

# Notice of Meeting



## CABINET

**Tuesday, 24 July 2012 - 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 P T Waker, Councillor J R White and Councillor M M Worby

Date of publication: 16 July 2012

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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 11 July 2012 (to be circulated separately)**
4. **Budget Monitoring 2012/13 - April to May 2012 (Pages 1 - 27)**
5. **Performance House - Quarter 4 2011/12 (Pages 29 - 62)**
6. **Adult Social Care Local Account 2011/12 (Pages 63 - 107)**
7. **Carbon Management Plan 2011/12 - 2015/16 (Pages 109 - 159)**
8. **Term Contract for Building Maintenance in Public and School Buildings (Pages 161 - 169)**
9. **Urgent Action - Procurement of Automotive Fuel and Fuel Oil (Pages 171 - 177)**
10. **Housing Capital Investment Programme (to follow)**

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). ***There are no such items at the time of preparing this agenda.***

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

## CABINET

24 JULY 2012

<b>Title:</b> Budget Monitoring 2012/13 - April to May 2012	
<b>Report of the Cabinet Member for Finance and Education</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Kathy Freeman, Group Manager. Corporate Finance	<b>Contact Details:</b> Tel: 020 8227 3497 E-mail: <a href="mailto:kathy.freeman@lbbd.gov.uk">kathy.freeman@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director of Finance	
<b>Accountable Director:</b> Tracie Evans, Corporate Director of Finance and Resources	
<p><b>Summary:</b></p> <p>This report provides Cabinet with an update of the Council's revenue and capital position for the two months to the end of May 2012 projected to the year end.</p> <p>The Council began the current financial year in a better financial position than the previous year with a General Fund (GF) balance of £14.3m (subject to audit).</p> <p>At the end of May 2012, total Service expenditure for the full year is projected to be £178.5m against the approved budget of £177.4m; a projected over spend of £1.1m. Explanatory summaries are contained in section 2 of this report.</p> <p>The current projected over spend of £1.1m would result in the General Fund balance decreasing to £13.2m.</p> <p>The Housing Revenue Account (HRA) is projected to over spend by £0.2m mainly due to a pressure on the repairs and maintenance expenditure budget. This overspend will result in a reduction to the brought forward HRA reserves, leaving a balance of £8.1m. The HRA is a ring-fenced account and cannot make contributions to the General Fund.</p> <p>The Capital Programme has been updated to reflect project roll-overs and changes approved at Cabinet and the budget at the end of May stands at £190.0m. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	
<b>Recommendation(s)</b>	
The Cabinet is recommended to:	
(i) Note the projected outturn position for 2012/13 of the Council's revenue budget at 31 May 2012, as detailed in paragraphs 2.3 to 2.11 and Appendix A of the report;	
(ii) Note the progress against the 2012/13 savings targets at 31 May 2012, as detailed in	

paragraph 2.12 and Appendix B of the report;

- (iii) Note the position for the HRA at 31 May 2012, as detailed in paragraph 2.13 and Appendix C of the report;
- (iv) Note the projected outturn position for 2012/13 of the Council's capital budget at 31 May 2012, as detailed in paragraph 2.14 and Appendices D and E of the report;
- (v) Approve the following transfers from the Contingency Budget as detailed in paragraph 2.15 of the report:
  - a). A one off transfer of £100,000 to meet the shortfall in savings within Housing and Environment caused by the delay in implementing controlled parking zones (CPZs);
  - b). A one off transfer of £100,000 to meet the shortfall in savings within Housing and Environment caused by the delay in obtaining approval to replace orange recycling bags with wheelie bins;
  - c). A recurring transfer of £200,000 to Finance and Resources to reflect the cessation of the rebate system under the Council's former contract with Matrix.

#### **Reason(s)**

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

## **1 Introduction and Background**

- 1.1 The Final Outturn report to Cabinet on 26 June 2012 reported that, as at 31 March 2012, general fund balances stood at £14.3m; an increase of £3.5m on the position twelve months earlier. This position is subject to confirmation following completion of the audit of the Council's Statement of Accounts.
- 1.2 This report provides a summary of the Council's General Fund and HRA revenue and capital positions. It also provides an update on progress made to date in the delivery of the agreed savings targets built into the 2012/13 budget setting out risks to anticipated savings and action plans to mitigate the risk.
- 1.3 It is important that the Council regularly monitors its revenue and capital budgets to ensure good financial management. This is achieved within the Council by monitoring the financial results on a monthly basis through briefings to the Cabinet Member for Finance and Education and reports to Cabinet. This ensures Members are regularly updated on the Council's overall financial position and enables the Cabinet to make relevant financial and operational decisions to meet its budgets.

## **2 Current Overall Position**

- 2.1 The current Directorate revenue projections indicate an over spend of £1.1m for the end of the financial year of which:
  - £0.6m over spend arises in Housing and Environment due to housing people in temporary accommodation and pressures on savings;

- £0.5m over spend in Finance and Resources due to pressures in the Revenues & Benefits court costs and related income budgets.

The initial forecast of a £1.1m over spend would result in the Council's General Fund balance remaining above the budgeted target of £10.0m. The Chief Finance Officer has a responsibility under statute to ensure that the Council maintains appropriate balances. Actions have already been put in place to reduce the Council's net out-goings.

- 2.2 The Corporate Director of Finance and Resources, after consideration of the factors outlined in the CIPFA guidance on Local Authority Reserves and Balances 2003, set a target GF reserves level of £10.0m. The General Fund balance at 31 March 2012 was £14.3m and the current projected balance for the end of the financial year is £13.2m.

At the end of May, the HRA is forecasting an over spend of £0.2m that will reduce the HRA reserve to £8.1m.

	<b>Balance at 1 April 2012</b>	<b>Projected Balance at 31 March 2013</b>	<b>Target Balance at 31 March 2013</b>
	£'000	£'000	£'000
General Fund	14,346	13,183	10,000
Housing Revenue Account (including Rent Reserve)	8,269	8,072	8,269

- 2.3 The current full year projection to 31 March 2013 across the Council for the General Fund is shown in the table below.

<b>Council Summary</b>	<b>Net Budget £'000</b>	<b>Full year projection at May 2012 £'000</b>	<b>Over/(under) Budget Projection £'000</b>
<u>Directorate Expenditure</u>			
Adult and Community Services	62,505	62,505	-
Children's Services	68,273	68,273	-
Housing and Environment	21,346	21,952	<b>606</b>
Finance and Resources	20,450	21,007	<b>557</b>
Chief Executive	377	377	-
Central Expenses	4,428	4,428	-
<b>Total Service Expenditure</b>	<b>177,379</b>	<b>178,542</b>	<b>1,163</b>

The current projection would reduce the General Fund to £13.2m, which is over the minimum level recommended by the Corporate Director of Finance and Resources.

## 2.4 Directorate Performance Summaries

The key areas of potential over spend and risks are outlined in the paragraphs below.

## 2.5 Adult and Community Services

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	69,951	<b>62,505</b>	<b>62,505</b>
Projected over/(under)spend			-

The Adult and Community Services forecast outturn position at period 2 of the 2012/13 financial year is to break-even.

A challenging savings target of £3.4m is built into the 2012/13 budget and, at this early stage in the financial year, the Directorate is confident these savings will be achieved.

## 2.6 Children's Services

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	69,729	<b>68,273</b>	<b>68,273</b>
Projected over/(under)spend			-

At period 2 the Service is reporting a year end balanced position. There is a headline service pressure of £227k with pressures continuing in Complex Needs and Social Care relating to assessment and care management, Section 17 and SEN transport. Management actions are in place to hold back all non-essential spend in light of budgetary pressures.

## 2.7 Dedicated School Grant (DSG)

The DSG is a ring fenced grant to support the education of school aged pupils within the borough. The grant is allocated between the Schools and Centrally Retained budget in agreement with the Schools Forum. The indicative 2012/13 DSG allocation is £195.6m with £20.4m being retained centrally. Final DSG allocation figures are expected in summer 2012.

## 2.8 Housing and Environment

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	23,579	<b>21,346</b>	<b>21,952</b>
Projected over/(under)spend			<b>606</b>

The Housing and Environment General Fund budget is currently forecast to over spend by £606k. This is split between a forecast overspend position of £300k in

Environmental Services (E&E), and £306k in Housing services (HSG). This projected overspend includes the shortfall in savings outlined below.

The Housing General Fund is currently forecast to over spend by £306k which is mainly due to increased pressure within the temporary accommodation budgets which were also subject to a £350k saving for 2012/13.

The Environment and Enforcement (E&E) service is currently forecast to over spend by £300k. In 21010/11 a zero-based budgeting exercise was undertaken and identified a £600k shortfall in the 2012/13 budget. No additional budget was provided to meet this shortfall.

The savings are largely forecast to be delivered although there is a small shortfall on a number of the savings within E&E which cumulatively add up to around £300k.

It is anticipated that once alternative action plans are in place then the forecast over spend will reduce but at this point in the year the benefit of the action plans cannot be forecast with certainty.

## 2.9 Finance and Resources

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	25,523	<b>20,450</b>	<b>21,007</b>
Projected over/(under)spend			<b>557</b>

At this early stage in the financial year, the Finance & Resources Directorate is projecting a £557k over spend mainly as a result of pressures within the Revenues & Benefits court costs and related income budgets. An analysis is currently being undertaken to identify the strand of income to which the pressure relates e.g. rent collection or council tax. Once this has been completed there may be additional charges to the HRA if the pressure relates to rent collection. The department is currently considering how to mitigate these pressures to ensure services are delivered within its overall approved working budget.

## 2.10 Chief Executive

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	122	<b>377</b>	<b>377</b>
Projected over/(under)spend			-

The services within the Chief Executive directorate are currently forecast to breakeven. At present, the service is expecting to contain the £136k projected savings shortfall. All divisions are working towards providing a service within the approved working budgets for 2012/13.

## 2.11 Central Expenses

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	(1,941)	4,428	<b>4,428</b>
Projected over/(under)spend			-

The central expenses budget is currently projecting to break even. The budget will be kept under close review as the year develops to identify any variances that may arise.

## 2.12 In Year Savings Targets

The delivery of the 2012/13 budget is dependent on meeting a savings target of £19.0m. Directorate management teams are monitoring their targets and providing a monthly update of progress which is summarised in the table below. A detailed breakdown of savings and explanations for variances is provided in appendix B.

<b>Directorate Summary of Savings Targets</b>	Target £'000	Projection £'000	Shortfall £'000
Adult and Community Services	3,392	3,392	-
Children's Services	3,410	3,410	-
Housing and Environment	2,331	1,672	<b>659</b>
Finance & Resources	2,591	2,591	-
Chief Executive	2,300	2,164	<b>136</b>
Central Expenses	5,000	5,000	-
<b>Total</b>	<b>19,024</b>	<b>18,229</b>	<b>795</b>

## 2.13 Housing Revenue Account (HRA)

The Housing Revenue Account is currently expected to over spend by £197k in 2012/13. The forecast overspend is in relation to the repairs and maintenance contract. In recent years there has been a continued reduction in both the budget for repairs and maintenance and the associated target cost agreed with the repairs contractor. Although there is no formal agreement as yet with Enterprise to the target price for 2012/13, as this is the final year of the contract, it is expected that payments to Enterprise will be circa £19.0m, in line with the 2011/12 final account. As the budget has been set at £18.8m there is therefore a £200k pressure for repairs and maintenance costs.

For 2012/13 the HRA budget has been set to make a revenue contribution to capital (RCCO) of £36.7m, which has been incorporated in the HRA business plan. Although it is possible to reduce the RCCO to absorb the overspend in 12/13, the budgeted amount has been fully utilised in the Business Plan. Therefore, the £0.2m overspend will result in a reduction to the brought forward HRA reserves, leaving a balance of £8.1m.

A detailed HRA is provided in appendix C.



## 2.14 Capital Programme

The Capital Programme budget has been updated to reflect the capital roll forwards approved by Cabinet on 22 May 2012 and all subsequent approvals.

<b>Directorate Summary of Capital Expenditure</b>	<b>Budget £'000</b>	<b>Projected Outturn £'000</b>	<b>Projected Variance £'000</b>
Adult & Community Services	5,568	5,386	(182)
Children's Services	63,084	65,799	2,715
Housing & Environment	87,087	85,391	(1,696)
Finance & Resources	34,276	34,881	605
<b>Total</b>	<b>190,015</b>	<b>191,457</b>	<b>1,442</b>

A detailed Capital Programme is provided at appendix D.

Variances by area are summarised below:

### Adult & Community Services

- Community Services, Heritage & Libraries - (£182k) under spend

### Children's Services

- Schools - £2,730k over spend
- Other schemes - (£15k) under spend

### Housing & Environment

- Housing Revenue Account - (£1,629k) under spend
- General Fund Housing - (£74k) under spend
- Environment & Enforcement - £6k over spend
- Parks and Open Spaces - £1k over spend

### Finance & Resources

- Asset Strategy - £295k over spend
- ICT - (£89k) under spend
- Regeneration – £399k over spend

Explanations for project variances over £100k are provided in appendix E.

## 2.15 Transfer From Contingency Requesting Approval

Cabinet are requested to approve the following transfers from contingency:

- A one off transfer of £100k to meet the shortfall in savings within Housing and Environment caused by the delay in implementing controlled parking zones (CPZs);
- A one off transfer of £100k to meet the shortfall in savings within Housing and Environment caused by the delay in obtaining approval to replace orange recycling bags with wheelie bins;
- A recurring transfer of £200k to Finance and Resources (F&R). The Matrix contract which has now ended, worked on a rebate system. In light of the new Adecco contract which started on the 11<sup>th</sup> of June, this rebate system

would no longer be in place. There is a £200k income target in F&R which will now not be achieved causing a pressure for the department.

## **2.16 Financial Control**

At the end of May all key reconciliations have been prepared and reviewed and no major reconciling items unexplained.

## **3 Options Appraisal**

The report provides a summary of the financial position at the relevant year end and as such no other option is applicable for appraisal or review.

## **4 Consultation**

The report has been circulated to appropriate Divisional Directors for review and comment. Specific implications are noted in section 6.

Individual Directorate elements have been subject to scrutiny and discussion at their respective Directorate Management Team meetings.

## **5 Financial Implications**

This report details the financial position of the Council.

## **6 Legal Issues**

There are no legal implications for a budget monitoring report.

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

- Final Revenue and Capital Outturn 2011/12; Cabinet 26 June 2012;
- Budget Framework 2012/13; Cabinet 14 February 2012.

## **8 Appendices**

- A – General Fund expenditure by Directorate
- B – Savings Targets by Directorate
- C – Housing Revenue Account Expenditure
- D – Capital Programme
- E – Explanation for Capital Variances

## GENERAL FUND REVENUE MONITORING STATEMENT MAY 2012/13

Directorate	Outturn 2011/12	Original Budget	Working Budget	Projected Outturn	Projected Variance
	£'000	£'000	£'000	£'000	£'000
<b><u>Adult &amp; Community Services</u></b>					
Adult Care & Commissioning	46,070	45,489	45,685	45,685	-
Mental Health	3,770	3,861	3,886	3,886	-
Community Safety & Neighbourhood Services	4,463	4,403	4,213	4,213	-
Culture & Sport	9,796	8,067	8,067	8,067	-
Management	267	679	654	654	-
	<b>64,366</b>	<b>62,499</b>	<b>62,505</b>	<b>62,505</b>	<b>-</b>
<b><u>Children's Services</u></b>					
Education	7,303	3,064	3,064	2,782	(282)
Targeted Support	12,146	10,017	10,223	10,034	(189)
Complex Needs and Social Care	33,402	29,339	29,339	29,882	543
Commissioning and Safeguarding	4,292	3,789	3,564	3,386	(178)
Other Management Costs	12,586	22,083	22,083	22,189	106
	<b>69,729</b>	<b>68,292</b>	<b>68,273</b>	<b>68,273</b>	<b>-</b>
<b><u>Children's Services - DSG</u></b>					
Schools	(17,739)	(22,358)	(21,878)	(21,878)	-
Quality & Schools Improvement	4,959	5,953	5,953	5,953	-
Integrated Family Services	4,032	4,713	4,713	4,713	-
Safeguarding & Rights Services	5,909	5,763	5,763	5,763	-
Children's Policy & Trust Commissioning	493	1,182	1,182	1,182	-
Skills and Learning	-	-	-	-	-
Other Services	2,346	4,747	4,267	4,267	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Housing &amp; Environment</u></b>					
Environment & Enforcement	20,355	19,719	19,719	20,019	300
Housing General Fund	3,224	1,611	1,627	1,933	306
	<b>23,579</b>	<b>21,330</b>	<b>21,346</b>	<b>21,952</b>	<b>606</b>
<b><u>Finance &amp; Resources</u></b>					
F&R Directorate	4,487	4,392	4,392	4,392	-
Finance ( including Audit & Risk and Subsidy)	(841)	(638)	(412)	(516)	(104)
Regeneration & Economic Development	5,571	4,880	4,880	4,880	-
Emergency Planning & Operations	796	563	563	531	(32)
Customer Services, Contracts & Improvement	14,431	9,950	9,768	10,461	693
Assets & Facilities Management	1,348	1,130	1,130	1,130	-
Corporate Client	(135)	129	129	129	-
Capital Delivery	(134)	-	-	-	-
	<b>25,523</b>	<b>20,406</b>	<b>20,450</b>	<b>21,007</b>	<b>557</b>

## Appendix A

Directorate	Outturn 2011/12	Original Budget	Working Budget	Projected Outturn	Projected Variance
	£'000	£'000	£'000	£'000	£'000
<b><u>Chief Executive Services</u></b>					
Chief Executive Unit	(228)	-	-	-	-
Marketing & Communications	-	-	-	-	-
Corporate Policy & Public Affairs	217	-	-	-	-
Legal & Democratic Services	60	377	377	377	-
Human Resources	73	-	-	-	-
	<b>122</b>	<b>377</b>	<b>377</b>	<b>377</b>	<b>-</b>
<b><u>Other</u></b>					
Central Expenses	(10,528)	(8,383)	(8,430)	(8,430)	-
Contingency	-	3,938	3,938	3,938	-
Levies	8,587	8,920	8,920	8,920	-
	<b>(1,941)</b>	<b>4,475</b>	<b>4,428</b>	<b>4,428</b>	<b>-</b>
<b>TOTAL</b>	<b>181,378</b>	<b>177,379</b>	<b>177,379</b>	<b>178,542</b>	<b>1,163</b>

**GENERAL FUND SAVINGS MONITORING STATEMENT****MAY 2012/13****Adults and Community Service**

<b>Reference</b>	<b>Detail</b>	<b>Explanation for Variance Where Applicable</b>	<b>Target £000</b>	<b>Forecast £000</b>	<b>Variance £000</b>
ACS/SAV/01	Reductions to services funded by Area Based Grant	On line to be achieved	1,251	1,251	-
ACS/SAV/02	Inclusion of Tenancy Sustainment Team in remodel and tender of floating support.	Completed	120	120	-
ACS/SAV/03	Remodeling homecare services in line with the principles of personalisation	On line to be achieved	20	20	-
ACS/SAV/04	Revisions to pricing framework for Care Home Placements	On line to be achieved	20	20	-
ACS/SAV/06	Changes to in-house residential care service for adults with a learning disability (80 Gascoigne)	Saving behind schedule due to necessary building works. However, the saving is being managed within the Directorates budgets	125	125	-
ACS/SAV/07	Learning Disability Day Services Management Saving	On line to be achieved	25	25	-
ACS/SAV/08	Reducing Children's to Adults' transition costs	On line to be achieved	50	50	-
ACS/SAV/09	Reconfiguration of mental health services	On line to be achieved	98	98	-
ACS/SAV/10	Changes to grants to voluntary organisations	On line to be achieved	285	285	-
ACS/SAV/11	Broadway theatre	On line to be achieved	65	65	-
ACS/SAV/12	Closure of Goresbrook Leisure Centre	On line to be achieved	161	161	-

Reference	Detail	Explanation for Variance Where Applicable	Target £000	Forecast £000	Variance £000
ACS/SAV/13	Olympic unit	On line to be achieved	32	32	-
ACS/SAV/14	Reduction to events and education programme.	On line to be achieved	40	40	-
ACS/SAV/16	Libraries - charging for internet access	There was some delay implementing the IT needed for this saving. However, now been completed and went live from 17th of June	20	20	-
ACS/SAV/17	Expanding commercial opportunities at heritage venues	On line to be achieved	10	10	-
ACS/SAV/18	Leisure Centres - Charges	On line to be achieved – however, the saving is being reviewed regularly to make sure the income is being achieved.	310	310	-
ACS/SAV/19	Remodeling of crime and disorder services to develop Integrated Offender Management	On line to be achieved	112	112	-
ACS/SAV/20	Deletion of 4 Community Safety Co-ordinators	On line to be achieved	46	46	-
ACS/SAV/21	Non Staffing Supplies & Services Budgets	On line to be achieved	85	85	-
ACS/SAV/22	Libraries review	On line to be achieved	212	212	-
Feb 2011 Assembly	Commissioning Contracts & Purchase Savings	On line to be achieved	250	250	-
Feb 2011 Assembly	Community halls	On line to be achieved	175	175	-
<b>Total</b>			<b>3,392</b>	<b>3,392</b>	<b>-</b>

**Children's Services**

Reference	Detail	Explanation for Variance Where Applicable	Target £000	Forecast £000	Variance £000
CHS/SAV/01	Alternative delivery method for Independent Review Officer (IROs) - Change the method of delivery of the independent reviewing officers posts	On line to be achieved	110	110	-
CHS/SAV/02	Prevention/Crisis Intervention/ Family Group Conferencing Merger of the three preventative services to create efficiencies	On line to be achieved	100	100	-
CHS/SAV/03	School Estate/School Investment Team partly funded from DSG	On line to be achieved	150	150	-
CHS/SAV/04	Youth and Engagement Team Efficiency	On line to be achieved	80	80	-
CHS/SAV/05	Common Assessment Framework (CAF) team reductions- reducing the number of posts in the CAF team	On line to be achieved	80	80	-
CHS/SAV/06	Catering efficiencies/reductions	On line to be achieved	150	150	-
CHS/SAV/07	CAMHS Schools Counselling contract ending that will not be renewed and reduction in primary and emotional team	On line to be achieved	60	60	-
CHS/SAV/08	Safeguarding Board Cost Reductions	On line to be achieved	30	30	-
CHS/SAV/09	14-19 Flexi Learning Services, General Fund element removal - reductions in support or through increased Dedicated Schools Grant (DSG) contribution	On line to be achieved	50	50	-
CHS/SAV/10	Connexions - Careers Reduction in Contract Value	On line to be achieved	700	700	-
CHS/SAV/11	Management Re-structure - reducing the number of post in the Assessment Team	On line to be achieved	50	50	-
CHS/SAV/12	Reducing Children's to Adults transition costs	On line to be achieved	50	50	-
CHS/SAV/13	Service Efficiencies and re-organisation	On line to be achieved	100	100	-
CHS/SAV/14	Disabled Children's Team - Contribution from short breaks funding on mainstreamed	On line to be achieved	100	100	-

Reference	Detail	Explanation for Variance Where Applicable	Target	Forecast	Variance
			£000	£000	£000
	into base budget				
CHS/SAV/17	Education Inclusion/School Improvement - Staffing Review and Reductions	On line to be achieved	185	185	-
CHS/SAV/18	School Improvement Income - Raising the SLA income - charging Schools for services/Other Local authorities	On line to be achieved	60	60	-
CHS/SAV/19	Training Reductions	On line to be achieved	260	260	-
CHS/SAV/20	Reduction of Management costs in the Multi-agency Locality Teams	On line to be achieved	150	150	-
CHS/SAV/21	Portage Amalgamation	On line to be achieved	35	35	-
CHS/SAV/22	Reduction to Youth Commissioning Fund	On line to be achieved	100	100	-
Feb Assembly	Education Psychology Service - Combination of Staffing and increased school SLA income	On line to be achieved	100	100	-
Feb Assembly	Childcare Team	On line to be achieved	145	145	-
Feb Assembly	Reconfigure & merge Children's Centres, Merging 8 Children's Centres into 4	On line to be achieved	520	520	-
Feb Assembly	Family Information Services	On line to be achieved	45	45	-
<b>Total</b>			<b>3,410</b>	<b>3,410</b>	<b>-</b>



**Housing and Environment**

Reference	Detail	Explanation for Variance Where Applicable	Target £000	Forecast £000	Variance £000
Feb Assembly	Transport savings adjustments for affordability and reductions in use of buses	Savings plan based on cessation of two routes, of which only one route has been implemented. The second route planned to end towards Sept/Oct so will only realise part benefit.	100	75	25
CUS/SAV/03	Revisions to Domestic Refuse Collection and Recycling Services	On target glass is now collected within regular domestic waste.	260	260	-
CUS/SAV/04	Relocation of Passenger transport services to a Frizlands depot and realignment of resources to optimise service delivery	Relocation confirmed. To liaise with Property Services to confirm arrangements.	206	206	-
CUS/SAV/05	Replace orange bags with recyclable bins	Capital bid approved From Oct 2012 – prorate.	200	100	100
CUS/SAV/06	Optimisation of Refuse fleet	On target, double shifting in operation from 1 <sup>st</sup> April.	200	200	-
CUS/SAV/07	Management Restructure in Environmental Services	Have completed top layer, awaiting rest of service restructure.	154	154	-
CUS/SAV/08	Turning down the lights to save energy	Meeting with Volker scheduled for 14/06 – savings generated from August onwards (8 months pro rata).	138	92	46
CUS/SAV/09	Increase in cost of permits within Car Parking Zones	Costs and number of permits to be generated to be confirmed.	70	70	-
CUS/SAV/10	Converting private sector licence properties from old portfolio to the new contract at lower rates.	The savings target is a combination of reduction in B&B pressures, PSL conversions, and use of council own stock to reduce cost pressures. Whilst other items are controllable, the use of B&B properties has risen substantially in last few months.	350	-	350
CUS/SAV/11	Reduced mowing to create naturalised environment	Receiving help of Ambassador Woodland, GLA, Woodland Trust etc.	33	3	30
CUS/SAV/12	Renegotiate Abandoned Vehicle	On target	12	12	-

Appendix B

Reference	Detail	Explanation for Variance Where Applicable	Target £000	Forecast £000	Variance £000
	contract				
CUS/SAV/13	Reduction in Environmental Enforcement	Initial savings was based on reduction of 4 posts, subsequently replaced by increased income target. £20k to be generated in Area Services and £50k in Enforcement. Income is being generated from a very low base.	140	70	70
CUS/SAV/14	Making Parks more commercially sustainable	Parking charges in Parks not being implemented (£9K) as per members decision, Grazing and Education at Millennium Centre not achievable (£4.5k), only half of Bowling Greens savings and 'Golfwise' achievable (i.e.£25k) as original costings from 'Confirm' now inaccurate, Income from Lakes, Tennis and Education and Concessions achievable	98	60	38
Feb Assembly	Housing Advice Restructure	Complete.	50	50	-
Feb Assembly	Re procurement of street lighting contract	On target for both Schedule 1 (planned) and 3 (other reactive works) to meet savings.	200	200	-
<b>Total</b>			<b>2,331</b>	<b>1,672</b>	<b>659</b>

**Finance and Resources**

Reference	Detail	Explanation for Variance Where Applicable	Target £000	Forecast £000	Variance £000
FIN&RES/SA V/01	Transfer of Assets and Commercial Services division to Elevate	The transfer of the Property Services, BSF and Technical Support Sections took place on 1 <sup>st</sup> April 2012	756	756	-
FIN&RES/SA V/02	Reviewing staffing levels within the Capital Programme Monitoring Office(CPMO), Corporate Programmes Team and Business Support	3 Vacant posts have been deleted.	150	150	-
FIN&RES/SA V/04	External Risk Management Training - Cease external risk management training	Supplies and service budget reduced.	7	7	-
FIN&RES/SA V/06	One Stop Shop & Contact Centre Service Reduction	This saving is being delivered by Elevate. The affected staff did not leave until the middle / end of May; accordingly we will not see a dip in the performance figures until July.	203	203	-
FIN&RES/SA V/07	Review Out of Hours Contract	Savings currently delivered by Elevate.	25	25	-
FIN&RES/SA V/08	Reduction in the CIPFA trainee programme	2 posts deleted were held vacant in 11-12 therefore savings achieved.	70	70	-
FIN&RES/SA V/09	Recharging Pondfield House rent to the Housing Revenue Account	Saving achieved	200	200	-
FIN&RES/SA V/10	Reduction in Provision for Carbon Reduction Commitment (CRC)	Saving achieved through the charging of Schools CRC costs to the DSG	200	200	-
FIN&RES/SA V/11	Savings in Sustainable Communities/ Economic Development area	On target to be achieved. Posts have been deleted, and the affected staff have now left the organisation. Projects budgets have also been scaled back accordingly.	190	190	-
FIN&RES/SA V/12	Reorganisation of Development Planning team	On target – post deleted / person left, and supplies budgets have been reduced accordingly.	90	90	-
FIN&RES/SA	Reorganisation of Employment &	On target. The employees have been reduced	80	80	-

Reference	Detail	Explanation for Variance Where Applicable	Target £000	Forecast £000	Variance £000
V/13	Skills team	and the projects budget has been scaled back.			
FIN&RES/SA V/14	Reduction to staffing in Job Shop and business support	On target – linked to savings above.	50	50	-
FIN&RES/SA V/15	Reduction of External Audit fees	A reduced bill is expected from the Audit Commission for this saving to be delivered.	30	30	-
FIN&RES/SA V/16	Reduction in Building Schools for the Future budget	Saving achieved as spend with consultants in the BSF area is now reducing.	50	50	-
Feb Assembly	Re-structuring of Staffing establishment and a reduction in non-employee budgets	The structure for 12-13 has been implemented and the service is operating within existing funding.	256	256	-
Feb Assembly	Reduction in accommodation costs through the Modern Ways of Working project	Saving achieved through the closure of Fortis House. Budgets to be transferred from Children's Services.	234	234	-
<b>Total</b>			<b>2,591</b>	<b>2,591</b>	<b>-</b>

**Chief Executive**

Reference	Detail	Current Position	Target	Forecast	Variance
			£000	£000	£000
CEX/SAV/01	Restructure of Senior Managers	The achievement of this target will be dependent on the affected senior managers across the Council leaving on time.	810	810	-
CEX/SAV/02	Restructure of Policy Teams	Savings on target and affected staff have now left the organisation.	932	932	-
CEX/SAV/03	Restructure of Legal and Democratic services	Savings on target posts deleted, and affected staff have left Authority.	147	147	-
CEX/SAV/04	Merging Payroll and HR Support	Service currently being delivered by Elevate East London. The business case indicates that the only savings achievable will be 78k.	114	78	36
CEX/SAV/05	Reduction in spending on strategic HR	100k of this savings target is subject to a review of Learning & Development spend across the departments which has been submitted to CMT for comment.	150	50	100
Feb 2011 Assembly	CE Review – M&C	Saving on target at this stage. Income target increased by £100k – but remains the biggest risk for the team. However if The News is as successful as last year, then the target will be fully met.	147	147	-
<b>Total</b>			<b>2,300</b>	<b>2,164</b>	<b>136</b>

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## HOUSING REVENUE ACCOUNT MONITORING STATEMENT MAY 2012/13

HOUSING REVENUE ACCOUNT	Outturn 2011/12	Original Budget	Working Budget	Projected Outturn	Projected Variance
	£'000	£'000	£'000	£'000	£'000
Rents	(77,953)	(83,017)	(83,017)	(83,017)	-
Non Dwelling Rent	(2,484)	(2,574)	(2,574)	(2,574)	-
Other Income	(15,103)	(17,098)	(17,098)	(17,260)	(162)
Capitalisation of Repairs	(1,625)	(1,000)	(1,000)	(1,000)	-
Repairs and Maintenance	20,999	20,043	20,043	20,305	262
Supervision and Management	(233,356)	34,643	34,643	34,739	96
Rent Rates and Other	1,341	920	920	920	-
Depreciation	14,697	14,875	14,875	14,875	-
Bad Debt Provision	1,002	992	992	992	-
Interest Charges	1,296	9,685	9,685	9,685	-
Corporate & Democratic Core	811	811	811	811	-
Interest	(526)	(93)	(93)	(93)	-
Revenue Contribution to Capital	-	14,013	14,013	14,013	-
Repayment of Debt	-	7,800	7,800	7,800	-
Subsidy	21,057	-	-	-	-
Pensions	113	-	-	-	-
HRA Borrowing	265,912	-	-	-	-
<b>Contribution to HRA Reserve</b>	<b>(3,819)</b>	<b>-</b>	<b>-</b>	<b>196</b>	<b>196</b>

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### Forecast Capital Programme Outturn May 2012/13

