as at 31 March 2011. This reserve has arisen as a result of capital schemes relating to leaseholders being financed from the annual MRA (Major Repairs Allowance) rather than utilising the leaseholder reserve. This balance is available to be used for future capital programmes.

## Legal Comments

The Legal Practice has been consulted in the preparation of this report.

It is proposed that the contracts to be entered into to deliver the capital programme works listed in Appendix 1 be procured via the Council's CPMO programme. This is a gateway process intended to ensure that the appropriate financial, legal, procurement and governance processes have been complied with by the relevant capital projects such as those listed in Appendix 1.

The Legal Practice is satisfied that this process will ensure compliance.

|   |   |   |
|---|---|---|
| <b>Cabinet Member:</b><br>Councillor Phil Waker | <b>Portfolio:</b><br>Housing                                | <b>Contact Details:</b><br>Tel: 020 8724 8013<br>E-mail: phil.waker@lbbd.gov.uk |
| <b>Head of Service:</b><br>Ken Jones            | <b>Title:</b><br>Divisional Director of<br>Housing Strategy | <b>Contact Details:</b><br>Tel: 020 8227 5703<br>E-mail: Ken.jones@lbbd.gov.uk  |

## 1. Background

- 1.1 The Housing Capital Programme makes major contributions to Strategic objectives, including: achievement of the Decent Homes standard, providing affordable homes, tackling crime and disorder and help achieve local sustainability.

- 1.2 The Council was successful with its bid for resources to Central Government for tackling the decent homes backlog. A bid for £65m was submitted to the Government in January 2011 and a total of £42m over a 4 year period (2011-12 to 2014-15) has been allocated, although it must be emphasised that £31m of this, over the last 2 years of the period, is yet to be confirmed in governmental spending decisions and is subject to the national economic situation.
- 1.3 In March 2010 the previous Government produced their proposals to replace the current system of financing for council housing with a new self financing regime. The current Government has continued with the implementation of this policy and the proposals are within the Localism Bill, now before Parliament. Under the terms of the settlement LB Barking & Dagenham will take on approximately £281m debt (though there are negotiations underway with DCLG to discount this to reflect the Council's estate renewal programme). In return the Council retains all of the rental income generated; DCLG calculate that this will enable the Council to fund investment in its stock over a thirty year period to adequately maintain it and secure a viable Housing service, and the Council accepts this position.
- 1.4 In line with best practice a new housing stock condition survey was commissioned in 2010 to inform investment programme planning. The findings of the survey underpin the development of the new housing asset management strategy. The main findings of the survey are:
- 30 year Decent Homes investment requirement                         £1.31bn
  - 30 year revenue programme requirement   £ 470m
  - Homes currently non-decent homes   33.6%
- 1.5 Work is in progress to produce both a Council Housing Asset Management Strategy and HRA Business Plan to be in place for the introduction of the new arrangements in April 2012. It should be noted that this work is being carried out in close discussion with the Cabinet Member for Housing and will be reported to CMT and through to Cabinet.

## **2. Proposal**

- 2.1 Outlined below are the investment streams which comprise the proposed programme for commitment of resources identified elsewhere in this report:
- 2.1.2 External Enveloping  
The proposed external enveloping works project will address the need to enhance the external fabric of blocks of flats around the borough through the concrete repairs and re-decoration of blocks of flats.
- 2.1.3 Kitchen Installation  
The proposed kitchen installation project is the upgrading of kitchens within individual homes, which will contribute to making more homes decent.
- 2.1.4 Central Heating Installation

This is the upgrading of and installation of new gas central heating systems to homes across the Council stock. It is expected that works will contribute to the decent homes standard programme.

#### 2.1.5 Door Entry Phone Installation

A targeted project designed to address local issues such as security and safety through the installation of door entry systems.

#### 2.1.6 The Upgrade to Communal Lighting and Switchgear

Upgrading of communal lighting within blocks of flats as part of planned programme to improve security, and reduce maintenance costs. It includes the renewal of communal lighting and upgrading of landlords lighting.

#### 2.1.7 Bathroom Installation

Upgrading of bathrooms to existing properties, which would contribute to the decent homes programme.

#### 2.1.8 Replacement of Windows (Gascoigne Estate – Ground floor flats only)

Replacement of windows to flats on the ground floor of specific blocks on the Gascoigne Estate to improve security.

2.1.9 There is provision within the Council's Capital Programme to fund the programme set out in Appendix 1 and the remainder of the committed Housing Capital programme 2009/11. The original capital budget for 2011 /12 was £17.7m. In January it was agreed to roll over £1.3m, bringing the available resource to £19m. A further underspend on the remainder of the committed programme of £2.5m is available to carry into 2011/12, in addition to the increased MRA funding for 2011/12, hence – giving an aggregate capital resource of £23m. Other funding resources include the Leaseholder reserve (current balance at approx £5m). Capital receipts in 2010/11 for 69 properties generated approximately £1.5m to the council after repayment of pooling to CLG. This is not currently restricted to spend on housing.

### 3. Financial Issues

3.1 The £17.7m funding comprises £1.8m grant funding matched by £1.365m corporate borrowing which is earmarked for the Colne & Mersea Houses project. The balance of £14.5m is funded through MRA, as part of the current subsidy arrangements (to be replaced next year). The monies being carried forward from 2010/11 are departmental borrowings, and unused MRA Allocation which should only be spent on Council stock as per the subsidy guidelines and a further £2m is available through the Decent Homes Backlog bid, as supported borrowing, also to be spent on Council housing.

Of the total available £23m in resources, approximately £9.5m is already committed on existing approved schemes. The plan to spend the balance of 13.5m is per appendix 1.

There is a £26m New Build project running alongside the above mentioned schemes, funded through HCA grant £14m, and £12m from HRA borrowing. There are also plans to finance the Estate Renewals programme through borrowing which will be supported by headroom within the Housing Revenue Account.

#### **4. Legal Issues**

4.1 The investment programme proposed within this report can be delivered through the Council's existing Capital Works Frameworks.

#### **5. Other Implications**

##### **5.1 Risk Management**

The investment programme identified within this report will be delivered with the Council's CPMO structure for capital programmes and schemes. This is a gateway project management process that ensures all project risks are identified and mitigated before approval to contract the project is given. Failure to implement the programme of Capital Investment would result in a deterioration in our housing stock. It would also place in jeopardy the decent homes backlog funding allocation to the Council from CLG. This is the part of mitigation for Corporate Risk 14.

##### **5.2 Contractual Issues**

The investment programme proposed within this report can be delivered through the Council's existing Contractor Frameworks and will be approved within the CPMO structure set out above.

##### **5.3 Staffing Issues**

The investment programme proposed within this report will be delivered by staff within the Assets and Commercial Services Division, using existing Frameworks.

##### **5.4 Customer Impact**

Approval of the investment programme proposed within this report contributes to delivering the Council's Housing Strategy. Improving housing conditions and quality of life for people living in Council owned housing is the principle of Housing Investment activity and the schemes proposed for inclusion within this report reflect this priority.

Tenants and leaseholders will be consulted on the formulation of the Housing Asset Management Strategy through the arrangements being put in place for tenant and resident involvement. Using the findings from the consultation an Equality Impact Assessment will be carried out on the Housing Asset Management Strategy

##### **5.5 Safeguarding Children**

The investment programme proposed within this report contributes to improving housing conditions which can contribute to better educational outcomes for children living in homes benefited from the investment.

##### **5.6 Health Issues**

Approval of the investment programme proposed within this report contributes to improving housing conditions which in turn contribute to better health outcomes for residents.

##### **5.7 Crime and Disorder Issues**

The investment programme proposed within this report contributes to maintaining demand for housing within the homes benefiting from the investment; in turn this supports community sustainability. Practical investment proposals including the upgrading of lighting, replacement of windows on ground floor flats and secure door



entry systems will help reduce the opportunity for crime and disorder and in turn will result in residents feeling safer in their homes and locality.

**5.8 Property / Asset Issues**

The investment programme proposed within this report contributes to maintaining the economic viability of the council's housing stock and will assist in moving the housing investment programme to a planned, rather than responsive, basis which will provide better value for money.

**6. Options appraisal**

6.1 The investment programme identified in this report contributes to meeting the investment needs of the housing stock and reflects a comprehensive approach to addressing the investment needs of the stock.

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

None

**8. List of appendices:**

Appendix 1 – proposed Housing Capital Investment Programme

## HOUSING CAPITAL INVESTMENT PROGRAMME (PROPOSED) 20011 -12

| <b>PROJECT</b>  | <b>2011/12<br/>Overall<br/>Project<br/>Budget<br/>(£)</b> |
|---|---|
| <b>Door Entry Project 2011/12</b>                           | <b>1,575,000</b>  |
| <b>Communal Lighting and Switchgear</b>                     | <b>1,050,000</b>  |
| <b>External Enveloping &amp; Fire proofing project</b>      | <b>2,528,000</b>  |
| <b>Defective Overflows works</b>                            | <b>45,000</b>   |
| <b>Central Heating Installation</b>                         | <b>2,150,000</b>  |
| <b>Kitchen Replacement Project</b>                          | <b>1,575,000</b>  |
| <b>High Rise surveys</b>                                    | <b>1,000,000</b>  |
| <b>Capitalised Improvement Works (Estate &amp; Members)</b> | <b>850,000</b>  |
| <b>Adaptations - Adult Services element</b>                 | <b>600,000</b>  |
| <b>Adaptations – Housing</b>                                | <b>200,000</b>  |
| <b>Contingencies</b>  | <b>500,000</b>  |
| <b>Bathroom Replacement</b>                                 | <b>500,000</b>  |
| <b>Long Term Planning/Procurement Costs</b>                 | <b>300,000</b>  |
| <b>Estate Improvements (Parking &amp; Play)</b>             | <b>350,000</b>  |
| <b>New Oldmead &amp; Bartlett (Low Water Pressure)</b>      | <b>100,000</b>  |
| <b>Capitalised Improvement Works</b>                        | <b>175,000</b>  |
| <b>SUB TOTAL</b>  | <b>13,498,000</b>   |

## CABINET

14 JUNE 2011

## REPORT OF THE CABINET MEMBER FOR HEALTH AND ADULT SERVICES

|  |                     |
|--|---------------------|
| <b>Title:</b> Carers Strategy 2011-15  | <b>For Decision</b> |
| <p><b>Summary:</b></p> <p>The 2001 Census revealed that almost one in ten residents identified themselves as carers, providing unpaid care to residents, friends or neighbours. Our partner voluntary sector organisations have 2,600 local carers registered for support and advice. Carers represent a significant proportion of our population. The number of carers is likely to rise as the borough's population expands over the next twenty years as people live longer with more complex needs. Therefore, it is vital that we address the specific needs of carers, particularly as we move towards more personalised social care.</p> <p>This is the first overarching Carers Strategy produced by the borough. It brings together the key services for carers and emphasises the borough's continuing commitment to supporting carers. This strategy, brought to Cabinet during national Carers Week, also recognises that carers are individuals in their own right, and that it is important to influence areas such as maintaining social networks and employment activities.</p> <p>The report also asks for permission to re-tender the current Carers support service. The options and implications are included in sections 3 to 5 of the report.</p> <p><b>Wards Affected:</b> The development of the strategy and the Carers support service does not affect any wards specifically, but by its nature affect all wards.</p> |                     |
| <p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>i) Consider and agree the strategy and action plan.</li> <li>ii) To give permission to review and re-tender the current Carers service</li> <li>iii) To delegate its power to extend contracts under Rules 4.3.1 and 4.3.2, to the Corporate Director of Adult and Community Services following successful conclusion of the negotiations.</li> </ul>   |                     |
| <p><b>Reason</b></p> <ul style="list-style-type: none"> <li>a) The development and subsequent implementation of a Carers Strategy will be an important element of delivery of the corporate vision for the borough - 'Better Together, Better Home, Better Health and Wellbeing, Better Future'. For the most vulnerable, and those less able, the Council believes in giving independence and choice, and in this strategy will help the borough continue to deliver quality social care to those who need it as well as supporting the carers of the vulnerable.</li> <li>b) The current contract for support services for carers ends on 31 March 2012. The current service will be reviewed and specification revised to link in with the aims and</li> </ul>  |                     |

outcomes in the Carers Strategy.

#### **Comments of the Chief Financial Officer**

The action plan and re-tendering proposals outlined in Section 3 of this report will be met from within existing Carers budgets.

#### **Comments of the Legal Partner**

See section 4 below

|   |  |   |
|---|--|---|
| <b>Head of Service:</b><br>Karen Ahmed  | <b>Title:</b><br>Divisional Director of<br>Adult Commissioning | <b>Contact Details:</b><br>Tel: 020 8227 2331<br>Fax: 020 8227 2241<br>E-mail: <a href="mailto:Karen.ahmed@lbbd.gov.uk">Karen.ahmed@lbbd.gov.uk</a> |
| <b>Cabinet Member:</b><br>Cllr L Reason | <b>Portfolio:</b><br>Health and Adult<br>Services              | <b>Contact Details:</b><br>Tel: 020 8724 8013<br>E-mail: <a href="mailto:linda.reason2@lbbd.gov.uk">linda.reason2@lbbd.gov.uk</a>                   |

## **1. Background**

Over the past few months, the Council's Adult Commissioning Division and partners have been finalising our local Carers Strategy, following the publication of the revised national Carers Strategy in November 2010. Our local strategy shares the national priorities for action.

We have listened to Barking and Dagenham's carers who have told us that they want good information and advice and respite opportunities in particular. For this reason we have merged work on a Respite Strategy with the Carers Strategy to present one synchronised strategy.

In May, a draft of the strategy linked to the Barking and Dagenham Partnership website home page and people were invited to comment.

## **2. Report content**

The aim of the strategy is:

*To enable carers to lead as normal a life as possible and to be able to feel supported in their caring role*

The national strategy for carers called 'Recognised, valued and supported: Next steps for the Carers Strategy', published in November 2010, highlights the key issues for carers in supporting them to carry out their caring role. We have developed our priorities to reflect the vision set out in the national strategy, and the needs of people living in the borough. Through the work of key stakeholders from the statutory and voluntary sector in reviewing our local needs analysis, the action plan at the end of the strategy shows how we will turn the vision set out in this

strategy into reality. The strategy also reflects the move towards personalisation in social care, as individuals shape their own care.

As people are living longer the number of carers is expected to rise slightly over the next twenty years and this strategy investigates how we can provide services to known and unknown carers. Carers in the borough have consistently highlighted that they can derive considerable benefit from breaks. Therefore, sections of this strategy specifically address respite and short breaks to help sustain carers enjoy a quality of life and sustain them in their caring role.

The key priorities for improvement in this strategy, shared with the national strategy, are:

- Identification and recognition
- Realising and releasing potential
- A life outside caring
- Supporting carers to stay healthy

Summarised below are the key areas for development in the four priority areas. The action plan at the end of the strategy will be revised annually to make sure that the work to help carers across the borough is up to date and relevant.

## **2.1 Identification and recognition**

Each year the Council and partners work together to celebrate Carers Week. This week a range of events across the borough are being organised for the week of 13 to 19 June. We are keen to promote in particular crisis support options at the event such as 'Message in a bottle' and ICE (In Case of Emergency). Message in a bottle is a small container that contains a form for recording key information such as your doctor's name, medication and medical conditions and family contact details. This gives emergency services easy access to key information if there's an accident or you're taken ill. The idea behind ICE is that police, ambulance and hospital staff can access the next of kin details or details of alternative caring arrangements from a mobile phone under the name ICE. This would aim to give carers peace of mind by providing a back-up service which will put in place replacement care if care cannot be provided because of an emergency.

The Carers Strategy action plan addresses the issue that carers get the support they need in hospital and at GP practices, in terms of identification and appointment times.

A Memorandum of Understanding between Adult and Children's Services will be signed to ensure a coordinated approach for the borough's young carers.

## **2.2 Realising and releasing potential**

Consultations with carers have revealed that combining the caring role with work can be a real challenge. Therefore the action plan increases employment opportunities for carers, encourages flexible working opportunities and expand training provision. It is vital that carers are given the best possible financial support and this is also addressed. We have and will be focusing on our information and advice and helping organisations to signpost carers to the right specialist services.

We also want to develop our information and advice around adult education opportunities for carers.

### **2.3 A life outside caring**

Again, information and advice is very important so carers are aware of the variety of options available to them. We place great emphasis on ensuring our new Social Care web pages are up-to-date and linked to the services of providers. A website of just council services is not what carers want to see so we will further develop links with providers. We also want to encourage people to make the most out of assistive technology options. The strategy also specifically addresses the development of a menu of formal and informal respite options.

A Peer Brokerage service will be set up, initially by Carers of Barking and Dagenham. The Peer Broker will have experience of going through the planning process and be trained to deliver support to others, navigating the support services and community opportunities available.

### **2.4 Supporting carers to stay healthy**

To support carers to remain healthy we will regularly review the training on offer for carers to ensure that a good variety of training provision is always in place. The action plan will guarantee networks of support groups are in place to help carers.

It is important carers spend time doing things other than work or the caring role. The Council places a great emphasis on ensuring all residents have access to a range of leisure and community activities and this will also be addressed in the action plan.

## **3 Financial Issues**

The Carers strategy action plan 2011/12 does have financial implications however all actions are designed to be affordable, and will be found within existing carers budget allocations.

The re-tendering of the carers support service also has financial implications. The current contract for the carers support service with Carers of Barking and Dagenham is £167,000. It is broken down into the following projects:

- Core costs - £47,074
- Black and Ethnic Minority Project – £39,594: Provides advocacy and information for black and ethnic minority communities.
- Take a Break - £9,419: Emergency respite service
- Face to Face - £29,583: Support for parents who have a child who that has been diagnosed disabled. Jointly funded by NHS Barking and Dagenham.
- Young Carers - £41,502: Offers info, advocacy, support and leisure to around 400 young carers, who care for a parent or sibling.

NHS Barking and Dagenham have funded a carer's projects totalling approximately £35,000 a year out of an allocated carers baseline budget of £300,000.

After a full review of the service, a guide price will be included in the advertisement for the tender. Savings are expected when tendering the new service.

Any new contract will have break clauses within it to allow for early termination and/or variation should funds not be available to the same extent in future.

#### **4. Legal Issues**

There are no specific implications currently; however, legal clearance may be required for future actions in subsequent annual action plans.

The re-tender of Carer Support Services will go through all the necessary legal clearance.

#### **5. Other Implications**

##### **5.1 Risk Management**

There are no specific implications currently in the strategy. When the action plan is delivered it will be monitored by a Carers Board/Reference Group and an annual review of progress will be reported to the Health and Wellbeing Board.

The proposals for re-tender will be formally risk and impact assessed.

##### **5.2 Customer Impact**

This strategy should have a positive impact on carers. The strategy and action plan is designed to support carers to continue in their caring role and to have opportunities outside of their caring role.

The re-tender of carer support services will be carer focused. Carers will be involved in all stages of the commissioning process.

If carer support services were not re-tendered than 2,500 carers would not benefit from an important support service.