Project No.	Scheme	Budget £	Forecast Spend £	Variance £
<u>Adult &amp; Community Services</u>				
1654	Ripple Hall (St Georges/Vol Group Relocation)	245,405	48,625	(196,780)
2233	Valence Site Redevelopment	11,075	25,300	14,225
191	Eastbury House	10,818	10,818	
2872	Fews Lodge Extra Care Scheme	556,217	556,217	
2888	Direct Pymt Adaptations	380,000	380,000	
1652	Contingency	80,323	80,323	
2266	Barking Park Restoration & Improvement	664,985	664,985	
2546	Barking Park Artwork	63,308	63,307	(1)
2603	Becontree Heath Leisure Centre	248,890	248,890	
2855	Mayesbrook Park Athletics Arena	796,080	796,000	(80)
2870	Barking Leisure Centre 12-14	2,134,679	2,134,679	
	80 Gascoigne Road	348,000	348,000	
2768	Abbey Sports Centre (Wet Side Changing Areas)	8,816	8,816	
2815	Goresbrook Leisure Centre - Olympic Training Venue	19,713	19,713	
<b>Total For Adult &amp; Community Services</b>		<b>5,568,309</b>	<b>5,385,673</b>	<b>(182,636)</b>

Project No.	Scheme	Budget £	Forecast Spend £	Variance £
<u>Children's Services</u>				
2555.01	Eastbury	93,218	113,000	19,782
2735	Cambell Infant & Juniors George Carey CE Primary School (formerly Barking Riverside Primary)	55,363	30,000	(25,363)
2745	Primary)	1,040,268	800,000	(240,268)
2736	Roding Primary School - Cannington Road Annex	310,900	310,900	
2759	Beam Primary Expansion	97,674	97,674	
2799	St Joseph's Primary - expansion	341,023	341,023	
2800	St Peter's Primary - expansion	33,869	33,869	1
2776	Thames View Infants - London TG Agreement	16,071	76,701	60,630
2787	Cambell Junior - Expansion & Refurb	31,367	31,367	
2786	Thames View Juniors - Expansion & Refurb	467,953	467,953	
2784	Manor Longbridge (Former UEL Site)	575,934	366,745	(209,189)
2789	Westbury - New Primary School	23,485	223,485	200,000
2790	St Georges - New Primary School	91,422	84,050	(7,372)
2793	SMF - School Modernisation Fund	1,608,349	1,608,349	
2742	Youth Access Card	43,168	43,000	(168)
2751	School's Kitchen Extension/Refurbishment 10/11 Basic Needs Projects ( formerly Additional School Places)2011/12	36,410	36,410	
2724	Places)2011/12	62,106	227,129	165,023
2581	Schools Legionella Works	26,717	26,718	1
2808	Schools L8 Water Quality Remedial Works 2010/11	8,564	8,564	
2809	Schools Reboiler & Repipe Fund	47,516	47,516	
2807	Schools Asbestos Management & Removals 2010-11	1,826	1,825	(1)
2310	William Bellamy Childrens Centre	6,458	3,000	(3,458)
2311	Becontree Childrens Centre			
2217	John Perry Childrens	9,619	10,000	381
2586	Furze Children'S Centre		134,161	134,161
2651	Alibon Childrens Centre	(8,812)	18,000	26,812
2739	Gascoigne Community Centre	(8,051)		8,051
2791	Youth Bus	(10,762)		10,762
2826	512a Heathway - Conversion to a Family Resource 512a Heathway (phase 2)- Conversion to a Family Resource with additional teaching apace	84,482	84,482	
2878	additional teaching apace	101,536	109,361	7,825
9999	Devolved Capital Formula	1,613,599	1,613,599	
2818	Sydney Russell - Schools For The Future	10,382,809	12,878,097	2,495,288
2859	Robert Clack Expansion Programme of School Basic Need Funding 12/13 New Primary School Places 12/13	10,890 23,510,000 17,000,000	11,000 23,510,000 17,000,000	110
2860	Monteagle Primary (Quadrangle Infill)	256,585	256,585	
2861	Eastbury Primary (Expansion)	7		(7)
2862	Gascoigne Primary (Expansion)	50,000	50,000	
2863	Parsloes Primary (Expansion)	109,989	135,417	25,428
2864	Godwin Primary (Expansion)	300,000	299,960	(40)
2865	William Bellamy Infants/Juniors (Expansion)	180,702	179,860	(842)
2866	Dagenham Village Rectory Road Library (Expansion)	200,000		(200,000)
2867	Southwood Primary (Expansion)	101,207	157,086	55,879
2900	Becontree Primary Expansion Provision of New School Places (Basic Needs) Contingency	40,000 796,941	300,000 796,941	260,000
2723	Advanced Skills Centre	3,343,671	3,275,000	(68,671)
2601	Renewal School Kitchens 2009/10	177		(177)
2753	Cross-Government Co-Location Fund	4		(4)
2365	Gascoigne Primary	(169)		169
<b>Total For Children's Services</b>		<b>63,084,085</b>	<b>65,798,827</b>	<b>2,714,743</b>

Project No.	Scheme	Budget £	Forecast Spend £	Variance £
<u>Housing and Environment</u>				
104	Housing Futures HRA 12-13	400,085 61,300,000		(400,085)
2632	Millard Terrace	3,145	61,300,000	(3,145)
2729	Lifts Replacement			
2734	SAMS formerly remote concierge	70,000	70,000	
2637	Dh Works Framework Contracts	( )	1,740	1,740
2641	Heating Works (Thaxted, Maxey & Humphries Houses)	65,000	60,000	(5,000)
2645	Planning & Contingencies			
2727	CHP Programme	24,425	24,425	
2728	Electrical Switch Gear	270,546	270,546	
2725	Extensions and deconversions	( )		
2822	Communal Lighting & Electrical switchgear	510,305	510,305	
2726	External Enveloping Work	251,244	251,244	
2730	Sheltered Alarms Upgrade	10,662	10,662	
2731	Colne & Mersea Blocks	1,344,215	1,344,215	
2811	Capitalised Improvement Works	91,014	91,041	27
2813	Estate Improvement Project	392,922	234,922	(158,000)
2824	Oldmead & Bartlett Remedial Works	103,071	98,751	(4,320)
2844	Door Entry Project 12/13	1,580,800	1,580,800	
2845	External Enveloping & Fire Proofing Project	2,531,728	2,453,705	(78,023)
2846	Defective Overflow Works	14,894	14,894	
2847	Central Heating Installation	1,871,173	1,871,173	
2848	Kitchen & Bathroom Replacement Project	1,063,533	1,063,533	
2849	High Rise Surveys	996,710	996,710	
2850	Capitalised Improvement Works (Estates)	500,000	500,000	
2853	Estate Improvements	154,206	163,156	8,950
2852	Adaptations - Housing	78,665	75,664	(3,001)
2880	Central Heating Installation (Phase II)	100,529	100,529	
2881	Kitchen, Bathroom, Central Heating & Rewire	2,495,564	1,495,564	(1,000,000)
2882	Electrical Rewiring	325,671	325,671	
2883	Voids	( )		
2772	King William Street Quarter (Phase 1)	80,000	80,000	1
2773	New Build Council House Building (Phase 2 & 3)	2,900,000	2,900,000	
2757	Council House Building	236,612	236,612	
2823	New Council House Building - Phase 3	1,569,000	1,569,000	
106	Private Sector Households Dfg'S (Odpm Grant Aided)	1,054,112	980,001	(74,112)
105	Private Sector Hsg Assistance rendered	230,093	230,000	(93)
2570	Capita Housing (Formerly Housing Modernisation Programme)	32,099	32,099	
	Highways Maintenance (Non-Principal Roads)	2,000,000	2,000,000	
2128	Highways Maintenance (Principal Roads) TfL			
2288	Land Quality Inspection Programme	49,626	2,000	(47,626)
2764	Street Light Replacement	1,185,514	1,186,000	486
2842	Flats Recycle Bank Scheme			
2832	Principal Rd Resurfacing - Longbridge Rd (TFL)			
2777	SNAPS	46,645	46,645	
2803	Becontree Neighbourhood Improvements			
2732	Local Safety Schemes			
2836	Road Safety Improvement schemes 11-12			
2873	Environmental Improvements	167,670	172,000	4,330
2894	Road Safety Improvements 12-13	96,000	96,000	
2887	Frizlands Workshop Improvements	175,011	174,995	(16)
2869	Christmas Lights (2012/13)			
2886	Parking Strategy Implementation	8,583	58,000	49,417
2421	PGSS Staff Costs	38,500	38,500	
2423	Pondfield Park	8,321	8,321	
2567	Abbey Green Park Development	22,205	19,900	(2,305)
2604	Valence Park Improvements	15,376	15,376	
2326	Btc Public Art Project Artwork - Tgsc (Part Of Public Realm)	5,458	5,000	(458)
2721	Playbuilder	969		(969)
2817	Mayesbrook Park Improvements (Phase I )	68,369	96,770	28,401
2879	Barking Park Light Railway & Rowing Boat Equipment	52,743	28,993	(23,750)
100	Disabled Adaptations (HRA)	493,995	506,000	12,005
<b>Total For Housing &amp; Environment</b>		<b>87,087,006</b>	<b>85,391,462</b>	<b>(1,695,543)</b>

Project No.	Scheme	Budget £	Forecast Spend £	Variance £
<b>Finance &amp; Resources</b>				
	Local Implementation Plan (LIP2)			
2741	L8 Control of Legionella Remedial Works	47,898	47,898	
2578	Asbestos (Public Buildings)	23,993	53,993	30,000
2771	Automatic Meter Reading Equipment	94,982	94,982	
2542	Backlog Capital Improvements	383,716	383,716	
2342	CMRP DDA for Buildings	7,734		(7,734)
2565	Implement Corporate Accommodation Strategy	646,417	645,999	(418)
	Corporate Accommodation Strategy	1,559,120	1,559,120	
2458	New Dagenham Library & One Stop Shop	39,657	40,000	343
2587	Energy Efficiency Programme		272,980	272,980
	Asset Management Plans (All Directorates)	1,000,000	1,000,000	
2623	Microsoft Enterprise Agreement	88,794		(88,794)
2738	Modernisation & Improvement Capital Fund	2,524,051	2,524,051	
2877	Oracle R12 Joint Services	493,770	493,500	(270)
2596	Legi Business Centres	340,933	380,939	40,006
2579	Barking Town Square (Phase 2)	269,795	266,406	(3,389)
2775	BTC Public Realm - Tsq & Abbey	30,186	10,000	(20,186)
2821	Robin Hood Shopping Parade Enhancement (TFL & S106)	341,904	342,132	228
2625	East End Thames View Demolition	24,278	24,137	(141)
2819	London Road/North Street Site Acquisitions	896,947	897,229	281
	Boroughwide Estate Renewal - Decants and Leaseholder	10,325,018	10,325,018	
2820	Boroughwide Estate Renewal - Gascoigne Decants	585,000	585,000	
2828	Boroughwide Estate Renewal - Leys Decants	155,000	155,000	
2829	Boroughwide Estate Renewal - Goresbrook Village Decants	460,000	460,000	
2856	Boroughwide Est Renewal - Leaseholders Buybacks (all)	5,185,151	5,185,151	
2857	Boroughwide Est Renewal - Demolition (all)	713,227	713,227	
2858	Boroughwide Est Renewal - Demolition	1,652,730	1,652,730	
	Barking Station Forecourt - Phase 2 Implementation (TFL & S106)	(71,079)	311,042	382,121
2840	Car Club Expansion (TFL)	5,760	5,760	
2841	Biking Borough Initiative (TFL)	115,200	115,200	
2854	Improvements to the rear of The Mall, Dagenham Heathway	223,002	223,000	(2)
2871	New Market Square (Barking)	88,497	88,497	
2901	Creekmouth Arts & Heritage Trail	50,000	50,000	
2902	New Market Square Barkin - Phase II	850,000	850,000	
2890	Principal Road Resurfacing (TFL)	473,280	473,280	
2891	Merry Fiddlers Jnct Imp Year 2 (TFL)	441,600	441,600	
2892	Cycling Greenways Year 2 (TFL)	96,000	96,000	
2893	Mayesbrook NGHD Area impv (TFL)	240,000	240,000	
2895	Chadwell Heath Station Impv (TFL)	288,000	288,000	
2896	Dagenham Heathway & Bcon - Low Carbon Zone (TFL)	48,000	48,000	
2897	Smarter Travel Plans (TFL)	201,600	201,600	
2899	River Roding Cycle Link (TFL)	240,000	96,000	(144,000)
2898	Local Transport Plans (TFL)	96,000	240,000	144,000
1	Capitalisation of Redundancies	3,000,000	3,000,000	
<b>Total For Finance &amp; Resources</b>		<b>34,276,162</b>	<b>34,881,186</b>	<b>605,025</b>
<b>GRAND TOTAL</b>		<b>190,015,562</b>	<b>191,457,148</b>	<b>1,441,589</b>

## Explanations for Significant Variances on Capital Projects

### Adults & Community Services

- Ripple Hall (£197k under spend) – these are projected savings to be achieved by robust project management.

### Children's Services

- Sydney Russell BSF (£2,495k over spend) – budget to be increased, which has been approved by Cabinet, to cover the costs for building 2 new class rooms.
- Becontree Primary Expansion (£260k overspend) – projected spend to be revised and only show design costs which will be within the allocated budget.
- Westbury New Primary School (£200k over budget) – complete however overspend is due to variations on the project.
- Basic Needs Projects (£165k over spend) – due to final accounts being higher than anticipated.
- Furze Children's Centre (£134k over spend) – completed with minor overspend due to final accounts being agreed.
- George Carey CofE (£240k under spend) & Manor Longbridge (£209k under spend) – projects are complete and forecasting an under spend subject to final accounts being received.

### Housing & Environment

- Housing Futures (£400k under spend) – over arching scheme which will be allocated once designs for specific new schemes have come back.
- Estate improvement Project (158k under spend) – further works are being agreed which will utilise this under spend.
- Kitchen, Bathroom Phase II (£1m under spend) – further works to be scoped which will utilise forecast under spend.

### Finance & Resources

- Energy Efficiency (£273k over spend) - projected overspend to be addressed by further use of SALIX funds; CPMO re-appraisal to be carried out.
- Barking Station Forecourt (£382k over spend) – additional works to be carried out at Longbridge road. Budget will be increased to meet projected spend.

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## CABINET

24 JULY 2012

<b>Title:</b> Performance House – Quarter 4 2011/12	
<b>Report of the Leader of the Council</b>	
<b>Open report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Karen Wheeler, Group Manager Policy and Performance	<b>Contact Details:</b> Tel: 020 8227 2317 E-mail: <a href="mailto:karen.wheeler@lbbd.gov.uk">karen.wheeler@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> n/a	
<b>Accountable Director:</b> Chief Executive	
<p><b>Summary:</b></p> <p>A wide range of performance is monitored and managed across the Council and is reported in a number of ways including in portfolio holder meetings and to partnership boards. The Performance House provides a collective overview of performance across the Council/borough in order to inform decision making and use of resources, and to provide Members with a clear snap-shot of how priorities are being managed and implemented.</p> <p>This report sets out some key performance indicators in areas of real interest to Members, highlighting where performance has improved.</p> <p>This report also sets out performance at Quarter 4 (January to March 2012) or end of year data for 2011/12, where available for:</p> <ul style="list-style-type: none"> <li>• Performance House indicators by exception i.e. where performance has dipped (Appendix A)</li> <li>• 19 ‘top priority’ key council indicators (Appendix B)</li> <li>• The Performance House (full set of indicators), which is for information to Members only (Appendix C)</li> <li>• Complaints and Member enquiries report 2011/12 (Appendix D).</li> </ul>	
<p><b>Recommendation(s)</b></p> <p>That Cabinet is asked to note the performance during quarter 4 of the 2011/12 financial year (January to March 2012) and, in particular, the analysis of deteriorating performance as detailed in Appendix A to the report.</p>	
<p><b>Reason(s)</b></p> <p>Performance data is reported to enable Members to more easily monitor and challenge performance and delivery of the policy priorities as set out in the Statement of Priorities 2012/13.</p>	

## **1. Introduction and Background**

- 1.1 It is best practice for Councils to regularly review their performance across a range of different indicators. Some local authorities have a very long list of data. Cabinet Members agreed in December 2011 that our own Performance House would be the set of indicators which the Council uses to monitor its performance on a quarterly basis.
- 1.2 The indicators in the Performance House are drawn from the headline Local Authority Performance Solution (LAPS) Indicators (co-ordinated by London Councils and mainly 'old' National Indicators and Best Value Performance Indicators which have been collected for some time), as well as the Olympic host borough convergence indicators and our own existing local performance indicators.
- 1.3 The Performance House aims to provide Members with a balanced overview of performance right across the organisation in order to inform decision making and make the very best use of resources in these times where every single penny must be accounted for. Performance is regularly monitored and managed across the Council and is reported in a number of ways including in portfolio holder meetings and to partnership boards. Detailed information is available on request and is used for management of services on a regular basis. In addition the Annual Governance Statement (AGS), which sets out evidence based assurance that the organisation is operating all its activities within a robust governance framework, is reported each year. The AGS includes a section on the Council's performance management arrangements.
- 1.4 Cabinet agreed a set of 19 key 'top priority' indicators in April 2012 as part of the quarter 3 2011/12 Performance House report. The report also included the number of and response rates to Member enquiries and those from our Members of Parliament. This highlighted that a number of corporate response times were not being met and as a result, prompted a wider discussion about the processes and procedures being used to collate complaints and enquiries, how they were resolved to the satisfaction of our residents and where further improvements could be made so that our council was a high performer.

## **2. Performance in key areas**

The following paragraphs set out some key performance indicators in areas of real interest to Members. It is these areas of focus which have been set as our key priorities by the Administration. This section reflects both improving performance and some cases where performance has dipped.

### **2.1 Housing**

Good quality housing is at a premium right across London. We have set a challenge to be an authority that is not only investing in repairs and maintenance, but is also building new council homes and developing innovative ways to deliver affordable homes for our residents.

There has been a large increase in the number of affordable homes delivered. Provisional end of year data for 2011/12 shows that 372 affordable homes were built,



which compares to 144 in 2010/11 and 69 in 2009/10. Of the 372, 142 were new build Council homes and 230 Registered Social Landlords (RSLs).

There are other key performance indicators in housing. There has been a significant improvement in the performance of re-letting local authority housing. The figures show that there has been a reduction in waiting times from 52.47 days in 2009/10 to just 29 days in 2011/12. This is still too high, but it is a marked improvement in a relatively short period and demonstrates that our focus is reaping results.

In addition there has been a reduction in the amount of 'non-decent' housing stock from 42% in 2010/11 to 33.85% in 2011/12. Again, this demonstrates that our priority of investing in our stock has resulted in improved housing conditions for residents of the borough.

## **2.2 Schools and educational attainment**

Raising educational attainment is a key priority for the Council. Despite unprecedented population changes which our borough is grappling with and the funding gap we face to accommodate new pupils as they reach school age - there were no children without a school place at the end of 2011/12.

Not unexpectedly however, this situation can change on a weekly basis as new families arrive in the borough. At the beginning of July 2012 there were 29 children without a school place but all were expected to be offered a place within a few days following officers in the Children's Services department working very hard under the direction of the Cabinet Member and with schools to secure places for these children who have newly arrived in the borough. The average wait for a school place is around seven to ten days.

On a very positive note, the percentage of secondary schools rated as 'outstanding' or 'good' (by Ofsted) stands now at 67% (year to date 2011/12) – or over two thirds of our schools. Not only is this an excellent performance, but it is also above the Ofsted threshold of 65%. This is an increase from 63% (Aug 2010). There has also been an increase in the percentage of primary schools rated outstanding or good to 59% year to date 2011/12 from 55% in Aug 2011; however this is currently below the Ofsted threshold. Our focus on educational attainment will drive further improvements here too.

In last summer's exams the percentage of pupils achieving five good GCSE's at grades A\* - C (including Maths & English) in maintained schools has increased to 57.2%, which is just below the national average of 58.3%. The percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2 has risen slightly to 71%, which is just below the national average of 74% (2011).

## **2.3 Crime**

Members will know that reducing crime and anti-social behaviour is of paramount concern to our residents. Crime and the fear of crime blights the lives of too many people in Barking and Dagenham and so, we are determined to tackle it and make sure that our streets and estates are safe.

Serious youth violence per 1,000 population has increased slightly to 1.3 occurrences per thousand in 2011/12 compared to 1.14 in 2010/11. The London average in 2011/12 was 0.85 and the North East London average was 1.10. Combating this is a top priority for our Community Safety Partnership.

However, incidences of violent crime have reduced overall from 30.40 in 2009/10 to 24.9 in 2010/11 to 22.9 in 2011/12. While this is good news, the figures are still slightly above the average for the Host Boroughs which stands at 24.0 incidences in 2011/12.

The percentage of repeated domestic violence incidents has reduced from 28% in 2010/11 to 22% (Jan 2012). While this trend is going in the right direction, the rate is still higher than it was in 2009/10, when the figure stood at 19%. Now that residents have seen that this is issue is being tackled it could be that more domestic violence is being reported.

The serious acquisitive crime rate – namely burglary and robbery - per 1000 population has been rising slowly from 28.73 in 2009/10 to 29.88 in 2010/11 and 30.60 in 2011/12.

The overall crime rate per 1000 population has reduced from 110.41 in 2009/10 to 104.73 in 2011/12. This is a very important piece of data as it shows that the trend is definitely on the downward direction. While this is good news, there are clearly areas where continued focus needs to be given – especially when it comes to acquisitive crime.

Data about fear of crime is important. If people do not feel safe in and around where they live, their quality of life is seriously affected. There has been a reduction in the figures connected to perception of anti-social behaviour. In 2011, 39.9% of people were worried about crime and anti-social behaviour in our borough. That figure now stands at 30% showing a marked increase in confidence about safety on our streets and estates.

To address this, the Serious Youth Violence (SYV) Partnership has been targeting individual gang members with a history of robbery and the new gangs unit is delivering extra focus. The SYV Partnership strategy includes prevention and enforcement methods and officers have also been focusing on promoting robbery crime prevention messages by providing residents with crime prevention advice in an informal setting. At April 2012 there were 66 robbery offences reported. This is a reduction of 41% compared to the previous year which is significantly better performance than the North East London and London averages at this stage of the year (-15.0% and -7.2% respectively).

The partnership burglary action plan is also driving forward initiatives to combat this type of crime with examples including a talk at a Sheltered Accommodation site on distraction burglary (bogus callers). Upcoming activity includes Lift Lock and Remove which focuses on areas where there are a high level of burglaries taking place. These key 'hot spot' areas will have leaflet drops and banners. Information will be sent out via Neighbourhood Link, newsletters and mail outs which reach ward panel members, residents and Members.

Since the end of 2011/12 the Estate Policing initiative has been launched to report grot-spots which need clean-ups or to notify us of anti-social behaviour and other crimes. Progress will be reported in the Quarter 1 2012/13 performance house report.

## **2.4 Safeguarding children and corporate parenting**

This Council takes its role as a corporate parent seriously. Where there is concern about a child, the percentage of children's core assessments completed within 35 days has also improved from 63.3% completed in that deadline in 2010/11 to 78.5% completion in 2011/12. While this is a very positive step in the right direction and demonstrates how hard our officers are working to look after vulnerable children, the performance is just shy of the target of 80% we set ourselves in the Children and Young People's Plan (CYPP).

The percentage of children having a repeat child protection plan has reduced slightly from 9.8% in 2009/10 to 9.3% in 2010/11 down to 8.6% (provisional end of year in 2011/12).

The Council was recently subject to a ten-day Safeguarding and Looked After Children Inspection in June 2012. Cabinet will receive a report on the findings when the Inspector's report is available in July 2012. The inspection identified many positive features of the service as well as some areas for improvement including in the corporate parenting role.

## **2.5 Adult social care**

The number of adult safeguarding alerts progressed to referral has reduced by a very significant amount from 73% in 2010/11 to 37.4% in 2011/12. We are improving our understanding and data about what is happening at each stage of the safeguarding process, and a new Quality Assurance process is being developed by the Performance Sub-Group of the Safeguarding Adults Board.

There has also been an improvement in performance in the percentage of carers receiving needs assessment or review (to establish whether they need any additional support in their caring role) from 46% (provisional data 2011/12) compared to 26.4% in 2010/11 and 28.7% in 2009/10.

## **2.6 Revenues and benefits**

Members know that our performance in Revenues and Benefits needs careful monitoring and challenge. We are all determined to support people in tough times – and our residents rely on us to assess their entitlement to benefits in a timely way and they have a right to expect that those assessments are accurate.

The number of days it takes to process new claims for housing and Council Tax benefit and to process notifications of change of circumstances has reduced dramatically to 11.39 days (2011/12). This comfortably exceeds the target Members set of 17.32 days (2011/12).

We have achieved the best Council Tax collection rate in a decade of 94.1% at the end of 2011/12. There has also been an increase in the levels of non-domestic rates

collected. This has increased from 94.8% in 2010/11 to 96.4% (end of year 2011/12). More income collected means we have more to spend as a council on the priorities that matter most.

## **2.7 Culture and sport**

Making sure our residents have every opportunity to get and stay active or enjoy our rich heritage is a key priority. The statistics we collect show that the number of people satisfied with our excellent parks and open spaces has increased from 66% in 2009/10 to 70% in 2011/12.

The percentage of people not taking part in any sport or activity (or – in other words – they have less than half an hour of physical activity per week) has however increased from 58.4% in 2010 to 61.4% in 2011. However, visits to the borough's leisure centres have increased.

Facilities such as the new wet play facility at Barking Park aim to encourage local people to participate in leisure activities. The splash park is part of the Barking Park Restoration and Improvement Project and was possible as a result of match funding from the Heritage Lottery Fund (HLF) Urban Parks Programme. Consultation with local residents and visitors showed that people wanted to stay longer in the park and the Lido brought back into use.

## **3. Our 'Performance House' Indicators – Exception Reporting and Analysis**

- 3.1 Any indicators where performance has significantly deteriorated in the Performance House for Quarter 4 (January – March 2012) or end of year 2011/12 is set out in Appendix A. This highlights where performance from the previous reporting period has dipped. The following are of particular note: the percentage of care leavers in employment, education or training was 40.4% in 2011/12 compared to 49% in 2010/11; and Serious Youth Violence per 1000 population has increased to 1.3 in 2011/12 compared to 1.14 in 2010/12 (this compares to the London average in 2011/12 of 0.85).
- 3.2 The set of key indicators agreed by Cabinet in April 2012 (Appendix B) collectively provides a balanced overview of the Council's key functions, with many of interest to the public. They reflect the areas in which there is a strong focus for improvement i.e. those policy priorities which we explicitly set out as our main areas of focus in the recently published Council's Statement of Priorities (agreed by Cabinet and Assembly in February 2012). Performance for the majority of these key indicators is improving.
- 3.3 Performance against these key indicators as at quarter 4 2011/12 is set out in Appendix B. The performance trend is shown with an arrow: upwards for improving performance and downwards for deteriorating performance when compared with the previous period. Where performance has met or exceeded the target for 2011/12 it is rated green (G), where it is below but within 10% it is amber (A) and over 10% away from target it is rated red (R). Where a target is not available, it is rated against previous year's performance, i.e. end of year 2011/12 against end of year 2010/11.
- 3.4 The remaining Performance House indicators are included, in full, in Appendix C for information. The trend rating for each indicator has been attributed in a number of

ways. This ensures that the most relevant and accurate trend for each specific indicator is shown i.e. previous performance, comparison to London/national averages etc. Targets have been set for many of the indicators in the Performance House. Others will be set once end of year data is available. The targets will show the direction of travel expected and what can be achieved in specific time-frames which will ensure improvement is focused and well managed, aligned to policy priorities and assist Members in managing performance and resources.

#### **4. Customer complaints and Member enquiries**

- 4.1 A complaints and Member enquiries report for 2011/12 is available in Appendix D. Following Cabinet in April where corporate response times to member and MP enquiries were raised as an issue, work is underway with the Portfolio Holder, Councillor Alexander, to identify the key challenges and next steps required to ensure complaints, Member and MP enquiries are recorded and dealt with in a timely and effective manner (within deadline). An update on progress will be provided in the next performance house report to Cabinet.

#### **5. Options Appraisal**

- 5.1 There is no legal requirement to prepare a performance report, however, it is good governance to do so and provides a collective overview of performance across the Council/borough in order to inform decision making and use of resources.

#### **6. Consultation**

- 6.1 CMT and departments (through Departmental Management Teams) have informed the approach, data and commentary in this report and the Performance House.

#### **7. Financial Implications**

Implications verified by Faysal Maruf, Group Accountant (Corporate Finance)

- 7.1 There are no specific financial implications, however, some key performance indicators do have quantifiable cost benefits, such as additional income from higher leisure centre usage or improved Council Tax collection rates (note - there is also a gainshare for Elevate if they achieve over the agreed Council Tax collection percentage stated in their contract).
- 7.2 Due to the financial constraints of the Council these key performance indicators must be delivered within the existing budgets of the relevant services.
- 7.3 Where external funding is involved there can be a financial implication if outcome based targets are not met, as funding may have to be returned to the provider.

#### **8. Legal Implications**

Implications verified by Eldred Taylor-Camara, Legal Group Manager

- 8.1 The Legal Practice has been consulted in the preparation of this report and confirms there are no legal implications to highlight.

## 9. Other Implications

- 9.1 **Risk Management** - The identification of clear performance measures to deliver against the priorities is part of a robust approach to risk management.
- 9.2 **Contractual Issues** - Any contractual issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 9.3 **Staffing Issues** - Any staffing issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 9.4 **Customer Impact** - Improvements in performance indicators will have a positive impact on customers.
- 9.5 **Safeguarding Children** - A number of indicators related to safeguarding children are contained within the Performance House. Monitoring and management of these indicators will ensure safeguarding is maintained or improved.
- 9.6 **Health Issues** - A number of health and well being indicators are contained with the Performance House. Monitoring and management of these indicators will ensure areas related to health can be maintained or improved. It was agreed by Cabinet Members in December 2011 that further indicators may need to be included from the Health and Wellbeing Strategy. This strategy is due for completion in December 2012 and this will be addressed in a future Performance House report.
- 9.7 **Crime and Disorder Issues** - A number of crime indicators are contained with the Performance House. Monitoring and management of these indicators will ensure areas related to crime and disorder can be maintained or improved.

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

- Statement of Priorities 2012/13
- Directorate and partnership board performance dashboards/reports

### List of appendices:

Appendix A: Performance House exception reporting – improving and deteriorating performance quarter 4 2011/12

Appendix B: Key performance indicators quarter 4 2011/12

Appendix C: Performance House quarter 4 2011/12

Appendix D: Complaints and Member enquiries report 2011/12

## Appendix A

### Performance House exception reporting – deteriorating performance, Quarter 4 2011/12

The table below shows where focus may be required or is already planned for indicators where there is deteriorating performance. A summary of recent performance and action being taken in directorates or through partnership boards to address these is included.

Indicator	Performance	Analysis
1. Percentage of care leavers in employment, education or training (EET)	40.4% (2011/12) is lower than the previous years - 49.0% in (2010/11) and 48.7% (2009/10)	This indicator is concerned with relatively small numbers of people. At the end of 2011/12, 19 of 47 care leavers were in EET (40.4%). The NEET Panel, comprising of Connexions and representatives from the Apprentice Scheme and other organisations, meet bimonthly to discuss each care leaver who is NEET with the aim of identifying suitable targeted options.
16c. Serious Youth Violence per 1,000 population	1.3 (2011/12) compared to 1.14 in 2010/11 (London average in 2011/12 was 0.85 and North East London 1.10)	Priority for Community Safety Partnership's Serious Youth Violence Partnership Group – activity includes developing exit strategies for gang members. Violent crime has reduced overall.
22. The number of adult safeguarding alerts progressed to referral	A reduction from 73% in 2010/11 to 37.4% in 2011/12	Reasons why an alert may not proceed to investigation include that it is a broader quality concern about a provider (dealt with by commissioning) or that it is a social work practice issue, where in either case it may be decided that other routes can proportionately resolve the issue. It may also be that the individual does not wish for safeguarding to be invoked or that, on review, the individual does not meet the threshold for an adult at risk. As practice develops, there will be changing patterns of referral. We are improving our understanding and data about what is happening at each stage of the safeguarding process, and a new Quality Assurance process is being developed by the Performance Sub-Group of the Safeguarding Adults Board.
40. The percentage of adults with a learning disability in paid employment	4.77% in 2010/11 reduced to 4.17% in 2011/12 (compared to London 9.30%)	The figures relate to low numbers of people and therefore small changes affect the percentage greatly. The service has commissioned a provider to ensure people access employment and they have supported a range of people into employment.
53. Number of new disciplinarys	68 in 2011/12 compared to 53 in 2010/11	Although there has been an increase of 15 new disciplinarys in one year, a review of the cases does not indicate that there are any underlying trends – either in specific departments, or for particular misconduct reasons. The Employee Relations Team will however continue to monitor this.

<b>Indicator</b>	<b>Performance</b>	<b>Analysis</b>
54. I would recommend the council as a good employer (Agree)	A decline year on year to 44.5% (Feb 2012) from 53% (Dec 2011)	The decline appears to relate to the current financial climate and is not unexpected. There has been a decrease in the number of people who disagree – to one of the lowest levels at 15.6% (from 24% in April 2011). Focus groups have been held with staff to discuss where there are low or declining satisfaction rates. We are addressing these issues through the revised People Strategy. We will continue to monitor recent and new developments such as the new staff magazine – “Feedback” and the Staff Awards Celebration Event which will be held early Autumn. Other activities are planned including a Staff Charter and we have just recently agreed a new Learning and Development Plan.



# Appendix B

## Key Performance Indicators – Quarter 4 2011/12

Ref	Director ate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Previous month/ quarter performance	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
1	CS	Cllr Reason	London Councils	Percentage of care leavers in employment, education or training (EET)	Monthly	48.7%	49.0%	37.8% (Q3 2011/12)	40.4%	60% (2011/12)	60% (2012/13)	↑ R
2	CS	Cllr Reason	London Councils	Percentage of 16 to 18 year olds who are NEET	Quarterly	7.9%	6.9%	6.6% (Q3 2011/12)	6.5% (provisional 2011/12)	5.9% (2011/12)	<6% (2012/13)	↓ A
3	CS	Cllr Gill	Convergence	Percentage of Pupils achieving 5 GCSE grades A* - C (including Maths & English) in maintained schools	Annual (academic year – published October)	51.7%	57.2%	N/A	Data not available until October 2012 (provisional data August 2012)	At or above the national average of 58.3% (Children and Young People Plan 2011/12)	At or above national average for 2012/13. 70% by 2014	↑ A
4	CS	Cllr Gill	Local	The percentage of primary schools rated as outstanding or good	Quarterly (Ofsted three year inspection cycle)	50% (August 2009)	47% (August 2010)	55% (August 2011)	59% (year to date)	>65% (Ofsted threshold)	>65% (Ofsted threshold)	↑ A
5a	CS	Cllr Gill	Local	Percentage of all school children eligible for Free School Meals (FSM)	Once each term	25.3%	24.8%	N/A	28.7%	N/A	N/A	↑
5b	CS	Cllr Gill	Local	Of those eligible, the percentage of children who take up Free School Meals (FSM)	Annual (January)	84.4%	81.7%	N/A	74.3%	N/A	74.3% (2012/13 target)	↓

Ref	Director ate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Previous month/ quarter performance	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
6	F&R	Cllr Geddes	Convergence	<b>Working age population qualified to at least Level 4</b>	Annual (Academic year)	22.4% (2009)  20.5% (2008)	26.7% (2010)	N/A	<b>Data not yet available</b>	Narrow the gap with the London average to 3-4% by 2014/15. Current gap is 6.1%	Narrow the gap with the London average to 3-4% by 2014/15. Current gap is 6.1%	↑ G
7	F&R	Cllr Geddes	Convergence	<b>Percentage of economically active people in employment</b>	Annual (calendar quarters, for the previous 12 months. 8 month time lag)	62.6% (2009)	62.9% (2010)	N/A	<b>61.0%</b> (July 2010- June 2011)	Narrow the gap with the rest of London by 1- 5% by 2014/15. Currently 4.6% behind London.	Narrow the gap with the rest of London by 1- 5% by 2014/15. Currently 4.6% behind London.	↓ R
8	F&R	Cllr Geddes	Convergence	<b>Median earnings for full time workers living in the area (per week)</b>	Annual	£523.7 (April 2009)	£496.7 0 (April 2010)	N/A	<b>£500.80</b> (April 2011)	Target for 2014/15 is to narrow the gap with the London average to £25. Current gap is £38.70.	Target for 2014/15 is to narrow the gap with the London average to £25. Current gap is £38.70.	↑ A
9	F&R	Cllr Geddes	London Councils	<b>Percentage of working age people on out of work benefits</b>	Quarterly (Rolling year basis, Calendar year figures)	19.0 (Jan-Dec 2009)	18.9% (Jan-Dec 2010)	17.8% (Q3 2011/12)	<b>18.4%</b> (2011/12)	N/A	N/A	↑ G

Ref	Director ate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Previous month/ quarter performance	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
10	ACS	Clr Collins	Convergence	<b>Regular participation (at least once a week) in sport and physical activity for all those aged 14+ (Active People Survey)</b>	Annual (December)	14.8%	14.0%	N/A	<b>Due from Sport England December 2012</b>	Target for 2014/15 is to narrow the gap with the London average to 0.5%. Current gap is 2.0%. The Council target is to increase by 3% by 2015.	Target for 2014/15 is to narrow the gap with the London average to 0.5%. Current gap is 2.0%. The Council target is to increase by 3% by 2015.	↓ A
11	H&E	Clr P Waker	Convergence	<b>Additional housing units - number of affordable homes delivered</b>	Annual	69	144	182 (Q3)	<b>372</b> (142 new build Council homes and 230 RSLs) (Provisional - final data due August 2012)	182	470	↑ G
12	H&E	Clr P Waker	London Councils	<b>Percent of non decent Council Homes</b>	Annual	32%	42%	N/A	<b>33.85%</b> (End of year)	N/A	45%	↑ G
13	H&E	Clr P Waker	Local	<b>Satisfaction of tenants and residents with landlord services</b>	Bi-annual	73%	N/A	N/A	<b>73%</b>	N/A	N/A	↔
14	Elevate	Clr Geddes/ Clr Waker	Local	<b>Percentage of properties currently empty in the borough (all properties)</b>	Monthly	2.98% (Data is not as reliable as 2011/12 due to archiving method)	3.13% (Data is not as reliable as 2011/12 due to archiving method)	N/A	<b>2.6%</b>	N/A	N/A	↑ G
15a	H&E	Clr McCarthy	London Councils	<b>Percentage of land that has</b>	Three times per	14%	8%	7% (Tranche 2)	<b>6%</b> (Tranche)	N/A	8%	↑ G

Ref	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Previous month/quarter performance	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
				<b>unacceptable levels of litter</b>	year.				3/Year end)			
15b	H&E	Cllr McCarthy	London Councils	<b>Percentage of land that has unacceptable levels of detritus</b>	3 times per year	33%	17%	9% (Tranche 2)	<b>10%</b> (Tranche 3/Year end)	N/A	10%	↑G
15c	H&E	Cllr McCarthy	London Councils	<b>Percentage of land that has unacceptable levels of graffiti</b>	3 times per year	19%	7%	5% (Tranche 2)	<b>5%</b> (Tranche 3/year end)	N/A	4%	↑G
15d	H&E	Cllr McCarthy	London Councils	<b>Percentage of land that has unacceptable levels of fly posting</b>	3 times per year	7%	3%	2% (Tranche 2)	<b>5%</b> (Tranche 3/year end)	N/A	2%	↓R
16	ACS	Cllr Alexander	Convergence	<b>Violent crime levels (against the person) per 1,000 population</b>	Monthly	30.40	24.9	22.79 (Q3)	<b>22.9</b> (End of year)	To narrow the gap to 3-4% across the host boroughs. (2014/15)	To narrow the gap to 3-4% across the host boroughs. (2014/15)	↓G
16a	ACS	Cllr Alexander	Local	<b>Number of Domestic Violence Offences</b>	Monthly cumulative	1997	1770	1427 (Jan 2012)	<b>1718</b> (End of Year)	N/A	N/A	↑A

Ref	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Previous month/quarter performance	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
16b	ACS	Cllr Alexander	Local	<b>Percentage of repeated domestic violence incidents</b>	Monthly	19%	28%	22% (Jan 2012)	<b>22%</b> (End of Year)	Reduction on baseline (2010/11)	A reduction of 2% of repeat DV incidents reported to MARAC (Multi-Agency Risk Assessment Conference) by 2015.	↑G
16c	ACS	Cllr Alexander	Local	<b>Serious Youth Violence per 1,000 population</b>	Monthly	N/A	1.14	0.95 (Nov 2011)	<b>1.3</b> (End of Year)	N/A	1.2	↓A
17	Elevate	Cllr Gill	London Councils	<b>Percentage of Council Tax collected</b>	Monthly cumulative	92.9%	92.9%	92.5% (Feb 2012)	<b>94.1%</b> (End of year)	92.9% (2011/12)	94.5%	↑G
18	F&R	Cllr Gill	Local indicator	<b>Current revenue budget account position (over or under spend)</b>	Monthly (year to date)	£4.4m	£2.8m	£1.3m under spend (end Jan 2012)	<b>2m under spend</b> (Subject to closure of accounts and audit)	N/A	N/A	N/A
19	CXs	Cllr White	London Councils	<b>Average sickness days per Full-Time Equivalent (FTE) (excludes school staff)</b>	Monthly	10.5	9.08	8.81 (Jan 2012)	<b>9.06</b> (End of year)	6 days by Sep 2014	6 days by Sep 2014	↑A

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# Appendix C

## Performance House – Quarter 4 2011/12

Theme: Better Together										
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend	
20 Adult and Community Services	London Councils	Serious acquisitive <sup>1</sup> crime rate per 1,000 population	Monthly	28.73	29.88	30.60 (End of year)	N/A	29%	↑A	
21 Adult and Community Services	London Councils	Overall crime rate per 1,000 population	Monthly	110.41	106.73	104.73 (End of year)	N/A	104.00	↑G	
22 Adult and Community Services	Local	The number of adult safeguarding Alerts progressed to referral	Monthly	N/A	539 of 738 (73%)	419 of 1119 (37.4%)	N/A	Review of data currently being undertaken. Performance targets to be confirmed.	↓R	
23 Children's Services	London Councils	Percentage of children's core assessments completed within 35 days	Monthly	60.3%	63.3%	78.5% (provisional end of 2011/12)	80%	80%	↑A	
24 Children's Services	London Councils	Percentage of child protection cases reviewed within required timescales	Monthly	100%	100%	100% (provisional end of 2011/12)	100%	100%	G	
25 Children's Services	London Councils	Percentage of referrals to children's social care going on to	Monthly	24.6%	65.8%	52.6% (provisional end of 2011/12)	80%	80%	↓A	

**Theme: Better Together**

Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
		initial assessment (a referral can go straight to core assessment)				(74.7% for initial and core 2011/12)			
26 Children's Services	London Councils	Percentage of children having a child protection plan for 2nd or subsequent time	Monthly	9.8%	9.3%	8.6% (provisional end of 2011/12)	10%	10%	↑G

**Comment**

<sup>1</sup>Acquisitive crime is defined as the following: Burglary in a dwelling, attempted burglary in a dwelling, distraction burglary in a dwelling, attempted distraction burglary in a dwelling, aggravated burglary in a dwelling, robbery of a business property, robbery of personal property, theft or unauthorised taking of a motor vehicle, aggravated vehicle taking and theft from a vehicle.

**Theme: Better Home**

Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
27 Housing and Environment	Local	Average time to re-let local authority housing (days)	Monthly	52.47	30	29	32	32	↑G
28 Housing and Environment	Local	Eyesore gardens - percentage of Eyesore gardens cleared following re-inspection (cases closed) –	Quarterly	Not previously collected	Not previously collected	92%  90% (Q3) (Cumulative totals)	N/A	90%	↑G



Theme: Better Home									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
		<i>NB: This figure is broken down in the 3 boxes below</i>							
29 Housing and Environment	Local	Eyesore gardens - percentage that were closed without any further action needed.	Quarterly	Not previously collected	Not previously collected	47% 52% (Q3) (Cumulative totals)	N/A	50%	↓A
30 Housing and Environment	Local	Eyesore gardens - Percentage of gardens cleared up following a warning letter issued to owner. <sup>1</sup>	Quarterly	Not previously collected	Not previously collected	37% 32% (Q3) (Cumulative totals)	N/A	33%	↑G
31 Housing and Environment	Local	Eyesore Gardens - Percentage of gardens cleared up once owner has been served with a notice. <sup>1</sup>	Quarterly	Not previously collected	Not previously collected	8% 6% (Q3) (Cumulative totals)	N/A	5%	↑G
32 Housing and Environment	London Councils	Number of homeless applications accepted	Quarterly	224 (2009)	269 (2010)	113 (2011) 100 (Jan-Mar 2012)	N/A	N/A	N/A

Theme: Better Home									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
33 Housing and Environment	London Councils	Number of households living in temporary accommodation <sup>2</sup>	Quarterly	568	709	1085 (Q4)	N/A	A target for this is not being set as the below indicator is the focus for monitoring.	N/A
34 Housing and Environment	London Councils	Number of households living in temporary accommodation (Old Portfolio) <sup>2</sup>	Quarterly	Indicator not collected in 09/10	259	167 (Q4)	Decrease of 5 properties per month	199	↑G
35 Finance and Resources	London Councils	Percentage of 'other' planning applications determined within 8 weeks <sup>3</sup>	Quarterly	92.56%	80%	78.1%	N/A	80%	↓A
36 Finance and Resources	London Councils	Percentage of 'minor' applications determined within 8 weeks <sup>3</sup>	Quarterly	81.19%	60%	61.1%	N/A	65%	↑G
<b>Comments</b>									
<p><sup>1</sup> Eyesore gardens –Collection is in September, December and April. (Data will be supplied by month in future).</p> <p><sup>2</sup> The temporary accommodation indicators relate to households in the borough which are classed as 'homeless' and are therefore being housed in properties used for temporary accommodation. The 'Old portfolio' Indicator specifically refers to the properties used for temporary accommodation before Housing Benefit Changes in April 2010. (These are properties which were used to accommodate homeless households on a Private Sector Licence. Private Landlords would lease their property to accommodation providers who in turn would licence them to the council.) Before April 2010 the cap on housing benefit rent levels for benefit purposes used to be very generous and enabled the Council to receive an administration fee. However the benefit changes brought about a significant reduction in the cap. In preparation for the benefit changes in April 2010 the Council tendered the contract to provide temporary accommodation and new housing providers are below the cap (thus will cost less). It therefore is important to ensure tenants in properties on the old portfolio move on to the new supply under the new contract, as properties on the old portfolio are subject to a subsidy charge as they are above the cap (hence cost more money). This indicator is therefore the focus for monitoring.</p>									

Theme: Better Home									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of Year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
<p>The target for last year was to move 20 households per month which was constantly exceeded, but were mindful when further benefit changes came in this year it would become increasingly difficult. As expected the availability of new private rented accommodation has dried up completely, making conversion almost at a stand still, For this reason the 20 target was reduced to 5 per month in 2010/11 which has been achieved and the figures are still decreasing.</p> <p><sup>3</sup> Data is cumulative</p>									

Theme: Better Health and Wellbeing									
Department	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
37 Adult and Community Services	London Councils	Percentage of social care clients receiving Self Directed Support (Direct payments and individual budgets)	Monthly	16.4%	40.31%	50% (March 2012 Provisional Data) Exceeded the target for 2011/12 (45%).	45%	75%	↑G
38 Adult and Community Services	London Councils	Percentage of vulnerable people supported to maintain independent living	Monthly	89.0%	98%	99% (March 2012 Provisional Data)	N/A	To be identified	↑G
39 Adult and Community Services	London Councils	Percentage of carers receiving needs assessment or review	Monthly	28.7%	26.4%	47% (March 2012 – Provisional Data)	N/A	75%	↑G

Department	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of Year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
40 Adult and Community Services	Local	The percentage of adults with a learning disability in paid employment	Monthly	4.02%	4.77%	4.17% (Provisional Data)	N/A	6%	↓ R
41 Adult and Community Services	Local	The percentage of adults receiving secondary mental health services in employment	Monthly	6.1%	6.0%	7% (End of Year)	N/A	To be identified	N/A
42 Housing and Environment	London Councils	Kg of residual waste per household	Quarterly	802.16	824	807.50	N/A	820	↑ G
43 Housing and Environment	London Councils	Percentage of waste sent for reuse, recycling & composting	Quarterly	31.93%	31%	29.49% (Provisional)	N/A	31%	↓ A
44 Children's Services	Local	The percentage of secondary schools rated outstanding or good <sup>1</sup>	Quarterly	56% (as at 14 <sup>th</sup> August 2009)	63% (as at 9 <sup>th</sup> August 2010)	67% (year to date)	>65%	>65%	↑ G
45 Children's Services	Local	The number of children without school place <sup>2</sup>	Quarterly	0	0	0 (2011/12) 14 (May 2012)	Meet the statutory duty to provide a school place for every child (0)	Meet statutory duty to provide a school place for every child (0)	↓
<b>Comments</b>									

Theme: Better Future									
Department	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of Year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
<p><sup>1</sup> Ofsted - 3 Year Inspection Cycle. Inspection outcomes across all Children's Services settings are reported by Ofsted in the Local Authority Performance Profiles quarterly. Results inform LA's Children's Services annual assessments.</p> <p><sup>2</sup> The 14 children without a school place are of reception age and are new arrivals to the borough since May 4th. We are in talks with schools to secure places for these children as soon as possible.</p>									

Theme: Well run organisation									
Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
46 Elevate	London Councils	Number of days to process Housing Benefit / Council Tax benefit new claims and change of circumstances	Monthly	15.66	17.3	11.39 (End of year)	17.32	This indicator will have separate targets in 2012/13.  21 days for new claims, 15 days for change in circumstances	↑G
47 Elevate	London Councils	Percentage non domestic rates collected	Monthly	95.6%	94.8%	96.4% (End of year)	96.0%	97.1%	↑G
48 Finance and resources	Local	Number of new stage 3 complaints received to date in the year	Monthly	89	85	101	N/A	N/A	N/A <sup>1</sup>
49 Finance and Resources	Local	Number of stage 3 complaints	Monthly	40	66	71 (70%)	80% (To be rated Green)	80% (To be rated Green)	R

**Theme: Well run organisation**

Department	Type of Indicator	Indicator	Frequency	Actual End of Year 2009/10	Actual End of year 2010/11	Current Performance 2011/12	Target 2011/12	Target 2012/13	Trend
		processed within deadlines							
50 Finance and Resources	Local	Number of LGO referrals received to date in the year	Monthly	59	68	55	N/A	N/A	N/A
51 Finance and Resources	Local	Number of LGO referrals processed within deadlines	Monthly	57	65	51 (93%)	80% (To be rated Green)	80% (To be rated Green)	G
52 Chief Executive's	Local	Number of grievances reaching stage 3 (new and still open)	Monthly	0	1	2 (End of Year)	N/A	N/A	↓
53 Chief Executive's	Local	Number of new disciplinarys	Monthly	67	53	68 (End of Year) 5 (March 2012)	N/A	N/A	↓
54 Chief Executive's	Local	I would recommend the council as a good employer (Agree) <sup>3</sup>	Quarterly	36% (2006)	52.5% (Jun 10) 53% (Dec 10)	44.5% (Feb 2012) 52.3% (Apr 11)	N/A	To be identified	↓R
55 Chief Executive's	Local	The Council demonstrates a genuine concern for my well-being (Agree)	Quarterly	Not previously collected	Not previously collected for full year	28.2% (Feb 2012) 25.7% (July11)	N/A	To be identified	↑A

## ANNUAL INDICATORS

### Theme: Better Together

Department	Type of Indicator	Indicator	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2011/12	Target 2012/13	Trend
56 Adult and Community Services	Convergence	Overall satisfaction with the local area (percentage) <sup>1</sup>	54%	56.6% (Data as of May 2011)	64% (Nov 2011)	Target for 2014/15 is to narrow the gap by 1.5-3.5% points from the baseline of 8.2% points gap between host boroughs and all of London <sup>1</sup>	Target for 2014/15 is to narrow the gap by 1.5-3.5% points from the baseline of 8.2% points gap between host boroughs and all of London <sup>1</sup>	↑ G
57 Adult and Community Services	Convergence	Perceptions of anti-social behaviour <sup>1</sup> (Question asked see <sup>2</sup> ).	39.9%	39.1% (Data as of May 2011)	30% (Nov 2011)	The target for 2014/15 has not been set by the host boroughs as they are unsure what data they will be using in future.	The target for 2014/15 has not been set by the host boroughs as they are unsure what data they will be using in future.	↑ G
58 Adult and Community Services	Local	The percentage of people who agree that the local area is a place where people from different backgrounds get on well together <sup>1</sup>	55%	n/a	52% (Nov 2011)	N/A	Year on year increase	↓ A
59 Adult and Community	Local	The percentage of people who agree that they feel able	36%	n/a	38% (Nov 2011)	N/A	Year on year increase	↑ G

**Theme: Better Together**

Department	Type of Indicator	Indicator	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2011/12	Target 2012/13	Trend
Services		to influence decisions affecting their local area <sup>1</sup>						
60 Adult and Community Services	Local	Percentage of people who feel safe when outside in the local areas after dark <sup>1</sup>	28%	n/a	36% (Nov 2011)	N/A	Year on year increase	↑G
61 Adult and Community Services	Local	Percentage of people who feel safe when outside in the local areas during the day <sup>1</sup>	72%	n/a	70% (Nov 2011)	N/A	Year on year increase	↓A
62 Adult and Community Services	Local	The proportion of the adult population who participate in regular, formal volunteering <sup>1</sup> (percentage) <sup>1</sup>	15%	n/a	20% (Nov 2011)	N/A	Year on year increase	↑G

**Comment**

<sup>1</sup>From the residents survey (previously the place survey)

<sup>2</sup>Thinking about this local area, how much of a problem do you think each of the following are ....Noisy neighbours or loud parties, Teenagers hanging around on the streets, Rubbish and litter lying around, Vandalism, graffiti and other deliberate damage to property or vehicles, People using or dealing drugs, People being drunk or rowdy in public places and Abandoned or burnt out cars?

**Theme: Better Home**

Department	Type of Indicator	Indicator	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2011/12	Target 2012/13	Trend
63 Adult and Community Services	Local	The percentage of people satisfied with libraries <sup>1</sup>	71%	n/a	73% (2011 Resident survey)	N/A	To be identified	↑G



Theme: Better Home								
Department	Type of Indicator	Indicator	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2011/12	Target 2012/13	Trend
64 Adult and Community Services	Local	The percentage of people satisfied with parks and open spaces <sup>1</sup>	66%	n/a	70% (2011 Residents survey)	N/A	To be identified	↑G
<b>Comment</b>								
<sup>1</sup> From the residents survey (previously the place survey)								

Theme: Better Health and Wellbeing								
Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2011/12	Target 2012/13	Trend
65 Adult and Community Services	Convergence	Mortality rates from all circulatory diseases at ages under 75 (per 100,000) <sup>1</sup>	97.03 (2009)  101.15 (2008)	84.33 (2010)	2011 data will be available in Dec 2012	Target for 2014/15 is to narrow the gap with the London average to 25. Currently the gap between host boroughs and London is 25.7	Target for 2014/15 is to narrow the gap with the London average to 25. Currently the gap between host boroughs and London is 25.7	↑G
66 Adult and Community Services	Convergence	Mortality rates from all cancers at ages under 75 (per 100,000) <sup>1</sup>	143.57 (2009)  151.89 (2008)	124.03 (2010)	2011 data will be available in Dec 2012	Target for 2014/15 is to narrow the gap with the London average to 10. Currently the gap is 16.4	Target for 2014/15 is to narrow the gap with the London average to 10. Currently the gap is 16.4	↑G
67 Adult and Community	Convergence	Life expectancy (in years) - males <sup>1</sup>	76.5 (2007-2009)	77.0 (2008-2010)	Data for 2009-2011 will be available in Dec 2012	Target for 2014/15 is to narrow the gap	Target for 2014/15 is to narrow the gap	↑G

**Theme: Better Health and Wellbeing**

Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2011/12	Target 2012/13	Trend
Services						with the London average to 2 years Currently the gap is 2.2	with the London average to 2 years Currently the gap is 2.2	
68 Adult and Community Services	Convergence	Life expectancy (in years) - females <sup>1</sup>	81.0 (2007-2009)	81.1 (2008-2010)	Data for 2009-2011 will be available in Dec 2012	Target for 2014/15 is to narrow the gap with the London average to 1.3 years Currently the gap is 1.6	Target for 2014/15 is to narrow the gap with the London average to 1.3 years Currently the gap is 1.6	↑ <b>G</b>
69 Children's Services	Convergence / Local	Obesity levels in school children in year 6 (percentage) <sup>2</sup>	23.6% (2009 measurement - counted in year 2009/10)	24.2% (2011 measurement but falls within the 2010/11 academic year)	Available in Dec 2012	Target for 2014/15 narrow the gap with the London average to 1%. Currently the gap between most boroughs and London is 2.3%	Target for 2014/15 narrow the gap with the London average to 1%. Currently the gap between most boroughs and London is 2.3%	↓ <b>R</b> (lower quartile position)
70 Adult and Community Services	Convergence	No Sport or Activity (0 times 30 mins per week - percentage) <sup>3</sup>	58.4% (2008-2010)	61.4% (Oct 2009 - Oct 2011)	Not yet available	Target for 2014/15 is to narrow the gap with the London average to 1% point. Currently the gap is 4.5%	Target for 2014/15 is to narrow the gap with the London average to 1% point. Currently the gap is 4.5%	↓ <b>A</b>
71 Children's Services	Convergence	Percentage of pupils who participate in high	88%	N/A	N/A	The target for 2014/15 is to achieve 100%	The target for 2014/15 is to achieve 100%	<b>G</b>

**Theme: Better Health and Wellbeing**

Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2011/12	Target 2012/13	Trend
		quality PE and School Sport				(Host boroughs are currently 0.1% higher than the rest of London).	(Host boroughs are currently 0.1% higher than the rest of London).	
72 Children's Services	Local	The percentage of children in reception who are obese	14.1% (2010 data but falls within the 2009/10 academic year)	13.8% (2011 measurement but falls within the 2010/11 academic year)	To be published in Dec 2012	N/A	To be identified	↓ R (Lower quartile position -2009)
<b>Comment</b>								
1 Annual (calendar year) e.g. 2008 reported for 2008/09 year								
2 Annual (with a requirement to collect within the school year)								
3 From Active People survey								

Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2011/12	Target 2012/13	Trend
<b>Theme: Better Future</b>								
73 Children's Services	London Councils	Percentage of Looked After Children achieving 5 A*-C GCSEs (inc English and Maths)	12.5%	20%	Not published until next academic year	20.8%	20.8%	↑ G
74 Children's Services	London Councils and convergence	Percentage of pupils achieving level 4 or above in both English and Maths at Key Stage 2 <sup>1</sup>	70% (based on 50% of schools taking KS2 tests)	71%	Not published until next academic year	Target for 2014/15- Achieve convergence with London Average by 2015 (Across host boroughs)	Target for 2014/15- Achieve convergence with London Average by 2015 (Across host boroughs)	↑ R

Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2011/12	Target 2012/13	Trend
<b>Theme: Better Future</b>								
75 Children's Services	Convergence	Young people from low income backgrounds progressing to higher education <sup>1, 3</sup>	Not published yet 2% (2007/08 – Latest data)	Not published yet	Not published yet	increase required of 1.6%) N/A	increase required of 1.6%) To be identified	N/A
76 Finance and Resources	Convergence	Percentage of working age population with no qualifications <sup>2</sup>	18.9% (Jan-Dec 2009)	17.1% (Jan - Dec 2010)	N/A	Achieve convergence with London average by 2015 (Gap is 5.1%)	Achieve convergence with London average by 2015 (Gap is 5.1%)	↑G
77 Children's Services	Convergence	Achievement of a Level 3 qualification by the age of 19	40.3%	42.9%	Not available yet	Narrow the gap with the London Average to 2% by 2014/15 (currently the gap between host boroughs and London is 5.8%). 55% by 2013. Children and young people target (CYPP) target 2011-16.	Narrow the gap with the London Average to 2% by 2014/15 (currently the gap between host boroughs and London is 5.8%). 55% by 2013. Children and young people target (CYPP) target 2011-16.	↑R
78 Children's Services	Convergence	Proportion of children living in families on key benefits to London average	38.3% (2008/09)	36.6% (2009/10)	Not available	Target for 2014/15 is narrow the gap in the host boroughs to 5.6% (currently	Target for 2014/15 is narrow the gap in the host boroughs to 5.6% (currently	↑R

Department	Type of Indicator	Indicator	Actual End of Year 2009/10	Actual End of Year 2010/11	Actual End of Year 2011/12	Target 2011/12	Target 2012/13	Trend
<b>Theme: Better Future</b>								
79 Finance and Resources	Local	Percentage CO <sup>2</sup> reduction from Local Authority Operations	24.7%	-5.17%	Due post July 2012	8.4% across London) 3% increase	8.4% across London) 3% increase	↓ R
<b>Comment</b>								
<sup>1</sup> Annual Academic year								
<sup>2</sup> This indicator is not collected across 5 of the 6 host boroughs. It may be deleted.								
<sup>3</sup> There is a significant time lag on this data being published by DfE								
<sup>4</sup> Data will not be available until July when final energy bills for the last quarter are received.								

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# Appendix D

## Complaints and Member enquiries report 2011/12

BOROUGHWIDE		Q1	Q2	Q3	Q4	Total	OPEN CASES
S1	No. Received	534	491	519	624	2168	
	No. Responded Within	289	309	295	401	1294	
	% Within	<b>54% (R)</b>	<b>63% (R)</b>	<b>57% (R)</b>	<b>64% (R)</b>	<b>60% (R)</b>	16
	% Agreed	61%	52%	47%	33%	48%	
	% Partly Agreed	13%	14%	17%	31%	19%	
% Not Agreed	25%	34%	36%	34%	32%		
S2	No. Received	127	149	106	149	531	
	No. Responded Within	82	94	66	55	297	
	% Within	<b>65% (R)</b>	<b>63% (R)</b>	<b>62% (R)</b>	<b>37% (R)</b>	<b>56% (R)</b>	26
	% Agreed	43%	42%	45%	43%	43%	
	% Partly Agreed	24%	16%	14%	16%	18%	
% Not Agreed	33%	41%	39%	26%	34%		
S3	No. Received	28	27	26	20	101	
	No. Responded Within	20	20	16	15	71	
	% Within	<b>71% (R)</b>	<b>74% (R)</b>	<b>62% (R)</b>	<b>75% (A)</b>	<b>70% (R)</b>	2
	% Agreed	46%	41%	35%	35%	40%	
	% Partly Agreed	25%	41%	42%	45%	38%	
% Not Agreed	25%	19%	23%	15%	21%		
LGO	No. Received	20	15	12	8	55	
	No. Responded Within	19	14	11	7	51	1
	% Within	<b>95% (G)</b>	<b>93% (G)</b>	<b>92% (G)</b>	<b>88% (G)</b>	<b>93% (G)</b>	
ME	No. Received	608	606	673	763	2650	
	No. Responded Within	498	480	539	638	2155	0
	% Within	<b>82% (G)</b>	<b>79% (A)</b>	<b>80% (G)</b>	<b>84% (G)</b>	<b>81% (G)</b>	
MP	No. Received	370	388	302	474	1534	
	No. Responded Within	280	291	221	347	1139	3
	% Within	<b>76% (A)</b>	<b>75% (A)</b>	<b>73% (R)</b>	<b>73% (R)</b>	<b>74% (R)</b>	
FOI	No. Received	256	293	283	325	1157	
	No. Responded Within	172	192	216	253	833	27
	% Within	<b>71% (R)</b>	<b>66% (R)</b>	<b>76% (A)</b>	<b>78% (A)</b>	<b>72% (R)</b>	
DP	No. Received	27	33	11	21	92	
	No. Responded Within	26	25	9	17	77	1
	% Within	<b>96% (G)</b>	<b>76% (A)</b>	<b>82% (G)</b>	<b>81% (G)</b>	<b>84% (G)</b>	

## Key

S1	Stage 1 complaints
S2	Stage 2 complaints
S3	Stage 3 complaints
LGO	Local Government Ombudsman complaints
ME	Member enquiries
MP	Member of Parliament enquiries
FOI	Freedom of Information requests
DP	Data Protection access requests

## Rating and target

(R)	Red 0-74%
(A)	Amber 75-79%
(G)	Green 80%+



## CABINET

24 JULY 2012

<b>Title:</b> Adult Social Care Local Account 2011/12	
<b>Report of the Cabinet Member for Children and Adult Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Fabia Holt, Business Support Officer, Adult & Community Services	<b>Contact Details:</b> Tel: 020 8227 3403 E-mail: <a href="mailto:fabia.holt@lbbd.gov.uk">fabia.holt@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Karen Ahmed, Divisional Director of Adult Commissioning	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult & Community Services	
<b>Summary:</b>  The Local Account is a published report on the Council's performance and quality of services within Adult Social Care. The purpose of the document is to account to local people on the Council's performance and invite scrutiny and challenge.  The draft Local Account 2011/12 at Appendix 1 sets out the Council's assessment of the service during the last year, reflecting on what was done well and the areas where services are thought to still need to improve.	
<b>Recommendation(s)</b>  The Cabinet is recommended to approve the Local Account 2011/12 attached at Appendix 1 for publication.	
<b>Reason(s)</b>  In the absence of a centralised audit regime for adult social care, it is important that the Council sets out its own view of where adult social care services need to improve, as well as what we do well, so that local residents can engage with our assessment of our performance. The Local Account does this. The feedback from the 2010/2011 Local Account was used to refine this version, which is a fuller, more robust assessment in line with Member and public priorities.	