##### **5.3 Safeguarding Adults and Children**

This strategy should help carers be properly supported. This should have a positive impact on the people who are cared for. Safety and wellbeing is central to the actions developed in the strategy's action plan.

The re-tender of carer support services will have the necessary safeguarding obligations included in the contract.

##### **5.4 Staff Issues**

A significant proportion of the staff of the Council have caring responsibilities. A survey of HR staff carried out in 2008 indicated that 43% had such responsibilities.

The Council is committed to supporting these employees and its policies on flexible working, home working and special leave are intended to assist them.

This strategy will have a positive impact on our staff, many of whom are residents of the borough. We are currently reviewing our employment policies and procedures and have identified the need to make specific reference in a number of areas to the needs of carers and how we as an employer will address them.

The re-tender of carer support services will have no staff implications for internal Council staff.

## **5.5 Health Issues**

Again, the strategy should have a positive impact on the health of carers as this is a priority for action.

The re-tender of carers support services should mean carers continue to be supported to leave as healthy lives as possible. The carers support service provides emotional support as well as information and advice to carers.

## **5.6 Contractual Implications**

The first contract with Carers of Barking and Dagenham for a carers support service commenced in 2004 and they have been funded by the Council to provide a support service seven years since. The current contract commenced in 2007 with Cabinet agreeing a two year extension in December 2009. This contract ends in March 2012. However, the contract could be extended again. There is no specified date when the contract must be re-tendered.

The Carers Strategy has no contractual implications but any support service provider will be expected to assist in the delivery of the Carers Strategy action plan.

## **6. Options Appraisal**

Carers Strategy - The Council can choose to accept the Carers Strategy and/or ask for amendments to be made. Without a Carers Strategy, the specific needs of carers may not always be addressed and the borough could be seen as devaluing the role carers and their families have. With a high number of carers in the borough, it is vital we have a local strategy in place that coordinates and expands on what is available to help carers in Barking and Dagenham.

Carers Support Services –

- Cabinet can ask to see a report on the Carers Support Service re-tender in November 2011 before agreeing permission to re-tender.
- Cabinet can ask for a contract extension on the current service provided by Carers of Barking and Dagenham.
- Cabinet can also ask to not re-tender or extend the carers support service contract but this will have a detrimental impact of the 2,500 carers currently supported and this is not advised.



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

Listed on pages 5 to 11 of the strategy found in Appendix 1 of this report. A further list can be found in Appendix 3.

## **8. List of appendices:**

**Appendix 1** – Carers Strategy 2011-15

**Appendix 2** – List of tables and graphs

**Appendix 3** – Summary of national strategies and key legislation

**Appendix 4** – National Carers Survey 2009-10

**Appendix 5** – Barking and Dagenham Self Assessment

**Appendix 6** – Summary of current provision for Carers

**Appendix 7** – Memorandum of Understanding

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# Caring for Carers in Barking and Dagenham

## Carers Strategy 2011-15



Helping you live the life you want

**VERSION CONTROL/ HISTORY**

Options for Approval status include: Working (still under development); Draft for Review (issued for review); Approved (has been signed, or passed for approval by the approving body)

|                  |                  |                                     |   |                           |
|------------------|------------------|-------------------------------------|---|---------------------------|
| <b>Doc. Name</b> |                  | Carers Strategy                     |   |                           |
| <b>Author:</b>   |                  | <b>Owner:</b>                       | <b>Approving body:</b>  |                           |
|                  |                  | Karen Ahmed                         | Carers Strategy Working Group   |                           |
| <b>Date:</b>     | <b>Version :</b> | <b>Amended by:</b>                  | <b>Change/ Reason for Change:</b>   | <b>Approval status:</b>   |
| May 2010         | V1               | D. Mannall                          | Amendments  | Working                   |
| Jun 2010         | V2               | Carers Strategy Working Group (CSG) | Amendments to Action Plan   | Working                   |
| Jul 2010         | V3               | K. Ahmed                            | Amendments  | Draft for review          |
| Jul 2010         | V4               | H. Tomlin                           | Amendments  | Working                   |
| Aug 2010         | V5               | E. Humphreys                        | Update  | Working                   |
| Sep 2010         | V6               | E. Humphreys                        | Comments from ACS DMT & NHS B&D   | Working                   |
| Jan 2011         | 2.0              | E. Humphreys                        | Update from revised national  | Working                   |
| Feb 2011         | 2.1              | E. Humphreys                        | Comments from Karen Ahmed   | Working                   |
| Mar 2011         | 2.2              | E. Humphreys                        | Action plan updated following comments from CSG. Merged with draft Respite Strategy | Working                   |
| Mar 2011         | 2.3              | E. Humphreys                        | Comments from Karen Ahmed   | Draft for review          |
| Apr 2011         | 2.4              | E. Humphreys                        | Comments from ACS DMT   | Working                   |
| Apr 2011         | 2.5              | E. Humphreys                        | Comments from CSG   | Draft for review          |
| May 2011         | 2.6              | E. Humphreys                        | Comments through consultation   | For approval from Cabinet |

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## Executive Summary

This strategy emphasises our continuing commitment to supporting carers using their expertise to shape and develop commissioning and appropriate service provision. This is not just about supporting their caring role, but recognising they are an individual in their own right, and that it is important to influence areas such as maintaining social networks and employment activities.

The aim of the strategy is:

*To enable carers to lead as normal a life as possible and to be able to feel supported in their caring role*

The national strategy for carers called 'Recognised, valued and supported: Next steps for the Carers Strategy', published in November 2010, highlights the key issues for carers in supporting them to carry out their caring role. We have developed our priorities to reflect the vision set out in the national strategy, and the needs of people living in the borough.



Through the work of key stakeholders from the statutory and voluntary sector in reviewing our local needs analysis, the action plan at the end of this document shows how we will turn the vision set out in this strategy into reality. The strategy also reflects the direction of travel towards personalisation set out in the document Personalisation and Market Development 2010 -2015 (London Borough of Barking and Dagenham May 2010)

The last census in 2001 reveals almost 16,000 people who identify themselves as carers in the borough. We are in touch with 2,400 people who are receiving services. As people are living longer the number of carers is expected to rise slightly over the next twenty years and this strategy investigates how we can provide services to known and unknown carers.



Carers in Barking and Dagenham have consistently highlighted that they can derive considerable benefit from breaks. Therefore, sections of this strategy specifically address respite and short breaks to help sustain carers enjoy a quality of life and sustain them in their caring role.

The key priorities for improvement in this strategy share the priorities of the national strategy:

- 1. Identification and recognition** – Supporting those with caring responsibilities to identify themselves as carers at an early stage, recognising the value of their contribution and involving them from the outset in both designing local care provision and in planning individual care packages.
- 2. Realising and releasing potential** – Enabling those with caring responsibilities to fulfil their educational and employment potential.
- 3. A life outside caring** – Personalised support both for carers and those they support, enabling them to have a family and community life.
- 4. Supporting carers to stay healthy** – Supporting carers to remain mentally and physically well.

Against a backdrop of an economic recession, the action plan in section 8 of this strategy seeks to use community based services to provide more information, advice and choice to carers. We want appropriate support, access to universal services and short-breaks to support carers in their caring role. The strategy seeks to develop innovative ways to engage the community and local organisations in order that support for carers can be delivered through mainstream mechanisms. The intention is to recognise the valuable role carers play in the borough, and to support people who are carers to help them live the life they want.

# Caring for Carers: Carers Strategy 2011-15

## 1 Introduction

This strategy is a statement of how the London Borough of Barking and Dagenham (LBBD) and its partners will enable carers to lead as normal a life as possible and to be able to feel supported in their caring role. The strategy will set the agenda for supporting carers aged over 18 for the next five years and has been produced alongside a Young Carers strategy, addressing the issues of carers aged under 18. This document also sets out a strategy for the provision of respite for residents, their families and carers. The action plan will contain actions specifically relating to respite and short breaks.

This strategy has been developed in consultation with carers, health and social care professionals, commissioning staff and voluntary organisations - the partners supporting carers in this borough.

### 1.1 What our strategy will deliver

At a time when resources are scarce it is vital to support our carers in the borough. The borough's carers are under even more pressure as living costs rise and the current economic situation affects more families. This strategy aims to ensure that all carers and their families in Barking and Dagenham enjoy the benefits of the range of support available to carers. This is to enable carers to lead as a normal a life as possible and to be able to feel supported in their caring role. For many this will be in the form of information and advice and access to universal services that are available to all residents living in the borough. We will also support respite, where required, and seek innovative ways to recognise and augment the valuable contribution carers make to society.

This strategy will:

- ✓ Outline the vision and highlight the priorities of carers
- ✓ Propose a means of working with carers and carer groups alongside partners including service users and providers
- ✓ Set out a plan to enhance community awareness and understanding of potential effects of being a carer

### 1.2 Our Vision

*'Our vision is that carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individual's needs; enabling carers to maintain a balance between their caring responsibilities and a life outside caring, while enabling the person they support to be a full and equal citizen, recognised, valued and supported.'*

The vision for our local Carers Strategy reflects the national agenda. In order to deliver this agenda for carers, we are ensuring that personalisation works for both service users and

their carers. The vision for services to carers is shaped by what is set out in the overarching adult social care commissioning strategy 'Personalisation and Market Development Strategy 2010 -2015' (LBBD May 2010) and recognises the valuable contribution that carers make.

## 2 Who are our carers?

Carers care for a very diverse group. The borough has:

- Carers of a working age, some combining their caring role with employment and education
- Carers of older people, many of whom can be new to their caring role
- Family carers of people with learning disabilities possibly experiencing a lifetime of caring
- Carers who have an intermittent role helping people with drug and alcohol problems

Many carers in Barking and Dagenham (LBBD) do not recognise themselves as carers. Parent carers will often see themselves only as a parent rather than a carer, but their child will have considerable additional care needs. These caring roles and responsibilities can change within a household, for instance when the parent carer becomes elderly and more vulnerable and can then become dependent on the person they were originally caring for.



We can all potentially become a carer at any time as a result of an accident or sudden illness, and many of us will be carers at some point in our lives. It may be a gradual process with a slow deterioration in the health of the person we care for. Caring responsibilities may be for short periods of time or in many cases, for many years. The condition of the person cared for may change on a daily basis. This makes it difficult to predict the amount of care and duration of care required and therefore the demands and effect on the carer.

This strategy recognises the complexity of the different caring roles and will address the issues of different carers. The strategy will use the following definition developed jointly by carers, carer organisations and commissioning bodies including the Association of Directors of Adult Social Services (ADASS) and Local Government Improvement and Development Agency has been adopted for our strategy:

*'A carer spends a significant proportion of their life providing unpaid support to family or potentially friends. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems.'*

[Commissioning for Carers (2009)]



## 2.1 Facts and figures

Barking and Dagenham has a growing population which latest estimates reveal to be 176,000<sup>1</sup>. About one in ten residents (15,899) identified themselves as carers, providing unpaid care to relatives, friends or neighbours, according to the 2001 census. Our partner voluntary organisations currently have approximately 2,600 local carers registered for support and advice. This suggests that a potentially large number of carers are not known to the local authority or any carer support services.



**Age breakdown** - Evaluation of the census data relating to carers in the borough shows most carers (96 per cent) are of an adult age<sup>2</sup>:

- 623 (4 per cent) of carers are under 18 years old
- 8229 (52 per cent) are between the ages of 18 and 49 and
- 7047 (44 per cent) are over 50

**Ethnicity breakdown** - The ethnicity breakdown of the borough's 2662 carers lists 60% of carers being White British or White Irish as opposed to 67% in the borough in total. The ethnic profile of the borough's carers roughly mirrors the ethnic profile of the borough, indicated that we are reaching carers of different ethnicities. The full British, Asian and Minority Ethnic (BAME) breakdown of our carers can be found in **Appendix 1**, Fig. 1.

**Hours of care** – According to 2001 census information, of the 15,899 carers in the borough in 2001, more than half provided fewer than 19 hours of care a week:

- 9,356 (59 per cent) stated that they provided up to 19 hours of care per week
- 2,136 (13 per cent) provided care of between 20 and 49 hours per week and
- 4,397 (28 per cent) provided weekly care totalling 50 hours or more<sup>3</sup>

**Carers assessments** - In the financial year 2009-10<sup>4</sup>, Barking and Dagenham undertook a total of 2,083 carer assessments or reviews, an increase of 79 people from 2008-09. The vast majority of carers assessed or reviewed during the year were caring for people with physical disabilities. However, it should be noted that this includes older people whose physical disability or frailty is age related.

**Carer funded services** - Below are details of the funded services received by carers in 2009/10 from RAP (Referrals, Assessments and Packages of Care):

---

<sup>1</sup> GLA 2010 Projections

<sup>2</sup> The results of the census in April 2012 will be included in an update of this strategy.

<sup>3</sup> Following the census results in the summer, an exercise will be completed to map the age breakdown with the hours of care activity data.

<sup>4</sup> Figures to be updated in May 2011

- 472 carers received a funded service such as a short break
- 1,111 carers received information and advice; 62 per cent of those receiving advice and information were 18 to 64.

## 2.2 Health of carers

The 2001 Census extract for London highlighted that carers had higher rates of self-reported ill health compared to non-carers, and that rates were significantly higher if they were providing more than 50 hours a week of care<sup>5</sup>. Noticeably the percentage of carers with ill health was substantially higher than those with good or fairly good health amongst carers of both sexes under the age of 50, highlighting the need to consider young carers and carers of working age in particular.

Barking and Dagenham was one of seven boroughs with the highest levels of self-reported ill health amongst carers, along with Tower Hamlets, Hackney, Camden and Newham, Southwark and Islington (see **Appendix 1**, Fig 2).

There is very limited published evidence about the specific aspects of health that are impacted by taking on a caring role although there is a general recognition that caring has a negative impact on health and wellbeing<sup>6</sup>. Policy briefings have drawn on health impact of caring focusing on work on the British Household Panel Survey in 2004 illustrated the increasing levels of distress and negative mental health associated with caring<sup>7</sup>. The General Household survey suggests that there is a significant physical health and injury aspect related to handling and lifting of dependants as well as physical health problems relating to stress<sup>8</sup>. These briefings tend to summarise the contributing factors as:

- Lack of appropriate support
- Isolation
- Financial stresses
- Lack of information



<sup>5</sup> Carers in a Region: A profile for London.

[http://www.dh.gov.uk/prod\\_consum\\_dh/groups/dh\\_digitalassets/@dh/@en/@ps/documents/digitalasset/dh\\_113520.pdf](http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_113520.pdf)

<sup>6</sup> Supporting the dementia family caregiver: the effect of home care intervention on general well-being. Schoenmakers B, Buntinx F, DeLepeleire J 08/12/2010 CRD

<http://www.crd.york.ac.uk/cms2web/ShowRecord.asp?AccessionNumber=12010002537&UserID=0>

<sup>7</sup> Hearts and Minds: The health effects of caring. 2004. Social Policy Research Unit.

<http://www.york.ac.uk/inst/spru/pubs/pdf/Hearts&Minds.pdf>

<sup>8</sup> In Poor Health: The impact of caring on health. P5 (Carers UK. 2004)

### 2.3 Future Demand

The analysis of the future demand for carers is based on the projected needs of the population. A number of indicators below suggest that the demand for carers will increase over the next twenty years:

- By 2030, it is projected that the borough will have 226 more people with mobility problems
- The number of people unable to self-care will increase by 475 people in the next 20 years.
- Demand for carers may fall slightly over the next five to ten years but rise considerably in the 10 years after that.
- Long term conditions, defined as men and women unable to work in borough because of conditions that cannot be cured, is predicted to rise by 414 in the next 20 years.

This is significant for the borough in terms of being able to provide resources for formal care to meet future need. As resident life expectancy increases, the associated rise in people likely to take on a caring role will increase.

In addition to the indicators above, Barking and Dagenham has a high incidence of mental health problems. Given the high levels of deprivation which contributes to poor mental health, the number of carers helping their people with mental health problems may be high.

This strategy will put in place a series of action of the next five years that will help the borough cope with the rise in carers over the next twenty years.

**Appendix 1**, Fig. 3 to 5 provides more detail on the future demand for carers in the borough. We will also be feeding in the results of the Census to help acquire more information on future demand. The strategy will be updated in 2012 when we receive the Census 2011 data.

## 3 National drivers for change

This strategy acknowledges that carers across the country have been hit hard by rising living costs and the economic downturn. The action plan has been developed in the context with a range of affordable solutions for both the Council and carers. The new government also wants to develop less of a reliance on the state, and to encourage community groups and volunteers to provide services directly. The voluntary and community sector are facing substantial reduction in funding, but also new legal opportunities to take on services through a range of new legislation, including the Localism Bill.

Our Carers Strategy has also been guided by national strategies and legislative direction. The legislative framework that has shaped the context of this strategy can be found in **Appendix 2**.

### 3.1 National Carers Strategy (2010)

This strategy has been shaped firstly by the 2008 national Carers Strategy '[Carers at the Heart of the 21<sup>st</sup> Century Families and Communities](#)'. This was superseded in November 2010 by the Carers Strategy refresh '[Recognised, valued and supported: Next steps for the Carers Strategy](#)'. This update mirrored the last government's strategic direction but was based on a consultation conducted by the Department of Health in the summer of 2010. The key messages from the responses to the consultation were:



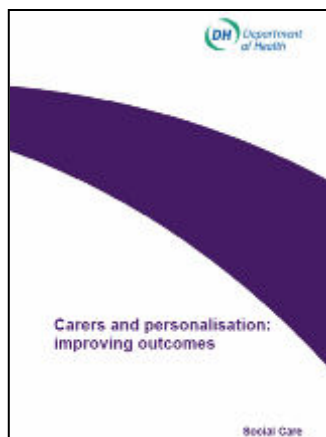
- **Information** – carers need better and timely access to information
- **Health** – carers can often feel excluded by clinicians – both health and social care professionals should respect and involve carers more as expert partners in care. Carers also often neglect their own health to care.
- **Assessment** – carers find assessments overly bureaucratic and slow
- **Employment** – carers often feel forced to give up work to care
- **Respite** – carers need breaks from caring in order to sustain their role as carers
- **Benefits** – carers feel the Carer's Allowance is inadequate and the rules around overlapping benefits are unfair
- **Young Carers** – the Memorandum of Understanding should be embedded (see Appendix 6)

These key messages reflect some of the feedback we have been getting at a local level. We look to address these concerns in the action plan. We also use the four of the priority areas as the underpinning themes for our action plan:

1. **Identification and recognition** – Supporting those with caring responsibilities to identify themselves as carers at an early stage, recognising the value of their contribution and involving them from the outset in both designing local care provision and in planning individual care packages
2. **Realising and releasing potential** – Enabling those with caring responsibilities to fulfil their educational and employment potential
3. **A life outside caring** – Personalised support both for carers and those they support, enabling them to have a family and community life
4. **Supporting carers to stay healthy** – Supporting carers to remain mentally and physically well

The fifth priority area is 'Developing the evidence base for supporting carers'. The national strategy states that the census question will be repeated in 2011. We will monitor the response to this but this priority area does not warrant a priority area for our local strategy.