**1. Introduction and Background**

- 1.1 On entering office, the Coalition Government changed the way Local Authorities are inspected. The Care Quality Commission maintains a risk-based approach to inspections of the safety of services, leaving councils to account for their overall

performance. In line with the principles of localism, the emphasis was placed on councils being accountable to their residents for their performance.

- 1.2 Responding to these moves, the adult social care sector began development of sector-led improvement, with support from the Department of Health and the Local Government Association. The aim is to build a model by which councils, working together, could present a broadly consistent account of their performance, support each other in identifying weaknesses, and thereby build the reputation and quality of adult social care services nationally. It is recognised that failures in one council impact on the reputation of services nationally, and that, therefore, as well as shining a light on their own performance, all councils have an interest in engaging with their peers to support the wider improvement of the sector.
- 1.3 In 2010, the Government set out guidance for measuring performance, and recommendations that councils produce an annual statement on outcomes and priorities: a Local Account. Although it is not a statutory requirement to produce a Local Account, it is primarily an effort to improve transparency. If local authorities fail to provide an honest, thorough account of the services they provide, government may favour reverting back to a traditional centralised regime of audit and inspection, such as that that currently takes place in Children's services. Through the production of a Local Account, local authorities are able to emphasise the importance of community and citizen involvement in driving improvement over distant bureaucratic inspections.

## **2. Proposal and Issues**

- 2.1 The Adult Social Care Local Account 2011/2012 is attached at Appendix 1, in a draft for Members' review and approval. Members are recommended to approve publication.
- 2.2 The structure of the Local Account is based around the expectations of our services users, which change over the course of their life. For that reason, the Local Account is mainly structured in life stages: early adulthood, middle adulthood and later adulthood. Whilst care needs often differ according to an individual's stage in life, there are common themes which affect people through the ages of their life. Subjects such as safeguarding, supporting carers and working with health services are themes that run throughout the life span of an individual and as such, they are addressed at the beginning of the Local Account. The final section of the Local Account provides information on performance and finance data as well as information on consultations.
- 2.3 The Local Account aims to be honest about the Council's performance and recognise that there are areas where services need to improve. Throughout, the Account provides evidence of what the Council is doing to drive improvement. One of the ways to judge performance is by benchmarking. The Local Account compares the Council's current performance with previous and at times, national performance. Whilst benchmarking is useful, the Local Account is set on local priorities which differ over time and between geographical areas.
- 2.4 The Local Account is a way of opening up information on adult social care. It should foster a conversation between the Council, service providers, commissioners, service users and the public. The Local Account should empower people to

challenge or commend local services as they see fit. The Local Account should promote accountability and engagement; it delivers a clear account of adult social care services which can be disseminated, discussed, challenged and services developed as a result.

### **3. Options Appraisal**

- 3.1 Members have the option to approve (with any amendments) or reject the draft Local Account attached.
- 3.2 As outlined above, approval is recommended as it allows the Council to publish the document into the public domain and to seek views from service users, the public and providers.

### **4. Consultation**

- 4.1 The 2011/12 Local Account has not been subject to external consultation. However, it is proposed that user groups, the Local Involvement Network, voluntary organisations and other partners are now involved in an ongoing conversation about the areas we are highlighting as good performance or in need of development.

### **5. Financial Implications**

Implications completed by: Dawn Calvert, Finance Group Manager

- 5.1 There are no financial implications to preparing and publishing the Local Account with any costs being managed within current resources.

### **6. Legal Implications**

Implications completed by: Shahnaz Patel, Senior Lawyer

- 6.1 There are no specific legal implications that arise from this report at this stage.

### **7. Other Implications**

- 7.1 **Risk Management** - The process of self-directed or sector-led improvement requires an honesty about weaknesses in the Council's adult social care provision, a willingness to acknowledge them publicly and to set in place appropriately challenging and robust actions. The Local Account has been drafted in that spirit, and the proposal to publish before guidance and 'models' have been developed further reinforces that approach.
- 7.2 **Staffing Issues** - The Local Account provides information about staffing, but makes no recommendations that are not being assessed and managed through other mechanisms.
- 7.3 **Customer Impact** - The Local Account will become a critical mechanism for assessing the feedback from service users and setting out how services will respond as a result. It contains information about how services have responded to

individual needs and to the tailored needs of specific groups, most particularly in the sections on Personalisation and Consultation.

- 7.4 **Safeguarding Children & Vulnerable Adults** - Safeguarding vulnerable adults is dealt with comprehensively in the document, most particularly under the 'Keeping People Safe' section on pp. 10-12. In recognising individual needs and the vulnerability of older people in the borough, the subject of protection underpins much of the document.
- 7.5 **Health Issues** - The health of vulnerable adults in receipt of social care services is a key issue described through the Local Account. The document also details the moves that have been made to implement Government health reforms which place the Council more firmly at the heart of efforts to improve the health of the local population. The Local Account raises the need to protect frontline health services and improve the standard of healthcare in the borough.
- 7.6 **Crime and Disorder Issues** - The document deals with a number of initiatives taken during the year in question to improve the safety of vulnerable adults and older people.

**Background Papers Used in the Preparation of the Report:** None

**List of appendices:**

- Appendix 1 London Borough of Barking & Dagenham (draft) Adult Social Care Local Account 2011/12



# The Adult Social Care Local Account 2011/12

Helping you to live the life you want

**DRAFT**

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# Foreword

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**This is our way of accounting to you for the quality of the social care services we provide for adults in Barking & Dagenham.**

As a Council, we believe disabled people and older people should be able to live the lives they want. Despite cuts in central government funding we have continued to protect the services that support people to do this.

This report sets out what we have done well from April 2011 to March 2012 and the things we think we still need to improve. It also tells you how we have spent out money.

Please take the time to read it and let us know if you think we have got our priorities right or what changes you would like to see in the future.

Whilst we will have less money to spend next year, we want to spend every penny wisely and would welcome your comments and suggestions.

*Cllr Linda Reason*

**Cllr Linda Reason  
Cabinet Member for  
Adults' & Children's Services**





# Adult Social Care in 2012

Local authorities have been hit hard by Government spending cuts and are seeing their budget cut by an average of 7.25% per annum over a four year period.

In 2011, the Government set out new plans to fund care and support in the future. The health system is being shaken up with a greater emphasis on coordination between the NHS and local authorities.

The national vision for adult social care in the future is to give people more choice and control over the care they receive. There is an emphasis on preventative services which help people remain independent in their own homes.

Local government is facing some of the biggest challenges within the public sector. In 2010, the government published a Spending Review which set out average grant reductions for local government of 7.25% per annum over a four year period.

In July 2011, the Government published *Fairer Care Funding*, a report by the Dilnot Commission which made recommendations on how a more affordable and sustainable funding system for care and support can be achieved. Some of the recommendations include: a cap an individual makes towards the cost of care at £35,000; an increase in the means test threshold and immediate free state support to those who enter adulthood with a care and support need. The Government is still considering the proposals; the delayed response is due to arguments over funds as it is estimated that the changes would cost the government £1.7 billion.

Whilst the Government has yet to publish its response to last year's report from the Dilnot Commission, the Government's Spending Review made an extra £2 billion per annum funding available to support social care which should be invested in the NHS and local government. Still, the delay in publishing the findings of the Dilnot Commission has left local authorities with some uncertainty as to the future legal and financial framework.

The Government has set out an overarching vision of reforming public services and in September 2011, detailed its plan for social care services in *Caring for our Future: Shared Ambitions for Care and Support*. The paper focuses on six areas where there is the most potential to make improvements in the care and support system. The Government looked at: improving quality and developing the workforce; giving people more choice and control; shaping local care services in order to ensure a range of innovative and responsive services; prevention and early intervention; integrating the NHS and local services; and funding.

Following the consultation process, the Government promised to publish the Social Care Reform White Paper in April 2012. Having been beset by delay upon delay, the Government has indicated that it will finally publish the Social Care White Paper in Summer 2012.

Social care is currently chronically under-funded and in urgent need of reform. The Government has been beset by delays and are likely to water down current proposals. This year's Budget represents a missed opportunity to address social care funding and build a framework for the future. Despite this, we hope that we have addressed local people's needs and spent the money we have efficiently and wisely.

# Our Local Context

When assessing the quality of our services, we must recognise the sort of borough we are and the particular challenges and opportunities that we face.

The number of people living in Barking and Dagenham has increased by 11% in the last 10 years.

The number of people aged over 90 is predicted to increase by 300 people in 2014. The number of people with a disability is also set to increase. As the number of older people and people with disabilities swell, the demand for the social care services is likely to increase.

Deprivation is a major factor in the borough. We have the lowest household incomes in London.

We have a fast growing borough and our community mapping estimated the population at 179,741, with 43,195 young people aged under 16, and 11,132 older people aged 75 or over. The number of people living in Barking and Dagenham has increased by 11% in the last 10 years.

The age distribution of Barking and Dagenham residents is changing. The proportion of young people is high compared with England as a whole, and the proportion of over 50s lower. The population aged 75 or over is stable, but within this the number of people aged over 90 is predicted to increase from 1,100 in 2010 to 1,400 in 2014. This age group has a higher need requirement and as such, it is likely that this will put greater pressure on social care services in the future. The proportion of women aged 15 to 44 years is estimated to increase by 9.3% between 2008 and 2020, compared to a decrease of 2.4% in England.

An estimated 3000 adults in Barking and Dagenham are currently living with a learning disability. This number is predicted to increase by about 400 by 2030. Around 9,600 adults in the borough are living with a moderate or serious physical disability. By 2015, it is estimated that there will be an additional 330 people aged 18-64 years with a moderate or serious physical disability in the borough. Many of these people will need personal care packages, enhanced advocacy services and support to ensure that they are able to understand and access the services they need. As more disabled people are identified, the demand for the social care services is likely to increase.

There has also been a rapid shift in the proportions of various ethnic groups. In May 2011, the White population stood at 65.6%, the Black African population at 17.6% and the Asian population at 15.3%. This means that Barking and Dagenham is becoming much more like the rest of east London.

Deprivation is a major factor in the borough, and we have the lowest household incomes in London. According to the Index of Multiple Deprivation, the borough is the 22nd most deprived out of the 354 local authorities in England; 14 of our 17 wards are in the bottom 20%, none in the top 50%. Life expectancy in Westminster, for instance, is 83.4 years for men and 86.5 years for women, whereas in Barking and Dagenham it is 76.5 years for men and 81 years for women. Unusually for London, the social and economic characteristics are uniform across the borough rather than having pockets of deprivation and wealth.

The percentage of residents with no qualifications is higher than the London average, and the percentage with degree level qualifications or equivalent, is the lowest in London. Levels of adult basic skills are very low, but are improving. Average house prices are by far the lowest in London, unemployment levels are third highest in London, and the recession has added pressure to the job market which has suffered from the loss of traditional manufacturing and manual trade.

# Personalisation

We support around 5000 people in the community during the course of a year and encourage people to take control over their care and support. Around 600 people have chosen a cash direct payment whilst some people prefer to have the budget administered on their behalf.

Our Support Planners provide service users with all the information and advice that they need in order to feel in control and well informed.

The Council has set out a strategy is order to broaden the number of services to choose from and ensure that services are good value for money.

We support around 5000 people in the community during the course of a year. We want people to have choice and control over their care and support and so have continued our drive for personal budgets. Personal budgets are a mechanism by which people are allocated a set sum for their care and support and given freedom to spend it in the way that best suits their needs. Around 600 people choose to take their budget as a cash direct payment; it is also possible to have the budget administered on their behalf.

Personal budgets and direct payments are a central part of the personalisation agenda, the drive to give service users choice and control over the care services they receive. People can use their personal budgets to tailor care packages to personal requirements and tastes. We want to give as many people the opportunity to take control of their own care package and choose the services they want. For this reason, most people eligible for Council-funded on-going support receive a personal budget. Our priority is that people achieve their desired outcomes. For this reason, we keep restrictions on the use of personal budgets to a minimum.

Our Support Planners provide service users with good quality information and advice so that people feel in control and well informed. Support planners explain the options available and help people manage their personal budgets. They can also support people to recruit local personal assistants.

In Barking and Dagenham we want to empower local people to make informed decisions. The Council works hard to create the conditions in which individuals can purchase services and support which meets their needs. One of the biggest challenges we face is making sure that individuals can choose from a wide range of efficient services that are easily accessible and offer value for money.

The Council's overarching commissioning strategy, *Personalisation and Social Care Market Development* (2010), has been developed to make sure that the principles of personalisation, and the resultant transformation of adult social care is fully embedded in all that we do in commissioning within the borough. In 2011, the Council commissioned the Westminster Coalition for Independent Living to provide accredited training to eight local users of social care. From April 2012, they will be able to support local people by developing their support plans and ensuring they are aware of the choices available to them.

Although we have introduced personal budgets and provide the information and advice necessary for people to choose the different services, there is a tendency to purchase traditional care and support rather than trying new services. We are looking to improve in this area by supporting people to make innovative and personalised choices whilst expanding the range of options available to them.

# Structure of the Local Account

Expectations of our services' users change over the course of their life and for that reason, the Local Account is mainly structured in life stages: early adulthood, middle adulthood and later adulthood.

Still, some themes run throughout the life span of an individual's life.

Themes such as safeguarding, supporting carers and working with health services are addressed at the beginning of the Local Account.

The final section of the Local Account provides information on performance and finance data as well as information on consultations.

We want to personalise support and care, helping people of all ages to maintain their independence and control over their own lives. Whilst care needs often differ according to an individual's stage in life, there are common themes which affect people through the ages of their life. We provide information and support to carers of all ages and similarly, our Safeguarding Adults Team protects adults from the age of 18 onwards against abuse or neglect. Our health services are also used by people of all ages across the borough. Since these are themes that run throughout the life span of an individual, they are addressed at the beginning of the Local Account.

We do, however, recognise that the expectations of our service users change and over the course of their life, an individual has different experiences and aspirations. For that reason, the Local Account is structured in life stages: early adulthood, middle adulthood and later adulthood.

Adult Social Care provides support to local people aged 18 onwards. In 2011, it was estimated that around 68,500 residents are aged under 25. There are a variety of reasons why a young adult may need our support. Some of our service users have been involved in an accident and need support short or long term. Others may have long-term substantial care and support need due to a disability or impairment and have previously received support from Children's Services. It is our responsibility to ensure that adults make a seamless, well informed transition to adulthood.



Around 57,000 residents are aged between 25 and 45 and it is estimated that 40,000 people are aged between 45 and 70. As our service users go through the life changes and enter middle adulthood, we support people to gain employment, live a healthy lifestyle and remain active in the community. We organise events which enable our service users to socialise, try new activities and discuss the issues that matter to them.

The majority of our service users are in later adulthood. There are around 15,500 people aged 70+. The Council supports people to remain independent in the comfort of their own home by offering care and support after a hospital session and ensuring their home is well adapted to suit their individual needs.

# Carers

At a time when resources are scarce it is vital to support our carers in the borough.

The Council's Carers Strategy recognises the vital role carers play in helping people remain independent and active in the community. The

Strategy supports carers to lead as normal a life as possible and provides improved information and advice.

At Carers Week, we raised awareness about ways of alerting emergency services to important information about health and medication through Message in a Bottle and ICE (In Case of Emergency).

In 2011, Carers UK estimated that around 16,700 people in Barking and Dagenham are carers. Around 2,600 of these people are receiving services from the Council. Of these carers where gender is known, around 75% are female; around 25% are male. Whilst the majority of carers are in middle adulthood, carers can be of any age. In April 2012 it was estimated that in Barking and Dagenham 4% of carers are under 18 years old, 52% are between the ages of 18 and 49 and 44% are aged over 50.

In June 2011, the Council launched the first local Carers Strategy. The Strategy recognises the value of carers and the importance of involving them from the outset in both designing local care provision and in planning individual care packages. It sets out how carers can fulfil their own potential in terms of educational and employment and supports carers to live a healthy and active lifestyle.

To further support carers in emergencies, a system has been developed to help carers and people cared for be identified through their mobile phone called ICE (In Case of Emergency). The idea behind ICE is that emergency services can access the next of kin details from a mobile phone under the name ICE. This gives carers peace of mind by providing a back-up service if care cannot be provided because of an emergency.

## Carers Week 13 – 19<sup>th</sup> June 2011

The theme of Carers Week 2011 was 'The true face of carers'. The London Borough of Barking and Dagenham in partnership with the North East London Foundation Trust, Carers of Barking and Dagenham, DABD and other voluntary organisations held a series of events. Carers Celebration Day on 17<sup>th</sup> June is a key part of this year's Carers Week. 200 carers attended to join in the celebration of the valuable contribution they make to the community.

At Carers Celebration Day, we raised awareness about *Message in a Bottle*. This is where a small bottle is placed in a person's fridge with details of vital information about their health and medication. This means that in case of emergency, relatives or emergency staff will know the person's condition. We distributed hundreds of bottles at the event.



# Keeping People Safe: Campaigning

The Council's Safeguarding Adults Partnership continues to work hard to raise public awareness of safeguarding issues and how to report them.

Following feedback from local residents, the Council launched the 'iCare' Christmas campaign. The campaign encouraged residents to look out for adults at risk in their neighbourhood.

The campaign was publicised on the internet and in the local paper and was successful in increasing safeguarding alerts by 55% on the previous year.

The Council's Safeguarding Adults Board continues to work towards increasing the number of reports it receives in acknowledgement of the fact that abuse of adults is believed to be under-reported. Local data indicates there are low levels of self referrals across age groups. In a borough the size of Barking and Dagenham we would expect to see around 1,500 reports a year. Younger people, those with learning disabilities, and substance misuse issues and mental health issues appear to be under-represented in the statistics. These people tend to be at a heightened risk because they face additional barriers in disclosing abuse and neglect. National research by Women's Aid indicated that women with a limiting illness or disabilities are more likely to experience intimate partner violence. Disabled women are twice as likely to be assaulted or raped as non-disabled women.

We encourage more people to report concerns in the borough and launched the iCare campaign in 2010/11 in an effort to significantly increase alerts. It is believed that as a direct result of this campaign reporting levels nearly doubled to 738 in 2010/2011. The iCare campaign was re-launched at the end of 2011 to coincide with Christmas.

Christmas can be a lonely and difficult time for many people, especially older or vulnerable people who may not have a lot of support around them, so the 'iCare' campaign was launched to encourage residents to look out for adults at risk in their neighbourhood. Following feedback from local residents, the campaign posters were more explicit than previous messages.

The poster was also launched on the Council's Facebook page and also placed within the local newspaper 'The News'. In 2011/2012 our safeguarding alerts increased to 1119; this is a 55% increase on the previous year and a 125% increase on the number of alerts raised in 2009/2010.



**Rose, like 1 in 20 older people, will suffer some form of abuse this Christmas**  
**Who cares? iCare.**  
**Don't ignore the abuse of adults at risk – report it**

Call us on 020 8724 8659 between 9am and 5pm, Monday to Friday.  
Or outside of these times and on Bank Holidays call 020 8594 8356.  
Or visit [www.lbdbd.gov.uk/icare](http://www.lbdbd.gov.uk/icare). In an emergency always dial 999.

**Barking & Dagenham Partnership**  
The Barking and Dagenham Partnership works together to improve the quality of life of local people.  
[www.barkingdagenhampartnership.org.uk](http://www.barkingdagenhampartnership.org.uk)

# Keeping People Safe: Training & Learning

We have continued to raise awareness around the importance of recognising abuse and neglect at an early stage. We also provide high quality to staff, service users and volunteers in order to increase the number of safeguarding alerts.

In 2011, the Council's Safeguarding Team worked with the Walthamstow Amateur CineVideo Club to help service users produce a film about abuse. This enabled service users to share their experiences, develop their skills and raise awareness. The success of the film was celebrated at an awards ceremony in March 2012.

We have also continued to raise awareness across the partnership and offer high quality training to staff, service users and volunteers. We have trained nearly 650 staff from across the Council and independent providers to recognise abuse and neglect at the earliest stage.

In March 2011 we began work on developing a film which could be used to train staff to explore service users experiences of abuse. The film included a series of fictional case studies which were developed by service users themselves in order to maintain authenticity. The 'Say No to Abuse' Screening also provided service users with the opportunity to come together share their ideas and learn new skills in film making, storytelling and play. The service users were supported through the journey by the Council's Safeguarding Adults Team and the Walthamstow Amateur CineVideo Club.

Once the film was completed we developed an accompanying training pack to go alongside the film. We celebrated our success with an awards ceremony for everyone involved, which was held at Eastbury Manor House on 13<sup>th</sup> March 2012 (pictured).

The Mayor of Barking and Dagenham, said: "It was an honour to present the awards at this DVD launch. For a long time these types of issues have been hidden, but thankfully things are changing and the profile of Safeguarding Adults is increasing."

"Everyone involved has done a fantastic job in producing this film and I hope that it becomes a useful tool in raising awareness about the abuse and neglect of vulnerable adults."



# Keeping People Safe: White Ribbon Day

The white ribbon is the symbol of an annual action to eliminate violence against women. The action starts with White Ribbon Day and continues for 16 days of activism.

Domestic violence is the biggest violent crime in the borough. Still, there has been a decrease in incidents reported to police compared to last year.

White Ribbon Day marked the launch of the new Domestic Violence Advocacy Service. This service will enable specialists to support people who live, work or study in the area and report domestic violence

## White Ribbon Day 25<sup>th</sup> November 2011

International Day for the Elimination of Violence against Women – White Ribbon Day – is the UK's campaign against violence against women. White Ribbon Day marks the first of 16 days of activism. The Council supported White Ribbon Day with a range of events including a stall in Barking market and an open day in the Recovery Services in Axe Street. There was also a 'phones for safety' event in which old phones were donated and turned into a personal 999-only emergency alarm and given to victims of domestic violence.

Domestic violence is the biggest violent crime in the borough. In Barking and Dagenham 4,647 incidents of domestic violence were reported to police between April 2011 and March 2012 compared to 4,725 the previous year. This shows a decrease of 78 incidents.



The event also marked the launch of the borough's new independent Domestic Violence Advocacy Service which was developed in February 2011. The service will be delivered by the specialist national domestic violence charity Refuge. Six independent Domestic Violence Advocates will provide specialist support to those who live, work or study in the area and report domestic violence.



# Working with Health Services: Integrated Care

For the past year, Barking and Dagenham have been championing a new system of delivering social care.

Integrated care is a new model of community care, targeting people at high risk of hospital admissions. It provides coordinated care plans for people with complex needs and long term conditions. Individual care plans are prepared and delivered through the integrated working of primary, community and social care.

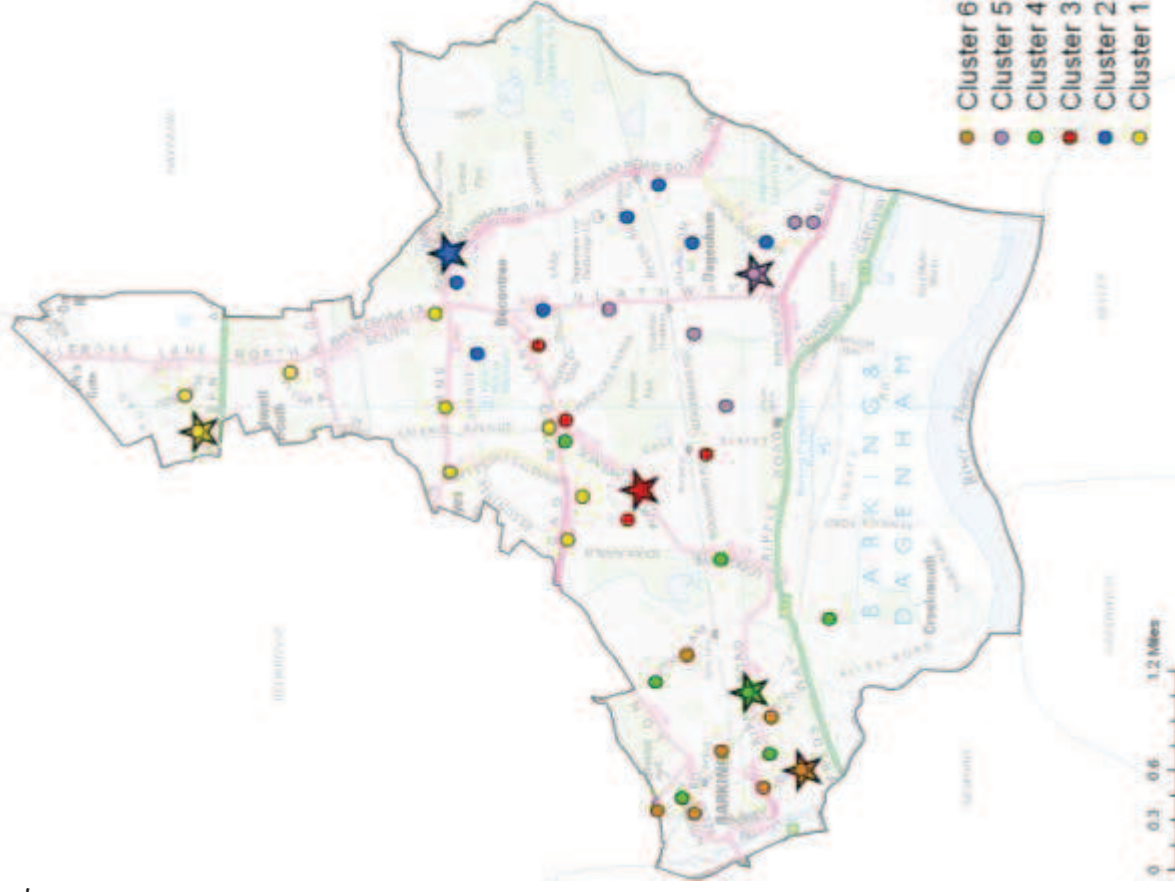
Integrated care aims to give patient's more control over their care package and make the journey through the system much simpler.

In our drive to improve the quality and efficiency of our social care services we have developed Integrated Care. Integrated care is when health and social care services work together to ensure individuals get the right treatment and care that they need. It makes a patient's journey through the system of care simpler.

Integrated care is a new way of working for health and social care professionals, and GPs. We have created 6 new teams ('clusters') made up of social workers, support planners, community matrons, district nurses, and occupational therapists. Each team serves a group of around 7 to 8 GP practices. All the boroughs GPs have signed up to this new way of working which has been in place since April 2011.

By working in this way we are able to identify people with long term medical conditions who are at risk of hospital admission and work collectively to avoid this happening. Working together also enables us to respond better when a crisis does occur. Community matrons have an understanding of long term conditions and the right treatment. Social workers and support planners use this information and by basing themselves at a GP practice, they can pick up referrals, assess people and plan care packages quickly.

The map to the right shows the clusters and the practices served.



# Improving Health Services

Overall, the health of people in Barking and Dagenham is worse than the England average.

The Care Quality Commission has identified areas of poor performance in local hospitals. Maternity and emergency services are areas of particular concern.

Councillors have called for improvements and succeeded in retaining key health services throughout the borough. In particular new services have moved into Barking Community Hospital including an eye service and walk-in centre.

In Barking and Dagenham our residents are not as healthy as they should be. A 2011 report on health inequalities found that Barking and Dagenham was one of only two boroughs significantly worse than the England average. Health services remain a priority to local residents; a 2011 Residents Survey found that 43% of respondents said health services are the most important factor in making somewhere a good place to live.

The Care Quality Commission (CQC) is the independent regulator of all health and social care services in England. In July 2011 the CQC carried out a whole hospital review which listed 81 recommendations relating to the quality and safety standards, capacity, leadership and strategy. In particular, the main challenges for hospitals lie in the provision of maternity and emergency services.

Councillors have campaigned successfully to protect frontline health services. In May 2011, more than 2,500 people signed a Council-initiated petition calling for improvements at Queen's Hospital in Romford and Barking Community Hospital. The petition was handed to the Health Secretary in Westminster. Councillors have worked hard to retain a community hospital on the Sanofi Aventis site in Dagenham and succeeded in keeping Broad Street Health Centre open.

We are working hard to bring in even more services for local people, closer to where they live. The start of 2012 saw Barking Community Hospital, in Upney Lane, welcome a host of new services. Moorfields Community Eye Service opened its doors at the end of January. The following month, the new walk-in centre was up and running. The centre offers treatments for a range of conditions including minor cuts and burns, sprains and strains, blood tests and x-rays. The Friends of Barking Hospital also opened a new café.

“The place is buzzing now and patients and staff alike are delighted...It's great to see people now coming into this half of the hospital and taking advantage of the new facilities to receive high quality care in a truly 21st century community hospital,” says Barking GP, Dr Gurkirit Kalkat.

- Petition: Councillors and officers protest against spending cuts and campaign to improve health services at Queens Hospital.



# Improving Mental Health Services

In 2011, the Council changed the way we deliver mental health services by re-modelling the service.

We now provide day care activities alongside vocational support services in a move towards a more generic and accessible service.

The service meets local people's needs and supports people into volunteering and employment.

The Council marked World Mental Health Day with a range of activities. A highlight was 'The Human Library' where visitors could talk to someone with first hand experience of mental health issues.

## Remodelling Day and Employment Services

In 2011, the Council changed the way we deliver mental health services in order to provide a more forward thinking responsive service.

The service merges the provision of day time activities for adults with mental health problems and vocational support services, which provide information and support people in accessing education and finding employment. By creating one new service, people will be able to benefit from contact with both provisions at the same time.

The service is a move away from traditional building based provision towards an outreach service, making use of existing community spaces such as Libraries, Community Centres and Job Shops. By promoting the use of community settings, people can also benefit from local mainstream services. The activities we offer support people with mental health problems who are not yet 'job ready' to gain the necessary skills to move on to education, employment & training.

The service aims to maximise opportunities for people with mental health needs to participate in the community and help people to take control over their own support. We will still maintain some building based services for those service users who require them.

## World Mental Health Day, 10<sup>th</sup> October 2011

In October 2011, Barking and Dagenham marked World Mental Health Day with a range of attractions under the banner 'Five Steps to Wellbeing'. Events included tai chi, dancing, free health checks and relaxation sessions. One of the attractions was 'The Human Library' (pictured below), hosted at Dagenham Library, which enabled visitors to 'borrow' and talk to someone with first hand experience of mental health issues, including dementia.



# Workforce

The Council employs around 450 people in the area of Adult Social Care. Following a re-structure in 2010, the age distribution of our workforce has become more even. We have also increased the proportion of men in the workforce.

Adult Social Care provides young people with work opportunities through the Council's Apprenticeship Scheme. In 2011, we supported 10 people to gain recognised social care qualifications.

Our staff are committed to supporting people to take control of their own care package. We want to broaden the market to ensure our service users are getting the right services for them.

## Learning and Development

The Council employs around 450 people in the area of Adult Social Care. In 2010, the service was re-modelled and an assessment was undertaken before and after the re-structure to gauge the impact on the workforce. In 2010, the workforce over-represented people aged 45 and over, yet the re-structure helped to restore the balance. Across the country, females dominate the Adult Social Care workforce and locally, this is no different. The 2010 restructure did, however, go some way in re-addressing the balance. In 2011, there are 2% more males in the workforce than the previous year.

Adult Social Care has continued to provide young people with work experience in health and social care. Last year, we supported 10 young apprentices to gain recognised social care qualifications. In total, we have supported 40 young people in four years to shadow experience carers and gain qualifications in the industry; many have gone on to careers in nursing and other care sectors. In September 2011, Adult Social Care Apprentice manager Lesley Reed won the title of 'Best Manager' at the London Apprenticeships Awards.

Our recruitment and selection processes strive to ensure that no group is unfairly disadvantaged. Over time we aim to recruit a workforce that represents the working age population.

## Personalisation

In Barking and Dagenham, we have a long and proud record of supporting people through Personalisation. This approach gives people the opportunity to purchase their own individual package of support whilst we provide good quality advice and information to help people make informed decision on how to spend their budget. Personalisation has been at the forefront of staff procedures. Staff are encouraged to work with service users to develop their care package and give them the advice and information they need in order to feel in control.

In order to support our service users in getting the best value care package, we have continued to look at innovative ways of supporting people. This means that more options are available to our service users and they can get support which is tailored to their individual needs. The Council recently retained its *Two Ticks* status. *Two Ticks* is part of the Department of Work and Pensions' Positive about Disability programme.