### 3.2 Carers and Personalisation: Improving Outcomes (2010)



Alongside the Carers Strategy, '[Carers and Personalisation](#)' was also produced by the Department of Health. It covers the following topics, providing examples of good practice:

- carers as expert care partners and whole-family approaches
- early intervention and prevention
- making self-directed support processes work
- market and provider development

The learning from this document is included in the action plan.

### 3.3 National Carers Survey 2009/10 – Headline Findings

The results of the [Personal Social Services Survey of Adults Carers in England 2009/10](#) were published in June 2010. This national survey addresses many of the key themes and concerns of our residents so please note the findings on the experiences, health and quality of life of carers in **Appendix 3**.

## 4 Local drivers for change

After the consideration of the national agenda, our strategy has been guided by the local policies and strategies as well as the thoughts of the carers themselves.

### 4.1 Corporate Vision

The corporate vision for the borough is 'Better Together, Better Home, Better Health and Wellbeing, Better Future'. For the most vulnerable, and those less able, we believe in giving independence and choice – and we will continue to deliver quality social care to those who need it as well as supporting the carers of the vulnerable.

### 4.2 Consultation with Carers

The main driver for local change are the carers. Carers have regularly, over the years, been given the opportunity to comment through different programmes of consultation in the borough. The responses mirror the findings from national consultations particularly around the following themes:

- Information and advice – Carers feel there are gaps in information available particularly around direct payments.
- Respite – Provision of breaks and carers are deemed the highest priority by carers with more emergency and planned respite needed.
- Training – Carers would like more training opportunities for staff and carers.

- Quality assurance – Carers would like the opportunity to comment on and ensure the quality of services.

This strategy will put actions in place to respond to the comments regularly received, to help carers live the life they want. Where specific additional information is required we may consult further. For instance, to get more detail regarding the information and advice concerns, the Council produced a questionnaire for Carers week 2010 to be completed by carers. We received 34 completed surveys. 19 carers were happy with the information and advice received and 15 were not. Carers were looking for more information on universal and mainstream services in leaflets and The News, the local borough wide newspaper.

#### 4.3 Personalisation and Market Development 2010-15

[This document](#) defines how the Council and its partners will support the challenges in Barking and Dagenham associated with the transformation of adult social care as set out in the national Putting People First agenda. The strategy is applied equally to all people over 18 years of age, requiring support including older people, people with disabilities and sensory impairment, learning disabilities and mental health needs.



#### 4.4 Joint Strategic Needs Assessment (2009 & 2010)

The Joint Strategic Needs Assessment (JSNA) identifies 'the big picture' in terms of the health and wellbeing needs and inequalities of the Barking and Dagenham population. The [2009 document](#) predicts an increase in the number of people taking up a caring role. The JSNA warns that failure to meet the needs of carers will result in increased need to provide services such as emergency respite. The annual refresh, published in [October 2010](#), does not contain much information on carers, but the analysis from 2009 still applies. The action plan at the end of this strategy will ensure more information on carers is included in the next annual refresh of the JSNA.

#### 4.5 Barking and Dagenham Health and Wellbeing Strategy 2010-2013

[This strategy](#) sets out how the Barking and Dagenham Partnership will play its part in improving health and wellbeing by maximising our impact in improving health and reducing health inequalities. However, in the light of the changing economic climate and reduced health funding the document will be reviewed this summer.

### 5 Budgetary Context

Historically, local authorities received funding for the provision of carers services through the Carers Grant. The Carers Grant formed part of the government's strategy for carers and was designed to stimulate diversity and flexibility in the provision of breaks for carers or direct services to carers to support them in their caring role.

Despite these conditions subsequently being lifted and the ring fencing of the budget coming to an end in 2004 – 2005, the Council has continued to dedicate significant funding to carers services in the borough. The budget for 2011/12 is set at approximately £700,000.

The Council also funds Carers projects from other funding sources. For instance, the Council has just commissioned a project about working with family and carers coping with substance misuse problems.

In addition to local authority funding, NHS Barking and Dagenham have funded a carer's projects totalling approximately £35,000 a year out of a carers baseline budget of £300,000. Projects include part funding Face to Face Parents Befriending Scheme which provides experienced and independent support to assist parent(s) new to the problems of disabilities or experiencing difficulties with disabilities affecting their child. The NHS also fund projects for carers of people with mental health problems.

Our local third sector partners also apply for and receive grant funding for projects which have benefited carers across the borough.

## 6 Current achievements

This section outlines what is currently in place for carers in Barking and Dagenham. The examples of recent progress are divided into the four priority areas of the national strategy (see 3.1). For full details, a self assessment completed in August 2010 can be found in **Appendix 4**. A table of services the Council commissions to assist carers in the borough can be viewed in **Appendix 5**.

### 6.1 Identification and recognition

Voluntary sector organisations and partnership groups help **identify carers** and **support** them in their caring role:

- ✓ A Carers Networking Group has been established, made up of representatives from various voluntary sector organisations, health care providers, mental health services and BAME groups, with the purpose of working in partnership to provide expertise on various areas of service delivery.
- ✓ The adoption of a single carer assessment form and an information sharing protocol with Adult and Community Services and Health partners provided there is consent from carers and service users.
- ✓ The Learning Disability Partnership Board has a Carers Champion working at a local and national level linking with our carer focused organisations.

To recognise the role of carers in the borough, partners work together each year to celebrate **Carers Week**. This week is a national event held every year in June and locally partners use this as an opportunity to promote the carers agenda. This includes access to information, advice and support networks for carers, at co-ordinated events at Dagenham Heathway, Queen's Hospital and Vicarage Fields Shopping Centre.



We also make a particular effort to identify, recognise and support **young carers**. Barking and Dagenham is committed to seamless working between Children’s Services and Adult Social Services to ensure that both carers of disabled children, and children who are themselves carers in a caring role for a parent or sibling with a disability, feel supported, valued and able to thrive.

## 6.2 Realising and releasing potential

In the current financial climate it is vital that carers are given the best possible **financial support** to enable them to live the life that they want. Access to relevant information and support is the key to enabling carers to improve their employment chances and mitigate some of the effects of being employed whilst having a caring duty. The following work in the borough has focussed on ensuring our partner agencies are in a position to provide appropriate support and advice to carers:

- ✓ Organisations helping signpost carers on to other specialist services such as the Community Legal Advice Centre, its outreach venues, and three local Job Shops.
- ✓ There is support to help carers claiming Incapacity Benefits and Employment and Support Allowances.

## 6.3 A life outside caring

The borough is striving to improve **information** regarding the variety of services available to carers. Listed below is what the Council and partners are doing currently to offer information and advice to carers:

- ✓ An Information, Advice and Advocacy strategy has been developed. The purpose of this strategy is to ensure residents, many of whom have been previously directly or indirectly excluded from access to social care related support and services, can benefit from the opportunities available.
- ✓ The borough’s social care website has been revamped to make it more accessible and user friendly. It provides up-to-date information for carers as well as information on universal services: <http://adultsocialcare.lbbd.gov.uk/i-need-help-with/being-a-carer.aspx>





- ✓ The new website software is available online, not just on the Council website, but through free touch-screen 'Information Points' known as Elephant Kiosks at four locations in the borough.
- ✓ Following consultation with carers, a Carer's DVD was produced providing a wide range of accessible carer information, tips and guidance on the services available and how they can be accessed. These are available in various GP surgeries, hospital receptions and benefit offices.
- ✓ A variety of partner organisations provide useful information, advice and advocacy services in the borough.

It is vital that carers get respite from their caring role. Having a short break while someone carries out your caring duties can give carers time to relax. **Respite care** is the provision of short term break which benefits the person cared for as well as the carer. Respite should be a positive experience for the person cared for and the carer to enhance the quality of their lives and support their relationship. The length of the short break is not fixed. It may extend from a few hours to a few weeks.

The carer and the person cared for are likely to require an assessment to find out what support is needed. Ideally respite should be planned, giving both the carer and the person cared for a chance to consider the options and make a decision that suites both. Take up of planned respite in Barking and Dagenham is good. There are a variety of respite options available allowing carers a break from their caring role:

- ✓ Charitable organisations provide a variety of accessible respite breaks for people with physical disabilities, learning disabilities or sensory impairments.
- ✓ Coffee mornings, quiz nights and other activities provide a welcome break from caring and a chance to meet other in a similar situation.
- ✓ Trips are organised that cater for people with disabilities and their carers.
- ✓ Some nursing and residential homes can provide respite care
- ✓ Families are benefiting from the Short Breaks programme for parent carers

Sometimes, respite has to be organised on an emergency basis. Emergencies can happen at any time when, for instance:

- where the carer is suddenly admitted to hospital
- if the carer has an accident
- during a family emergency, such as a close relative being taken ill and a person needs help or support
- for support at the funeral of a close friend or relative
- where there is a real risk to the carer's job on a particular occasion

The Carers Strategy action plan will look to analyse the take-up of **emergency respite options**, which are currently underutilised in the borough.

#### **6.4 Supporting carers to remain healthy**

A variety of different projects are undertaken in the borough in partnership with organisations and groups offering **emotional support** to carers. The respite schemes above

help with emotional support but also charitable organisations provide good support to culturally specific groups, or age related services. Below outlines examples of services to help provide emotional support for carers:

- ✓ The following groups in the borough provide advice, support and information to carers from different ethnic groups, aiming to meet religious and cultural needs:
  - Gurdwara Singh Sabha London East – Sikh Community
  - Barking Muslim Social and Cultural Society
  - Barking and Dagenham Somali Women’s Association
  - Barking and Redbridge Chinese Community Association
  - Romakey International Educational & Empowerment Services (RIEES)
- ✓ A dedicated BME support officer who works with carers from black and minority ethnic communities. This has resulted in better signposting, increased awareness amongst carers of their role and an increased take up of carer services and direct payments.
- ✓ The Daybreak drug project for families and carers is a drop in service for those with drug and alcohol issues.

Skills training for carers can often result in improved outcomes in their caring role and empower their dealings with care professionals. A variety of **training** courses are currently offered for carers, for example:

- ✓ Challenging Behaviour Training for Parents/Family Carers
- ✓ Council Safeguarding training for carers
- ✓ Carers of Barking and Dagenham offer an annual programme of training which includes a few training sessions every month including conciliation skills; anger/stress management; Open University taster session; mental health awareness; dementia awareness; money management; first aid; and lifting and handling

A range of **leisure** activities are very important for carers providing a period which is spent doing things other than work or the caring role. Leisure activities can de-stress a person and carry the attention away from work and can have a positive impact on a carer’s health. The Council places a great emphasis on ensuring all residents have access to a range of leisure and community activities:



- ✓ There are many different sports and leisure centres to choose from in the borough. They offer a range of facilities and exercise classes.
- ✓ There are 25 parks and open spaces across the borough. They are great for walking, picnics, and family days out. Many of the parks have bowling greens, sports pitches, and children's playgrounds.
- ✓ There is plenty of history and heritage to explore in the borough. You can visit Valence House Museum, Eastbury Manor House, and many other great places.

Furthermore, the Council’s three leisure centres are free to use for carers and the people they care for if they go to the leisure facilities together.

## 7 What we are going to do?

This section describes the priorities and commitments for improving the way support for carers will be delivered in the borough. These intentions have informed an action plan for 2011/12 in Section 8 which will also detail timescales for delivery.

### 7.1 Identification and recognition

It is important that carers are **identified** when they are visiting their GP or hospital. A system will be developed to help carers and the people cared for be identified through their mobile phone called ICE (In Case of Emergency). The idea behind ICE is that police, ambulance and hospital staff can access the next of kin details from a mobile phone under the name ICE. This would aim to give carers peace of mind by providing a back-up service which will put in place replacement care if care cannot be provided because of an emergency.

To improve the support carers get in the primary care setting, the action plan will seek to increase appointment times for carers.

To help identify **young carers**, a Young Carers Strategy is being developed by the Council's Children's Services department. To ensure the work of Children's Services and Adult and Community Services is joined up and coordinated, we will sign a Memorandum of Understanding (**Appendix 6**).

Each year, the Council and partners will continue to work together to celebrate **Carers Week** with a range of events across the borough.



### 7.2 Realising and releasing potential

It can be hard to stay in **education** particularly with the challenges of being a carer. The learning opportunities available for adults in the borough will be publicised to carers at every opportunity.

Combining the caring role with work can be a real challenge. Carers have additional **employment** rights to enable carers to stay at work. In line with the aspirations set out in the vision for Barking and Dagenham it is important to recognise the value of work and employment for carers, in terms of self worth and self esteem. The Council has a leadership role to play, to enable carers to be better able to combine paid employment with their caring role and re-enter the job market after their caring role has ended through:

- ✓ Encouraging flexible working opportunities
- ✓ Increased training provision
- ✓ Employer awareness and support

We will also ensure the take-up of care related **benefits** and carers allowances is increased in the borough, building on the work of the voluntary sector in providing welfare benefits advice. Carers will need assistance in navigating the new benefits systems

### 7.3 A life outside caring

A priority is to provide even better **information** and signposting. This should enable and empower carers to take full control over their lives and make more informed choices about the care and support they need to lead as normal a life as possible. Our recent survey completed at Carers week revealed that while the majority of carers were happy with the information and advice received, a significant minority wanted more information. There is a need to co-ordinate the range of information and advice available through voluntary and community organisations as well as through statutory services, and to seek carer's views on how to make it as accessible as possible. We will:

- ✓ Review our commissioned information and advice services and bring them in line with our strategic intent.
- ✓ Continue to work with partners to ensure our website and leaflets are as up to date and useful as possible.
- ✓ Increase partner participation in maintaining and updating the Carer webpages.

**Universal or mainstream services** are key to enabling the widest choice and accessibility to hobbies, activities, support and respite; encouraging their use helps the life of a carer and typically, universal services offer better value for money. The Council, together with partners will work with local businesses and clubs to facilitate access to mainstream activities to improve carer/life balance. Providing access to universal services will also reduce duplication of provision and increase the opportunities for socialisation and meaningful activities within the wider community.

We will work in partnership with all providers to accommodate the needs of more carers by increasing the choice of **respite** and **short-breaks**. This work will ensure that there will be a wide range of short break options and services that meet the existing as well as future health and social care needs of residents and the identified needs of their parents/family carers. Respite should be a positive experience and meet the cultural and religious requirement of everyone who needs them.

To ensure this happens, Commissioners from the Council and Health will develop the following:

- ✓ Clear, accessible information about short break services, particularly emergency respite
- ✓ Develop the opportunities for the voluntary sector to support the development of more preventative, flexible and personalised short breaks
- ✓ Develop an ICE (see 7.1) system to provide emergency respite or support
- ✓ Review the Shared Lives scheme
- ✓ Audit Residential homes that provide respite

We will develop a **Peer Brokerage** service. The Peer Brokers will have experience of going through the planning process and has been trained to deliver the support for others. The

Broker's role will be to enable people to identify the changes they want to make to their lives and navigate the support services and community opportunities. Brokers will cost and write a support plan that meets assessed needs and also ensure health care needs are included.

#### 7.4 Supporting carers to remain healthy

We will improve the **emotional support** offered by the local authority and the third sector to carers through:

- ✓ Awareness raising for frontline staff and health professionals
- ✓ Support groups, text or email support systems, cyclical universal carer networking events, smaller special-interest groups with links to universal provision

In order to help reduce carers suffering health related problems we intend to find ways to train carers to enable them to strengthen them in their caring role and to empower them in their dealings with care professionals. The need for more **training** to educate professional staff and our partners has also been identified, this would also include:

- ✓ Carer awareness training for GPs and practice nurses and additional mental health training for staff.
- ✓ Carer specific training, with more training carried out in their home.
- ✓ Support and training during/after cared-for person's hospital stay
- ✓ Reduce social isolation and improve social inclusion to help maintain a satisfactory quality of life.



We want to ensure that there are no barriers for carers using the borough's **leisure** facilities by strengthening the links between carers and leisure. We will:

- ✓ Promote the free leisure offer in place for carers and the people they care for when they go to leisure centres together.
- ✓ Develop a discount offer for carers (going to leisure centres without the people they care for)
- ✓ Ensure that the activities that carers want are available at times that are convenient.

Carers will also be offered an opportunity to make the most of the new leisure centre in Becontree Heath through the offering of tours to carer groups.

We aim to help improve the health and quality of life for **older carers** by addressing their social, financial and practical needs. We aim to:

- ✓ To provide older carers with relevant information and individual support
- ✓ To identify older carers and enable them to make better health choices
- ✓ To give older carers greater access to support services
- ✓ To ensure that older carers are able to engage with other carers and useful support networks
- ✓ To enable carers to look at their own health and make choices and decisions to choose a healthier lifestyle which in turn allows them to continue to care

## 8 Action Plan 2011-12

This action plan builds on the intentions in Section 7. It will be reviewed and updated annually, but monitored throughout 2011/12.

### 8.1 Identification and recognition

OBJECTIVE 1 - Supporting those with caring responsibilities to identify themselves as carers at an early stage

| Aim   | What   | How   | Who and When  |
|---|--|---|---|
| To identify more carers at hospital/GP surgeries        | Identify and support carers when signing up with a GP                        | Ensure residents are asked whether they are a carer during the GP sign up process and all carers are recorded on GP Systems | NHS ONEL Primary Care Contracting Team<br>October 2011            |
|   |  | Develop support offer for carers when they identify themselves at GP practices  | NHS ONEL Primary Care Contracting and LMC<br>October 2011 onwards |
|   |  | Ensure residents are asked whether they are a carer during the GP sign up process and all carers are recorded on GP Systems | NHS ONEL Primary Care Contracting Team<br>October 2011            |
| More support for carers at the GP practice and hospital | Extended appointment times of 20 minutes for all carers when with dependents | Investigate possibility of 20 minute health checks for carers   | NHS ONEL Primary Care Contracting and LMC<br>October 2011         |
|   | Deliver GP Awareness Training  | 2 x 1 hr training delivered at practice managers at their fortnightly meeting   | Lorraine Goldberg<br>Carers B & D<br>September 2011               |
|   | Continue to provide carers packs at GP surgeries                             | Replenish information every six months  | Lorraine Goldberg<br>Carers B & D<br>September 2011/ March 2012   |

|   |   |   |  |
|---|---|---|--|
| Information for carers                              | Ensure links on the Council Carer's webpages are kept up to date and interface linked with Carers of Barking and Dagenham and other providers | Full check of all information on Carer's webpages quarterly   | Karen West-Whyllie<br>Adult Social Care & Adult Commissioning<br>July 2011           |
|   | Staff in contact with carers to distribute information regarding services and support   | Review content of service user factsheets   | Karen West-Whyllie<br>Adult Social Care<br>Carers B & D<br>June 2011<br>January 2012 |
| Develop crisis support for carers                   | Develop ICE (In Case of Emergency) in mobile phones using an emergency contact number   | Develop emergency plan template with alternative carer contacts   | Ed Humphreys<br>Adult Commissioning<br>June 2011                                     |
|   |   | Develop emergency contact process with Emergency Duty Team or Careline  | Adult Commissioning<br>June 2011   |
|   |   | Promote ICE to existing database of carers  | Lorraine Goldberg<br>Carers B & D<br>September 2011 onwards                          |
|   | Promote and distribute 'Message in a bottle' for people who do not have a support plan  | Distributed at Carers Week through stalls at Vicarage Fields and Dagenham Heathway  | Ed Humphreys<br>Adult Commissioning<br>Sue Bernie<br>Carers B & D<br>June 2011       |
|   |   | District nurses to distribute on visits   | Tudur Williams<br>July 2011 onwards  |
| Develop other areas of practical support for carers | Launch practical support for carers project to encourage carer participation in volunteering opportunities                                    | Develop recruitment pool of 125 volunteers  | Lorraine Goldberg<br>Carers B & D<br>October 2011                                    |
|   |   | Supports 250 carers annually  |  |
| Identify more hidden carers                         | Encourage our local third sector organisations to refer hidden carers to Carers of Barking and Dagenham                                       | Article in CVS Newsletter and NHS Barking and Dagenham newsletter during Carers Week and presentation at Voluntary Sector Forum | Lorraine Goldberg<br>Carers B & D<br>June 2011                                       |

OBJECTIVE 2 - Recognising the value of the carers' contribution and involving them from the outset both in designing local care provision and in planning individual care packages

| Aim   | What  | How  | Who and When   |
|---|---|--|--|
| Carer involvement in support plans                                | Whole family approach in support plans with service users staying in control but with carers needs taken into account | Training around support planning   | Really Useful Training Company<br>Adult Social Care<br>June 2011 |
|   |   | Support plan not signed off until Carers Assessment and manager is satisfied           |  |
| Set up Carers Reference Group/Board to monitor Carers Action Plan | Fits under Health and Wellbeing Board   | Details TBC ( <i>awaiting confirmation of the new Health and Wellbeing structure</i> ) | Karen Ahmed<br>Adult Commissioning<br>September 2011             |
| Redesign Carers satisfaction survey                               | Design method of consultation to look at specific carer issues annually   | Circulate annually at Carers Week  | Adult Commissioning<br>April 2012                                |

## 8.2 Realising and releasing potential

OBJECTIVE 3 - Enabling carers to fulfil their educational potential

| Aim   | What   | How  | Who and When                                     |
|---|--|--|--|
| Improve take-up of carers in adult education and volunteering | Adult education opportunities publicised to carers | Adult education advertised in Carers Week stall  | Sue Bernie<br>Carers B & D<br>June 2011          |
|   |  | Information included in Carer's pack   |  |
|   |  | Adult College and Barking and Dagenham College webpages linked to Carer's webpages. 40 family learning programmes publicised | Ed Humphreys<br>Adult Commissioning<br>July 2011 |
|   | Carer participation in Adult Education forum       | Set up Adult Learning & Participation Forum  | Alan Lazell<br>Skills & Learning<br>October 2011 |



|  |  |                                  |  |
|--|--|----------------------------------|--|
|  |  | Carers B & D to present at forum | Lorraine Goldberg<br>Carers B & D<br>December 2011 |
|--|--|----------------------------------|--|

OBJECTIVE 4 - Enabling those with caring responsibilities to fulfil their employment potential

| Aim  | What  | How  | Who and When   |
|--|---|--|--|
| Increase information about employment and training opportunities | Support for carers about employment opportunities and help carers establish whether they are better off financially in work | Promote the three job shops through Carers of Barking and Dagenham and webpages for carers wanting full time work (16+ hours a week), part-time work and for benefit advice.                   | Terry Regan<br>Employment and Skills<br>Carers B & D<br>Adult Commissioning<br>July 2011 onwards |
|  |   | £2 million European Social Fund Programme to engage with supporting carers through Third Sector organisations.   | Terry Regan<br>Employment and Skills<br>Carers B & D<br>September 2011 to March 2014             |
| Increase carers awareness of employment rights                   | Engage with local employers to raise awareness about carers issues and promote carers rights in government legislation      | Present to Skills Jobs and Enterprise Board  | Lorraine Goldberg<br>Carers B & D<br>March 2012  |
|  |   | Article in Barking and Dagenham Economic Development Newsletter  | Lorraine Goldberg<br>Carers B & D<br>July 2011   |
|  | Include links on Carer's webpages   | Carers UK advice linked on our Carer's webpages:<br><a href="http://www.carersuk.org/Information/Workandcaring/Flexibleworking">www.carersuk.org/Information/Workandcaring/Flexibleworking</a> | Ed Humphreys<br>Adult Commissioning<br>June 2011   |

### 8.3 A life outside caring

OBJECTIVE 5 - Personalised support for both carers and those they support, enabling them to have a family and community life

| Aim                                  | What   | How  | Who and When   |
|--------------------------------------|--|--|--|
| Ensure quality carer's assessments   | Through the new FACE tool  | Ensure carers assessments use the new FACE tool and report to Carers Board/Reference Group                                     | Susanne Knoerr<br>Adult Social Care<br>July 2011         |
| Research personal budgets for carers | Research individual approaches to deciding carer's allocation                      | Link with FACE to discover different Carers Budget tools<br>Report to Carers Board/Reference Group and Operating Systems Group | Susanne Knoerr<br>Adult Social Care<br>March 2012        |
| Access to assistive technology       | Clear pathway for carers to be informed and encouraged to use assistive technology | Develop information around assistive technology and include on Carers webpages   | Adult Commissioning<br>July 2011                         |
|                                      |  | Assistive technologies stall at Carers week  | Adult Commissioning<br>June 2011                         |
| Access to respite                    | Develop information and advice about full range of respite options                 | Steering group set up with attendees from Carers of Barking and Dagenham, LINKs and carers                                     | Personalisation and Market Development<br>September 2011 |
|                                      |  | Full menu of options included on Carers webpages detailing information that carers requested                                   | Personalisation and Market Development<br>January 2012   |
|                                      | Evaluate Shared Lives Scheme   | Full review of scheme to be presented to Carers Reference Group/Board and Adult and Community Services DMT                     | Personalisation and Market Development<br>March 2012     |
|                                      | Audit residential homes looking at the respite they offer.                         | Identify list of homes offering residential respite  | Susanne Knoerr<br>Adult Social Care<br>July 2011         |

|  |  |  |   |
|--|--|--|---|
|  |  | Recruit volunteers to audit respite in the listed homes                                      | LINKs<br>September 2011                           |
|  |  | Develop exit questionnaire for people leaving residential respite                            | Adult Commissioning<br>September 2011             |
|  |  | Information gathered goes on Carers webpages and incorporated in My Support (when developed) | Susanne Knoerr<br>Adult Social Care<br>March 2012 |

#### 8.4 Supporting carers to remain healthy

##### OBJECTIVE 6 - Prevention and early interventions for carers

| Aim                                       | What  | How   | Who and When   |
|---|---|---|--|
| Increase awareness of training for carers | Caring with Confidence<br>Skills for Care/Health<br>Safeguarding training | New programme of training developed for professionals and carers                | Lorraine Goldberg<br>Carers B & D<br>July 2011         |
|   |   | Carer's webpages updated to include training options                            | Karen West-Whyllie<br>Adult Social Care<br>August 2011 |
|   |   | Carers Reference Group to monitor training uptake and feedback                  | Adult Commissioning<br>March 2012                      |
| Mental wellbeing                          | Increased access to counselling   | Maintain and advertise the current network of support groups on Carers webpages | Amtul Irtiza<br>Adult Commissioning<br>July 2011       |
|   |   | Signpost IAPT in carer support packs and on the Carer webpages                  | NELFT<br>September 2011                                |

OBJECTIVE 7 - Supporting parent carers of disabled children

| Aim                            | What  | How   | Who and When                                    |
|--------------------------------|---|---|---|
| Continue Face to Face training | Promote popular four day interactive course geared toward parent carers | Ensure continued funding is available for training of parent carers   | NHS ONEL Borough Commissioning<br>June 2011     |
|                                |   | Monitor and review training quarterly   | NHS ONEL Carers B & D<br>September 2011 onwards |
|                                |   | Review training at end of year and report to Carers Reference Group / Board   | NHS ONEL Carers B & D<br>March 2012             |
| Peer brokerage                 | Set up of peer brokerage model piloted by Carers B & D                  | 20 young learning disabled adults and their families will be offered advice and information and brokerage support where a personalised care package has been agreed | Lorraine Goldberg Carers B & D<br>March 2012    |
|                                |   | Understand if peer brokerage model is brokering effective support planning  | Lorraine Goldberg Carers B & D<br>March 2012    |

OBJECTIVE 8 - Promoting health and wellbeing in local communities

| Aim   | What  | How  | Who and When  |
|---|---|--|---|
| Reducing stress, ill health and exhaustion    | Promote free health checks offered by pharmacies  | Through Carers Newsletter and Carers webpages  | Adult Commissioning<br>Lorraine Goldberg<br>Carers B & D<br>July 2011 |
| Improve access to mainstream facilities       | Understand and reduce the barriers stopping carers from accessing leisure facilities  | Questionnaire at Carers Week   | Andy Knight<br>Community Sport & Arts<br>June 2011                    |
|   |   | Pilot reduced rate carer leisure membership for when they attend leisure centres their own | Andy Knight<br>Community Sport & Arts<br>September 2011               |
|   | Promote free leisure offer for over 60s to 2,500 listed carers<br>Promote free leisure offer for carers and the people they care for when they attend leisure facilities together | Mailshot to 2,500 listed carers outlining leisure opportunities for carers                 | Andy Knight<br>Community Sport & Arts<br>July 2011                    |
| Ensure there is a Carer's voice through LINKs | Proposal for carer representation as part of LINKs  | Adult Commissioning to develop with LINKs  | LINKs<br>July 2011  |

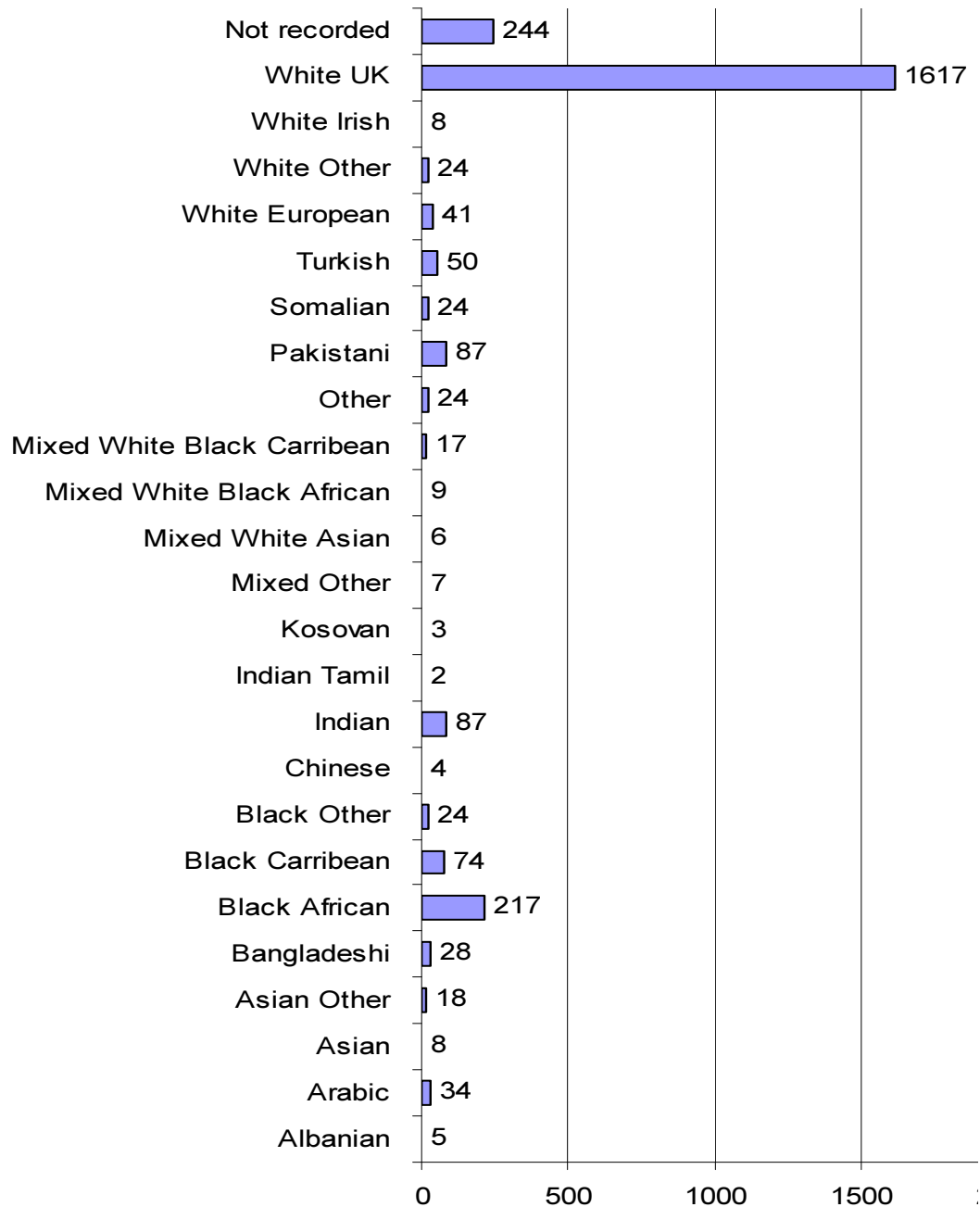


## Appendix 2

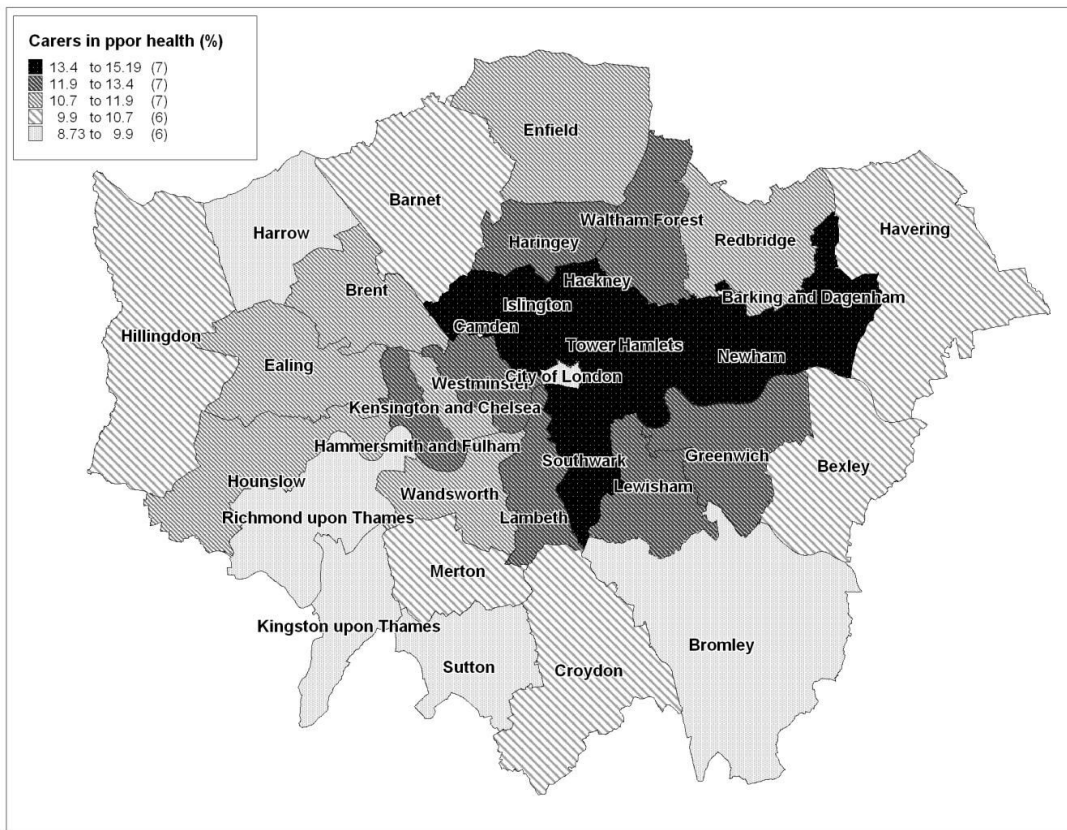
### List of tables and graphs

**Fig 1 – Ethnicity Breakdown of carers**

Of the 2662 carers known to use the BME breakdown is as detailed below:

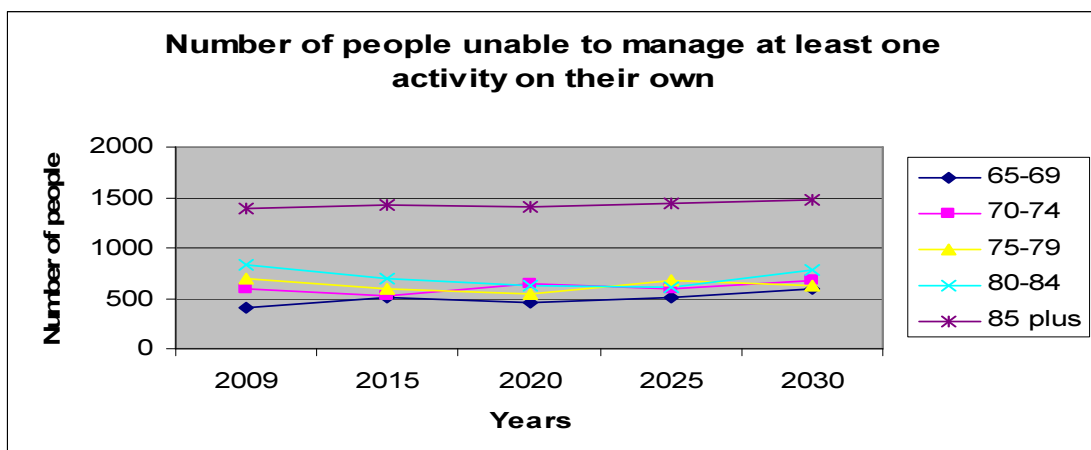


**Fig 2 - Distribution of carers in poor health in the London region**



**Fig 3 - Projections for number of people unable manage at least one activity on their own**

Population figures below indicate that numbers of over 85s will increase in coming years. According to the graph below this will correspond to an increase in those over 85 unable to manage one activity on their own. There is a small decline in the 75 to 84 age group but significant rises in the 65 to 74 age group and the 85 plus age group. The total number of people with mobility problems is predicted to fall by 170. However by 2030, it is projected that the borough will have 226 more people with mobility problems than the 2009 figure.