We have also developed high levels of Safeguarding awareness and expertise. We aim to keep vulnerable people safe by developing a workforce with the expertise and skills in targeted services such as domestic violence.



# Early Adulthood: Young People in Transition

Adult Social Care services are working with Children's Services to improve the transitions process from adolescence to early adulthood.

The Transitions Strategy sets out how we can ensure our service users get reliable information about future options, good forward planning and support to lead fulfilling lives in the community.

Barking and Dagenham Foyer provides support to young people who are at risk of homelessness. The service provides accommodation and training. In April 2012, young people from the Foyer won a national business competition.

The number of disabled young people who have transferred from Children's Services into funded adult social care services over the past 3 years has averaged out at approximately 30 per year. The forecasts for the coming 3 years initially remain at around the same level.

In January 2012, the Council launched the Transitions Strategy, a framework to help young people and their families plan for the future. The Strategy is primarily focused on young people who have long-term substantial care and support needs due to a disability or impairment and are therefore likely to require and be eligible for continued funding when they become adults. However, the Strategy does also refer to the wider group of young people who have less severe levels of disability and how they can be better guided to prepare for adult life.

The Strategy sets out a vision where we can encourage and support young people and their families to take greater control of over the type of support they receive. We want to help young adult secure paid employment, contribute to society and ensure that local opportunities are easily accessible and available to all. We recognise that we need to expand the range of services we offer to young people in transition and are currently working with the Foundation for People with Learning Disabilities in order to help more people connect with the community.



Barking and Dagenham Foyer provides supported accommodation to young people aged 16-24 at risk of being homeless. The Foyer service is provided by East Potential in partnership with the Council and other local organisations. The Foyer provides temporary accommodation and offers training in basic skills and help with finding work and permanent housing.

In April 2012, a team of young people (pictured above) from the Foyer celebrated success after being crowned winners at the England Final of Lloyds TSB's Money for Life Challenge, a new national competition designed to inspire everyone to improve their money management skills. The Foyer supported the group to create healthy meals plans on a tight weekly budget.

East Potential has been named the 2012 charity of the year by the new John Lewis store at Stratford City. This means John Lewis and its staff will be raising money for East Potential throughout the year, helping us transform the lives of young local residents.

# Middle Adulthood: Overcoming Barriers

In Barking and Dagenham, the proportion of adults with a learning disability in employment is lower than the England average. We are currently working with the local partners to maximise the work opportunities for people with learning disabilities

In July 2011, the Council launched DisabledGo. The online guide enables people to find out whether venues have facilities for people with disabilities. The service can also be accessed on the red button on TV.

## Disability Employment Programme

The percentage of adults with a learning disability in employment has risen from 4% in 2010 to 4.8% in 2011. This is still below the national average of 6.3%. The Council is working with local partners to improve in this area.

We are working with a London based charity which helps people with learning difficulties gain employment and avoid social exclusion. We recognise that for many people with learning disabilities, the traditional routes into employment may not, even with reasonable adjustments, result in a job. We want to provide individual support and develop social enterprises around individual needs and skills. We are currently looking into a scheme which would see people employed in repairing bicycles. Our partner organisation is also working to set up a local social enterprise for people with learning disabilities.

We are also working with a national organisation, Community Catalysts to provide support to develop micro-enterprises in the borough. This project will help to increase the range of employment opportunities in the borough. We are hoping to see the results bear fruit in 2012/ 2013.

## DisabledGo

In July 2011, the Council launched [www.disabledgo.com](http://www.disabledgo.com) providing a fantastic resource for anyone who wants to know more about access in Barking and Dagenham.

The guide enables people to find out not just whether venues have adapted toilets or parking close by but also specific details such as whether there are tactile or Braille markings in lifts or on doors, the dimensions of toilets, the positioning of fixtures and fittings and whether they can request information in large print or Braille. It covers almost 1000 venues including leisure centres, council offices, high street stores, restaurants.

All of the information provided on DisabledGo-Barking and Dagenham is available on the 'Looking Local' service on the red button on TV.

Since the launch in July 2011, the DisabledGo website has had 1,308 unique visitors. Cabinet Member for Health and Adult Services, Councillor Linda Reason said: "I am delighted that DisabledGo employed local disabled residents to help produce the guide... It provides answers to everyday questions that will help disabled people use local facilities with confidence and showcases how well local businesses support the needs of the whole community."

# Middle Adulthood: International Day of Disabled People

## International Day of Disabled People 2<sup>nd</sup> December 2011

International Day of Disabled People aims to promote an understanding of disability issues and mobilise support for the dignity, rights and well-being of people with disabilities.

Each year the day focuses on a different theme. This year, with the Olympics around the corner, the local event focused on sporting opportunities for disabled people.

Paralympic gold medallists Beverley Gull MBE and Dan Bently spoke at the event. There was also a variety of events which were accessible to all, including paralympic taster sessions and a tour of the sports centre.

International Day of Disabled People is an annual event which aims to promote an understanding of disability issues and the rights of people with physical disabilities. People with a disability joined paralympic gold medallists Beverley Gull MBE and Dan Bently (pictured) at Becontree Heath Leisure Centre to celebrate the day. The event, in December 2011, was organised by the Barking and Dagenham Centre for Independent, Integrated and Inclusive Living Consortium, the Council and partners.

With the Olympics in summer 2012, the main focus was on sporting opportunities for disabled people. Among them were wheelchair basketball, boccia (a form of bowls), table tennis, swimming and football. As well as paralympic taster sessions, there were opportunities for singing and watching entertainment. Sportsmen Beverley Gull MBE and Dan Bently talked about their sports and experiences as Paralympians and spoke with enthusiasm about the upcoming Olympics. There was also an opportunity to meet Paralympic mascot Mandeville.



Visitors also partook in a tour of the sports centre. The changing room facilities have recently been refurbished to make them more accessible to people with disabilities.

There was great feedback received from attendees including how the day “seemed to cater for everyone’s needs”, with “plenty of information” and “it was good to see so many opportunities that are available for disabled people”.

# Middle Adulthood: Learning Disability Awareness Week

In June 2011, the Council, Mencap and local partners organised Learning Disability Awareness Week. The event highlighted the issues people with learning disabilities face on a daily basis and gave people the chance to participate in a range of activities.

Mencap, the charity behind Learning Disability Week, used the event to launch a 3 year campaign Stand By Me, to end hate crime which is often directed at people with learning disabilities.

## Learning Disability Awareness Week 20 – 27<sup>th</sup> June 2011

Organised by the Council, Mencap and the Advisory Partners Group, Learning Disability Awareness Week in June 2011 was attended by over 60 people across the borough. Local people with learning disabilities were asked what activities they would like to see at the event. Following this, activities included football, basketball, trampolining, athletics and new age kurling.

The event saw National Mencap launch a 3 year Stand by Me Campaign which challenges the police, the criminal justice system and the courts to end hate crime against people with a learning disability. Hate crime is a serious issue for people with a learning disability. It can leave people scared and afraid to leave the home in case they experience violence. This can leave people feeling isolated and alone.

The campaign involves partner organisations signing up to promises and pledging to recognise that disability hate crime is as harmful as other types of hate crime. Organisations also promise to get better evidence and increase convictions by allowing more time for interviews, particularly where the victim has difficulty communicating, listen to, respect and involve families, carers and support staff of disabled people and ensure that victims are kept up to date with the progress of the case once they have reported a crime. The Community Safety Partnership and police have agreed to adopt the Stand by Me pledges.





# Later Adulthood: Care and Support

Adult Social Care provide services tailored to meet an individual's needs.

Nancy is the main carer for Fred, who has Parkinson's disease. Both Fred and Nancy experience difficulty in accessing facilities in their home and have had several health crises between them.

Integrated Care is a new approach to social care which enables frontline staff to collate information and act quicker and more efficiently to support people.

Both Fred and Nancy were helped by a Social Worker and Community Matron who helped them live safely at home with access to the right support for them.

## Care & Support in Later Adulthood: A Case Study

Fred, aged 82, and Nancy, aged 79, have lived in Dagenham all their lives. Nancy is the main carer for Fred who has Parkinson's disease. She's been supporting her husband since his diagnosis 4 years ago. Nancy's health is also poor and she has emphysema.

Both Fred and Nancy experience difficulty walking. Fred needs support with personal care. Keeping the house clean and tidy has become very difficult due to their increasing frailty. Fred is prone to falls and has had at least two falls resulting in admission to Queens Hospital in the last 6 months. Nancy is seen more frequently by her GP and has had at least one health crisis resulting in the intervention of the Rapid Response Team. Fred and Nancy are becoming more and more withdrawn.

Fred and Nancy came up for discussion at an Integrated Care meeting because they had both been flagged up on Health Analytics, a database which draws together patient data scattered across the organisation. Following the meeting, the Social Worker and Community Matron agreed to carry out a joint assessment visit.

The Social Worker and Community Matron visited Fred and Nancy regularly. The community matron felt Nancy needed more help and advice to manage her own condition and prescribed her medication. The Social Worker arranged for equipment to be provided to help with getting around the house, including a stair lift. The Social Worker also agreed a personal budget and introduced Fred and Nancy to a support planner. The Support Planner helped them decide on how to spend their money so that they could get the care that meets their individual needs. The Support Planner helped the couple find a personal assistant from their neighbourhood who now help them get to Bingo each week.



# Later Adulthood: Older People's Day

In September 2011, over 300 people celebrated Older People's Day at Becontree Heath Leisure Centre. This year's theme was around staying active.

There were opportunities to try different sporting activities, a free gym induction and health checks.

Visitors could also speak face-to-face with Councillors and share their ideas for older people in the community.

There was also a community jigsaw which encouraged people to share their skills and socialise in the weeks after the event.

## Older People's Day: 30<sup>th</sup> September 2011



Over 300 people celebrated national Older People's Day at the new Becontree Heath Leisure Centre in September 2011. Organised by the Council through the Barking and Dagenham Partnership, the event was themed around 'getting and staying active in later life'. There were over 40 stalls split into six themed zones to raise awareness of the activities and opportunities available to them. We also had a 'Meet Your Councillors' event (pictured) where residents could air their concerns and hear about what we are doing for older people in the borough.



There was also the opportunity to have a free gym induction, health checks, aqua aerobics, try Tai Chi, Pilates and participate in chair based exercises. A number of the activities such as ballroom dancing and Pilates, have been introduced as a direct result of feedback from the event. Participation figures since October indicates that promotional activity at the event has successfully generated new Active Leisure members.

Attendees at Older People's Day were invited to take some jigsaw pieces and bring them back two weeks later to make a community jigsaw. This gave people the opportunity to socialise share their skills with others. One older gentleman, a former stunt man, was delighted at the opportunity to perform magic tricks to others.



# Later Adulthood: Active Age Centres

Our Active Age Centres offer older people the chance to try out lots of different activities and meet new people.

There are six Active Age Centres across the borough attended by around 500 older people, who pay a small subscription to join.

Activities offered include tai chi, line dancing and bingo, together with coffee mornings and arts and crafts.

Active ageing can enhance the later years and improve quality of life, regardless of their physical ability or disability and their care needs. Active Age centres encourage people to socialise and remain active in the community.

Our six Active Age Centres across the borough offering around 500 older people the chance to meet new people and try different activities including tai chi, line dancing, art and bingo. We listened to what local people have told us they want and now offer a broad range of activities at our Active Age Centres across the borough. We have also started offering activities in the evenings and are currently looking into running different activities aimed at different age bands. Following consultation with members, we recognise the enthusiasm for more zumba classes. Starting in April 2012, we will run two more all ability zumba classes, one in Barking and one in Dagenham for anyone 50 years and over. One of these classes will take place in the day, and one in the early evening.

## Case Study

Sara came to one of the Active Age Centres several years ago following the death of her husband. It was reported that she was very withdrawn and agitated at the prospect of meeting new people and would not come in alone unless the Centre Manager escorted her in. With time and gradual encouragement she is now a key member of the Centre and takes charge of several activities.

“When my husband died, I was devastated, it had always been me and my husband since our children left home to start their own families. I was now alone for the first time in my life. I really wasn’t coping well being alone at home with nothing to do.

I then came to the Westbury club (as it was then known). At first, I found it very difficult to integrate and make new friends. I was very anxious especially at the thought of coming through the door. With the help of the Manager – Babs, I gradually became more confident and I began to get involved with the Bingo and generally helping out at the club, particularly with frailer older people on outings. I am now a much happier person and I thoroughly enjoy what I do at the Galleon, keeping busy is very important to me without the Galleon I don’t know what I would do.”

# Later Adulthood: Reablement

The Council want to help people stay independent whilst safe in their own homes. Wherever possible, we want to prevent hospital admission or long term admission to residential care.

The Council have begun trialling new monitoring equipment aimed at helping people with dementia to stay safe at home. Buddi Telecare and Just Checking give reassurance to family members and carers that an individual is safe whilst giving people the independence they want.

There is a local drive to improve people's wellbeing and wherever possible, to prevent hospital admissions and the use of institutional care. Reablement has been at the forefront of local initiatives, which emphasise the importance of an expansion of Telecare and other home and community based services.

Over the last three years we have continued to develop the reablement team. The service is now led by Occupational Therapists who create plans to help people stay independent whilst safe in their own homes. In 2011, our specialist team in reablement helped support 30 people with dementia to remain independent rather than resort to residential care. Last year our in-house reablement team supported 167 people back to independence following an illness or hospital admission. Overall, adult social care supported over 920 people through reablement; an increase of 50% from 2010.

In 2012, the reablement team began trialling *Buddi Telecare*, a piece of GPS monitoring equipment aimed at helping people with dementia to stay safe whilst walking around their homes. *Buddi Telecare* enables carers to monitor a person's environment 24 hours a day, 365 days a year. This allows people with dementia to remain at home and avoid admission to residential care or admission to hospital. The system also provides confidence and reassurance to relatives and carers

The Council has also been trialling *Just Checking*, monitoring equipment that tracks the movement of a person in their home and generates a chart of activity, online. Families use it to 'just check' that a family member is following their usual pattern of life, without intruding or undermining their independence. The system does not use video cameras, it uses wireless movement sensors. We have bought 5 *Just Checking* systems which are being used during the assessment period.

We are currently looking at trialling other assistive technology equipment and looking at examples where monitoring equipment has been used more extensively by other councils across the country.



# Later Adulthood: Sensory Impairment Services

Whilst a sensory or hearing impairment can affect people of all ages, a sensory impairment often develops in later life.

The Council is dedicated to supporting people who have a sensory impairment. In May 2011, we launched the Vision Strategy which set out our plan to reduce avoidable sight loss and help people stay active in the community.

In particular, we have focused on improving services for people with a learning disability. The Bridge to Vision project has raised awareness amongst professionals who work with people with a learning disability about sensory impairment.

Although a sensory or hearing impairment can occur at any stage of life, over 60% of blind and partially sighted people in the UK were aged 75 or over. The Council is dedicated to helping people who have a sensory impairment. We employ qualified Rehabilitation Officers for Visually Impaired People and a specialist who works with people who have a visual or hearing impairment.

In May 2011, the local Vision Strategy Group launched the Barking and Dagenham *Vision Strategy: Excellent eye care for local people*. The Strategy, which is one of the first local authority level documents of its kind, has been used as an example by other London Councils. The Strategy focuses on eye public health, with the aim of reducing avoidable sight loss and supporting people to live the life they want regardless of their impairment.

In 2011, we concentrated on improving services for people with a learning disability as they experience particularly severe health inequality. According to a recent RNIB report published in June 2011, people with a learning disability are 10 times more likely to develop visual impairment but less likely to access eye care services.

Throughout the year we developed the Bridge to Vision Project in partnership with RNIB. We have provided intensive, specialist awareness to a range of professionals who work with people with a learning disability. So far, we have trained around 50 people. We have also delivered more in-depth training to a smaller group of Eye Care Champions.

In 2012, we plan to establish a project group aimed at planning and implementing service improvements. We hope to run large cross sector events twice a year in order to raise public awareness around preventative eye health. One of these events will take place during eye health week in June, a further event will take place in October to coincide with World Sight Day.



# Later Adulthood: Adaptations for the Disabled

Adapting properties for disabled and older people is an important element in helping people remain independent in their own homes.

In 2011, the Council funded an average of 22 major adaptations per month for older and disabled people to enable them to access essential facilities within their homes.

In November 2011 Cabinet agreed to launch the Adaptations Grant Scheme which will give more disabled people the opportunity to adapt their home. People will now have the option of a cash payment so they can arrange the adaptation and decide who installs it.

The Council receives more complaints and member enquiries about major adaptations to people's homes than it does about any other aspect of Adult Social Care, with over 25% being directly or indirectly related to decisions about non-provision of major adaptations.

In 2011, the Council funded an average of 22 major adaptations per month for older and disabled people to enable them to access essential facilities within their homes; enabling them to maintain their independence. Waiting times have been reduced substantially to an average of only 11 weeks.

In November 2011 Cabinet agreed to launch the Adaptations Grant Scheme. This new service will be offered in addition to existing options; giving recipients direct payments that they can use to purchase adaptations such as showers. The aim is to offer people more choice and control, in line with the Council's policy of helping people to "live the life they want". People will have control over the money and can choose who they would like to undertake works. This will give people greater choice and control over the specifics of the adaptation and who installs it for them. Some people may wish to be aided by family or friends, which gives potential to add value. It is also possible to top up the cash payment using their own money so that they can have a more expensive or extensive solution. This scheme will be offered to people in all housing tenures.

The new grant scheme has been developed after consulting local people across the borough. We hosted 5 focus groups: 3 at local clubs for older people, one at a local mosque and one with visually impaired people.



# Later Adulthood: Supported Housing

Supported housing is accommodation which supports people to help them remain active in the community.

The Supported Housing service recognises the value of social contact and community and works to develop an expanding programme of activities.

Margaret moved into supported housing 2 years ago. She was given support and gained self-confidence and made friends. The support she was given helped her stay in touch with her family, become more active in the community and retain physical mobility.

## Case Study: Supported Housing

We deliver a range of housing and support services for people who have accommodation problems or those who require complex support services. We provide a range of supported housing schemes, floating support services and housing with extra care who benefit from dedicated care and support workers.

Margaret moved into supported housing 2 years ago. Prior to this she had become very insecure and was frightened in her home. This was leading her to feel very isolated and depressed. In addition she suffered poor mobility along with weakness and tremors in one arm. The tremors caused her to feel embarrassed and reluctant to go out in public.

On moving into Supported Housing, staff worked slowly with Margaret to build her self confidence. Margaret now attends every community social opportunity that is available. She has developed a circle of friends that support her emotionally and encourage her daily. This has resulted in Margaret engaging with the wider community again and she reports that her depression is gone.

Margaret has also now started to attend the on scheme computer lessons and as a result she has been supported to make regular contact with family and friends abroad.

Margaret has been supported to attend an exercise class for older people and consequently her mobility is improved and her self confidence is high.

“I have never felt so safe as I do now knowing that the staff are there for me, to help. The support I get from everybody has made me feel that life is worth living. I look at them all as my family now”.



# Later Adulthood: Extra Care Housing

Extra care housing is part of the provision of support which is available to more frail older people to enable them to continue living independently for as long as possible.

There are eight schemes in the borough, four in-house schemes which support 125 people and four external schemes.

In 2010, the Council took part in the Up2Us project which helped us improve the service we offer by engaging with service users and personalising services.

Following feedback, a handyman now lives near one extra care house and we offer a greater range of activities to our residents.

Extra Care housing is predominantly used by people in later adulthood who have a care need. The schemes aim to provide residents with a home for the remainder of their life, regardless of changes in their care needs. There are eight schemes in the borough, four in-house schemes which support 125 people and four external schemes.

The external Extra Care provision has some distinctive features which separates the schemes from sheltered housing and residential care. Each of the four schemes has 24 hour support. The schemes also have flexible service delivery with care staff able to respond to temporary and unpredictable fluctuations as well as emergencies. The Extra Care schemes support the residents to remain independent and active in the community, with a variety of social and leisure activities taking place on the site.



In 2010, the Council was invited to take part in a two-year project, Up2Us, which would explore how we could improve the provision of Extra Care by making the service more personalised and introducing personal budgets. We engaged with residents and encouraged their input so that we could tailor the service to their needs. In both December 2010 and August 2011 we consulted with residents and acted upon their suggestions. Tenants are now playing a greater role than ever defining what goes on where they live.

We acted upon residents suggestions and now have a handyman living near Harp House (extra care housing) is now employed to offer assistance with problems residents may have. We also offer a greater range of activities, many of them run by the residents.





# Later Adulthood: Leisure

Remaining physically active is important in maintaining good health and staying connected with the community.

In 2011, everyone 60 and over was given access to the borough's leisure centres for free. This has increased the number of active members, with over 3,000 people aged 60+ taking advantage of this offer.

There is also a Leisure Pass available for people with disabilities. There has been nearly 1,500 visits by people with a disability to the borough's leisure centres.

The Council is also taking advantage of a new grant aimed at offering new activities to older people.

Life expectancy for both men and women living in Barking and Dagenham is amongst the lowest in London. On average, people in Barking and Dagenham live three years less than the London and England average. Remaining physically active is key to maintaining good health in older age.

The *Active for Life* programme is aimed at giving older people the opportunity to access the leisure activities they want at convenient times. In April 2011, everyone 60 and over was given the opportunity to access the borough's leisure centres for free. They are able to use the gym and take up a variety of fitness classes from Monday to Friday until 5 p.m., and at anytime on weekends. The popularity of this offer means that the numbers of active members over the age of 60 has increased to over 3,000 in 2011/2012. This is approximately 11% of the total residents in the borough in this age group.



There is also a Leisure Pass available for those people with disabilities which concessionary rates during off peak times at the four leisure centres across the borough. Since records began to be collated in May 2011, there have been nearly 1,500 visits by Leisure Pass Holders with a disability to the borough's leisure centres.

As well as the Leisure Passes available for older and disabled people, the Community Sport and Physical Activity Team have received funding through the Capital Community Foundation Fair Share Trust Grant to deliver a physical activity programme aimed at older people in Parsloes and Alibon wards. Activities include Keep Fit, Tai Chi and chair based exercises. Since the start of the project in October 2011 there have been 200 visits to the programme.



# Later Adulthood: Library Services

The Library Service provides an inclusive and accessible service for everyone. Overall, our activities are organised with a view to promote the service to the community, some focus on breaking down barriers, preventing isolation and promoting community cohesion. Services to older people, disabled people and people with learning disabilities play an integral and important part of library services and planning.

There are nearly 3,000 active borrowers over the age of 60. The Library Service, in partnership with others, runs regular reminiscence sessions for older people in order to ensure that our cultural heritage is not lost. Memory Games is a community archive project aimed at helping to document and celebrate local heritage. In March 2012, 'Memory Games Reminiscence Day' was held at Valence House which enabled local people to discover untold stories and memories of previous Olympic and Paralympic Games.

The Home Library delivers books to over 450 home restricted clients and over 30 sheltered establishments. The 'Home from Home' project transports disabled and home-restricted people to talks and events.

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Throughout the year over 450 home restricted clients and over 30 sheltered establishments receive four weekly deliveries from the Home Library. The Library Service's 'Home from Home' project, which was the runner-up in the national Libraries Change Lives competition, continues to bring disabled and home-restricted people along to talks and events using borough transport. The Home Library Service is also developing a UK Online initiative which will enable laptops to be taken out to users of the service and people who visit Active Age Centres.



# Later Adulthood: Volunteering

The Council work hard to create a culture in which individuals are able to contribute to their community and stay connected by volunteering.

Both Valence House and Eastbury Manor House in Barking provide opportunities to older people. Reminiscence sessions, organised tours, talks and tea dances have all encouraged older people to socialise and share their skills and experiences.

Meanwhile, young volunteers from Robert Clark School have been teaching older people IT skills. This helps break down the barriers between generations.

In Barking and Dagenham we work hard to increase the opportunities for older people in the community to stay active through voluntary work. Both Valence House and Eastbury Manor House in Barking provide opportunities for volunteering to older people. This is a valuable opportunity to socialise, gain skills and share expertise and experience.

In Spring 2011 Valence House Museum conducted a series of reminiscence sessions with a group of volunteers. Members often chose the subjects they wished to discuss and brought in historic objects from their own homes to show the group. After a series of 10 museum led sessions the group decided to meet monthly and have become active in museum education sessions.

There has been around 13 tours of Eastbury Manor House organised by older people groups and events take place throughout the year including talks and tea dances. The Barking Blind and Disabled Trust Concert Band have performed at both venues. In June 2011, Valence House hosted the local London's Open Garden Squares where volunteers met the Mayoress (pictured below).



Meanwhile, older people have benefitted from the help of local young people who have volunteered to teach them how to improve their IT skills. Sixth-formers at Robert Clark School are running free weekly IT sessions for over-60s. Local charity Age UK Redbridge is training students to carry out the sessions. Funds for the scheme come from the Greater London Authority and the Reuben Foundation, which gives grants to projects and charities around the world.

Project co-ordinator Andreea Albu said: "It's been exciting to see students and older people mixing. We ran the same project with students from Warren School and it was a success. "It's not just about learning IT. It breaks down the stereotypes people have of each other.

# Performance

We support around **5000 people** in the community during the course of a year. **Around 600 people** choose to take their budget as a cash direct payment.

## Personal Budgets & Support Planning

At the beginning of 2012, **94% of the social care packages** we offered were granted within 6 weeks.

Every month our social workers undertake an average of **around 250 social care assessments**.

In 2011/2012, **around 60% of our service users** were receiving self-directed support; the national rate is just 21%.

In Barking and Dagenham, **around 16,700 people** identified themselves through the 2001 Census. **Around 2,600 of these people** are receiving services from the Council.

## Carers

Domestic violence is the biggest violent crime in the borough. In Barking and Dagenham **4,647 incidents of domestic violence** were reported to police between April 2011 and March 2012 compared to **4,725 the previous year**.

## Safeguarding

In 2011/2012 our safeguarding alerts increased to 1119; this is a **55% increase on the previous year** and a 125% increase on the number of alerts raised in 2009/2010.

The number of repeat cases presented at the Multi Agency Risk Assessment Conference has **fallen from 28% in 2011 to 22% in 2012**.



# Performance

## Mental Health

**2.4 per 1000 people** in the borough are using adult NHS secondary mental health services. The average across London is 3.35.

In Barking and Dagenham the percentage of adults with depression is **around 4.5%**; this is far lower than the national average of over 11%.



**For less than £14 a week**, we support a vulnerable or older person to live independently in Sheltered Housing.

**22 staff support almost 1,000 people** in the borough to live independently in Sheltered Housing.

## Sheltered Housing

## People with Learning Disabilities

The percentage of adults with a learning disability in employment **has risen from 4% in 2010 to 4.8%** in 2011. This is still below the national average of 6.3%.

**Over 70%** of adults with a learning disability in Barking and Dagenham live in their own home or with their family.

In 2011, around 7,500 people aged 18 - 64 had a moderate physical disability and 2,100 a serious physical disability. These numbers are predicted to rise to 8,600 and 2,500 by 2030. **Around 6% (530) people** of the total number are known to local services through the Council register.

# Performance

In 2011, our specialist team in reablement helped **support 30 people** with dementia to remain independent rather than resort to residential care.

In February 2012, **90% of people** aged 65 and over were still at home three months after discharge from hospital.

Last year our in-house reablement team supported **167 people** back to independence following an illness or hospital admission.

Overall, adult social care supported over **920 people** through reablement; an **increase of 50%** from 2010.

## Reablement



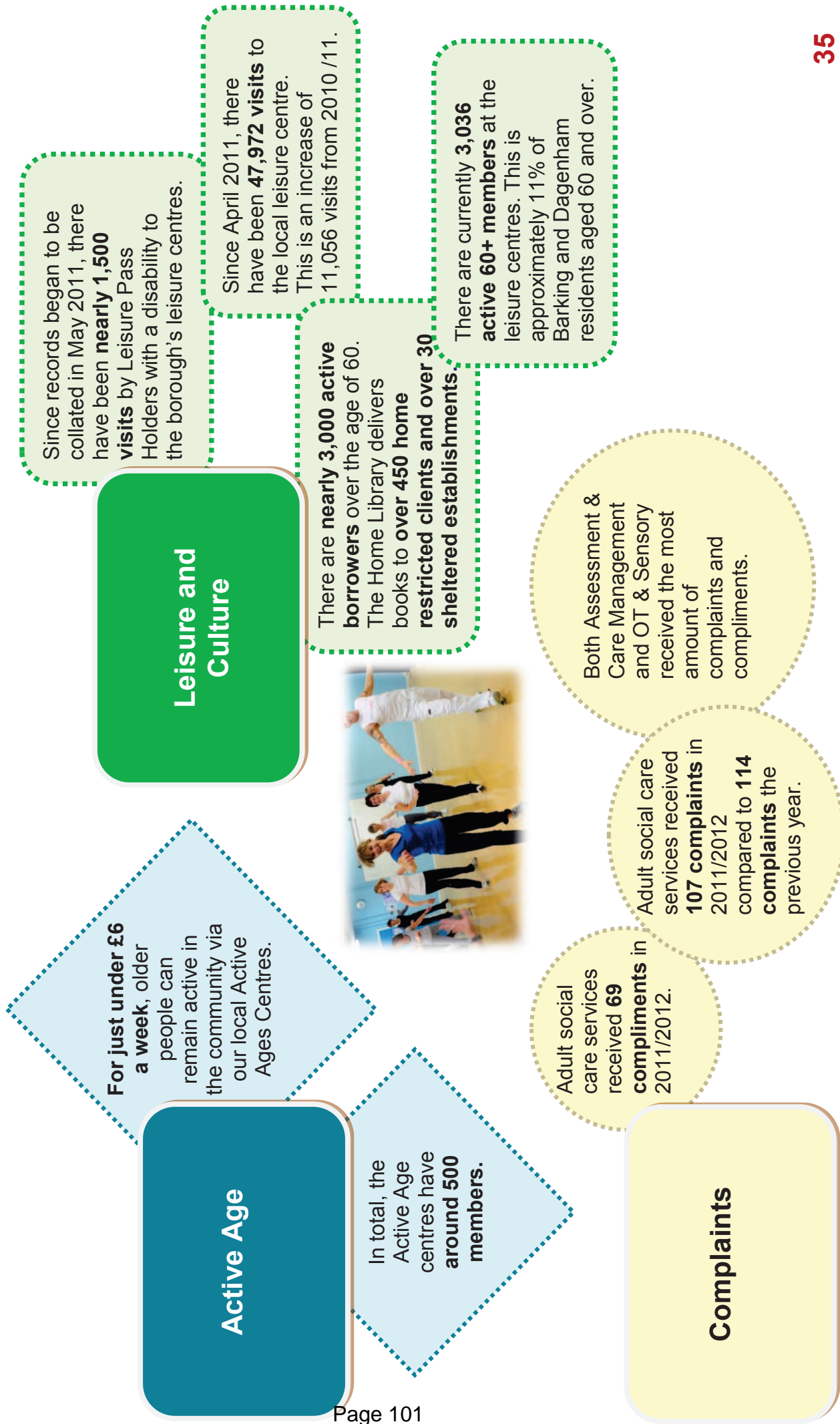
## Disabled Adaptations

In 2012, the percentage of items and minor adaptations delivered within 7 days **stayed high at 98%**.

In 2011, the Council funded an average of **22 major adaptations** per month to people's homes in order to enable them to remain independent.

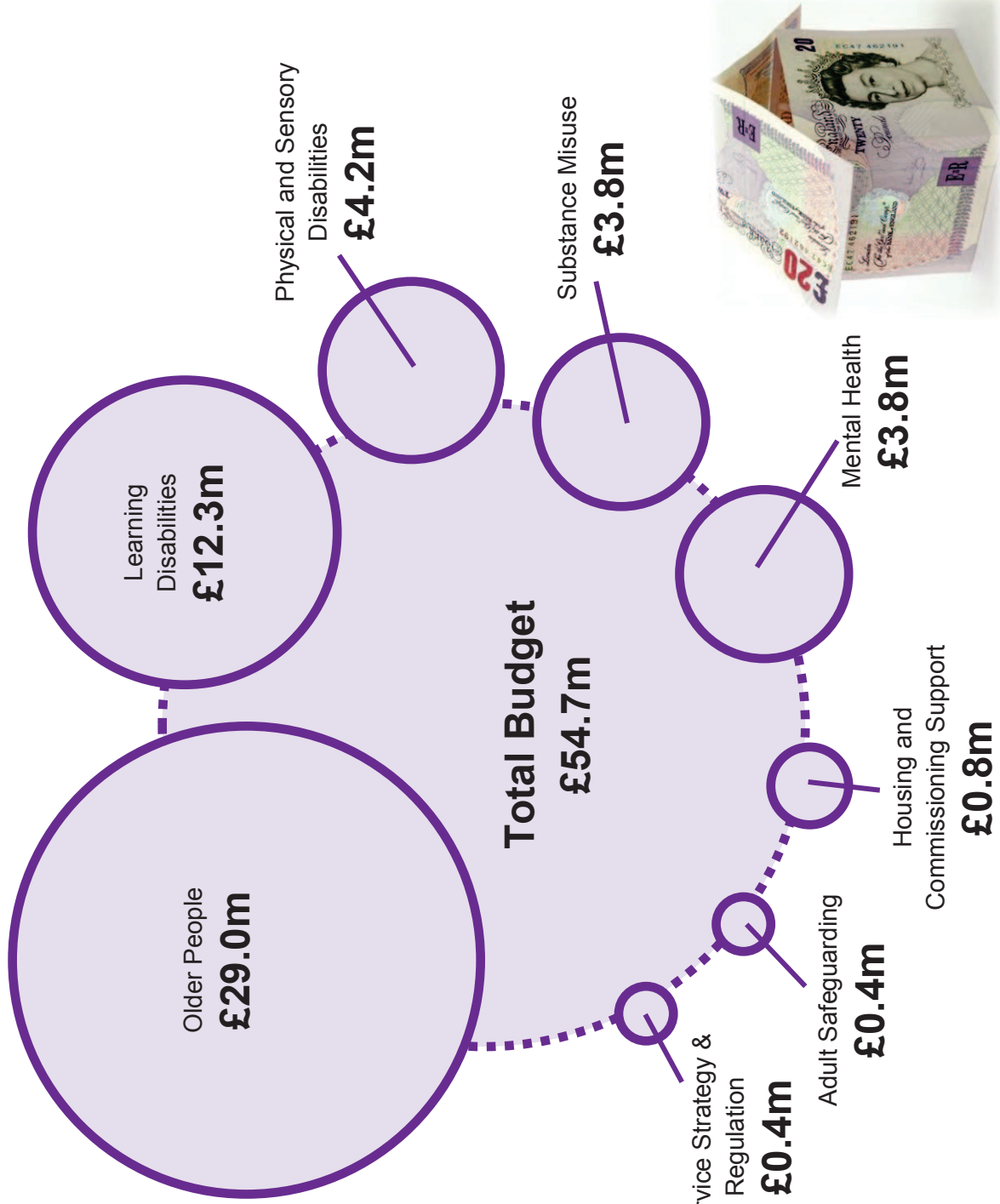
In 2010, people with disabilities waited up to 34 weeks; by 2012 this had been **reduced to only 11 weeks**. Best practice is considered 24 weeks.

# Performance



# Finance: Adult Social Care Funding

In 2011/12 the Council received £695million in funding. Most of this money can only be spent on for schools or housing. In 2011/12 the Adults Social Care budget was £54.7 million. The diagram shows how our funding is distributed in Adult Social Care.



The Council is working under considerable financial constraints due to central government funding reductions. The Comprehensive Spending Review announced spending cuts of 28-30% over the four year period 2011/12 to 2014/15.

This has resulted in the Council having to make a number of very challenging decisions to contain its priorities within a significantly reduced funding settlement.

In 2011/12 approved savings of £2.4 million were achieved and in 2012/13 approved savings of £2.2 million are built into the social care budget. These financial challenges are significant and the Council and Adult Social Care managers remain committed to providing a safe and high quality within the limited resources available.



# Consultation

We consult with service users on an ongoing basis.

In order to build up a clear understanding of people's needs, an important part of the process is to consult with service users to ensure that their views are reflected and taken into account in the design of new services and improvement of existing services.



## Remodelling of Mental Health Day and Employment Services

From October 2011 to December 2011 we consulted service users from across the voluntary sector, Tulip, the North East London Foundation Trust, Travelling Day Hospital and Service User Representation Group. Consultation was undertaken in small groups and individual interviews were conducted. We incorporated the views of our service users when we remodelled mental health day and employment services. There is now greater service user involvement, greater choice in controlling their own support and greater access to mainstream services already available in the borough.

## Transitions Strategy

In January and February 2012 we organised consultation events on the draft Strategy with young people and parents who are going through the transitions process. The feedback was incorporated within the Strategy and the key findings were that families wanted more information about the transitions process, better planning processes and access to specialist local provision

## Carers Survey

We sent a survey to carers in June 2011 to find out the level of activity of carers in the borough and what the barriers are in preventing carers participating in physical exercises. We also asked carers what they wanted from support services.

The survey was sent to all 2,600 registered carers in the borough. 32% of respondents participated in regular exercise. The majority of people who did not partake in regular exercise said the main barrier was cost and lack of time. This information is being used to develop a leisure offer for carers in 2012/13. Carers also highlighted the importance of benefits advice and this was included in the specification for the new Carers' Support Service.

## Extra Care

The Council has consulted with all four external Extra Care schemes in the borough regarding the care and support they receive. Service users said that they would like 24 hour support or presence on site, greater range of activities and more engagement with providers.

This informed the specification for the new tender for care and support. Tenants were also involved in the tender process in February 2012, with five tenants sitting on the tenants panel.

# Consultation: Adult Social Care Survey 2011/ 2012

The Adult Social Care Survey helps us to understand our service users' needs. The survey was sent to 836 people; 42% responded.

This is what they told us:



**Over 85% of respondents** are satisfied with the care and support services they receive.

**Over 75% of people** said that care and support services help them in having control over their daily life.

**72% of respondents** felt that care and support services help them in feeling safe and funding their care.

**70% of respondents** do not buy additional care or support privately or pay more to 'top up' their care and support.



**94% of respondents** said that they feel clean and presentable in appearance.

**90%** said that they get the food and drink when they war

**Over 90%** said that their home is clean and comfortable.



**Over 70%** said that their health in general is very good, good or fair.

**Around 45%** said they did not feel anxious or depressed, 55% said they were moderately or extremely anxious or depressed.

**Only 20%** of respondents said they had no pain or discomfort, 56% said they had moderate pain or discomfort and 23% said they had extreme pain and discomfort.

# Consultation: Culture & Sport Customer Satisfaction Survey 2012

The Culture & Sport Customer Satisfaction Survey helps us to understand whether participants of the older people's physical activity programme **Active for Life** benefited from the offer.

This is what they told us:

**"Services have been fantastic!** Thanks to you I have got my diabetes under control, my arthritis has virtually gone and I have lost 5 stone in weight. Thank you!"

**"Started in January 2011 to try to lose weight. Joined weight watchers and applied for a leisure pass, have attended regularly since at least twice a week now as much as four times. Lost 2 stone in weight, blood pressure back to normal, cholesterol down 3.5 and asthma improved so am really happy with Abbey sports facilities".**

**"These activities apart from keeping my body maintained also provide great opportunities to meet other like minded local people; I'm chatting to people who are new friends. It's a great way to socialise".**



The most popular activity that people accessed was the gym (31%) and swimming a very close second (30%)

The main reason that people participate is to keep fit and healthy (20%).

98% of customers would recommend the activities for a friend.

89% have an improved sense of mental health and wellbeing.

96% of customers are satisfied with the range of activities on offer.

87% have adopted a more active and productive lifestyle.

77% have increased their social interaction.

71% feel less isolated.

# Giving us your views

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**As we have said through this first Local Account, we want to hear from you about what you think of the services we provide.**

If you want to give us your views on the services we provide you can contact Janet Ryan in Adult and Community Services.

## Contact details

**Address:** Janet Ryan  
Community Safety and Public Protection  
Room 218, Barking Town Hall  
1 Town Square  
Barking, Essex IG11 7LU

**Phone:** 0208 227 3636

**Email:** [janet.ryan@lbbd.gov.uk](mailto:janet.ryan@lbbd.gov.uk)



**Produced by the Adult & Community Services Directorate  
of the London Borough of Barking & Dagenham**

**July 2012**

**Helping you to live the life you want.**

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## CABINET

24 JULY 2012

<b>Title:</b> Carbon Management Plan 2011/12 – 2015/16	
<b>Report of the Cabinet Member for Finance and Education</b>	
<b>Open report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Author:</b> Sandra Joseph, Energy, Environmental & Compliance Manager, Assets & Commercial Services Division	<b>Contact Details:</b> Tel: 020 8227 3385 E-mail: <a href="mailto:sandra.joseph@lbbd.gov.uk">sandra.joseph@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Not applicable	
<b>Accountable Director:</b> Tracie Evans, Corporate Director of Finance and Resources	
<p><b>Summary:</b></p> <p>This report sets out the work that has been undertaken in producing a Carbon Management Plan (Appendix 2) for the London Borough of Barking and Dagenham. The Plan proposes a carbon reduction target of 20% from the Council's activities to be achieved by 2015/16.</p> <p>The Plan outlines the Council's approach and its plans for reducing carbon emissions to mitigate against climate change. A flexible programme of projects has been identified which will set the Council on track to achieving the target.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to agree:</p> <ul style="list-style-type: none"> <li>(i) The approach to carbon management of the Council's own activities as set out and summarised in the Carbon Management Plan attached at Appendix 2 to the report;</li> <li>(ii) The implementation of the Carbon Management Plan 2011/12 – 2015/16 (Option 2) to reduce emissions and associated consumption from corporate properties (excluding schools which will be addressed via the Collaborative Low Carbon Schools Service (CLCSS) scheme) by 20% over the life of the plan through the indicative programme of projects in Year 1 of the programme and future projects identified;</li> <li>(iii) The continued assessment of future projects to bring forward in later phases of the Plan, subject to funding availability; and</li> <li>(iv) To delegate authority to the Corporate Director of Finance and Resources to approve the Carbon Management Plan for publication.</li> </ul>	

## **Reason(s)**

The implementation of the Carbon Management Plan (Appendix 2) will allow the Council to meet its Carbon Reduction Commitment Energy Efficiency Scheme (CRC EES) (formerly known as the Carbon Reduction Commitment) obligations, and concurrently realise financial savings in the reduction of energy usage and the encouragement of others to adopt carbon management strategies and build carbon reduction and other sustainability measures into their activities.

Through this Carbon Management Plan, the Council is able to see that the 'Value at Stake' for not taking action on carbon reduction is a cumulative 25,700 tCO<sub>2</sub> and £7.5 million by March 2016.

## **1. Introduction and Background**

- 1.1 In July 2006 Executive agreed to implement an Energy Efficiency Programme and later adopt a Carbon Management Programme across Council Buildings and activities, to reduce the authority's energy consumption and carbon emissions.
- 1.2 In April 2010 the CRC EES went live (this is administered through the Environment Agency and is mandatory for large public and private sector organisations in the UK); therefore the target and commitment in the reduction of CO<sub>2</sub> emissions was adopted by the London Borough of Barking and Dagenham. The CRC EES is part of a package of measures within the Climate Change Act, which aims to save over 4 million tonnes of CO<sub>2</sub> by 2020. As a participant the Council is required to accurately measure carbon emissions and provide an annual footprint report.
- 1.3 The scheme requires participants to monitor their emissions and purchase carbon allowances to cover the projected emissions for each year. The more CO<sub>2</sub> an organisation emits the more allowances it has to purchase; therefore there is a cash benefit associated with a reduction in the allowances that need to be purchased and a further benefit of a reduction in utility expenditure associated with reducing our carbon emissions.
- 1.4 The footprint report submitted to the Environment Agency (2010/11) detailed 25,778 tonnes of CO<sub>2</sub> created, while the recommended emissions (94%) submitted to the Environmental Agency in respect of the Annual Report detailed 25,893 tonnes of CO<sub>2</sub>, costing £313,704 (this is the estimated payment which LBBDD would have been liable for had charges been applicable in the first year of the scheme); schools were liable for 50% of this. Purchase of the carbon credits for the Financial Year 2011/12 is estimated in the region of £400k; this is based on the consumption of approximately 33,000 tonnes of carbon at a unit rate of £12, and is due by the end July 2012.

## **2. Proposal and Issues**

- 2.1 The Carbon Management Plan 2011/12 – 2015/16 (Appendix 2) supports the Authority's commitment to reduce CO<sub>2</sub> emissions of 20% by 2016 and provides details of the financial spend and CO<sub>2</sub> savings. Financial constraints within the Council have meant that Salix funding is currently the main delivery method for the



Carbon Management Plan. There has previously been a considerable amount of activity across the Council to reduce energy and CO<sub>2</sub> emissions. It is anticipated that through improved data collection and by implementing more energy efficiency projects the target set within the Carbon Management Plan (Appendix 2) will be readily realised.

- 2.2 A proposed energy and financial saving project recently identified and currently being proposed is detailed in Appendix 1 in respect of changing street bollard lighting. The table shows cost comparisons between 740 bollards using 2 x 11W lamps burning 24 hours per day (currently in place), and their replacement with 740 bollards using 7W LED units with light sensing technology.
- 2.3 The Council previously agreed to ring fence the Carbon Management Fund so that annual savings are repaid into the fund and it becomes self perpetuating. Provided that we continue to manage the fund in the way prescribed by Salix (this is a recycled interest free energy efficiency loans scheme available to public sector bodies) then no repayment to Salix will be required and the payments by Salix are effectively an open ended interest free loan.
- 2.4 Delivery of the Carbon Management Plan will be monitored through the Carbon Board Group, whose key objectives are to:
  - Embed carbon management as a corporate priority which is reflected in key strategies and plans. This objective focuses on ensuring that there is a clear and consistent message in key documents. The Council is committed to reducing carbon emissions and activities are detailed so that progress can be monitored and achievements recognised.
  - Raise awareness of how and why we need to save energy. This objective recognises the need to ensure that all staff understand the contribution they can make to reducing energy use and carbon emissions as individuals and as teams.
  - Undertake improvements to Council buildings to reduce energy use and carbon emissions. Activities detailed focus on physical improvements to our buildings (excluding schools) and form part of the Council's Asset Management strategy. Actions include the installation of high efficiency modulating burners, LED lighting upgrades and draught proofing of windows; many of the works are funded through Salix as explained in 2.3 above.
  - Provide accurate data regarding energy use across the Council to support monitoring and identify areas to target.
- 2.5 During March 2012, the Carbon Management plan achieved 'sign-off' from the Carbon Trust, which continues to be a 'working' document. During its lifespan new carbon reduction projects identified will accordingly be reviewed and encapsulated as appropriate to ensure that the objective of 20% CO<sub>2</sub> reduction is achieved.

### **3. Options Appraisal**

#### **3.1 Option 1**

Do nothing - The value at stake for not taking action on carbon reduction will be a cumulative 25,700 tCO<sub>2</sub> and £7.5 million by March 2016. This option has been disregarded as unsuitable.

#### **3.3 Option 2**

Fully implement Carbon Management Plan 2011/12 to 2015/16 (Appendix 1). If the Council is able to fund and implement all of the projects in this plan (during the Carbon Management Plan's lifespan), it stands to see annual savings of approximately 2,854.5 tCO<sub>2</sub> and consequently £546,498, thereby achieving the Plan's objective. This is the recommended option as it delivers both carbon and financial savings.

### **4. Consultation**

4.1 The proposals within this report have been discussed with the Carbon Trust, members of the Carbon Board Group and accordingly circulated to all relevant council officers for comment.

### **5. Financial Implications**

Implications completed by: Jo Moore, Finance Group Manager

5.1 In the 2010/11 financial year the Authority spent around £7.6m on energy within its Public Buildings, Schools and Housing areas. The Council has recently entered into a new flexible energy contract that is due to commence on 01 October 2012. It is possible that the current unit cost paid by the Council will increase under this new contract, however, at this stage the actual impact on costs is not known.

5.2 Carbon Reduction Commitment (CRC) charges have also been introduced for 2011/12 and the Authority is going to be charged the sum of around £400,000 which is based on the consumption of approximately 33,000 tonnes of carbon at a unit rate of £12. Between 2013/14 and 2017/18 the unit rate of charge per tonne for carbon consumed could increase to £30 which could potentially result in our CRC charges soaring to £990,000 (this is based on our current consumption).

5.3 The implementation of this plan will result in the prevention of increased energy consumption and a reduction in carbon emissions, whilst simultaneously assisting the Authority in achieving its objective in mitigating the increase in its energy costs. However, it is likely that the Authority's consumption of energy will increase as a result of an increasing population and heavier demands being placed on existing schools places and public buildings, coupled with our school expansion programme.

5.4 The investment needed to implement the projects identified in the plan has been estimated at £2.5m. However, only £1.3m has been allocated as part of existing and planned projects. This leaves a funding gap of £1.2m which will need to be found if the Carbon Management Plan is to be fully delivered and for the Council to fully realise the benefits.

- 5.5 Failure to attract or identify sufficient funding to implement the full programme of schemes is a significant risk which will result in the Carbon Management Plan failing to achieve its targets; and higher than planned energy costs and increased CRC payments.
- 5.6 The figures in relation to the Council's current carbon emissions and proposed increased in energy costs and potential savings from the introduction of this plan have been provided by the Carbon Trust in consultation with the Energy Team.

## **6. Legal Implications**

Implications completed by: Eldred Taylor-Camara, Legal Group Manager

- 6.1 As stated within the main body of this Report the CRC EES is a scheme that has been implemented pursuant to the Climate Change Act 2008. The CRC Energy Efficiency Scheme Order 2010 imposes a number of carbon reduction and reporting obligations which the London Borough of Barking and Dagenham, as a public body, is subject to.
- 6.2 Section 3 has identified the options available to the Council. The 'do nothing' option would also potentially expose the Council to both civil and financial penalties for non-compliance under the CRC Energy Efficiency Scheme Order 2010.
- 6.3 Central Government is currently consulting on and will be reviewing the provisions of the CRC Energy Efficiency Scheme Order 2010. The Government aims to simplify the scheme with revised reporting and allowance arrangements. It will be essential for the Energy Panel to be aware of any amendments that are made to the Scheme and ensure that the Council's plan encompasses any relevant changes to ensure ongoing compliance.
- 6.4 The proposals set out in this report will ensure that the Council adheres with its statutory obligations.

## **7. Other Implications**

### **7.1 Risk Management**

#### Current Risks

- 1) If projects identified in the Carbon Management Plan (Appendix 2) are not implemented, we will not achieve the 20% target set by 2016;
- 2) Unable to secure project leaders from different divisions and departments for energy efficiency projects;
- 3) Securing additional funding for energy saving initiatives;
- 4) Potential forthcoming changes in CRC and 'Green Deal' legislation and its financial impact on LBBD and residents;
- 5) Ensuring that funding allocated for projects are spent in the most effective way that exist in-house as opposed to out-sourcing;
- 6) Time delays due to internal procurement processes; and

- 7) Salix recycled fund for the Carbon Management Programme do not achieve the savings predicted and the pay- back period may be longer than anticipated.

#### How these risks are managed

- 1) Ensure that projects contributing to the Carbon Management Plan are accordingly implemented. Progress will be monitored at the Carbon Board Group which is chaired by the Corporate Director of Finance and Resources;
- 2) Relevant Carbon Board member will be responsible for identification of appropriate project lead;
- 3) As part of the project identification and validation process, Board members are responsible for ensuring project robustness and establishing appropriate funding (i.e. internal or external);
- 4) Energy Team will continue to closely monitor the current consultation document and accordingly advise;
- 5) Utilise existing resources;
- 6) Ensure close involvement with LBBB's Procurement Team at the earliest stage. To help facilitate this, a member of the Corporate Procurement Team sits on the Carbon Board;
- 7) Ensure all projects identified are robustly progressed via the Salix Finance Compliance process to achieve projected achievement.

**7.2 Staffing Issues** - To ensure the Energy Team can successfully deliver the Carbon Management Plan and its associated benefits including reduced carbon emissions and financial savings, it is imperative that Project Leads are given sufficient time, support and resources to deliver projects.

**7.3 Property / Asset Issues** - No specific implications, other than improved energy efficiency coupled with realised financial savings.

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

- Cabinet Minute 67, 12 July 2005
- Cabinet Minute 33, 17 July 2007
- Resources DMT, 22 April 2009

#### **List of appendices:**

- Appendix 1 – Example of Proposed Energy Saving Project for Bollard Replacement
- Appendix 2 – Carbon Management Plan

### Appendix 1 – Example of Proposed Energy Saving Project for Bollard Replacement

Description	Light burning Hours of bollards	Watts per Bollard	Quantity of Bollards	Annual KWh for all Bollards	Annual Electricity costs (based on £/KWh cost of £0.105)	Annual Tonnes of CO2 (based on 0.542kg CO2 per KWh)	Cost of CRC ESS Carbon Credits at £12/tonne
Bollard with 2 x 11W Lamps burning 24hrs with associated controls at 10W	8760 (24hrs per day for 365 days)	32	740	207,436.80	£21,780.86	112.43	£1,349.16
Bollard with 1 x 7W LED (equivalent output to the above lamps) and light sensing technology to reduce burning time to hours of low light levels only	4271 (based on average of 11.7 hours of darkness per day for 365 days)	7	740	22,123.78	£2,323.00	12	£144.00
			<b>Savings</b>	<b>120489.02</b>	<b>£19,457.86</b>	<b>100.43</b>	<b>£1,205.16</b>
							<b>£20,663.02</b>

#### Notes:

1. The above table only considers the cost of energy and CO2 in relation to this project and does not factor in any potential savings that will be realised from maintenance of the existing bollards as the replacement bollards are sealed units that are guaranteed maintenance free for 10 years.
2. The capital cost of the above project is £54,834 giving a payback period of 2.65 years at 0% interest if funded through Carbon Management Fund as detailed in 2.3 of the main report and taking into consideration the above savings.
3. Although this project would generate a reduction in energy use and the carbon produced resulting in a real cost saving to the Council it should be noted that the cost of both electricity and carbon credits is set to increase substantially within the next few years so the actual cost of energy use by the Council will increase and projects such as the one above will only help towards mitigating these increases.

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London Borough of Barking and Dagenham  
Carbon Management Plan 2011/12 – 2015/16



***Date:*** 31 March 2012

***Version number:*** FINAL

***Owner:*** Manager - Energy, Environmental and Compliance

***Approval route:*** To be approved by Informal Cabinet on Wednesday 11 July 2012;  
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Approval received from CMT on Thursday 05 July 2012;

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## **Foreword from the Chief Executive**

The London Borough of Barking and Dagenham recognises the need to demonstrate leadership in the area of climate change by reducing its own direct and indirect Carbon Dioxide (CO<sub>2</sub>) emissions as efficiently and effectively as possible. This Carbon Management Plan builds on the Council's previous Carbon Programme and further demonstrates our unequivocal commitment to undertake a wide range of practical steps to assist in tackling the challenges that climate change presents.

This corporate plan is spearheaded by the Carbon Management Programme Board which is comprised of cross-departmental representation. This approach will ensure that every part of the Council takes responsibility for achieving our vision of reducing carbon emissions and becoming a more sustainable borough.

The Council has already demonstrated its commitment to this agenda by signing the Nottingham Declaration and by setting out targets within our Sustainability Strategy. This Carbon Management plan is further evidence that as an organisation we are serious about our responsibilities and it represents an important building block in the ongoing development of our Climate Change Strategy for the Borough.

Carbon management is important to the Council as it not only helps to combat climate change but reduces the Council's costs allowing it to operate in an efficient way, ensuring that we make best use of every pound of our ratepayers money.

We welcome the support of the Carbon Trust in helping the Council to realise its ambitions around climate change, and we look forward to a future in which the London Borough of Barking and Dagenham is recognised as a champion of green innovation.

*(SIGNATURE)*

**Stella Manzie**

**Chief Executive of the London Borough of Barking and Dagenham**

## Foreword from the Carbon Trust

Cutting carbon emissions as part of the fight against climate change should be a key priority for all public sector organisations. Carbon management is about realising efficiency savings, transparency, accountability and leading by example. The UK government has identified the public sector as key to delivering carbon reduction across the UK in line with its Climate Change Act commitments, and the Carbon Trust is pleased to have partnered with the London Borough of Barking and Dagenham on our 2011/12 Public Sector Carbon Management Programme to help it meet this challenge.

This carbon management plan will help the London Borough of Barking and Dagenham to save money on wasted energy and put it to better use in other areas, while making a positive contribution to the environment by lowering carbon emissions. It commits the Borough to a target of reducing CO<sub>2</sub> by 20% by March 2015 and underpins potential financial savings and cost avoidance to the organisation of around £7.5m by that date.

Public sector organisations can contribute significantly to reducing CO<sub>2</sub> emissions and improving efficiency. The Carbon Trust is therefore very proud to support the London Borough of Barking and Dagenham in their on-going implementation of carbon management.

A handwritten signature in blue ink, appearing to read "T. Pryce", on a light blue rectangular background.

Tim Pryce  
Head of Carbon Management  
Carbon Trust

## Executive Summary

The London Borough of Barking and Dagenham is committed to the objectives of reducing carbon emissions, improving energy efficiency and realising financial saving. This plan will also support the organisation to minimise the financial and reputational risks associated with the Carbon Reduction Commitment Energy Efficiency Scheme (CRC EES) regulations, as well as supporting our Policy House priorities to “Improve Value for Money across all services” and to “Make better use of our resources and assets”, as well as aiding the development of a well run organisation. We recognise that in order to achieve a successful conclusion, clear and deliverable to significantly reduce energy consumption at a local level must be implemented. Some of the key drivers motivating the Council to act are explained further in Section 1, but briefly outlined as:

- a. Carbon Reduction Energy Efficiency Scheme (CRC);
- b. Display Energy Certificates (DECs);
- c. Comprehensive Spending Review (CSR);
- d. The Mayor’s Energy Strategy;
- e. London Borough of Barking and Dagenham Council Plan 2011/12;
- f. London Borough of Barking and Dagenham Sustainable Energy Strategy;
- g. Energy and Fuel Prices;
- h. Greenhouse Gas Emissions Reporting (GHG);
- i. Leading by example

To achieve its aim of reduction in carbon emissions, the Council is working with the Carbon Trust on the Public Sector Carbon Management Plan (PSCM) to set out a strategic path for the Council to reduce its energy consumption in its buildings (Figure 1) and associated operations. Schools have been omitted from this plan as they are covered under the Carbon Trust Collaborative Low Carbon Schools Service (CLCSS) programme, for which a separate plan is being produced. Both programmes are overseen by the Corporate Director of Finance and Resources. Both plans will be reviewed at the Programme Board at the same time to ensure consistency.

**The baseline year for this plan is the Financial Year 2010/11 and the Council’s carbon footprint for that period was 17,843 tonnes of CO<sub>2</sub> (excluding housing and schools), costing the Council approximately £4.56 million.** The Council has a range of Capital Projects (i.e. building new leisure centres, etc.), which when delivered are likely to increase future emissions; however the Carbon Management Plan will support the control of any increase/s and simultaneously aid the reduction in existing buildings, this will be closely monitored via quarterly reviews.

As you can see in Figure 1 below, the majority of the London Borough of Barking and Dagenham’s carbon emissions comes from offices, leisure and “other” buildings.

Through this Carbon Management Plan (CMP), the Council is now able to see that **the Value at Stake for not taking action on carbon reduction is a cumulative 25,700 tCO<sub>2</sub> and £7.5 million by March 2016.**

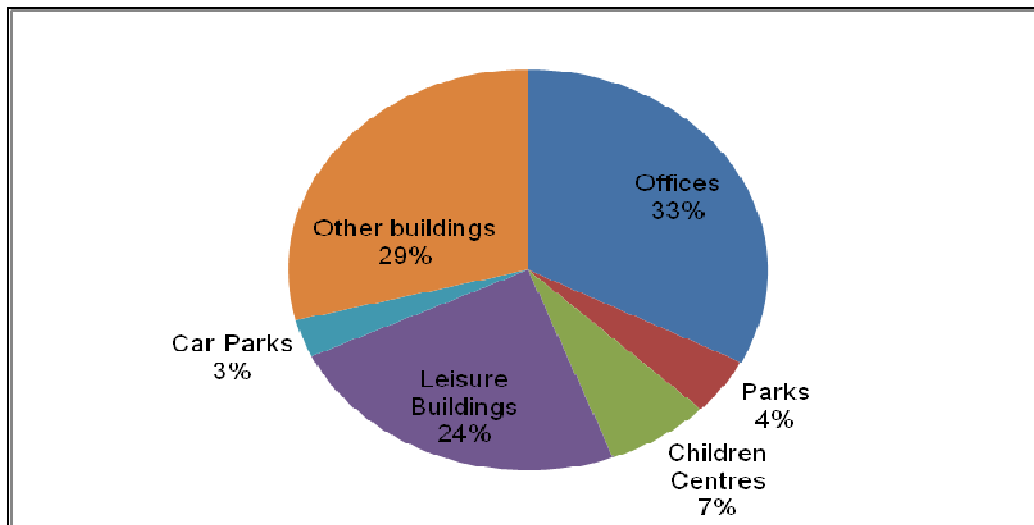


Figure 1: Chart of London Borough of Barking and Dagenham's CO<sub>2</sub> emission from buildings

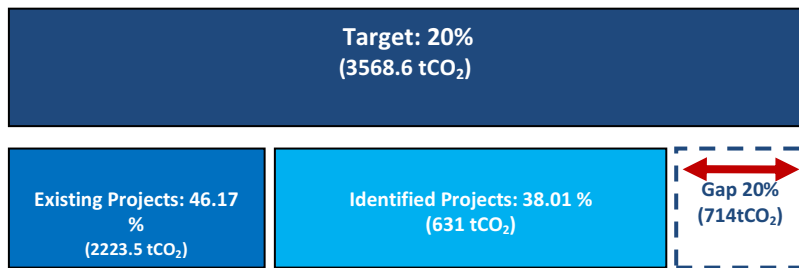
The London Borough of Barking and Dagenham is committed to the Government's long term target of an 80% reduction in carbon emissions by 2050. Delivering a low carbon borough will take many decades and the Council will need to make carbon management a key priority for the next 40 years. In order to achieve it, the **London Borough of Barking and Dagenham will reduce the carbon emissions from its buildings and operations by 20%, from a 2010/11 baseline of 17,843 tonnes CO<sub>2</sub>, by the end of March 2016.**

This Carbon Management Plan will help the Council set an example in leading the way in emission controls.

**The Council has a vision to eliminate energy wastage across its buildings through a combination of technical controls and energy awareness behaviour, utilising Green Champions across the different service areas.**

The Council will meet this challenge through the Carbon Management Plan which has been assembled with a range of stakeholders to reduce the impact of our resource use. The Council has made available resources and support to develop a clear and robust strategy which will simultaneously ensure that statutory obligations are met as well as deliver more energy efficient services.

This approach has allowed us to target our main sources of carbon dioxide emissions through the most cost effective actions. **The energy efficiency projects outlined in this plan will help the Council achieve 80% of its 20% reduction target, over the next five years** as expressed in Figure 2 below:



**Figure 2: Projects identified against target and the carbon gap.**

Concurrently, measures to reduce carbon emissions in other essential areas including street lighting, waste management, a Green Travel Plan for staff and the Council's fleet vehicles have been included as part of this plan.

This plan will enable:

- A controlled increase in energy consumption in Council building stock over the next five years and a 20% reduction to existing sites contained within the baseline;
- Achievement of targeted carbon savings;
- A reduction / control in energy costs for the Council;
- Effective energy data management;
- A shared work programme with energy efficiency activity undertaken by a large number of staff across the Council;
- A regular reporting procedure for energy consumption and carbon emissions;
- An organisational focus on energy efficiency that will enable the Council to continue controlling its carbon emissions into the future;
- High levels of energy awareness amongst our staff

Physical measures within the programme will predominately be implemented within the early years of the plan; simultaneously envisaged changes in working practice that accompany these measures will continue throughout the plan's lifecycle and effectively realise energy savings that the physical measures can enable. In addition, the Carbon Management Plan will mature into a live programme, which will cultivate and adapt as existing projects develop further and new projects are accordingly encompassed.

Not too dissimilar to other local authorities, available financial commitment has been restricted. This has meant that carbon reduction projects have been predominately funded by the existing Salix recycled fund, which though depleting, offers annual financial assistance for energy saving projects. Nevertheless, **the investment needed to carry out the projects outlined in this plan is approximately £2.5 million with an overall payback of 4.6 years. Of that, £1,326,009 has been allocated as part of existing and planned projects; leaving a funding gap of £1,190,000.**

**If the Council is able to fund and implement all of the projects in this plan, it stands to see annual savings of approximately 2,854.5 tCO<sub>2</sub> and £546,498.**

In summary, the Council has developed this Carbon Management Plan to:

- Lead by example in reducing carbon emissions within the Borough;
- Encourage, through our actions, local businesses and residents to adopt sustainable

measures that will benefit the local economy and the Borough;

- Reduce/control energy consumption and expenditure of energy bills;
- Build upon the Council's Sustainable Energy Strategy and embed energy efficiency within the Council's corporate culture and working practices;
- Allocate roles and responsibilities for implementing a series of energy efficiency projects within the Council;
- Establish an effective monitoring system of consumption and savings achieved;
- Set informed carbon controlling targets to guide progress

The Carbon Management Plan is a working document, which will be enhanced during its five year lifespan. The Energy Manager owns this plan and will be responsible for reviewing the plan quarterly and updating it on an annual basis. This will allow the plan to reflect the ever-changing environmental and economical climate but also allow us to stay ahead of advances in technology to deliver more carbon reduction projects as new initiatives emerge. A reviewed and updated plan will be presented to the Council's Executive Team on an annual basis.