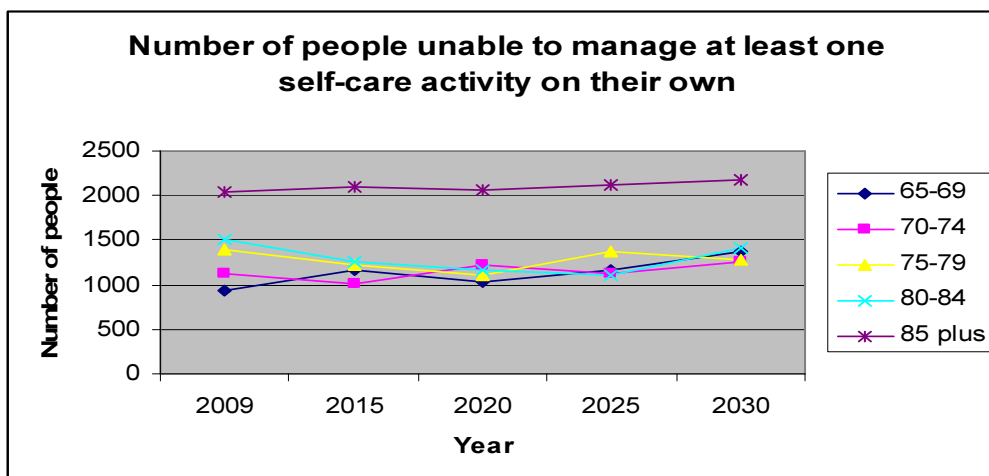


|                | 2009  | 2015  | 2020  | 2025  | 2030  |
|----------------|-------|-------|-------|-------|-------|
| <b>65-69</b>   | 410   | 503   | 452   | 511   | 597   |
| <b>70-74</b>   | 600   | 532   | 646   | 594   | 672   |
| <b>75-79</b>   | 696   | 600   | 546   | 678   | 624   |
| <b>80-84</b>   | 825   | 691   | 633   | 604   | 774   |
| <b>85 plus</b> | 1,385 | 1,420 | 1,405 | 1,440 | 1,475 |

[Source: Projecting Older People Population Information System]

**Fig 4 -** Number of people unable to manage at least one self-care activity on their own

There is a similar pattern to the previous projections when analysing a self care indicator. Self care means looking after yourself in a healthy way whether it is brushing your teeth or taking medicine. The table below reveals the number of people unable to self-care will increase by 475 people in the next 20 years. Again, over the next five years, there is a slight reduction of 274 people needing self care help. However, after 2020 this figure rises sharply again.



|              | 2009 | 2015 | 2020 | 2025 | 2030 |
|--------------|------|------|------|------|------|
| <b>65-69</b> | 942  | 1155 | 1038 | 1173 | 1371 |
| <b>70-74</b> | 1130 | 1002 | 1217 | 1119 | 1266 |

|                |      |      |      |      |      |
|----------------|------|------|------|------|------|
| <b>75-79</b>   | 1400 | 1215 | 1108 | 1380 | 1273 |
| <b>80-84</b>   | 1509 | 1264 | 1158 | 1105 | 1416 |
| <b>85 plus</b> | 2041 | 2092 | 2069 | 2120 | 2171 |

*[Source: Projecting Older People Population Information System]*

**Fig 5** - Number of people aged between 18-64 predicted to have a moderate or severe learning disability and be living with a parent

| <b>Age band</b>         | <b>Number predicted to be living with a parent</b> |             |             |
|-------------------------|--|-------------|-------------|
|                         | <b>2009</b>  | <b>2015</b> | <b>2030</b> |
| <b>18-24</b>            | 68   | 68          | 77          |
| <b>25-34</b>            | 61   | 69          | 74          |
| <b>35-44</b>            | 61   | 55          | 61          |
| <b>45-54</b>            | 25   | 28          | 27          |
| <b>55-64</b>            | 6  | 7           | 8           |
| <b>Total Population</b> | 223  | 227         | 247         |

*[Source: Projected Adult Needs Service Info]*

Data from Projected Adult Needs Service Info (PANSI) above shows that 223 people with a learning disability currently live at home with their parents. Of the 223 people, 137 are known to services which means there are that many people with learning disabilities registered as having carer involvement and they live at home with that involved carer.

## Appendix 3

### Summary of national strategies and key legislation

#### Recognised, valued and supported: Next steps for the Carers Strategy (2010)

On 28 July 2010, the Department of Health published a call for views on the key priorities that will have the greatest impact on improving carers' lives in the next four years. This [document](#) provides an overview of the 764 responses received. This sets out the Government's priorities for carers, identifies the actions that the Government will take over the next four years to ensure the best possible outcomes for carers and those they support, including:

- ✓ Supporting those with caring responsibilities to identify themselves as carers at an early stage, recognising the value of their contribution and involving them from the outset both in designing local care provision and in planning individual care packages
- ✓ Enabling those with caring responsibilities to fulfil their educational and employment potential
- ✓ Personalised support both for carers and those they support, enabling them to have a family and community life
- ✓ Supporting carers to remain mentally and physically well.

#### Carers at the heart of 21st Century (2008)

The national strategy for carers '[Carers at the Heart of 21st Century Families and Communities](#)' was published in June 2008. The responsibility for delivering its vision is shared by central and local government, the NHS, the voluntary & community sector, families & communities.

The strategy states that by 2018:

- ✓ Carers will be respected as expert care partners and will have access to integrated and personalised services which they may need to support them in their caring role
- ✓ Carers will be able to have a life of their own alongside the caring role
- ✓ Carers will be supported so that they are not forced into financial hardship by their caring role
- ✓ Carers will be supported to stay mentally and physically well and treated with dignity
- ✓ Children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and to achieve against Every Child Matters outcomes

The national strategy requires Local Authorities to:

- ✓ Incorporate carers into the personalisation agenda (see 2.2.2 below)
- ✓ Improve the provision of information
- ✓ Provide co-ordinated integrated services
- ✓ Improve support to young carers

Furthermore, it requires the NHS to:

- ✓ Invest new money in respite care
- ✓ Undertake carers health checks
- ✓ Address the inequalities experienced by carers

### **Putting People First (2007)**

The Putting People First ministerial concordat set out its vision for transforming social care. It states that personalisation should maximise choice and control for people using services and their carers. Service users and carers are put at the heart of the decision making process, participating at every stage. The department for Social Care Institute for Excellence provides a good summary of the implications of the Personalisation agenda set out in Putting People First.

Personalisation for carers means:

- tailoring support to people's individual needs and being part of the discussion about support for carers and support for the person carers are looking after
- not having to take on all the responsibility and all the managing of care and support – the local authority should ensure that the carers are sufficiently supported
- recognising and supporting carers in their role, while enabling them to maintain a life beyond their caring responsibilities – carers should have their own needs assessed and have choices about their own support
- ensuring that people have access to information and advice to make good decisions about their care and support
- ensuring all citizens have access to universal community services and resources such as health, transport and leisure
- making services more flexible so carers can agree outcomes and find solutions that are right for the carers' situation
- if needs change over time, personalisation should enable carers and the person they are looking after to change the way you are supported.

*[Extract from 'Personalisation briefing: Implications for carers' (SCIE July 2009)]*

With Personalisation at the centre stage of social care policy<sup>1</sup> we will promote this agenda by supporting service users' carers (or non-FACS eligible

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<sup>1</sup> *Putting People First – Making It Happen (2008)*

people's carers) in their own homes and in the community as much as possible.

## **Supporting Carers – Early Interventions and Better Outcomes**

The Princess Royal Trust for Carers in collaboration with ADASS published five key messages for health, social care and other agencies who work with carers, to highlight where the focus of future activity needs to be. They are:

- Early Intervention is integral to personalisation.
- Applying early intervention is integral to the support of carers can lead to better value for money and better outcomes.
- There is an evidence base to support the claim that carer support can create savings for adult services.
- Considering carer support in the context of major care pathways such as hospital discharge, falls, dementia and stroke could generate systems-wide efficiencies.
- Systematic information collection from service users and carers would improve the evidence base and improve the investment of limited resources in both health and social care.

[Extract from 'Supporting Carers – Early Interventions and Better Outcomes' (Princess Royal Trust for Carers and ADASS May 2010)]

## **Summary of Legislation**

### **The Work and Families Act (2006)**

[http://www.opsi.gov.uk/acts/acts2006/ukpga\\_20060018\\_en\\_1](http://www.opsi.gov.uk/acts/acts2006/ukpga_20060018_en_1)

The above act extended the right to request flexible working to employees who care for adults. This built on the introduction (through the Employment Act 2002) of the right to request flexible working for parents of children under the age of 6 (or eighteen if the child is disabled).

### **The Carers (Equal Opportunities) Act (2004)**

[http://www.opsi.gov.uk/acts/acts2004/pdf/ukpga\\_20040015\\_en.pdf](http://www.opsi.gov.uk/acts/acts2004/pdf/ukpga_20040015_en.pdf)

This places a duty on local authorities to **inform carers of their right to an assessment**. It recommends that local authorities seek the help of other local authorities in the planning for the delivery of support to carers. It also asks that the carer's wish to work and for access to education, training and leisure is considered as part of this assessment.

### **The Carers (Recognition and Services Act (1995)**

[http://www.opsi.gov.uk/acts/acts1995/ukpga\\_19950012\\_en\\_1](http://www.opsi.gov.uk/acts/acts1995/ukpga_19950012_en_1)

This was the first major piece of legislation that related solely to carers. It states that carers who are providing or intend to provide regular and

substantive care are entitled to request an assessment of their ability to care. The Act requires local authorities to take into account the carers assessment when deciding what services are needed to support the cared for person.

**The Disabled Persons Act (1986)**

[http://www.opsi.gov.uk/acts/acts1986/pdf/ukpga\\_19860033\\_en.pdf](http://www.opsi.gov.uk/acts/acts1986/pdf/ukpga_19860033_en.pdf)

This Act of Parliament instructs that when assessing a disabled person's needs, consideration must be given to whether a carer is able to care for that person.

This strategy will address young carers moving to adulthood and as part of Transitions planning we acknowledge the following legislation relating to children:

**The Children's Act (2004)**

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_4118023](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4118023)

The Children's Act 2004 requires that arrangements be in place to promote co-operation between agencies and services to improve the well being of all children, including young carers.

**The Carers and Disabled Children Act (2000)**

[http://www.dh.gov.uk/prod\\_consum\\_dh/idcplg?IdcService=SS\\_GET\\_PAG&ssDocName=DH\\_4101678](http://www.dh.gov.uk/prod_consum_dh/idcplg?IdcService=SS_GET_PAG&ssDocName=DH_4101678)

In April 2001, the Carers and Disabled Children's Act came into force. This enabled carers, including parent carers of disabled children, to an assessment in their own right. The Act also empowered local authorities to introduce voucher schemes for carer break services and extended the powers of local authorities to provide more specific services for carers. These carer specific services, which are not community care services, include the provision of Direct Payments.

## Appendix 4

### National Carers Survey 2009/10 – Headline Findings

#### The Carer

- Nearly half (49 per cent) of carers who responded to the survey were aged 65 or over, 44 per cent were aged 45-64 and the remaining 7 per cent were aged 18-44.
- Almost two-thirds (66 per cent) of carers who responded to the survey were female.
- 91 per cent of respondents where ethnicity was known came from the White ethnic background.
- 57 per cent of carers spent 35 hours or more per week looking after or helping the person they were caring for, 49 per cent spent 50 hours or more caring and 37 per cent of carers spent 100 hours or more per week caring.
- Almost three quarters (73 per cent) of carers said that the person they were caring for lived with them.
- 29 per cent were looking after a parent, 47 per cent were looking after a spouse or partner, 14 per cent were looking after their child, 2 per cent were looking after their parent-in-law, 5 per cent were looking after another relative and the remaining 2 per cent were looking after a non-relative, friend or neighbour.

#### Experience of Support and Services

- 54 per cent of carers reported that they were either extremely or very satisfied with the support or services they and the person they cared for had received in the last 12 months from Social Services, a further 29 per cent said they were fairly satisfied, 9 per cent were neither satisfied or dissatisfied and the remaining 8 per cent were either extremely, very or fairly dissatisfied.
- 29 per cent of carers were using support or services to enable them to take a break lasting longer than 24 hours and 35 per cent took shorter breaks lasting less than 24 hours.
- For longer breaks, 16 per cent were not using them because they were not available, a further 6 per cent were not doing so because they did not feel the services available were suitable and the remaining 48 per cent were not doing so for other reasons.
- For shorter breaks 15 per cent were not using them because they were not available, a further 5 per cent were not doing so because they did not feel the services available were suitable and the remaining 46 per cent were not doing so for other reasons.
- 61 per cent of users who were accessing longer breaks lasting more than 24 hours were either very or extremely satisfied with the breaks. This

compared to 65 per cent of carers accessing short breaks lasting up to 24 hours.

- Of respondents who had indicated they had used carer support and services, 72 per cent stated that they found the support or services either quite easy or very easy to access, 21 per cent found it quite difficult and the remaining 7 per cent found it very difficult.
- Half (50 per cent) of carers felt they were always involved or consulted as much as they wanted to be in discussions about the support or services the person they were caring for was receiving. A further 28 per cent said this was usually the case, 15 per cent were sometimes involved but 6 per cent said they were never involved to a level they would have liked.

### Quality of Life

- 36 per cent of carers who responded to the survey said the overall quality of their lives was either good, very good or could not be better, a further 47 per cent said their quality of life was alright and the remaining 17 per cent said it was either bad, very bad or so bad it could not be worse.
- 23 per cent of carers reported they were able to spend their time as they wanted doing the things they valued or enjoyed. 64 per cent felt they did some things they valued or enjoyed but not enough and the remaining 13 per cent said they don't do anything they value or enjoy with their time.

### Health

- Almost half (49 per cent) of respondents reported that their health in general was either good or very good, 42 per cent said it was fair and the remaining 9 per cent said it was either bad or very bad.
- 82 per cent of carers stated that they were either always or usually involved in discussions with health professionals about the treatment of the person they care for at NHS hospitals compared to 88 per cent at GP surgeries or health centres
- 85 per cent of carers either always or usually felt they were treated with respect as a carer by health professionals at NHS hospitals compared to 90 per cent at GP surgeries or health centres.

### Employment and Finance

- Nearly half (47 per cent) of carers were either retired or self employed. 12 per cent were in employment and felt supported by their employer but 4 per cent were in employment and did not feel supported. A further 17 per cent were not working because of their caring responsibilities, 6 per cent did not need support from their employer to combine work and caring, and the remaining 14 per cent were not in employment for other reasons.
- 8 per cent of carers said they had suffered a lot of financial difficulty because of their caring role, 33 per cent had suffered to some extent but 60 per cent said they had suffered no financial difficulties at all.



## Information and Advice

- A quarter (25 per cent) of respondents reported that they found it very easy to find the information and advice they needed about support, services and benefits from either voluntary organisations, private agencies or Social Services. Almost half (48 per cent) stated they found it fairly easy to get this information, but 19 per cent found it fairly difficult and 7 per cent found it very difficult.
- The majority of carers who had received information and advice felt it had been helpful to them. 92 per cent said that they had found it either quite or very helpful but the remaining 8 per cent said they had found it either quite or very unhelpful.

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## Appendix 5

### Barking and Dagenham Self Assessment August 2010

*The pathway elements came from the Department of Health*

**Green:** achieved

**Amber:** partially/in progress/needs further development

**Red:** not currently offered

| Pathway Element           | Examples of services   | RAG rating   | Brief Description of initiative/service provided/being developed  |
|---------------------------|--|--------------|---|
| <b>1. UNIVERSAL OFFER</b> |  |              |   |
| Identifying Carers        | Service User assessment forms in NHS include questions to identify carer (e.g. GP surgery/A&E)                                     | <b>Amber</b> | All carers that we are aware of have had an assessment. A survey on the four new 'Elephant Kiosks' positioned strategically around the borough has the aim of trying to reach hidden carers. A concerted effort took place at Carer's week to identify hidden carers at the main shopping areas in the borough.   |
| Information & advice      | Published literature, posters, DVD, radio, telephone & face- to- face advice, signposting to other services, directories, websites | <b>Green</b> | <p>London Borough of Barking and Dagenham (LBBD) has recently redesigned the social care <a href="#">webpages</a> with a dedicated carers section. Information points known as 'Elephant Kiosks' are fixed at four locations in the borough. This website signposts universal services.</p> <p>In 2009 a Carers DVD was produced providing a wide range of accessible carer information and guidance. These are available online, at GP surgeries, hospital receptions and benefits offices.</p> <p>Carers of Barking &amp; Dagenham (CB&amp;D), Mencap, Parents of Autistic Children Together and DABD (UK) all support carers offering information, advice, support, and a range of services. CB&amp;D have a comprehensive information pack.again here we have drug services for carers.</p> |

## 2. CHOICE & CONTROL

|   |   |       |   |
|---|---|-------|---|
| Carer's involvement with service user assessment & support planning | Whole family process – impact of support plans on carer is considered   | Amber | Carer's assessments are offered in a whole family holistic approach. More work needs to focus on hospital discharge where carers are given significant input in the discharge arrangements and the care package.  |
| Carer's Assessments   | Delegated assessments   | Green | The carer's assessment can be and is undertaken by CB&D. LBBB checks all assessments are valid, fair and comprehensive.   |
| Resource Allocation System  | Carer's R.A.S<br>Service user R.A.S includes Carer's assessment         | Green | No specific carer's RAS in the borough but the current RAS includes a carer's section. In the new year, the new RAS tool will be introduced including a larger, more detailed carer's assessment section.   |
| Brokerage   | Personal Budgets for carers<br>Flexible breaks - Direct Payments scheme | Red   | We need to develop brokerage across all agencies including advocacy run voluntary sector agencies to support carers to consider the benefits that direct payments and individual budgets can achieve. LBBB will restructure the role of brokerage with the proposed development of a mixed brokerage model.   |
| Advocacy  | Awareness of carer rights & support to assert these                     | Green | Experienced carer focused organisations offer advocacy support to carers. There is also a LBBB dedicated website for carers and a range of information available in different formats. There is also borough wide promotion of carers services through GP, Clinic, Pharmacy visits twice yearly. National Carers Week includes a range of events and networking across the borough to find hidden carers. |