## 1. Introduction

Climate change is acknowledged as being part of the greatest challenges facing the world in the 21<sup>st</sup> century, and governments worldwide are reacting by adopting targets and programmes to significantly reduce CO<sub>2</sub> emissions. Globally if left unchecked, climate change will have a profound impact on our way of life, affecting agriculture, food security, causing water shortages and impacting on people's health and economies.

This Carbon Management Plan defines our carbon management programme activity for the next five years and is designed to assist the London Borough of Barking and Dagenham to manage copious carbon reduction projects that will have a long term impact on carbon emissions. It sets the strategic context, the action plan, our current carbon emissions, a costed programme of proposed projects and actions to reduce our emissions and the governance arrangements to keep the programme on track.

Through ever increasing environmental consciousness, the London Borough of Barking and Dagenham is committed to creating sustainable development and reducing carbon dioxide emissions. The Council will deliver this challenge through the Carbon Management Plan, which has been assembled together with a range of stakeholders to reduce the impact of our resource use. The appointment of both support and resources, further underpins the Council's commitment in the development of a clear and robust strategy, which will simultaneously ensure that statutory obligations are met as well as the delivery of more energy efficient services.

### 1.1 Our low carbon vision and target

The London Borough of Barking and Dagenham is committed to the Government's long term target of an 80% reduction in carbon emissions by 2050. Delivering a low carbon Borough will take many decades and the Council will need to make carbon management a key priority for the next 40 years. In order to achieve this target, the **London Borough of Barking and Dagenham intends to reduce the carbon emissions from its buildings and operations by 20%, from a 2010/11 baseline of 17,843 tonnes CO<sub>2</sub>, by the end of March 2016.**

This Carbon Management Plan will help the Council set an example in leading the way in emission controls.

**The Council's has a vision to eliminate energy wastage across its buildings through a combination of technical controls and energy awareness behaviour, utilising Green Champions across the different service areas.**

### 1.2 Our drivers and priorities for reducing our carbon emissions

The Council recognises that the action of local authorities will be critical to the achievement of the Government's climate change objectives; which are currently set at a reduction of CO<sub>2</sub> emissions of 80% by 2050.

The Council's main carbon emission reduction drivers are:

#### a. **Carbon Reduction Commitment Energy Efficiency Scheme (CRC):**

The CRC is a mandatory emissions trading scheme for organisations whose total electricity consumption is greater than 6,000MWh or approximately £500k per annum. The Council is a CRC participant and its yearly performance will be published on the



CRC league table. Carbon allowance payments are a cost to the Council, the financial impact on the Council is currently around £400k per annum.

**b. Display Energy Certificates (DECs):**

All public sector buildings with a floor area greater than 1,000m<sup>2</sup> are legally required to display an energy certificate. The Council has a number of buildings where its DEC's are assessed and displayed annually. For the public sector in England and Wales, a key change is that DEC's have been revised to all buildings with floor areas over 500m<sup>2</sup> must have an energy certificate displayed in a prominent place clearly visible to the public by the end of 2012; the threshold then falls to 250m<sup>2</sup> by 2015.

**c. Comprehensive Spending Review (CSR):**

Carbon reduction projects deliver reduced energy costs and contribute to efficiency savings. After the CSR, all Councils have been required to deliver increased cost and efficiency savings in their services per year.

**d. The Mayor's Energy Strategy:**

The Mayor has a target for London to stabilise its CO<sub>2</sub> emissions in 2025 at 60% below 1990 levels. Councils are an important delivery vehicle for this target.

**e. London Borough of Barking and Dagenham Council Plan 2011/12:**

The management of carbon emissions will contribute to the objectives contained within the plan, i.e.:

- Make better use of resources and assets;
- Continued efficiency and value for money

**f. Council's Climate Change Strategy:**

The Council published the Barking and Dagenham Sustainable Energy Strategy in October 2005 which provides the framework and policies to reduce carbon emissions across all sectors in the Borough. This has now been superseded by the Council's Climate Change Strategy and Affordable Warmth Programme

**g. Energy and Fuel Prices:**

In recent times an annual increase of at least 20% has been recorded for energy prices and this trend is set to continue. Therefore, measures which support the reduction in carbon emissions will help the Council manage the increase in its energy costs.

**h. Greenhouse Gas Emissions Reporting (GHG)**

The GHG report replaces the National Indicator- NI185, where the Council provides an annual report on CO<sub>2</sub> emissions across its estate, fleet and service provision. A baseline for the 2010/11 financial year has been established and the Council aspires to reduce this on an annual basis.

**i. Leading by example:**

The Council is keen to display a responsible approach on energy and environmental issues.

### **1.3 The context for our Carbon Management Programme**

Over recent years the London Borough of Barking and Dagenham has undertaken a number of activities and projects that aim to reduce carbon emissions within the Borough.

The draft Council's Climate Change Strategy coupled with its Affordable Warmth Programme sets the key challenge of leading by example in reducing carbon emissions from its own activities and this led the Council to participate in the Carbon Trust's Carbon Management Programme.

In addition, the Council undertook an energy management assessment with multiple energy audits in 2005 - 2010 which has contributed to this Carbon Management programme.

Other carbon reduction activities and projects include:

- Established Carbon Management / CRC Energy Efficiency Scheme Team;
- Management of CRC Energy Efficiency Scheme compliance and financial limitation;
- SALIX recycled fund (Facilitating energy efficiency projects);
- Planning requirements for 20% renewable energy and the consideration of energy efficiency and CHP for all new developments;
- Adopted the Local Development Framework outlining a 20% carbon reduction requirement for all new developments;
- An installation programme of AMRs (Automatic meter readers);
- Key sustainability and energy requirements for all the Council's capital projects;
- Further development of the Green Champions programme;
- The clearing of backdated data to give realistic baselines in the energy management data;
- Installation of energy efficient light fittings in Council housing and Corporate building stock;
- Co-ordination of insulation programmes for private sector housing;
- Investigations into the 'FIT' (Feed in tariff) feasibilities, including the initial tender of a solar PV installation scheme;
- Sourcing, appraising, applying and securing external funds / grants i.e. the Green Fund, to support ongoing energy saving projects

To develop this plan, the London Borough of Barking and Dagenham initiated a process of regular stakeholder engagement which has resulted in the development a robust Carbon Management Plan by:

- Recognising where it utilises energy;
- Calculating its carbon emissions;
- Validating and updating of energy management data;
- Identifying opportunities for reducing consumption; and
- Developing these opportunities into a programme of energy and, where appropriate, financial efficiency projects, which will be implemented during the lifetime of this plan.

## **2. Emissions baseline and projections**

### **2.1 Scope**

The scope for the Council's carbon baseline includes the energy consumption of the Council's corporate building stock, street lighting and fleet vehicles (including business travel). Schools have been excluded from this plan as they will have their own Carbon Management plan under the CLCSS programme.

At present we do not have complete data on housing, waste and water to enable robust reporting; therefore these are outside of the scope of this plan. However, we are in the process of gathering baseline data on these sources and they will be included in future plans.

The Carbon Baseline and the Carbon Management Plan does not cover waste arising in the Borough or the Council's social housing. The Council is already seeking to reduce waste arising and associated carbon emissions through increasing the Borough's recycling rate.

## 2.2 Baseline

The Council's carbon footprint for 2010/11 is **17,843** tonnes of carbon dioxide emissions with the breakdown of emissions outlined in table 1 below. The baseline data is taken from the financial year ending March 2011 and corresponds with data used for compliance with the Carbon Reduction Commitment Energy Efficiency Scheme (CRCEES) and the Greenhouse Gas Emissions (GHG) reporting.

Category		tCO <sub>2</sub> 2010	%
Stationary sources	Offices	3,818	21%
	Parks	538	3%
	Children Centres	823	5%
	Leisure Buildings	2,774	16%
	Car Parks	357	2%
	Other buildings	3,400	19%
	Street Lights	2,867	16%
Transport	Fleet	2,946	17%
	Business	320	2%
	Outsourced	0	0%
	Commute	0	0%
Further sources	Refrigerant gas	0	0%
	Waste	0	0%
	Water	0	0%
	Other	0	0%
		<b>17,843</b>	<b>100%</b>

Table 1: Summary table of baseline CO<sub>2</sub> emission sources (Source: Carbon Trust Baseline Tool)

## Baseline Summary:- All Emissions

Data for baseline  
year

	CO <sub>2</sub> (tonnes)	%	Cost (£)
Stationary sources	14,577	82%	£2,783,647
Transport	3,266	18%	£1,783,297
Further sources	-	0%	£0
	<b>17,843</b>	<b>100%</b>	<b>£4,566,944</b>

Table 2: Summary table of baseline CO<sub>2</sub> emission sources (Source: Carbon Trust Baseline Tool)

Council buildings, including schools are responsible for the majority of the Council's energy consumption and carbon dioxide emissions. The Council's building stock consists of circa 300 properties covering a wide variety of building types ranging from offices, civic buildings, community centres, schools and leisure centres.

The data used to populate the Council's baseline in the Carbon Trust Baseline Tool was taken from our NI185 submission for the financial year ending March 2011. The breakdown of data is as follows:

### Stationary Sources Transport

- 5 Leisure Centres
- 27 Children's Centre
- 3 Car Parks
- 14 Supplies for Street Lighting
- 39 Corporate Buildings, including Libraries and Community Halls

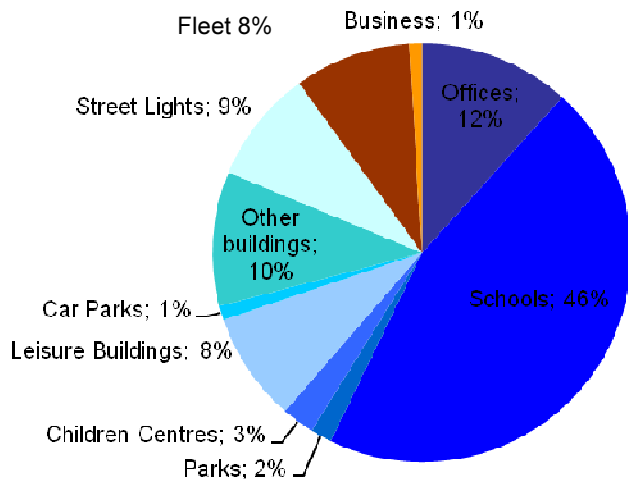
### Transport

- Air – long haul international average
- Air – short haul international average
- Average car (unknown fuel)
- Diesel (litres)

Source	CO <sub>2</sub> emission (kg)	Cost £
Air – long haul international average	1,441	-
Air – short haul international average	1,343	-
Average car	317,574	184,636
Diesel (litres)	2,945,946	1,598,661
	<b>3,266,303</b>	<b>1,783,297</b>

Table 3: Summary table of Transport CO<sub>2</sub> emission sources (Source: Carbon Trust Baseline Tool)

Figure 2 below gives a full breakdown of the Council's CO<sub>2</sub> emissions, including its schools. For the purpose of the plan, however, Figure 3 gives a breakdown of the sources of the Council's CO<sub>2</sub> emissions excluding schools. The chart in Figure 3 illustrates that the main energy consumption that falls under the jurisdiction of this plan occurs in corporate offices, street lighting and leisure centres, and that these should constitute the main focus of energy efficiency measures.

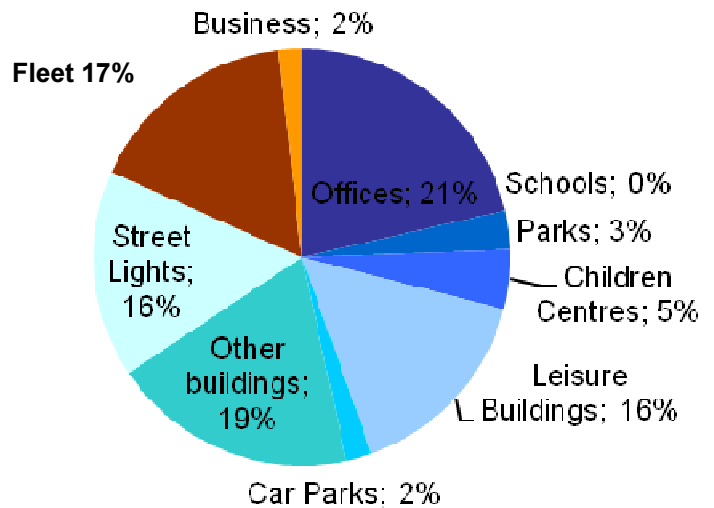


**Figure 2: Chart of London Borough of Barking and Dagenham 2010/11 CO<sub>2</sub> emission sources, including schools.**

\*\*\* Please note that although schools contribute 45% of the CO<sub>2</sub> emissions, the measures to reduce emissions from these sources is covered under the CLCSS programme. \*\*\*

**Figure 3: Chart of London Borough of Barking and Dagenham 2010/11 CO<sub>2</sub> emission sources, excluding schools.**

\*\*\* Please note that, for the purposes of this plan, the 20% reduction target and all associated projects will be based on this understanding of LBBD's baseline. \*\*\*



## 2.3 Projections and Value at Stakes

### 2.3.1 The value at stake of not hitting our target could cost the London Borough of Barking and Dagenham a cumulative £7.5m by 2015/16

The charts below show the comparison between the predicted increases in energy costs to the Council if it continues "Business as Usual" and does not take steps to reduce its carbon emissions. This is known as the Value at Stake (VAS) and it is the difference between the 'business as usual' scenario and meeting the 20% reduction target; also known as the reduced emissions scenario.

Using the 2010/11 emissions data as the baseline, projections for the next five years on utility cost and energy consumptions for the two different scenarios have been calculated. The scenarios are:

- 'Business as usual' (BAU) assumes that:
  - No action is taken by the Council to reduce energy and carbon emissions
  - Energy consumption rises by 3%\*\* per year
  - Energy and fuel cost rises by 5.8%\*\*\* per year
  - Carbon emission conversion factors remain the same

- The effects of the known changes in the Council's assets have been added
2. 'Reduced emissions reduction' (RES) scenario assumes that:
- Reduction in carbon emissions of 20% in the next five years
  - Energy consumption rises by 3%\*\* per year
  - Energy and fuel cost rises by 5.8%\*\*\* per year
  - Carbon emission conversion factors remain the same
  - The effects of the known changes in the Council's assets have been added
- \*\* The energy consumption assumption is derived by modelling the effects of some of the known changes to the Council's assets.
- \*\*\* This energy and fuel cost figure is derived from Department of Energy and Climate Change Energy Cost Projections given the Carbon Trust Baseline Tool.

### 2.3.2 Effects of the known changes in the Council's assets

There are planned changes in the Council's Property Asset Management Plan have been included in the "Business as Usual" and not in the "meeting the Target" scenario. These planned changes include:

- Closing six buildings within the next 12 months (four offices, one library and one leisure centre)
- Extending opening hours of our registrar's office

<b>Final year annual cost breakdown</b>	<b>BAU</b>	<b>RES</b>
Energy and Fuel Cost	£7,281,928	£4,662,942
CRC Cost	£225,481	£139,940

Table 2: Summary table of Values at Stake

Table 2 above together with figures 4 and 5 below, further illustrates the potential risk of not achieving the target set out in this plan. The Council is at risk of up to £3million in increased energy cost, and over £100k increased CRC cost by 2015 if the carbon emissions continue to rise at a modest rate of 3% and energy costs rise by up to 5.8% and the price of carbon remain fixed at £12 per tonne.

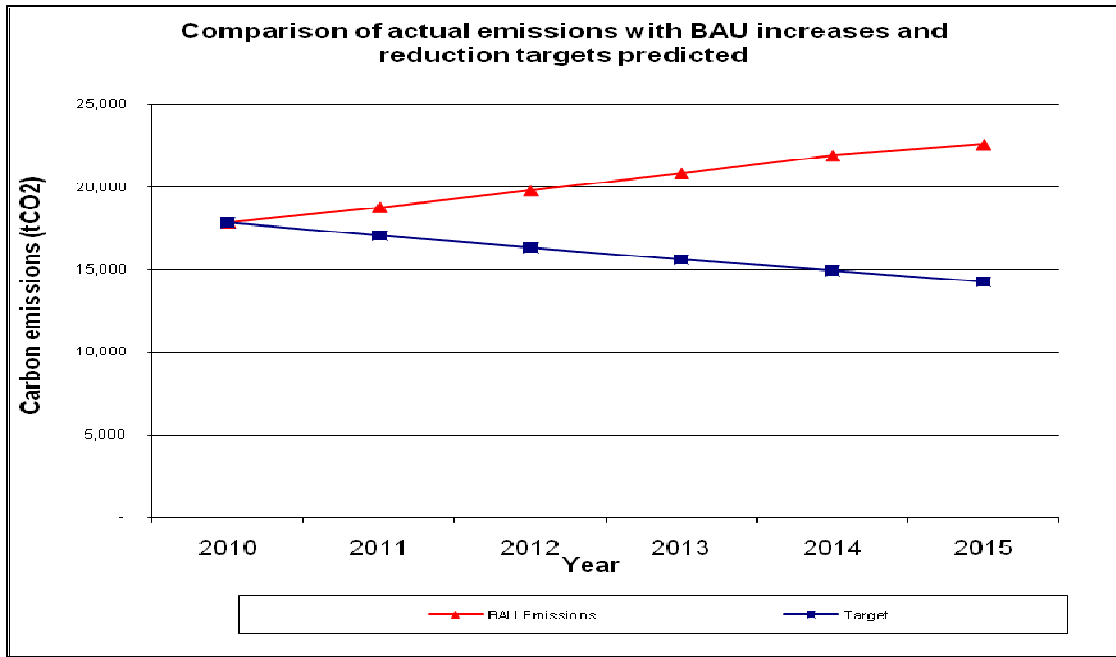


Figure 4: Carbon Value at Stake

**Summary carbon value at stake**

Final year annual tCO2 savings	8,302
Cumulative tCO2 savings	25,700

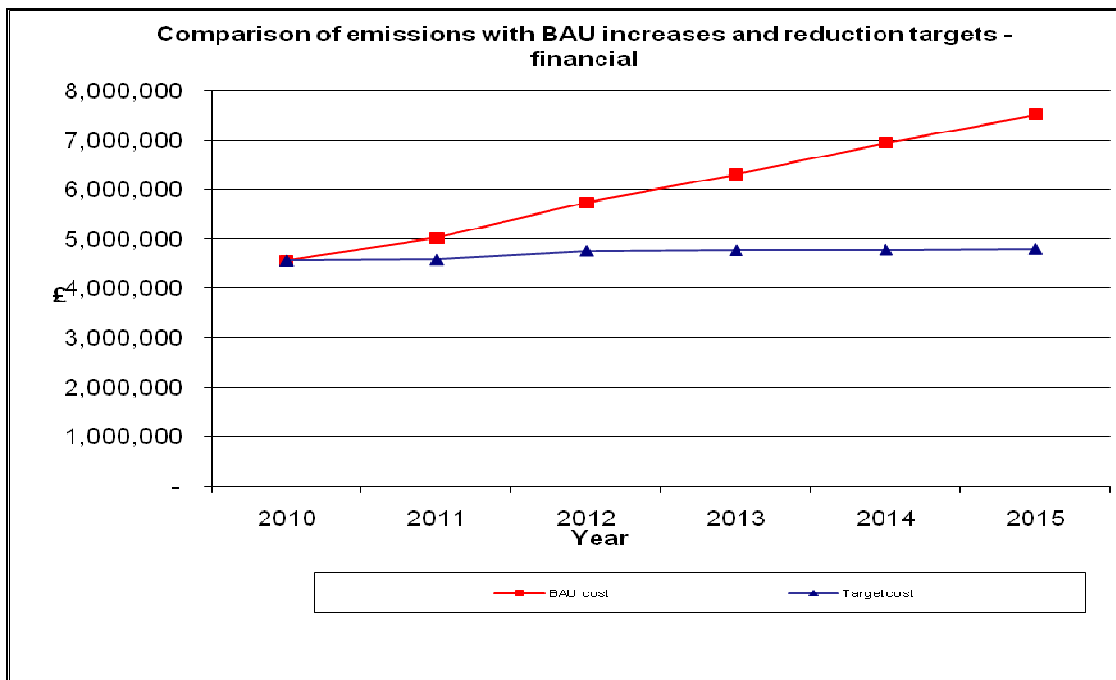


Figure 5: Financial Value at Stake

**Summary financial value at stake**

Final year annual cost savings (£)	£2,618,986
Cumulative cost savings (£)	£7,563,546

### 3. Carbon Management Projects

This section lists the projects and opportunities that will enable the Council to reduce the carbon emissions from our operations. The projects have been identified from a number of sources namely:

- The Carbon Trust Rapid Assessment Project (RAP) Tool
- Departmental staff identifying technical areas and potential saving methods
- Historic Energy Survey reports
- Measures identified by members of the Council Carbon Management Group (with representations from Street lighting, Waste, Travel)

**We have identified 25 opportunities for carbon reduction at a cost of £2,516,009**

A number of these projects have been implemented whilst others will be implemented over the next few years. All of the projects have been entered into the Carbon Trust Carbon Management Project Register (CMPR).

**The identified projects could achieve 80% of our 20% target.**

	Baseline Category	tCO <sub>2</sub>	%	Total Identified	% of Target	Progress vs Target
Stationary	Offices	3,818	21%	964	27.0%	126.2%
	Schools	-	0%	0	0.0%	
	Parks	538	3%	0	0.0%	0.0%
	Children Centres	823	5%	0	0.0%	0.0%
	Leisure Buildings	2,774	16%	0	0.0%	0.0%
	Car Parks	357	2%	71	2.0%	98.9%
	Other buildings	3,400	19%	0	0.0%	0.0%
	Street Lights	2,867	16%	1,119	31.4%	195.1%
Transport	Fleet	2,946	17%	0	0.0%	0.0%
	Business	320	2%	0	0.0%	0.0%
	Outsourced	-	0%	0	0.0%	
	Commute	-	0%	0	0.0%	
Further Sources	Refrigerant gas	-	0%	0	0.0%	
	Waste	-	0%	0	0.0%	
	Water	-	0%	0	0.0%	
	Other	-	0%	0	0.0%	
	All Buildings	11,710	66%	2,854	80.0%	121.9%
All Transport	3,266	18%	0	0.0%	0.0%	
All Further Scope	2,867	16%	0	0.0%	0.0%	
<b>Totals</b>		<b>17,843</b>	<b>100%</b>	<b>2,854</b>	<b>80.0%</b>	

Baseline total tCO <sub>2</sub>	17,843
Target	3,569



### 3.1 Existing projects

These consist of projects which are currently underway together with projects that have been completed since the baseline year.

Ref	Project	Lead	Cost		Annual Savings (yr 1)		Pay back (yrs)	Net Present Cost (£)	% of Target	Implementation year
			Capital	Operational	Financial (Gross)	tCO2				
2	T5 Lighting Upgrade	Principal Electrical & Mechanical Surveyor	£20,520		£4,818	28.2	4.3	(£19,553)	0.8%	2010
3	Replacement High Efficiency Modulating Burners	Principal Electrical & Mechanical Surveyor	£29,239		£9,035	38.0	3.2	(£58,068)	1.1%	2010
4	The Mall Car Park - Lighting	Principal Electrical & Mechanical Surveyor	£7,760		£12,043	70.6	0.6	(£190,731)	2.0%	2011
5	Town Hall & Civic LED lights	Principal Electrical & Mechanical Surveyor	£3,074		£2,285	13.4	1.3	(£34,589)	0.4%	2012
6	High Efficiency Modulating Burner with Integral Co	Principal Electrical & Mechanical Surveyor	£13,008		£4,517	19.0	2.9	(£30,646)	0.5%	2012
7	Draught-proofing at Ripple Offices	Principal Electrical & Mechanical Surveyor	£8,755		£2,684	11.3	3.3	(£11,664)	0.3%	2012
8	Draught Proofing Windows at Civic Centre	Principal Electrical & Mechanical Surveyor	£25,276		£7,964	33.5	3.2	(£35,312)	0.9%	2012
9	Installation of High Efficiency Modulating Burners at Civic Centre	Principal Electrical & Mechanical Surveyor	£21,801		£7,502	31.6	2.9	(£50,693)	0.9%	2012

London Borough of Barking and Dagenham Carbon Management Plan  
working with Carbon Trust

11	Server virtualisation	ICT Officer			£18,879	110.7	no financial savings	Missing data	3.1%	2011
12	Server virtualisation	ICT Officer			£18,879	110.7	no financial savings	Missing data	3.1%	2012
14	Street Light Replacing	Operations Team Leader-Street Lighting	£1,022,673		£190,858	1,118.9	5.4	(£943,689)	31.4%	2010
15	Installation of MFDs	ICT Officer	£74,107		£13,950	81.8	does not payback	£11,122	2.3%	2010
16	Barking Learning Centre (Heating Boiler repair works)	Mechanical Engineer	£5,600		£2,293	9.7	2.4	(£4,751)	0.3%	2011
17	Civic Centre (Boiler No.2 Replacement)	Mechanical Engineer	£21,161		£4,266	18.0	5.0	(£27,973)	0.5%	2010
18	Roycraft House (Boiler No.2 Replacement)	Mechanical Engineer	£24,000		£2,047	8.6	11.7	£429	0.2%	2010
19	Civic Centre - Office Lighting Replacement	Principal Electrical & Mechanical Surveyor	£20,282		£6,211	36.4	3.3	(£31,369)	1.0%	2012
20	Roycraft House Stairwell & W.C. Re-lighting	Principal Electrical & Mechanical Surveyor	£6,520		£1,218	7.1	5.4	(£3,609)	0.2%	2012
21	Frizlands Depot - Mess Room - Boiler Optimisation	Principal Electrical & Mechanical Surveyor	£3,190		£1,340	5.6	2.4	(£3,952)	0.2%	2012
22	Town Hall, Barking - Boiler Firing Optimisation	Principal Electrical & Mechanical Surveyor	£4,785		£7,048	29.7	0.7	(£32,768)	0.8%	2012
23	Civic Centre - Installation of Boiler Optimisation	Principal Electrical & Mechanical Surveyor	£4,785		£5,637	23.7	0.8	(£25,252)	0.7%	2012
24	Roycraft House - Installation of Boiler Management	Principal Electrical & Mechanical Surveyor	£3,190		£3,102	13.1	1.0	(£13,341)	0.4%	2012
25	Communication and awareness campaign	Energy Officer	£0	£0	£14,506	79.7	0.0	(£65,495)	2.2%	2012

	<b>Total</b>	<b>£1,319,726</b>	<b>£0</b>	<b>£341,082</b>	<b>1899.3</b>	<b>3.87</b>	<b>(1,571,905)</b>	<b>53.2</b>	
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### 3.2 Planned / funded projects

These consist of projects that have been approved and for which funding is either approved or allocated.

Ref	Project	Lead	Cost		Annual Savings (yr 1)		Pay back (yrs)	Net Present Cost (£)	% of Target	Implementation Year
			Capital	Operational	Financial (Gross)	tCO2				
1	M&T	Energy , Environmental & Compliance Manager	£1,000	£1,000	£125,721	619.7	0.0	(£562,120)	17.4%	2011
10	Draught Proofing to Windows at Frizlands Depot	Principal Electrical & Mechanical Surveyor	£5,283		£2,695	11.3	2.0	(£25,754)	0.3%	2012
	<b>Total</b>		<b>£6,283</b>	<b>£1,000</b>	<b>£128,416</b>	<b>631</b>	<b>0.05</b>	<b>(£587,874)</b>	<b>17.7</b>	

### 3.3 Planned projects requiring funding

These consist of identified projects for which funding has not been identified/allocated.

Reference	Project	Lead	Cost		Annual Savings (yr 1)		Pay back (yrs)	Net Present Cost (£)	% of Target	Implementation Year
			Capital (£)	Revenue (£)	Financial (Gross) (£)	tCO2				
26	Civic Biomass CHP	Energy, Environ. and Comp. Manager	1,190,000	506,723	77,000	324.2	15.5	4,143,897	9.1	2013
	<b>Totals</b>		<b>1,190,000</b>	<b>506,723</b>	<b>77,000</b>	<b>324</b>	<b>16</b>	<b>4,143,897</b>	<b>9</b>	

The following projects, in addition to requiring funding, require further due diligence regarding the investment and payback. The designated Lead will be responsible for researching and developing a business case for the projects to which they are assigned.

Project	Lead	Year
Round management system	Waste Service Manager	2012
Glass in residual waste	Waste Service Manager	2012
Orange wheelie bins	Waste Service Manager	2012
Purchase of new fleet.	Waste Service Manager	2012
Increase the number of staff using public transport by 4%	Business Travel Plan Co-ordinator	2014
Increase the number of staff cycling to work by 3%	Business Travel Plan Co-ordinator	2014
Increase the number of staff walking to work by 1%	Business Travel Plan Co-ordinator	2014
Increase the number of staff car sharing by 5%	Business Travel Plan Co-ordinator	2014
Introduce web- and tele-conferencing meetings	Business Travel Plan Co-ordinator	2013
Introduce a 'meeting buddy' system	Business Travel Plan Co-ordinator	2013
Introduce car rental as an alternative to the 'grey fleet'	Business Travel Plan Co-ordinator	2012

### 3.4 Potential future projects

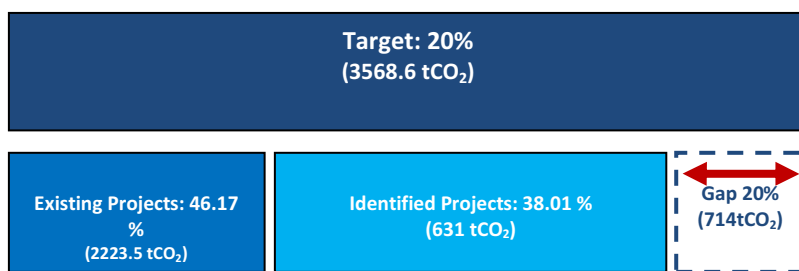
There are a number of potential projects which have been identified using the (Rapid Assessment Projects) RAP Tool and covers measures in the different baseline categories and which have been summarised below for the purpose of this report:

- Draught proofing
- BMS – installation and optimisation (i.e. fine tuning)
- Zoning, Heating control systems, Optimised control of cooling
- Pipe work insulation
- Automatic lighting controls, Localised lighting, Retrofit/replace lighting to T5
- Equipment timer controls
- Secondary glazing
- Virtualisation/thin computers to 30% of Estate

- IT Management software/PC Switch Off
- Upgrade to condensing boilers
- Cavity wall insulation
- Draught proofing
- Loft insulation
- Streetlight dimming at midnight, including energy photocells

### 3.5 Projected achievement towards target

The identified projects in this plan will attain 80% of the emissions reduction target. The gap of 20% will be filled by continued identification of energy efficiency projects under the Salix and RE: FIT schemes.



**Figure 6: Projects identified against target and the carbon gap**

#### 4. Carbon Management Plan Financing

This section sets out the potential financial savings and investment sources for the projects outlined in the Carbon Management Plan. The financial benefits accruing to the Council from successful implementation of this plan could be significant; as energy prices continue to rise, the amount the Council spends on electricity, gas and street lighting will increase considerably. Hence, the Council is committed to reducing energy consumption and spend.

**To implement the projects defined in this plan an investment cost £2,516,009 has been identified. £1,326,009 of this amount has been allocated as part of existing and planned projects; leaving a funding gap of £1,190,000.** There are some projects that have also been identified for which no firmed up costs exists.

**Currently the annual cost savings/avoidance associated with these projects is £546,498; this figure is low and is partly because financial information on some of the existing projects has been estimated whilst other projects are part of the planned maintenance/capital projects and these have high payback periods, but have been identified because of their contribution to carbon emissions reduction.**

Full financial evaluation of the all proposed projects will be completed as part of the project implementation to ensure projects payback within an appropriate time frame.