## 3. SUPPORT

### Prevention/Early Intervention

|                                       |   |       |  |
|---------------------------------------|---|-------|--|
| Access to health & wellbeing services | Health checks<br>Holistic approaches to reducing stress/exhaustion<br>Promoting wellbeing<br>Healthy living | Amber | Health checks are offered across the borough. Stress management, lifting and handling including a range of other training is available to carers. The borough wide free newspaper received by all residents in the borough offers a range of health and wellbeing advice and information. CB&D offer twice yearly free therapy days through local colleges. LBBB hope to introduce a carer subsidy to leisure facilities. Voluntary sector organisations offer yoga, pilates and therapeutic forms of massage. |
|---------------------------------------|---|-------|--|

|  |   |       |   |
|--|---|-------|---|
| Mental wellbeing   | Access to counselling<br>Carer retreats<br>Art projects<br>Leisure vouchers/cards             | Amber | Direct payments are used to purchase leisure pursuits. There are also carer organised trips and events. Stress management training programmes are available and the 'Take a Break' scheme offers carers immediate respite. There is also rapid response respite for carers in crisis. CB&D refer carers to community interest centre Harmony House for counseling.  |
| Peer support   | Lunch clubs<br>Dementia Carers Café's<br>Male carer's group                                   | Green | <p>Carers attend LBBDD's six Active Age Centres. The Memory Lane Resource Centre offers a 24 day place for people experiencing memory loss. Carers are offered information, advocacy and support from a Carer Dementia Advisor. Peer support from others carers and a range of social and leisure breaks are organised regularly. The resource centre also has access to a range of professionals that offer invaluable support to carers.</p> <p>There is a male carers group at CB&amp;D with pub lunches and social gatherings. There is also a carers weekly shopping trip for carers who are elderly frail. This service is offered by via a minibus free taxi service to the local supermarket with individual drop offs after.</p> |
| Employment & training opportunities<br><small>Page 1</small> | Partnerships with JobCentre+<br>Education of employers re: carers<br>Careers advice & support | Green | <p>CB&amp;D offer support on work and benefits and the carer's right to request flexible working legislation. We are able to ensure carers know their rights and exercise this at their work place.</p> <p>There are three job shops in the borough. LBBDD and CB&amp;D also work with Lifeline and Job Centre Plus to offer support and training to local residents. Tomorrow's People, a charity that helps people who are claiming Incapacity Benefits or Employment and Support Allowance, provide one to one support and training to local residents.</p>  |
| Breaks   | Short breaks<br>Flexible breaks<br>Homeshare  | Amber | <p>There are a variety of respite programmes available. Carers of Barking and Dagenham offer a service called 'Take a Break'. The DABD (UK) run a holiday and leisure service that cater for people with disabilities and their carers.</p> <p>LBBDD will be writing a short break strategy and an action plan that has emerged from the Carers Strategy draft.</p>   |
| Access to assistive technology                               | Information for carers<br>Clear pathway for carers  | Amber | We use Telecare solutions to help our residents to live independently. We also have adopted a retail prescription model for simple aids to daily living. More information and support is needed to promote this valuable technology and the   |

|   |  |       |   |
|---|--|-------|---|
|   | to be informed & encouraged to use A.T   |       | new prescription model, however. Carers and users can find innovative ways to choose self directed support that enable them to maintain their independence.   |
| Housing support   | Support to maintain acceptable housing<br><br>Partnerships with Housing Associations     | Amber | LBBDD offers a variety of housing support. We support those who are homeless or threatened by homelessness. LBBDD can help with housing benefits and also offer support to maintain the tenancy. The range of support available is promoted at our front-facing offices, on the internet and through the kiosks. There is no specific housing support for carers but this is something that is being investigated.  |
| Training for carers   | Injury prevention<br><br>Back care<br><br>First aid<br><br>Specific condition management | Amber | CB&D are offering a second tranche of training in partnership with Skills for Care. This will cover Carer Awareness Dementia and Death and Dying. Lifting and Handling training is also offered to carers and a range of health professionals are on hand to offer carers information on specific condition management.<br><br>There are currently strategic groups detailed below set up to look more specifically at care pathways and training for carers to enable them to continue to care as stress free as possible. |
| Access to designated carer's support worker in hospital     | Carer's Nurse<br><br>Carer's champions   | Red   | There is a crucial role at hospital discharge to support carers to play a key role in after care support to the cared for. Many re-admissions to hospitals are caused by inappropriate care packages which break down after discharge. Support needs to be in place in hospital and after discharge to ensure the after care is working and that important changes can be implemented in the early stages. Carers support and advocacy are crucial at these times and is something we are looking to develop.               |
| Access to designated carer's support worker in primary care | Community Carer's Support worker   | Green | CB&D have carer support workers across mental health, dementia, learning disability, BME groups, parent carers and young carers.  |
| Practical support   | Handyman<br><br>Local discounts in shops etc<br><br>Small grants                         | Amber | CB&D offer support to individual carers to apply for small grants. There are handy man contacts that are on vetted lists. The local volunteer bureau also offer gardening and befriending services. LBBDD is committed to setting up Timebanks across the borough which will assist in practical support for carers.  |

|                                   |  |       |   |
|-----------------------------------|--|-------|---|
| Financial advice                  | <p>'Every Pound Counts'</p> <p>Easy access to free local financial advice</p> <p>Support with benefits applications/appeals</p> <p>Debt management</p>   | Green | <p>Work in the borough has focused on ensuring our partner agencies are in a position to provide appropriate support and advice and signpost other specialist services such as our Community Legal Advice Centres.</p> <p>CB&amp;D, DABD (UK), CLAC, Advice Plus and Dial are just some of the agencies across the borough that offer a range of financial advice to carers and their cared for. These services are in demand and with current government changes to the benefits system and the rise in unemployment, this will continue to be a much needed resource in the borough, especially for vulnerable groups.</p>                          |
| <b>Crisis support</b>             |  |       |   |
| Emergency planning                | Crisis Plans as part of service user support plan  | Green | <p>End of life care plans, Mental Health CPA and advance directives are part of our emergency planning.</p> <p>Hospital emergency and operations are some of the plans that need to be identified with a carers focus at the fore front. There is work being undertaken through the Partnership groups and pathway plans with attendance from a range of professionals users and carers.</p>  |
| Access to support in an emergency | <p>Emergency access to Direct Payments</p> <p>Links to GP's</p>  | Amber | We have emergency respite known as 'Rapid Response'. LBBDD are currently looking at increasing take up of this underused service. CB&D offer respite breaks for young people with high needs. Kallar Lodge, a dementia home, has respite beds available. Parent carers are also able to use a respite facility when needed.   |
| Changes & transitions             | <p>Support with the caring journey through different life stages</p> <p>Support when carers wish/need to stop caring</p> <p>Bereavement and the end of life caring roles</p> <p>Support when the service user goes through a transition e.g. becoming an adult</p> | Amber | <p>Carers of B&amp;D offer continued support to carers who will use the carers centre. There are specific times when carers need intense support for example when residential care is needed because the carer can no longer cope.</p> <p>CB&amp;D are offering a second phase of training in partnership with Skills for Care. This is a pilot in partnership with an independent evaluation service and the Department of Health.</p> <p>We hope to pilot a brokerage service for young learning disabled people and their family during transition to adult services. The focus will be on planning for the future with self directed support.</p> |

#### 4.SERVICES FOR SPECIFIC GROUPS OF CARERS

|                                     |   |       |   |
|-------------------------------------|---|-------|---|
| Young carers                        | <p>Young Carers support projects</p> <p>Peer support</p> <p>Breaks</p> <p>Advocacy</p> <p>Whole family approach to find alternatives to inappropriate caring roles</p> <p>Support for young carers to move into adulthood</p> | Green | <p>Services to young carers include face to face support, advocacy, day-trips and respite. Universal services are also promoted to young carers including social and leisure activities. Young carers are offered mentoring support and gain peer support. A DVD to raise awareness in schools and youth settings has been produced.</p> <p>Whole family support is offered to ensure young carers are not carrying out inappropriate caring roles and support is offered to the family. There are also targeted support through Common Assessment Framework and around the family. Young carers have access to support and training opportunities during the transition to adult life.</p> |
| Mental Health                       | Family & Carers Service to support the development of working relationships between carers & staff in in-patient services   | Amber | Carers of B&D have a dedicated carer's mental health advocacy worker who has further developed links with the Community Mental Health team and in patient clinics and hospital.   |
| Black & Minority Ethnic Communities | <p>Outreach workers</p> <p>Peer support</p> <p>Breaks</p> <p>Advocacy</p>   | Green | <p>Carer support services are commissioned from various multi-cultural organisations to support carers from BME communities. Further services are also available for carers via the Barking Muslim Community Centre and Gurdwara Temple. A dedicated BME support officer works with carers from black or minority ethnic backgrounds.</p> <p>There are a range of outreach workers offering peer support groups and advocacy in the borough.</p>  |
| Learning Disabilities               | <p>Leadership programmes</p> <p>Peer support</p> <p>Breaks</p> <p>Advocacy</p>  | Green | <p>The Learning Disability Partnership Board has a carers champion who works at a local and national level. The carer's champion links with all carer focus agencies with a carer's e newsletter offering information. She has also set up a friendship map – a way of enabling carers to network with each other There are also carer's support groups, advocacy and information agencies.</p> <p>MENCAP provides a holiday service for people with LD and their carers.</p>   |



| 5. UNDERPINNING PRINCIPLES                                 |  |       |   |
|--|--|-------|---|
| Carer's participation in care decisions & service planning | Carer Forum<br><br>Training for carers re: effective participation                     | Green | <p>There is a range of training for carers with specialised training programmes for Parent carers, face to face training for carers who have received a recent diagnosis of disability of their child and a 12 week parenting programme for parents of a disabled child. Also offered in the borough are courses in stress management, carer awareness, effective communication skills, lifting and handling, carer first aid and mental health awareness as well as dementia advice from Admiral nurses.</p> <p>There are consultation opportunities for carers through CB&amp;D, Links, and Learning Disability Partnership Board. A Carers Strategy is being developed and will be finalised in November 2010. Following this, a Carers Strategic Partnership Board will be launched in December 2010 to oversee the implementation of the recommendations for the strategy.</p> |
| Professionals & organisations carer aware                  | Carer awareness training for staff<br><br>Carers Assessments<br>Good Practice training | Amber | <p>Nine carer awareness workshops were delivered to 129 professionals during January to March 2010 through funding from the Princess Royal Trust and the Department of Health. This was highly successful with excellent evaluation results.</p> <p>As mentioned above, Skills for Care is in the second tranche of training.</p>   |
| Community capacity & delivery infrastructure established   | Carer's Strategic Partnership Board<br><br>Carer's Support Pathway<br><br>Carer's Hub  | Green | <p>The Carers Strategic Partnership Board is in the process of being set up and will extending its membership to include a representative range of carers. The board will link in with the work of the Carers Networking Group and the Carers Strategy Group.</p> <p>CB&amp;D offer a Carers Hub with a range of information and support, they also signpost to other services and information sources and work in close partnership with the LBB.</p>  |

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## Appendix 6

### Summary of Current Provision to Carers 2011

#### Carer Support & Services 2010 - 2011

| Organisation   | Service(s) & description   |
|--|--|
| <b>Carers of Barking &amp; Dagenham</b>                      | Run a carers centre & support group  |
|  | Produce a carers newsletter twice a year to offer support, advocacy information to informal carers and their families  |
|  | BAME - To support carers from Black, Asian minority, ethnic communities who are carers   |
|  | 'Take a break' emergency respite budget  |
|  | Face-to-face parent carer support (part funded by NHS Barking and Dagenham)  |
|  | GP Liaison 6 surgeries in Health Centres held weekly   |
|  | Young carers offer support to young people 8 -18 who care for a parent sibling or close relative   |
|  | A dedicated carer's mental health advocacy worker who has developed links with the Community Mental Health team and in patient clinics and hospital.   |
|  | Memory Lane - Information advocacy & support service for carers, and cared-for, with dementia & respite provision  |
| <b>B&amp;D MENCAP</b>  | Limited Carer advocacy   |
|  | Signposting- via telephone and group   |
|  | Adult Social Group (Monday)  |
|  | Social Group 11-19 (Thursday)  |
| <b>Barking Muslim Social &amp; Cultural Society</b>          | Various other services including: Drop in service for carers and cared for people; luncheon club; religious class; Arabic language class; Urdu language class; computer class; sewing class for ladies; physiotherapy; Yoga classes; social care surgery; information & advice |
| <b>Gurdwara Singh Sabha</b>                                  | Religious Services; Punjabi language class; Yoga classes (funded by LBBB carers money); Social Care Surgery (provided by BME Support Worker, Amtul Irtiza)   |
| <b>Asian Women Group</b>                                     | Social group and exercise class  |
| <b>Romakey</b>   | Support, advice & information; counseling; training & workshops; Support for Dads (carers); Support for Single Parent's with special needs; networking; respite care   |
| <b>Barking &amp; Redbridge Chinese Community Association</b> | Offering advice, advocacy, counseling, respite, volunteering. Welfare officers will visit any family needing help with forms, equipment, support.  |

|   |  |
|---|--|
| <b>British Limbless Ex Servicemen's Association</b>                 | Advice, advocacy, counseling, respite, volunteering, welfare officers will go out and visit any family that needs help with forms, equipment, support. You have to be a member at a cost of £1 per year and you have to be British and have lost a limb or an eye  |
| <b>Harmony House</b>  | The program is called Future Jobs offering advice, housework, small household repairs, painting & decorating, gardening, laundry/ironing service collected and delivered to the home, traveling companion. Services are free   |
| <b>Parents and Autistic Children together (PACT)</b>                | The programme, Future Jobs, provides advice, housework, small household repairs, painting & decorating, gardening, laundry/ironing service collected and delivered to the home, traveling companion. All services are free<br>Parent support group, youth group & football club offering two hours respite to carers, days out for all the family & advice.  |
| <b>DABD (UK)</b>  | Help with welfare benefits, assistance with grants for home improvements, walking aids, wheelchairs.   |
| <b>Barking &amp; Dagenham Carers for Somali &amp; Turkish Women</b> | Drop in session for advice and support on Tuesday & Friday afternoon, Mental Health Support Group on Wednesday   |
| <b>CLAC &amp; Catch 22</b>  | CLAC has an outreach worker working 2 days a week covering all age groups with advice for carers support and a drop in centre, Catch 22 is a youth program for, for all young people including young carers who may need some support or respite, or help with legal advice, training, housing etc   |
| <b>Stroke Club</b>  | Social afternoon every Tuesday 12:30 - 3:00 giving carers a couple of hours respite  |
| <b>The Gateway</b>  | A drop in service called Day Break for anyone with drug issues and as well as family group sessions.   |
| <b>Hubb (Mental Health User Group)</b>                              | Give advice on Mental Health by signposting them to the relevant department. Hubb do not turn anyone away and will help where they can, working closely with Carers of B&D   |
| <b>KCA – Family and Carers Service</b>                              | The family therapy team works with families, couples and other relations to help them develop a way of coping with the fact of substance misuse and how it affects family dynamics. Family meetings - monitored and facilitated by counsellors - bring people together in a safe, confidential and supportive atmosphere and can help improve communication and allow a better understanding of one another. |

## Appendix 7

### Memorandum of Understanding

#### Young Carers



**Vision:** ensuring young carers are actively protected from excessive or inappropriate caring and parenting roles are supported.

**Premise:** a young carer becomes vulnerable when the level of care-giving and responsibility to the person in need of care becomes excessive or inappropriate for that child, risking impacting on his or her emotional or physical well being or educational achievement and life chances.

#### The Memorandum

1. We will work together to produce a **Multi-Agency Strategy** meeting the needs of young carers.
2. We will promote **early identification** to ensure:
  - Appropriate and accessible information for families
  - Support to avoid inappropriate forms of caring
  - Access to self directed support
  - Schools are supported to identify children with additional support needs and carers
  - Young carers have access to universal services
  - We meets needs of hard to reach groups
  - Engagement with young carers projects
3. We will work towards an **effective assessment** including:
  - What additional services may be needed to ensure care needs are met
  - What help can be offered to the whole family
  - Whether a CAF or Framework for Assessment of Children in Need and their Families is required
  - Whichever service identifies the young carer is responsible for assessing the needs of the young carer in the family contextJoint assessment by adult, children and family health staff will be expected where this is appropriate.
4. Joint responsibility is accepted for **safeguarding**, focusing on working together, early intervention and prevention. We will state clearly the responsibilities of staff under local safeguarding procedure to make referrals. We will ensure staff across all sectors have appropriate training and awareness of safeguarding adults' policy and practice.
5. **Schools** will be encouraged to:
  - Have a staff member with lead responsibility for young carers
  - Develop policy that supports young carers
  - Promote communication and raise awareness about young carers
  - Ensure the provision of personalised and effective school-based support
  - Incorporate in the individual pupil plans recognition and support for the positive aspects of the young carer's role.

6. We will develop co-ordinated approaches for all children and young people in partnership with **health** through encouraging:
  - Healthy eating and lifestyle
  - Breaks for young carers
  - Awareness raising and reduced risks of substance misuse and personal stress
7. We will continue to develop **information, advice and advocacy** for young carers. Advocates should be the young carer's person of choice. They should respect, help and work in the best interests of the young person while being familiar with the requirements of safeguarding children.
8. **Equality and Diversity** - this memorandum applies to all situations irrespective of age, disability, gender, race, cultural or religious beliefs and sexual orientation.
9. We are agreed that timely **information sharing** between our agencies and partners is crucial. Information should be proportionate, relevant, timely, accurate and secure.
10. Particular **issues for joint working**:
  - Transition to adulthood
  - Parents with mental health needs
  - Parents who misuse substances
  - Parents with learning disability
  - Refugee Young Carers
11. We will ensure **periodic audit** of arrangements for young carers.
12. The following general **principles** apply to the expected whole family and joint approach to meeting needs:
  - Adult social care is responsible for commissioning care and support services for adults to meet eligible needs which may reduce and should prevent inappropriate caring responsibilities by young carers.
  - Children's Services are responsible for commissioning services to respond to specific needs of the child or young person; including, those relating to the impact of their caring role on them
  - Shared responsibility exists between us for commissioning services that would support or sustain adults in their parenting role having regard to the individual circumstances.
13. We will work **collaboratively** to:
  - Ensuring that staff are appropriately trained in understanding and exercising of joint and separate responsibilities
  - Being clear about joint and separate responsibilities
  - Ensuring effective arrangements for consultation, communication and feedback for young carers.Disagreements will not get in the way of the service provided for young carers.

Commencement date of memorandum of understanding:

Review date:

**CABINET****14 JUNE 2011****REPORT OF THE CABINET MEMBER FOR FINANCE, REVENUES AND BENEFITS.**

|  |                     |
|--|---------------------|
| <b>Title:</b> Charging for Credit Card use   | <b>For Decision</b> |
| <p><b>Summary:</b></p> <p>When making payments to the Council, customers have the option to use their credit cards. This is becoming an increasingly popular choice and charges from credit card companies last year cost the Council £93k This is likely to rise as customers adopt methods of payment such as telephone and internet. For most forms of debt the Council can legally pass these charges on to the customer and many local authorities are starting to do so. This report suggests that the Council begins to make charges for the use of credit cards when customers make payments to the Council.</p> <p><b>Wards Affected:</b> All</p>   |                     |
| <p><b>Recommendations</b></p> <p>The Cabinet is recommended to agree that:</p> <ul style="list-style-type: none"> <li>(i) a surcharge equivalent to the lowest level of bank charge made to the Council for the use of a credit card by a customer (currently 1.1785%) be introduced.</li> <li>(ii) these charges be introduced from 1 October 2011</li> </ul>   |                     |
| <p><b>Reason</b></p> <p>The recommendations of this report will contribute toward the Council's values in relation to performance and efficiency.</p>  |                     |
| <p><b>Comments of the Chief Financial Officer</b></p> <p>It is expected that the number of credit card transactions will consistently exceed 50,000 for the foreseeable future for total payments to the tune of £6.3m. It currently costs the council approximately £93k in bank charges to process those, which the council tax payers are subsidising.</p> <p>Whilst the council is not allowed to make a profit by charging more for the transactions, legally they are allowed to recover up to what it costs. By passing on 1.1785% to the users, the council will recoup £56k and is based on charging the lowest charge paid by the council.</p> <p>Currently the council systems do not allow individual charges to be calculated efficiently, and /or set varying levels of charges. In addition, the option of charging the average cost is restricted because it would mean some users paying more than the actual cost attributable to their particular transaction. The council is, therefore, losing out on a potential £14k by charging at the lower rate.</p> |                     |

A further 23k of costs relate to parking fees and is not allowed by statute to be charged.

### **Comments of the Legal Partner**

The law in relation to credit charge surcharges permits the Council to charge Service Users credit card surcharges on payments made to the Council, provided that:

- (i) The credit card surcharges are set at such a level so as to ensure that the Council does not make a profit from the surcharges; and
- (ii) No surcharges may be applied to Penalty Charge Notices.

In general, legislation in the United Kingdom does not prohibit suppliers of goods and services (local authorities included) from passing on 'merchant fees' (paid by the Council to credit card companies) to service users, via surcharges.

Although there is nothing in general preventing credit card surcharges being levied, the Council is restricted in terms of the amount of surcharge it can charge by the provisions of the Local Government Act 2003. The Act provides the statutory basis for local authorities to levy charges for discretionary services, which are services the Council is authorised (but not required by statute) to provide. The provision of credit card services for payments would fall within this definition of a 'discretionary service'.

Section 93(3) of the Act requires that, in respect of charges for discretionary services "taking one financial year with another, the income from charges under that subsection does not exceed the costs of provision"

In simple terms, this means that the Council is not entitled to make a profit from charging the customer for using credit cards. Costs to the Council vary depending on the type of card used and the volume of transactions. Consequently this report recommends that a surcharge be made at the lowest level of charge to the Council, currently 1.1785%.

It should be noted however, that as a result of recent case law, the Council may not add a fee in relation to car parking notices. Local authorities have the power to issue civil penalties for parking violations under the Traffic Management Act 2004 and under secondary legislation), however the Council may not add a fee in relation to car parking notices. A local authority cannot add any kind of service or administrative charge to a PCN (including credit card surcharge fees) because the charge would then exceed the applicable amount

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|   |   |   |
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|---|---|---|

## 1. Background

- 1.1 Since the Council introduced the facility for customers to pay by credit card it has become an increasingly popular option. During 2009/10 £6.3M was paid to the Council in this way costing the council £93K in credit card charges. Many organisations, and an increasing number of local authorities, now charge customers a fee for using their credit cards. This report recommends that this Council should begin to charge a surcharge for the use of credit cards where ever it can legally do so from 1 October 2011.

## 2. Proposal

- 2.1 In 2007/8 29,660 transactions were carried out using a credit card when paying this Council and in 2009/10 50,150 transactions were completed. This represents a 59% increase in two years. The costs of these transactions in 2009/10, which were recharged to departments of the Council were £93,633, an average of £1.87 per transaction. The increasing popularity of this method of payment has caused an escalating pressure on departmental budgets.
- 2.2 Customers using credit cards are, in effect delaying their eventual payment date, although the Council receives the payment within 3 working days. With some restrictions the Council is entitled to pass on the bank charges caused by this method of payment thereby ensuring that Council Tax payers as a whole do not subsidise this option. However, the Council may not legally make a profit from the charging of a surcharge to cover these costs.
- 2.3 During 2009/10 £6,335,905 were paid to the Council by credit card. The level of bank charges made on these payments depends on the card used and the volume of transactions through that type of card. The Councils systems are not sufficiently sophisticated to recharge the exact cost of each transaction. In order to recoup the total costs of the associated charges a fee of 1.5% of the value of the payments would have to be made. That being the average percentage cost of all transactions.
- 2.4 However, if the average cost was recharged some customers would pay in surcharge more than the actual cost to the Council. The legislation covering the recharging of these costs is unclear as to the legitimacy of so doing. Therefore, it is proposed in this report that the surcharge be set at the lowest level of charge incurred by the Council in order that no one pays more than the cost to the Council. The lowest level of charge is currently 1.1785%. Of course this is subject to change from time to time and so the recommendation is phrased in such a way as to avoid the need to return for a new decision whenever charges are amended.
- 2.5 In order to give officers time to implement the charging of this fee a start date of 1 October is recommended. Whilst it is not ideal to implement this charge part way

through the financial year if this is delayed until 1 April 2012 the Council will have to fund credit charges for all of 11/12.

### **3. Financial Issues**

- 3.1 In 2009/10 Departments were recharged £93k for bank charges associated with payment by credit cards. If the authority passed on these charges to the customer where it is legally entitled to and at the rate recommended in this report, there would be a saving to the Council of £56k. The income lost by charging the lowest level of charge rather than the average is £14k. The Council is not legally able to pass on charges for Parking Notices and therefore, these costs, currently £23k, would continue to be incurred and recharged to the Car Parking budget.

### **4. Legal Issues**

- 4.1 The Council is not entitled to make a profit from charging the customer for using credit cards. It is unclear from the legislation if this relates to the overall cost to the Council in relation to their use or applies to every individual transaction. Costs to the Council vary depending on the type of card used and the volume of transactions. Consequently in order to avoid the possibility of challenge this report recommends that a surcharge be made at the lowest level of charge to the Council, currently 1.1785%

- 4.2 The Council may not add a fee in relation to car parking notices.

### **5. Other Implications**

#### **5.1 Risk Management.**

There may be dissatisfaction amongst customers who use credit to pay their bills to the council. It is also unknown how many customers would switch to other methods of payment such as cash or cheque resulting in increased costs elsewhere. The Council will produce a communications message explaining that credit card payers are taking an advantage in using this payment method by delaying the time when the payment leaves their bank account. That advantage should not be subsidised by other charge payers in the Borough and so it is appropriate that these charges should be passed on.

### **6. Options appraisal**

- 6.1 Consideration might be given to charging for Debit Card use when customers make payment to the Council. The charge for the use of a debit card is 17.58p and the cost to the Council in 2009/10 was £23,300. Given the relative costs of other payment methods it is thought that the Council should not dissuade customers from this method of payment.

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

None

### **8. List of appendices:**

None

## CABINET

14 JUNE 2011

## JOINT REPORT OF THE CABINET MEMBERS FOR REGENERATION AND ENVIRONMENT

|  |                     |
|--|---------------------|
| <b>Title:</b> LB Barking and Dagenham Approval of Second Local Implementation Plan   | <b>For Decision</b> |
| <p><b>Summary:</b></p> <p>The Second Local Implementation Plan (LIP2) is the Council's transport strategy covering the period 2011-12 to 2013-14. This aims to achieve a safe, sustainable and accessible transport system for the benefit of all those living and working in and travelling through Barking and Dagenham.</p> <p>A draft LIP2 was approved by Cabinet on 23 November 2010 and submitted to Transport for London for comment on 20 December. A six week period of consultation with a range of statutory and local stakeholders was undertaken in January and February 2011. In addition, consultation was undertaken on a draft Environmental Report, produced as part of a Strategic Environmental Assessment of the LIP - required under European Union regulations. Important comments were received from 8 different organisations and whilst the fundamental principles of the LIP remain untouched, a number of small scale changes to the LIP have been made. These changes include a new indicator to monitor bus journey time, reference added to importance of River Roding Bridge for the Barking to Royal Docks Bus Corridor scheme and added emphasis given to residential 20 mph zones. All the changes/additions are summarised in Appendix 1.</p> <p>Approval is now sought for these changes to LIP2. Upon approval a final version of the LIP2 will be produced and submitted to Transport for London in July 2011. A final version of the Environmental Report will also be produced and will be published on the Council's website.</p> <p>In order to reduce the number of paper copies produced copies of the Second Local Implementation Plan are available in the Members Rooms at the Civic Centre and the Town Hall and it is also available on the Council's website at the following link<br/> <a href="http://modgov/ieListDocuments.aspx?CId=180&amp;MId=5658&amp;Ver=4">http://modgov/ieListDocuments.aspx?CId=180&amp;MId=5658&amp;Ver=4</a>.</p> <p><b>Wards Affected:</b> All Wards</p> |                     |
| <p><b>Recommendation(s)</b></p> <p>The Cabinet is asked to recommend to the Assembly the approval of the changes to the draft Second Local Implementation Plan (LIP2) and submission of the final version of the document to Transport for London.</p>   |                     |

**Reason(s)**

To enable the Council to determine its priorities and set a series of objectives / targets for transport in Barking and Dagenham, and to deliver a range of transport improvement schemes in the borough in the three year period to 2013-14, which, in turn, helps deliver the Mayor of London's Transport Strategy goals and, to a greater or lesser extent, all six of the Community Plan priorities.

**Comments of the Chief Financial Officer**

The three year Delivery Plan including the Annual Funding Submission for 2011-12 was reported to Cabinet on 28 September 2010. In January 2011 Transport for London announced that borough funding for years 2 and 3 of the LIP2 (2012/13 – 2013/14) is now to remain at 2011/12 levels and not cut as previously indicated. This has implications for the overarching LIP2 delivery programme, and could mean that additional schemes could be implemented, or planned schemes expanded. We await further details on the revised funding package from Transport for London.

**Comments of the Legal Partner**

The Council is required under Section 146 of the Greater London Authority Act 1999 ('the GLA Act') to submit its LIP2 to the Mayor of London for his approval. In preparing the LIP2 the Council must have regard to the Mayors Transport Strategy. The Mayor will take in to consideration whether the LIP2 is consistent with the Transport Strategy and the proposals and timetable are adequate for the implementation. The Council's submission to Transport for London will consist of the version of the LIP2 agreed by the Cabinet.

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## **1. Background**

- 1.1 In December 2010, the Council submitted its draft second Local Implementation Plan (LIP2) to Transport for London (TfL). The plan, which includes a set of objectives, a three-year delivery programme covering the period 2011/12 – 2013/14, and a performance monitoring plan, represents the Council's strategy to achieve a safe, sustainable and accessible transport system for the benefit of all those living and working in and travelling through Barking and Dagenham.
- 1.2 Following submission of the plan, the Council undertook a six-week consultation exercise in January 2011 with a range of statutory and local stakeholders and the general public. Consultees were asked to give their views on the various aspects of the plan.
- 1.3 At the same time, consultation was undertaken with a range of statutory bodies on a draft Environmental Report, produced as part of a Strategic Environmental Assessment (SEA) of the LIP2 – a duty placed on the Council by the European Union when producing such documents. The Environmental Report presents the environmental assessment of the LIP2 policies, schemes and programmes. It includes recommendations to remove or reduce potential negative environmental effects of the LIP2. Proposals to measure the environmental effects of the LIP2 over time are also considered in the report.
- 1.4 This report outlines the results of the consultation exercises and details the various improvements/additions that are recommended to be included in the final version of the LIP2.

## **2. Consultation Exercises**

- 2.1 Consultation on the LIP2 was undertaken with a range of statutory and local stakeholders. Organisations contacted included several key government bodies (e.g. London Thames Gateway Development Corporation and London Development Agency), neighbouring boroughs, transport and environment groups (e.g. train operating companies, friends of the earth), transport user groups (e.g. London Cycling Campaign, Ramblers Association), access and equalities groups (e.g. Barking and Dagenham Access Group, Disability and Equality Forum), volunteer and community groups, Primary Care Trusts and health organisations, emergency services and safety groups (e.g. Metropolitan Police, Fire Brigade), and business and enterprise groups (e.g. Chamber of Commerce, Dagenham Dock Employers Forum).
- 2.2 In total, eight responses to the consultation exercise were received. These included comments made by TfL, London Travelwatch, the London Thames Gateway Development Corporation, Disablement Association of Barking and Dagenham and the local branch of the London Cycling Campaign. All these organisations were broadly in

support of the approach/content of the LIP2 and suggested a number of improvements/additions that would add further emphasis to certain projects/initiatives. Details of the comments made and the recommended course of action are set out in Appendix 1 to this report. None of the changes set out in Appendix 1 significantly change the content of the LIP2.

- 2.3 Consultation on the draft Environmental Report was undertaken with three key statutory bodies - Natural England, English Heritage and the Environment Agency. Only one response was received and a number of recommendations were made. Further details are set out in Appendix 1 to this report.

### 3. Financial Issues

- 3.1 The three year Delivery Plan including the Annual Funding Submission for 2011-12 was reported to Cabinet on 28 September 2010. In January 2011 TfL announced that borough funding for years 2 and 3 of the LIP2 (2012/13 – 2013/14) is now to remain at 2011/12 levels and not cut as previously indicated. This has implications for the overarching LIP2 delivery programme, and could mean that additional schemes could be implemented, or planned schemes expanded. We await further details on the revised funding package from TfL.

### 4. Legal Issues

- 4.1 The LIP2 is a statutory document required under Part IV, Chapter I of the Greater London Authority Act 1999. The LIP2 will set out how Barking and Dagenham proposes to implement the Mayor of London's Transport Strategy between 2011-12 and 2013-14.

### 5. Other Implications

- 5.1 The following issues / implications have been identified:
- **Risk Management:** Failure to develop a LIP2, including a set of objectives, a three-year delivery programme and a performance monitoring plan, or to submit an annual funding submission to TfL, could result in the Council's funding allocation for the period 2011-12 to 2013-14 being withdrawn and the Council having to bear the full costs of any planned transport schemes.
  - **Contractual Issues:** No specific implications.
  - **Staffing Issues:** No specific implications.
  - **Customer Impact:** A full Equality Impact Assessment of the LIP2 was undertaken in February 2011 and the recommendations from this have informed the final LIP2 (including the detailed Annual Funding Submissions for years two and three of the delivery plan). Key points of note include:

- The LIP2 is driven by the Council's Community Strategy in which a key policy is Promoting Equal Opportunities and Celebrating Diversity;
- The LIP2 is extremely focussed on promoting improvements to transport in the borough, and in particular alternatives to the car and reducing social exclusion. These improvements are likely to be of importance to equalities target groups;
- Safety is a key concern of the LIP2 - often of particular significance for the welfare of the young; and other (more vulnerable) groups who may be the target of anti social and violent behaviour;
- Goals such as traffic restraint and cleaner air are also likely to have a more differential impact for target groups e.g. the very old and the disabled.
- A key role of the LIP2 is to deliver the transport priorities of the Mayor of London, as set out in the Mayor's Transport Strategy, at the local level. The Mayor's Transport Strategy itself has been subject to a rigorous Equalities Impact Assessment. As the LIP2 is broadly in line with the Mayor's Transport Strategy, it is considered that the measures proposed within it would not impact adversely on the various equality groups. Where specific issues have been identified, appropriate mitigation measures have been put in place.
- **Safeguarding Children:** The LIP2 programme includes schemes to improve road safety both through highway safety measures and also through initiatives such as cycle training.
- **Health Issues:** Improving the health and wellbeing of the boroughs residents, particularly children, has been identified as a key priority. The Council is addressing this issue by actively promoting the benefits of the cycling and walking network to all sectors of the community, with the aim of increasing the number of people using it.
- **Crime and Disorder Issues:** Personal safety has been highlighted as a concern by both users and non-users of the local transport network. The Council is addressing these concerns by working with TfL to ensure that roads and footways are well maintained and free from obstructions and infrastructure is safe and secure. The Crime and Disorder Act requires the Council to have regard to crime reduction and prevention in all its strategy development and service delivery. The Council will work with partners to ensure that the infrastructure is delivered with due regard to safety and to reducing the fear of crime.
- **Property/Asset Issues:** Please see the "Financial Issues" section.
- **Procurement:** All expenditure with third parties will be conducted in line with the appropriate Council or European Union Procurement Rules.

## 6. Options appraisal

- 6.1 The LIP2 has been updated to take on board the important comments made in the various responses received. These are detailed in the tables

in Appendix 1. No significant material changes to the direction/content of the plan have been made. The amendments/additions will serve to further strengthen the LIP and ensure the various aims/objectives can be met.

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

7.1 The following papers / reports were used in the preparation of this report:

1. *Cabinet Minute 38 and Report, 28 September 2010 - 2011-12 Local Implementation Plan Funding Submission and 2012-13 and 2013-14 Indicative Delivery Plan*, Joint Report of the Cabinet Member for Regeneration and Cabinet Member for Environment, LBBD.
2. *Cabinet Minute 63 and Report, 23 November 2010 - LB Barking & Dagenham Draft Local Implementation Plan 2011/12 - 2013-14*, Joint Report of the Cabinet Member for Regeneration and Cabinet Member for Environment, LBBD.

## **8. List of appendices**

**Appendix 1:** LIP2 Consultation Response Summary



## APPENDIX 1

### SECOND LOCAL IMPLEMENTATION PLAN CONSULTATION - SUMMARY OF RESPONSES

| Consultee  | Method/<br>Date of Response | Response Summary   | Officer Response/Action   |
|--|-----------------------------|--|---|
| LB Redbridge   | Email – 30/12/2010          | <ul style="list-style-type: none"> <li>• Broad support for LIP aims/objectives</li> <li>• Highlights poor public transport connectivity between the boroughs, especially in Little Heath area.</li> <li>• Acknowledges that additional bus services required from both boroughs to Queens Hospital.</li> <li>• Supports plans to improve access to Chadwell Heath station and is willing to be involved in scheme development.</li> <li>• Suggests greater emphasis on movement of freight by water, particularly in relation to development of Barking Riverside.</li> </ul>  | <ul style="list-style-type: none"> <li>• Comments acknowledged and support welcomed.</li> <li>• The Local Development Framework safeguards all of Barking and Dagenham's safeguarded wharves.</li> </ul>  |
| Disablement Association of Barking & Dagenham (DABD) | Email – 13/01/2011          | <ul style="list-style-type: none"> <li>• Issues raised concerning public transport accessibility. Early consultation with access groups required when new infrastructure/equipment is developed to ensure all access issues are addressed.</li> <li>• Highlights poor public transport access to Queens Hospital and other clinics/health facilities in the area and states need for action to address this.</li> <li>• Confirmed that Council has now withdrawn funding for the local Community Transport Scheme meaning that services provided to certain individuals/groups are no longer subsidised. Result is that certain services/facilities are no longer accessible to some.</li> </ul> | <ul style="list-style-type: none"> <li>• Comments acknowledged.</li> <li>• Council welcomes comments on the LIP schemes set out in the document</li> <li>• LIP identifies need to improve access to Queen's hospital as a key issue.</li> </ul> |

| Consultee   | Method/<br>Date of Response | Response Summary   | Officer Response/Action  |
|---|-----------------------------|--|--|
| London Cycling Campaign – Barking & Dagenham Branch | Email – 01/02/2011          | <ul style="list-style-type: none"> <li>• Suggests that objectives could be prioritised/ranked in order of importance.</li> <li>• Suggests a borough-wide 20 mph zone would be more effective in reducing casualties than individual zones. Would also reduce street clutter and be more cost effective.</li> <li>• Highlights the need to improve the permeability of the borough for cycling, particularly in Barking Town Centre.</li> </ul>   | <ul style="list-style-type: none"> <li>• Comments acknowledged.</li> <li>• No plans to prioritise objectives – are all of equal importance for different reasons.</li> <li>• Added emphasis to 20 mph zones and improving cycling permeability given in LIP.</li> <li>• Council did put itself forward to TfL to pilot borough wide 20 mph zone covering the borough’s residential streets.</li> </ul> |
| Transport for London (TfL)                          | Email – 03/02/2011          | <ul style="list-style-type: none"> <li>• Overall a very sound submission, but a number of additional actions are required.</li> </ul> <p><i>Delivery Plan –</i></p> <ul style="list-style-type: none"> <li>• Section on how borough will address High Priority Outputs.</li> <li>• Additional information on other funding sources and timescales for interventions.</li> <li>• Indication as to whether any Major Schemes are to be advanced.</li> </ul> <p><i>Consultation -</i></p> <ul style="list-style-type: none"> <li>• List of statutory consultees required.</li> </ul> <p><i>Performance Management -</i></p> <ul style="list-style-type: none"> <li>• Clarification of road safety baseline targets.</li> <li>• Give consideration to reducing number of local targets.</li> </ul> | <ul style="list-style-type: none"> <li>• Comments acknowledged</li> <li>• Clarity on how High Priority Outputs will be addressed now provided</li> <li>• Other funding sources and timescales for interventions clarified</li> <li>• List of potential Major Schemes now included.</li> <li>• Local targets reviewed and reduced</li> </ul>  |

| Consultee           | Method/<br>Date of Response | Response Summary  | Officer Response/Action  |
|---------------------|-----------------------------|---|--|
| London Travel Watch | Email – 03/02/2011          | <ul style="list-style-type: none"> <li>• Welcomes the fact that LIP acknowledges the importance of bus services. However, suggests that additional emphasis is placed on improving bus stop accessibility.</li> <li>• Suggests continued implementation of bus priority schemes to improve attractiveness of the bus.</li> <li>• Suggests that LIP includes a local target for bus journey time.</li> <li>• Concerns expressed that plan proposals are not substantive enough to address congestion issues in the borough.</li> <li>• Welcomes the target to increase levels of cycling in the borough, but concerned that proposals are not substantive enough to achieve this.</li> <li>• Welcomes the proposal to increase cycle parking, but should be catered for partially on carriage-way.</li> <li>• Welcomes the commitment to Better Streets agenda. Emphasis should be placed on tackling basic problems (e.g. dropped kerbs, entry treatments, etc.)</li> <li>• Suggests that smarter travel initiatives are supported by additional restraint/reallocation measures to ensure no new trips are created.</li> </ul> | <ul style="list-style-type: none"> <li>• Comments acknowledged.</li> <li>• LIP Corridor/Neighbourhood schemes to consider bus stop accessibility enhancements as a matter of course.</li> <li>• Borough to undertake a review of all bus priority measures to assess their effectiveness before proposing additional measures.</li> <li>• Cycling target will be challenging</li> <li>• Bus journey time indicator now included</li> <li>• Proposals for new cycle parking/public realm improvements will take into consideration local needs/space considerations.</li> </ul> |
| English Heritage    | Email – 03/02/2011          | <ul style="list-style-type: none"> <li>• Protection of historic environment needs to be given a higher priority in the LIP, especially in the objectives – current emphasis placed solely on environmental enhancement.</li> <li>• Suggests that an overview of the historic environment is given to ensure that it is identified as a transport issue and that delivery plan priorities include the need to protect</li> </ul>   | <ul style="list-style-type: none"> <li>• Comments acknowledged.</li> <li>• Policies in Local Development Framework ensure appropriate protection of historic environment and no need to repeat them in the LIP</li> </ul>  |

| Consultee   | Method/<br>Date of Response | Response Summary   | Officer Response/Action  |
|---|-----------------------------|--|--|
|   |                             | heritage assets where appropriate.   |  |
| London Thames Gateway Development Corporation (LTGDC) | Letter – 03/02/2011         | <ul style="list-style-type: none"> <li>• Welcomes the support expressed for projects important to the ongoing regeneration of London Riverside. However, reference to Dagenham Dock Station, Beam Park Station and new River Roding bridges required.</li> </ul>   | <ul style="list-style-type: none"> <li>• Comments acknowledged – Dagenham Dock station referred to extensively, and reference to River Roding Bridges now included. Beam Park station is in Havering.</li> </ul> |
| LB Havering   | Email – 04/02/2011          | <ul style="list-style-type: none"> <li>• Broad support for LIP aims/objectives.</li> <li>• Acknowledges that additional bus services required from both boroughs to Queens Hospital.</li> <li>• Would welcome closer partnership working with borough to explore possibility of expanding Mayor's Cycle Super Highway to LB Havering.</li> </ul> | <ul style="list-style-type: none"> <li>• Comments acknowledged. And support welcomed. Will work with Havering to explore potential of extending Cycle Superhighway.</li> </ul>                                   |
|   |                             |  |  |

## ENVIRONMENTAL REPORT CONSULTATION – SUMMARY OF RESPONSES

| Consultee        | Method/<br>Date of Response | Response Summary   | Officer Response/Action  |
|------------------|-----------------------------|--|--|
| English Heritage | Email – 03/02/2011          | <ul style="list-style-type: none"> <li>• Supports the overall LIP programme, subject to the need to have regard for historic character in the design of transport infrastructure (e.g. surface treatments, street furniture, signage, etc.).</li> <li>• Environmental Report should identify opportunities to</li> </ul> | <ul style="list-style-type: none"> <li>• Comments acknowledged and have been addressed in Environmental Report.</li> </ul> |

| Consultee | Method/<br>Date of Response | Response Summary   | Officer Response/Action |
|-----------|-----------------------------|--|-------------------------|
|           |                             | <p>benefit the historic environment through transport initiatives such as contextually appropriate public realm enhancement and schemes to reduce the impacts of traffic on the historic environment.</p> <ul style="list-style-type: none"> <li>• Recommends that English Heritage's register of Heritage at Risk be referred to as an indicator for any assets which are put at risk through transport impacts.</li> <li>• Reiterates the need to enhance the setting of the listed Barking Station.</li> <li>• The Mayesbrook Park Access Improvements should identify negative impacts of the car park on the historic character of the park.</li> </ul> |                         |
|           |                             |  |                         |

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## CABINET

14 JUNE 2011

## REPORT OF THE LEADER OF THE COUNCIL

|  |                     |
|--|---------------------|
| <b>Title:</b> Tendering of the Marketing Design Contract   | <b>For Decision</b> |
| <p><b>Summary:</b></p> <p>The Council procures design services for brand and identity development and artwork for a variety of materials including: publications, flyers, posters, forms, exhibitions, internal and external signage, website pages and a range of promotional items associated with campaigns. In 2010/11, the total cost of artwork design procured by the Marketing Team was £132,809.50.</p> <p>A framework agreement for the supply of design services was originally set up in 2004: re-tendering is now overdue.</p> <p>This report seeks approval to procure a Framework Agreement to include an optimum of between four and six design agencies, for a period of four years, with the option to extend for a further year.</p> <p><b>Wards Affected:</b> None</p> |                     |
| <p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>i) Approve the procurement of a Framework Agreement for the supply of design services, as set out in paragraphs 2.1 to 2.5 of this report</li> <li>ii) Advise, in accordance with Contract Rule 3.6.4, whether it wishes to be further informed or consulted on the progress of the procurement and award of contract, or would be content for the Chief Executive, in consultation with the Corporate Director for Finance and Resources, to award the contract upon conclusion of the procurement process.</li> </ul>   |                     |
| <p><b>Reason(s)</b></p> <p>To contribute to a well-run organisation, through the provision of high quality comprehensive design services that meet the council's requirements at the most competitive prices available.</p>  |                     |
| <p><b>Comments of the Chief Financial Officer</b></p> <p>The use of a Council wide framework contract will ensure, and demonstrate, that the Council has achieved a value for money approach to procuring and delivering design services for its Corporate advertising.</p> <p>The cost of re-procuring the framework can be contained within the current resource of the Corporate Policy and Public Affairs division, thereafter any costs associated with design</p>  |                     |

work will need to be funded within existing departmental budgets.

**Comments of the Solicitor to the Council**

1. Cabinet’s approval is being sought to set up a Framework Agreement with four to six design agencies for the procurement by the Council of design services.
2. The Public Contracts Regulations 2006 allows local authorities to enter into Framework Agreements with service providers, following a competitive tendering process. The framework may allow for selection of service providers by way of “call-off”, or by holding a further mini-competition with the services providers on the Framework Agreement. Under the Framework Agreement, the Council will not be obliged to purchase any particular volume from any contractor or even purchase at all.
3. As the projected value of the proposed procurement over the four year term of the Framework Agreement (£531,238.00) is above the prescribed EU Directive threshold (currently £156,442), the procurement will have to be made under the EU procurement regime.
4. The cumulative value of the proposed contracts exceeds £400k therefore there is a requirement under Council Contract Rule 3.6 for the strategy for the procurement of the contract to be submitted to Cabinet for approval. The proposed strategy appears in the body of this report.
5. The report is additionally requesting that Cabinet confirm, in accordance with Contract Rule 3.6.4, whether it wishes to be further informed or consulted on the progress of the procurement and award of contract, or would be content for the Chief Executive, in consultation with the Corporate Director for Finance and Resources, to award the contract upon conclusion of the procurement process.
6. Cabinet has the discretion to be directly involved in the progress of the Framework Agreement procurement and award of the contracts under it or to delegate this function to a Chief Officer.
7. In deciding whether or not to approve the proposed procurement of the Framework Agreement, Cabinet must satisfy itself that the procurement will represent value for money for the Council.
8. The Legal Practice is satisfied that the proposed procurement strategy outlined in this report appears to accord with EU and national legal requirements as well as with the Council’s own Contract Rules and confirms that there are no legal reasons preventing Cabinet from approving the recommendations of this report.

|   |  |  |
|---|--|--|
| <p><b>Cabinet Member:</b><br/>Cllr Liam Smith</p> | <p><b>Portfolio:</b><br/>Communications and Marketing</p>                          | <p><b>Contact Details:</b><br/>Tel: 020 <a href="tel:02082272101">8227 2101</a><br/>E-mail: <a href="mailto:leader@lbbd.gov.uk">leader@lbbd.gov.uk</a></p> |
| <p><b>Head of Service:</b><br/>Heather Wills</p>  | <p><b>Title:</b><br/>Divisional Director Corporate Policy &amp; Public Affairs</p> | <p><b>Contact Details:</b><br/>Tel: 020 8227<br/>E-mail: <a href="mailto:heather.wills@lbbd.gov.uk">heather.wills@lbbd.gov.uk</a></p>                      |



## **1. Background**

- 1.1 The Council's first Framework Agreement for Design Services was set up in 2004. It aimed to reduce costs by initially selecting a set of designers to compete on price with each brief sent to them. There were 20 designers on the preferred list at the time but by 2007, Marketing and Communications were only using the six of these suppliers who provided best value for money and service delivery.
- 1.2 In 2008, following a brand review and the introduction of various electronic publications, the number of agencies used dropped to the four from this list that were capable of working across all media required by the council.
- 1.3 Also at this time, arrangements for the procurement of design support were altered so that the corporate Marketing and Communications Team delivered this role on behalf of all Council Services. A robust practice of obtaining three quotes per job, drawn from the framework, irrespective of job size, was introduced.
- 1.4 In 2009, preparations began to tender for a new Framework Agreement, as the 2004 agreement had already run for an optional additional year. This was delayed until completion of a print tender renewal being processed at the same time. The commencement of a design tender was further delayed in the absence of a permanent Group Manager for Marketing and Communications.
- 1.5 The estimated total contract value of £531,238.00 has been calculated based on 2010/11 spend data for design services. This exceeds EU thresholds, therefore EU Procurement Rules (as defined by the Public Contract Regulations 2006) will apply to this procurement process.

## **2. Proposal**

- 2.1 As part of a restructure of the Marketing and Communications team currently underway, it is planned to recruit an in-house Designer. They will be skilled and available to do much of the day-to day- design work required by the Council, and it is anticipated that this will deliver better value to the Council than the current approach in which all work is externally commissioned.
- 2.2 However, in order to have access to the greatest design expertise for higher profile campaigns, and to have flexible capacity to respond at times of greatest demand, it is additionally proposed to procure the services of a selection external design agencies to work within existing brand guidelines. They will be required to produce artwork across all media that will enhance and build on the high standard of the council's visual identity and of a quality to protect the council's reputation. The contracts would not guarantee any particular amount of work to any of the awarded agencies.
- 2.3 Designers will be required to quote and compete for a wide range of design services to include: leaflets, posters, bill-boards, banners, promotional materials, exhibition materials, floor decals, window vinyl, signage, web design, e-mail and digital screen artwork, brand and identity development for individual service areas and specific corporate campaigns, as well as the supply of royalty free photography when the council's own supply is insufficient for the job in hand.

- 2.4 Designers will be contracted through a Framework Agreement: it is aimed to appoint between four and six suppliers for a period of four years,
- 2.5 A two stage Restricted Procedure procurement exercise will be undertaken in accordance with the Public Contract Regulations 2006. This procedure has been chosen as a large response is expected to the public notice: the Restricted Procedure enables the Council to pre-qualify and ultimately decide who to invite to tender, therefore making the process more manageable. Officers will also work to encourage local businesses to apply for inclusion on the final tender list.

2.6 Tenders will be evaluated on a 50% price / 50% quality basis. Tenders will be scored according to the following quality criteria weightings.

- Creativity and innovation 33%
- Project Administration 27%
- Ability to deliver within strict timescales 27%
- Technology and software\* 13%

\*The specification requires designers to have project management systems to track and record progress of jobs that the Council can interact with or receive reports from, and also to enable up- and downloading for artwork. This criterion will also enable assessment of the software design packages used – whether they are up-to-date and capable of delivering work in the media required by the Council, including digital.

2.7 It is proposed to delegate to the Chief Executive, in consultation with the Corporate Director of Finance and Resources, the award of contracts within the Framework Agreement. Cabinet is asked to indicate whether it wishes to be further informed or consulted on the progress of the procurement and the award of the contract.

### **3. Financial Issues**

3.1 The use of a Council wide framework contract will ensure, and demonstrate, that the Council has achieved a value for money approach to procuring and delivering design services for its corporate advertising.

3.2 The cost of re-procuring the framework can be contained within the current resource of the Corporate Policy and Public Affairs division, thereafter any costs associated with design work will need to be funded within existing departmental budgets.

### **4. Legal Issues**

4.1 The legal issues are set out in the Legal Comments above.

### **5. Other Implications**

#### **5.1 Risk Management**

A risk assessment of the proposed procurement has been carried out, and has identified very low risk levels. Advice will continue to be taken from Elevate as to best procurement practice to mitigate any residual risks.

## 5.2 **Contractual Issues**

The successful contractors will be required to enter into a formal contractual arrangement with the Council on terms and conditions to be finally agreed with the Council's Legal Practice.

## 5.3 **Staffing Issues**

This Framework Agreement will not impact on the current staff or require any change to the current staffing levels in Communications and Marketing or any other department in the Council.

## 5.4 **Customer Impact**

Designers will be required to follow corporate brand guidelines where it is outlined that all graphic design and marketing campaign material must be visually accessible, in line with RNIB recommendations on fonts, colours and contrasts. All photography used will, across a range of designed materials, be reflective of a cohesive community that includes representation of race, gender, disability and age.

## 6. **Options appraisal**

6.1 Consideration has been given to the creation of a fully internal design resource to reduce corporate spend to external agencies. However, the complexity and volume of design work procured by the Council requires a wide range of skills which would be difficult to resource in-house. The four existing external agencies offer 14 designers that can be called upon to spread projects and make sure that the multiple projects are delivered on budget and on time.

6.2 If individual pieces of design work were separately procured, this would not capture the potential economies of scale which can be achieved through the procurement of a Council-wide framework.

6.3 If the proposed contract is not awarded there would be lack of central controls that could potentially lead to misuse of logos, a lowering of standards of presentation and content creating a threat to the Council's reputation and loss in quality of the end product.

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

None

## 8. **List of appendices:**

None

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## THE CABINET

14 JUNE 2011

## REPORT OF THE CHIEF EXECUTIVE

|   |   |   |
|---|---|---|
| <b>Title:</b> Urgent Action – Dagenham Park Church of England School: BSF Contract Variation and Funding Support  | <b>For Information</b>  |   |
| <p><b>Summary</b></p> <p>At its meeting on 28 September 2010 (Minute 44 refers), the Cabinet approved the arrangements for the Local Education Partnership (LEP) to deliver the Private Finance Initiative (PFI) scheme for Dagenham Park Church of England School and the Design and Build (D&amp;B) scheme for Sydney Russell Comprehensive School.</p> <p>Following the incorporation of the LEP, a review of the schemes took place with both schools to ensure that the new education provision met the educational requirements of the schools and also aligned with the wider Council priority of providing additional school places. By Minute 69 (23 November 2010), Cabinet agreed to fund a number of scheme variations at Sydney Russell Comprehensive School by way of a loan to be repaid by the school from within existing school budgets. More recently, the Dagenham Park Church of England School requested that the Council also provide it with a loan of £650,000, repayable by the school, to fund variations to the PFI contract which would similarly provide much needed additional learning space within the school.</p> <p>Under the terms of the PFI contract it was necessary for the agreement to be entered into by 31 May 2011 - the full details of the proposal and its implications are contained in the attached report (<b>Appendix A and supporting appendices</b>) which are included within the private and confidential section of the agenda due to the commercially confidential information contained therein.</p> <p>In order to facilitate this and to avoid the Council incurring considerable costs associated with delaying the decision, the Chief Executive, following consultation with appropriate Councillors, dealt with the matter under the Urgent Action provisions of the Constitution.</p> <p><b>Recommendation</b></p> <p>The Cabinet is asked to note the action taken by the Chief Executive under the urgency procedures contained within paragraph 17 of Article 1, Part B of the Council's Constitution in approving the following:</p> <ul style="list-style-type: none"> <li>(i) A loan of £650,000 to Dagenham Park Church of England School to support the proposed scheme changes identified in the report;</li> <li>(ii) That the loan be repaid by the School over three years as set out in Option 3 in the report; and</li> <li>(iii) That instructions be given to the LEP for a variation of the works to Dagenham Park Church of England School as specified within the PFI contract.</li> </ul> |   |   |
| <b>Head of Service:</b><br>Tasnim Shawkat   | <b>Title:</b><br>Divisional Director of Legal and Democratic Services | <b>Contact Details:</b><br>Tel: 020 8227 2114<br>E-mail: <a href="mailto:tasnim.shawkat@lbbd.gov.uk">tasnim.shawkat@lbbd.gov.uk</a> |

### **Background Papers**

- Letter and enclosures from the Chief Executive of 31 May 2011 entitled “Urgent Action under Paragraph 17, Article1, Part B of the Constitution – Dagenham Park Church of England School: BSF Contract Variation and Funding Support”.

### **List of Appendices**

- **Appendix A (incorporating Appendices 1 & 2)** - Report and appendices re “Dagenham Park Church of England School: BSF Contract Variation and Funding Support” (**contained within the private and confidential section of the agenda**)

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of the Local Government Act 1972.

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