##### 4.1 Financial costs and sources of funding

Project Status Category	Cost		Annual Savings (yr 1)		Pay back (yrs)	% of Target
	Capital	Operational	Financial (Gross)	tCO <sub>2</sub>		
Existing	£2,487,925	£506,723	£410,580	2,192	-25.9	61.4%
Planned/Funded	£1,000	£1,000	£125,721	620	0.0	17.4%
Near Term	£21,801	£0	£7,502	32	2.9	0.9%
Mid-Long Term	£5,283	£0	£2,695	11	2.0	0.3%
	£0	£0	£0	0		0.0%
	£0	£0	£0	0		0.0%
<b>Totals</b>	<b>£2,516,009</b>	<b>£507,723</b>	<b>£546,498</b>	<b>2,854</b>	<b>4.6</b>	<b>80.0%</b>

Funding Source Category	Cost		Annual Savings (yr 1)		Pay back (yrs)	% of Target
	Capital	Operational	Financial (Gross)	tCO <sub>2</sub>		
Capital	£2,510,224	£506,723	£399,224	2,125	-23.4	59.6%
Revenue	£4,785	£0	£21,553	109	0.2	3.1%
Other	£0	£0	£0	0		0.0%
Partnership	£1,000	£1,000	£125,721	620	0.0	17.4%
	£0	£0	£0	0		0.0%
	£0	£0	£0	0		0.0%
<b>Totals</b>	<b>£2,516,009</b>	<b>£507,723</b>	<b>£546,498</b>	<b>2,854</b>	<b>4.6</b>	<b>80.0%</b>

The Council's Carbon Board Group will be responsible for identifying and agreeing funding sources. The Council will consider a number of options to fill the funding gap of £1,197,500 and fund other carbon reduction projects that are identified to deliver this plan

These options will include:

#### **4.1.1 Internal Funding**

Projects which represent good value for money and appropriate pay backs may be supported from the Council's capital and revenue budgets after the approval of business cases. The planned maintenance and capital programmes which include measures such as heating upgrades, lighting upgrades, roofing and windows improvements and replacements will be used to fund the inclusion of energy efficiency measures. Departmental budgets will be used to fund operational efficiency projects which have been identified as having additional carbon benefits.

#### **4.1.2 Salix Energy Efficiency Loan Scheme**

The Council has an existing invest to save fund for energy efficiency investment under the Salix Finance Scheme. This is a ring fenced revolving fund where the loan is repaid from energy cost savings accrued from energy projects and re-invested into the fund to enable the initiation of new projects. The projects funded under this scheme have to cost less than £12 per tonne of carbon and meet Salix's compliance criteria.

#### **4.1.3 London Energy Efficiency Fund (LEEF)**

LEEF provides competitive finance for the adaptation and refurbishment of buildings in London, to make them more energy efficient and environmentally friendly. Each project should seek to implement energy conservation measures that result in energy savings of at least 20% and projects can be delivered through the RE:FIT programme.

#### **4.1.4 RE: FIT**

The RE:FIT Programme has been established by the Greater London Authority to achieve significant and guaranteed energy and cost savings for Public Sector organisations through Energy Service Companies (ESCOs) retrofitting energy conservation measures in existing buildings. This work includes a range of short term and medium/long term measures to maximise the energy and carbon reduction savings. The projects savings are guaranteed by the ESCOs and backed up by Parent Company guarantees and/or Performance Bonds, and ensure fixed revenue streams which would be suitable to repay a fixed loan over an agreed term.

#### **4.1.5 Partnership**

The Council will look to work in partnership with external agencies to deliver energy saving. This approach will be sought to deliver high cost capital projects such as Solar Panel and CHP installations. The Council will also seek opportunities to utilise the Green Deal and Green Investment Bank offerings.

## **4.2 Assumptions**

Assumptions have been made to quantify the costs and savings of the proposed projects. These include:

- Given the volatility of the energy market, assumptions about future energy prices and savings over the next five years have been capped using a nominal figure of 20%
- All the savings from this programme are not quantifiable. There will be tangible/cashable savings as well as intangible benefits. The intangible benefits include:
  1. Increasing long term energy security of the Council as we reduce demand and increase localised energy generation.
  2. Providing leadership to our communities and partners

3. Enhanced reputation amongst staff, stakeholders and wider community
  4. Enhanced joint working across different departments to address carbon issues
- Where quotes have not been obtained, project costs are based on estimates
  - The implementation costs of corporate property projects will be covered under the Salix Finance Scheme

#### 4.3 Benefits / savings – quantified and un-quantified

	2010	2011	2012	2013	2014	2015
Annual cost saving	£13,853	£46,159	£383,910	£469,498	£546,498	£546,498
Annual CO <sub>2</sub> saving	66	245	2,104	2,530	2,854	2,854
% of target achieved	2%	7%	59%	71%	80%	80%

## 5. Change Management Action Plan

This section sets out how officers will work to embed carbon management within the Council in order to facilitate the delivery of project within this plan.

### 5.1 Corporate Strategy – embedding carbon reduction across your organisation

The implementation of the Council’s Carbon Management Plan will involve a range of measures including encouraging behavioural change to installing more energy efficient technologies and the longer-term embedding of carbon management into corporate policies and procedures.

We recognise that to meet our 20% carbon reduction target will involve changes to the way we manage energy and carbon emissions across the Council. Our key strategic document is our Energy Strategy which aims to address CO<sub>2</sub> emissions in the Council. It outlines policies and measures for encouraging energy-efficiency improvements. Everyone in the Council will need to play their role in improving energy efficiency.

“Better Future” is one of the Council’s four main priorities set out in our Corporate Plan, and states that we aim to be a borough that reduces its waste and CO<sub>2</sub> emissions.

To help show how our priorities, policies and strategies fit together we have developed the “Policy House”, which is a visual representation of the Council’s Corporate Plan.





The fifth priority, which provides the firm foundations on which the house is built, is being a well run organisation. This is our approach to improving the way the Council operates to help us become more efficient.

We reflect the strategic objectives of the Council in our business plans, which contain the actions for each department, division and service. These action plans are then linked into team and individual staff objectives as part of the appraisal process.

The action plan below sets out how we will embed Carbon Management across the Council:

Action	When	Owner(s)
Sustainability to be included in the Council's risk register	2012	Energy, Environmental and Compliance Manager
Carbon management and sustainability is to be integral in the following policies, strategies and standard documents		
<ul style="list-style-type: none"> <li>Procurement Policy</li> </ul>	2012	Procurement Manager
<ul style="list-style-type: none"> <li>Travel Policy</li> </ul>	2012	Climate Change Officer
<ul style="list-style-type: none"> <li>HR Strategy</li> </ul>	2012	Divisional Director HR
<ul style="list-style-type: none"> <li>Modern Ways of Working</li> </ul>	2011	Corporate Director of Finance and Resources
<ul style="list-style-type: none"> <li>ICT Strategy</li> </ul>	2012	ICT Client Officer
<ul style="list-style-type: none"> <li>Sustainability Policy</li> </ul>	2012	Climate Change Officer
Carbon Management Plan published on the Council's website	2012	Energy, Environmental and Compliance Manager

## 5.2 Responsibility – being clear that saving carbon is everyone's job

The Carbon Management Programme will be monitored by the Council's Energy and Compliance team (please refer to table in section 5.4). They will be responsible for

cascading programme information and communication to key stakeholders, Green Champions and staff will be a key part of the communications and management strategy.

The Council already has a number of Green Champions in place. However, due to a number of restructures that have taken place over the last year we have lost some so plans are in place to start recruiting new Green Champions.

Work is already underway to include carbon saving responsibilities in the Council's core competencies and further work is planned to include them in relevant job descriptions.

In 2011 the Council launched its Ideas Space scheme. The scheme is designed to encourage staff engagement by providing staff with a forum to submit ideas and have discussions on how the Council can save money, eliminate waste, improve the way we work and reduce our carbon emissions. Staff can submit ideas by completing an online form which is available on the Council's intranet.

### 5.3 Monitoring and reporting

Accurate and timely energy data management is becoming critical, particularly with the introduction of the Carbon Reduction Commitment. While data is collected from a range of sources across the Council, data collation is now co-ordinated through a central point in the Assets and Commercial Services Team. The Council was successful in collating its total CO<sub>2</sub> emissions based on energy and fuel consumption for its CRC report in 2011; this is now an annual requirement.

The data management information gathered each year will be used to target and monitor energy saving projects.

Some key ongoing actions to improve data quality and its management include:

- Using the Green House Gas emissions report as the core scope of emissions and aligning this with the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme annual data collection methodology.
- Installation of automatic meters to improve the Council's ability to capture and analyse data more frequently and more accurately.
- Introduction of a standard template to capture all carbon reduction projects – this template will be used Council-wide allowing us to track and monitor progress on a quarterly basis centrally, within the Assets and Commercial Services Team.

### 5.4 Communication and training – ensuring everyone is aware

The Council has already begun to raise awareness and educate its staff about its carbon management responsibilities, and has had some success with its Green Champions programme. However, a wider and more coordinated and focussed approach is needed to engage all staff and stakeholders.

Communications over the next five years need to be frequent, easy to understand, timely, and wherever possible link into national or local events or activities that are taking place.

Planned activities:

Action	When	Owner(s)
Overview of the Council's Carbon	2012	Energy Officer and Group

reduction plan included in staff induction		Manager HR Strategy
Development of online carbon management training module which will be delivered through the e-learning	2012	Energy Officer and Group Manager HR Strategy
Re-launch the Green Champions network. Minimum of one representative from each Division.	2012	Energy Officer
Sustainability questions added to the staff temperature check so awareness levels can be monitored annually	2012	Energy Officer and Group Manager HR Strategy
Carbon saving responsibilities included in the Council's core competencies	2012	Group Manager HR Strategy
A rolling awareness campaign which will include monthly staff communications using: E-bulletin Let's Talk cascade brief Feedback – staff newsletter and Intranet features Staff briefings and events	2012/13	Energy Officer
Carbon saving responsibilities included the in relevant job descriptions	2012	Group Manager HR Strategy
Carbon Management Plan made publicly available on the Council's website	2012	Energy, Environmental and Compliance Manager
Development of an online sustainability forum on the Council's intranet	2013	Energy Officer and Business Development Manager

A detailed communications plan outlining all activities for the next year can be found in Appendix B.

## 5.5 Engagement of your stakeholders – leading by example

This plan's aim of reducing the Council's carbon emissions and energy costs will be significantly enhanced if all the key stakeholders remain effectively and consistently engaged throughout the process.

While the contribution and needs of each stakeholder group differ, it is clear that all stakeholders need to be engaged to ensure broad support and successful programme outcomes. The following groups have been identified as key stakeholders that need to be engaged and receive regularly communications (please refer to Appendix B - embedded Communications Plan).

<b>Stakeholders</b>
Members

Living and Working Board
Corporate Management Team
Divisional Directors
HR
Group Managers
Green Champions
Staff Networks
Staff
Schools
Partners
Suppliers
Other Councils
Carbon Trust
Residents

#### 5.5.1 How we appraise projects on carbon as well as financial criteria

The individual breakdown of projects will have identified the anticipated savings and it will be the Energy Manager's responsibility to monitor progress to ensure they are achieved. To help improve our ability to monitor the progress of projects we have implemented a standard project template which is used to track the progress of the project along with any savings and carbon reductions we have made.

All project managers responsible for managing capital projects will be required to submit a quarterly progress report to the Energy Manager. For divisions that are implementing a number of projects, such as The Assets and Commercial Services Division, a representative will be nominated to regularly report progress to the Energy Manager.

#### 5.5.2 Engagement with schools

Schools have an important part to play in creating an environmentally aware society. The Council's schools are responsible for 44% of carbon emissions from buildings and there is great scope for improving energy efficiency. School buildings are the Council's largest source of carbon emissions. They are also integral to equipping young people with the wide-ranging skills, knowledge and understanding for sustainable living.

We have been working in conjunction with the Carbon Trust's schools programme (Collaborative Low Carbon Schools Service (CLCSS)) to produce a suite of energy efficient projects that will be used in the ten pilot schools that been selected. Once successfully implemented in the pilot schools the aim is to roll this out across the rest of the Council's schools. A separate carbon reduction plan for schools has been developed and can be found on the intranet/shared drive etc. Both programmes are overseen by the Corporate Director of Finance and Resources. Both plans will be reviewed at the Programme Board at the same time to ensure consistency

The Children's Services Directorate are working closely with schools to embed sustainable development within the curriculum.

### 5.5.3 **Engagement with our Housing Strategy Team**

The London Borough of Barking and Dagenham has worked in partnership with East London Warm Zone and Warm Front to ensure that over 3,500 vulnerable private sector households had home insulation and heating works committed to their properties in recent years, thereby reducing their rate of thermal failure. The Council has also collaborated with the GLA to create Low Carbon Zones in Barking Town Centre and Dagenham Heath to cut domestic carbon emissions by 20.12% by 2012 and by 60% by 2025. Part of the project concentrated on the installation of 10 energy saving measures in homes.

By using the Carbon Emissions Reduction Target (CERT) and Community Energy Saving Programme (CESP) funding, council homes and several hard to treat tower blocks will also benefit from warmer homes and reduced fuel bills. Approximately 4,000 council properties will be insulated, saving Council tenants over 5,800 tonnes of carbon each year and delivering the maximum fuel cost savings of £350 per property per annum. This will help to alleviate fuel poverty and support the delivery of the thermal comfort element of the Council's Decent Homes Programme, as well as assisting the Council in achieving its carbon reduction target.

### 5.5.4 **Engagement with our suppliers**

The Council realised it must ensure that all procured goods and services consider the sustainability agenda. The Council's procurement policy advises staff to take the following points into consideration when selecting a supplier:

- You should always include environmental considerations in assessment of suppliers and their products and services, including such consideration in every contract document
- You should encourage the use of suppliers striving to improve their environmental impact. This may be demonstrated by holding ISO14001 (BS7750)
- You should ensure where possible that you purchase products bearing the European Union environmental certification labelling

We are committed to ensuring that the areas which must be considered and recorded have already been outlined previously, but it is important that buyers fully appreciate that they must be able to show how they have compared their purchase options, such as:

- Whole life
- Packaging
- Delivery
- Chemical use

The Council's procurement policy is published on Council's website.

## 5.6 **Policy Alignment – saving CO<sub>2</sub> across your operations**

It is essential that carbon emissions reduction is acknowledged and planned for in the majority of Council policies. The Council already has a number of carbon reduction policies in areas such as transport policies, staff travel policies and the procurement policy, but in other areas there is no policy alignment. We will therefore work with the Carbon Management Team to review policies as they come up for renewal to ascertain whether they need to include carbon reductions.

### 5.6.1 Procurement policy

The strategy aims to encourage sustainable procurement practices throughout the Council to contribute to carbon savings and promote greater environmental sustainability. The strategy sets out the processes we need to follow to make sure the Council's spending activities achieve value for money, while minimising the damage to the environment.

Our procurement policy, with regard to environmental issues, is to:

- Strive to adopt the highest environmental standards in all areas of our operation
- As a minimum, comply with government and European Union environmental and health and safety requirements
- Minimise the use by the Council and its suppliers of materials, supplies and energy by cutting down on waste and repairing or reusing existing products

### 5.6.2 Transport

The Council promotes sustainable modes of transport and has been encouraging staff to use public transport to get to work, and to cycle or walk where possible. We have produced a Green Travel Plan providing information for staff on public transport, car sharing, cycling and other issues relating to green travel.

We have formed a bicycle users group for staff which promotes cycling and supports Council staff who cycle to work or cycle as part of their job. In January 2010 the Council introduced the Cycle to Work Scheme; this gives staff the opportunity to purchase a bicycle at a reduced rate, through salary sacrifice. We have invested in two electric pool vehicles (car and van) that staff will be able to borrow to use for work.

To manage business travel the Council has an essential car users allowance policy and a casual car users policy. Through our car allowance schemes the Council aims to ensure that its workforce contributes to this aim and chooses methods of transportation which are both financially efficient in delivering better services and which make the borough a healthier and cleaner place to live.

## 6. Programme management of your carbon management programme

The Council's involvement in the Carbon Management Plan was agreed by the Executive in autumn 2010. The Chief Executive and Lead member for the Environment continue to provide the political backing and commitment of resources to the programme.

### 6.1 The Programme Board – strategic ownership and oversight

Carbon Management is a standing item on the Council's Carbon Board Group, which meets on a quarterly basis, monitors key work items and will undertake regular assessments of the Carbon Management Plan to ensure successful implementation.

In order to manage the carbon reduction programme the Council has established a Carbon Management Board, which is chaired by the Corporate Director of Finance and Resources. The terms of reference of the group are to:

- Champion and provide leadership on carbon management

- Set and review strategic direction and targets
- Remove obstacles to successful completion of carbon management projects
- Set the scope of the carbon management plan and prioritise carbon reduction projects
- Monitor progress towards objectives and targets
- Champion plans for financial provision of carbon management projects
- Ensure there is framework to co-ordinate projects in carbon management programme

The group consists of project lead, support leads and support staff from numerous disciplines within the authority:

Function/	Name	Area of work
Chair Project Sponsor	Tracie Evans	Corporate Director of Finance and Resources
Project lead	Sandra Joseph	Energy, Environmental and Compliance
Project Deputy	Leeann Kenny	Energy Officer
Project Support	Clive Bennett	Facilities Management
Project Support	Andy Butler	Sustainability and Climate Change
Project Support and Delivery	Rupert Hay-Campbell	Customer Strategy, ITC and Transformation
Project Support	Phillip Horner	Finance
Project Support	Dawn Hughes	Children's services
Project Support and Delivery	Gloria Millis	Climate Change
Project Support and Delivery	Rachel Hookway	Climate Change
Project Support and Delivery	Peter Spencer	Electrical, Mechanical and Building
Project Support and Delivery	Martin Storrs	Procurement
Project Support and Delivery	Ruth Du Lieu	Street Scene
Project Support and Delivery	Blane Parker	Operations - Street Management
Project Support and Delivery	Tony Ralph	Refuse
Project Support and Delivery	George McCreight	Waste
Project Support and Delivery	Abdul Jallow	Refuse and Recycling Manager

The group will ensure effective cross-organisational working and assist the Energy Manager in making sure that energy efficiency projects and activities, are embedded in the Council's work programmes thereby resulting in a top-down approach to complement the bottom-up approach of the Green Champions scheme and other initiatives.

## 6.2 The Energy Team – Delivery, Advice and Support

The Energy Team will be responsible for directly assisting the Energy Manager with the Implementation Plan. This Team will also be responsible for collating energy data, overseeing the Green Champions Programme, CRC Compliance, Monitoring and targeting specific high users, the Energy Action Area in Barking and the planning requirements for new buildings and refurbishments to achieve a 20% reduction in CO<sub>2</sub>. This team meets on a monthly basis to review progress and actions.

The terms of reference of the group are to:

- Help to identify new projects and opportunities, which will help to develop the Council's Carbon Management Plan
- Support the delivery of carbon reduction projects
- Promote sustainability, by leading by example

- Attend regular meetings with Service Areas to ensure there is a forum for sharing information, intelligence and ideas

Role	Name	Area of work
Group Manager- Asset Management	Kevin Sullivan	Asset Management - Energy
Energy, Environmental and Compliance Manager	Sandra Joseph	Energy, Environmental and Compliance
Energy Officer	Leeann Kenny	Energy
Utilities and Tariff Officer	Marion King	Energy
Facilities Management Manager	Clive Bennett	Facilities Management
Project Engineer	Peter Spencer	Project Support and Delivery

### 6.3 Risks and issues management

High-level risks will be identified by the Energy Manager and the Energy Group and reported to the Group Manager - Asset Management. At the individual project level, individual project leaders will manage risks, and difficulties will be reported to their line managers and the Energy Manager. Our reporting frequency for risks, issues and highlight reports will be determined by the project leads; however this will be no less than monthly.

Current identified risks that may impact on the Carbon Management Plan are:

- Securing project leaders from different divisions and departments for some of the energy efficiency projects planned and ensuring projects are managed and delivered effectively;
- Securing additional funding for energy saving initiatives;
- Carbon credit financial pressure;
- CRC Energy Efficiency Scheme League table;
- Ensuring the funding allocated for projects is spent in the most effective way, e.g. identifying skills that exist in-house rather than out sourcing;
- Time delays due to internal procurement processes; and
- Risks associated with the Salix recycled fund for the Carbon Management Programme – projects may not achieve the savings predicted and the pay-back period may be longer than anticipated.

### 6.4 Evaluating the financial and energy saving benefits

Quantifiable benefits accruing from individual actions will be measured from energy consumption data, where possible. The individual breakdown of projects will have identified the anticipated savings of each project and it will be the Energy Manager's responsibility to monitor that these are achieved.

The control in consumption will be monitored through 'before and after' consumption data where possible from the automatic meter reading equipment we are installing. The frequency of the monitoring of data and responsibility for this will be determined once the equipment has been fully installed and tested.

### 6.5 Reporting and evaluation

A project monitoring tool will be developed to track the implementation of each identified project by:

- Annual CO<sub>2</sub> per floor area (normalised against degree day data);



- KWh per hours of operation; and
- KWh per number of occupants/users/employee

These metrics have been developed to capture variation in the energy intensity of a building, where the use of the building changes and weather variations occur in order to ensure this doesn't mask energy savings resulting from the completion of the projects identified during the implementation of this plan.

The monitoring tool will also capture ongoing project costs and cost avoidance.

All project managers will use the monitoring tool to prepare their quarterly progress reports which are submitted to the Energy Manager for review.

For Divisions that are implementing a number of projects, a representative officer or officers will be nominated to regularly report progress to the Energy Manager. The areas that need to be covered include:

- Assets and Commercial Services – Building Services staff, Architects; Surveyors Engineers etc
- Assets and Commercial Services – Building / Facilities Managers;
- Housing and Environment – Street Lighting Manager;
- Corporate Procurement;
- Leisure, Arts and Olympics;
- Vehicle Fleet; and
- Information Technology

The Energy Team is coordinating the whole programme as well as implementing a number of projects itself; therefore the existing monthly monitoring process for this Department will feed in information on these projects directly to the Energy Manager. An annual report on performance and progress (including carbon reduction attained) of projects contained within the Carbon Management Plan will be collated by the Energy Manager and submitted to the Council's Cabinet.

On an Annual basis the Group will undertake a formal review of progress against the Carbon Management Plan and subsequently provide a report to the Corporate Management Team. In conjunction with the Council's Assurance and Risk Division, this exercise will be carried out following our annual data collection for CRC submission. Where recorded carbon baseline information changes following Central Government auditing, our annual review will reflect and record these changes.

The formal review will cover the cost and all benefits from the Programme:

- Financial savings, either cashable or returned;
- CO<sub>2</sub> savings against our target;
- Less quantifiable benefits, such as influencing partners/community;
- If the reported baseline changes following auditing, we will record and reflect these changes;

- Report to Cabinet/CMT, via the LAW Board

## 6.6 Succession planning

**The Project Leader:** Is a key element to the success of the Programme, providing a number of roles including overall coordination, management of communications, identifying and managing 'blockages' and 'change issues' and ensuring effective team working within the Carbon Management Team.

**Project Sponsor:** The programme sponsor plays a key role in the Programme and are a critical success factor in the implementation of this Programme and embedding carbon management into the organisation.

It is vital that these roles continue for the duration of the Carbon Management Programme. Should current post holders not be able to continue with their role, handover arrangements to find a suitable replacement will be organised so that there is no loss of momentum to the Programme and associated projects. In any transition to a new Sponsor or project leader, an appropriate handover will be ensured. This will be crucial particularly for the role and will include:

- Detailed briefing by the outgoing Project Lead.
- Meeting with the Sponsor to clarify objectives and expectations.
- Assurance and handover of all relevant documentation and contact details of CMT members.
- E-mail to all team members and key stakeholders informing of the change.
- Introduction to key CMT members, if necessary.

It is the responsibility of the Programme Board to make sure that succession planning happens and that the roles of the Carbon Management Team are delivered.

## 7. Appendix A: Definition of projects

<b>Project: Reference:</b>	<b>Monitoring and Targeting 1</b>
<b>Owner (person)</b>	Energy , Environmental and Compliance Manager
<b>Department</b>	Assets and Commercial Services Division
<b>Description</b>	<p>The Energy Management Software will be used to monitor and manage energy consumption to :</p> <ul style="list-style-type: none"> <li>• Draw energy consumption trends (weekly, seasonal, operational...)</li> <li>• Determine future energy use when planning changes</li> <li>• Diagnose specific areas of wasted energy</li> <li>• Develop performance targets for energy management</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Financial savings: £125,721</li> <li>• Payback period: 0.1 years</li> <li>• CO<sub>2</sub> emissions reduction: 619.7 tonnes of CO<sub>2</sub></li> <li>• Annual percentage contribution to CO<sub>2</sub> target - 17.4 %</li> </ul> <p>The savings figures are derived from applying a % saving against the sites that will be affected.</p>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Project cost - £1,000</li> <li>• Operational cost - TBC ( will be the licensing fee for the software)</li> <li>• Source of funding: Internal</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• The project will be implemented within current resources</li> </ul>
<b>Ensuring Success</b>	<ul style="list-style-type: none"> <li>• Optimising the existing energy management software with relevant information to ensure reports can be run</li> <li>• Principal risks: Technical glitches in the software, Insufficient staff time</li> </ul>
<b>Measuring Success</b>	<ul style="list-style-type: none"> <li>• kWh energy saved per quarter</li> <li>• Metrics will be analysed quarterly</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>• Milestones <ul style="list-style-type: none"> <li>○ Start date: June 2012</li> <li>○ Completion date: Ongoing</li> </ul> </li> </ul>
<b>Notes</b>	

<b>Project: Reference:</b>	<b>Streetlight Replacement 14</b>
<b>Owner (person)</b>	Operations Team Leader-Street Lighting
<b>Department</b>	Technical Services - Street Lighting
<b>Description</b>	Replacement of existing street lighting lamps.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Financial savings: £190,858</li> <li>• Payback period: 5.4 years</li> <li>• CO<sub>2</sub> emissions reduction: 1,118.9 tonnes of CO<sub>2</sub></li> <li>• Annual percentage contribution to CO<sub>2</sub> target – 31.4 %</li> </ul> <p>Savings are based on estimating % savings resulting from implementation of the project.</p>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Project cost - £1,022,673</li> <li>• Operational costs - N/A</li> <li>• Source of funding: Internal - Capital Project</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• This project will be implemented within current resources with Street lighting contractors as the additional resource</li> </ul>
<b>Ensuring Success</b>	<ul style="list-style-type: none"> <li>• Timely installation of the lamps</li> <li>• Principal risks: Financial</li> </ul>
<b>Measuring Success</b>	<ul style="list-style-type: none"> <li>• The annual kWh and cost savings on Street lighting will be used for monitoring</li> <li>• The metric will be evaluated annual</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>• Milestones / key dates e.g. <ul style="list-style-type: none"> <li>○ start date: May 2012</li> <li>○ completion date: December 2012</li> </ul> </li> </ul>
<b>Notes</b>	

<b>Project: Reference:</b>	<b>The Mall Car Park Lighting 4</b>
<b>Owner (person)</b>	Principal Electrical and Mechanical Surveyor
<b>Department</b>	Assets and Commercial Services Division
<b>Description</b>	The lights in the car park will be replaced with energy efficient LED lights.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Financial savings: £12,043</li> <li>• Payback period: 0.6 years</li> <li>• CO<sub>2</sub> emissions reduction: 70.6 tonnes of CO<sub>2</sub></li> <li>• Annual percentage contribution to CO<sub>2</sub> target – 2.0%</li> </ul> <p>These saving figures are the based on the estimates costed by suppliers</p>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Project cost - £7,760</li> <li>• Operational costs - TBC</li> <li>• Source of funding: External - Salix Funding</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• This project will be implemented within current resources</li> </ul>
<b>Ensuring Success</b>	<ul style="list-style-type: none"> <li>• Timely installation of the lamps is a key success factor</li> <li>• Principal risks: Technical, financial</li> </ul>
<b>Measuring Success</b>	<ul style="list-style-type: none"> <li>• KWh energy saving in Car Park will be used to monitor success</li> <li>• The metric will be evaluated quarterly</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>• Milestones / key dates e.g. <ul style="list-style-type: none"> <li>○ start date: April 2012</li> <li>○ completion date: July 2012</li> </ul> </li> </ul>
<b>Notes</b>	

<b>Project: Reference:</b>	<b>Communications and awareness campaign 25</b>
<b>Owner (person)</b>	Energy Officer
<b>Department</b>	Assets and Commercial Services Division
<b>Description</b>	Communications and awareness campaign to inform and engage staff
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Financial savings: £14,506</li> <li>• Payback period: 0 years</li> <li>• CO<sub>2</sub> emissions reduction: 79.7 tonnes of CO<sub>2</sub></li> <li>• Annual percentage contribution to CO<sub>2</sub> target – 2.2%</li> </ul> <p>These saving figures are the based on the estimates provided by the Carbon Trust</p>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Project cost - £ 0</li> <li>• Operational costs - TBC</li> <li>• Source of funding: Internal , operational costs only</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• This project will be implemented within current resources</li> </ul>
<b>Ensuring Success</b>	<ul style="list-style-type: none"> <li>• Maintaining momentum through regular communications</li> <li>• Principal risks: Resources and insufficient staff time</li> </ul>
<b>Measuring Success</b>	<ul style="list-style-type: none"> <li>• KWh energy saving within Council's corporate buildings will be used to monitor success</li> <li>• The metric will be evaluated quarterly</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>• Milestones / key dates e.g. <ul style="list-style-type: none"> <li>○ start date: January 2012</li> <li>○ completion date: March 2015</li> </ul> </li> </ul>
<b>Notes</b>	

<b>Project: Reference:</b>	<b>Civic Centre CHP Biomass 26</b>
<b>Owner (person)</b>	Principal Electrical and Mechanical Surveyor
<b>Department</b>	Assets and Commercial Services Division
<b>Description</b>	Draught proofing of the windows at the Civic Centre
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Financial savings: £77,000</li> <li>• Payback period: 15.5 years</li> <li>• CO<sub>2</sub> emissions reduction: 324.2 tonnes of CO<sub>2</sub></li> <li>• Annual percentage contribution to CO<sub>2</sub> target – 9.1%</li> </ul> <p>These saving figures are the based on the estimates from draft survey report</p>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• Project cost - £ 1,190,000</li> <li>• Operational costs - £506,723</li> <li>• Source of funding: Internal - Capital Project</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• This project will be implemented by contractors with support from current resources</li> </ul>
<b>Ensuring Success</b>	<ul style="list-style-type: none"> <li>• Timely installation of the CHP is a key success factor</li> <li>• Principal risks: Technical, financial</li> </ul>
<b>Measuring Success</b>	<ul style="list-style-type: none"> <li>• kWh energy saving within the Civic Centre will be used to monitor success</li> <li>• The metric will be evaluated quarterly</li> </ul>
<b>Timing</b>	<ul style="list-style-type: none"> <li>• Milestones / key dates e.g. <ul style="list-style-type: none"> <li>○ start date: 2013</li> <li>○ completion date: 2014</li> </ul> </li> </ul>
<b>Notes</b>	

**8. Appendix B: Communications Plan**





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## CABINET

24 JULY 2012

<b>Title:</b> Term Contract for Building Maintenance in Public and School Buildings	
<b>Report of the Cabinet Member for Finance and Education</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Tony Williams, Principal Building Services Officer, Asset & Commercial Services	<b>Contact Details:</b> Tel: 020 8227 3324 E-mail: <a href="mailto:tony.williams@lbbd.gov.uk">tony.williams@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> n/a	
<b>Accountable Director:</b> Tracie Evans, Corporate Director of Finance and Resources	
<p><b>Summary:</b></p> <p>This report presents proposals to enter into a procurement exercise for the award of a new Term Contract for Building Maintenance in Public and School buildings and Housing properties (where required) consisting of a framework of local based small businesses utilising local based labour. The contract would be for a two year term covering the period from 3 September 2013 to 2 September 2015, with the possibility of extending on a yearly basis up to a maximum of two years subject to satisfactory performance of the appointed contractors. The Elevate Procurement team will support local tenderers using the business services provided by the Barking Enterprise Centre, Trade Local and the Chamber of Commerce.</p> <p>This contract will be used to:</p> <ul style="list-style-type: none"> <li>• Provide a day-to-day reactive repairs service to all non domestic Council buildings and schools as necessary.</li> <li>• Provide the facility of a minor works service to all public and school buildings</li> <li>• Provide extra capacity where required to support the new in-house Housing repairs and maintenance service following the expiry of the current contract.</li> </ul> <p>Whilst the Council undertakes its full tender exercise, it is also proposed to access Braintree District Council's Framework Agreement (the 'Framework') for a maximum period of 15 months commencing on 6 August 2012. All endeavours will be made to bring forward the aforementioned start date for the new term contract in order to minimise this period possible to a period as short as eight months depending on procurement timescales. The Framework is accessible to the Council and is compliant with EU Procurement Legislation. The Framework allows the Council to contract on the basis of the tendered Schedule of Rates which is deemed to offer best value and will realise savings to the Council on the current schedule of rates in the region of 15% (£45,000 in 2013/14). This will also ensure continuity of service supply.</p>	

**Recommendation(s)**

The Cabinet is recommended to:

- (i) Approve the procurement of a new two-year Term Contract divided into Building Lots for Building Maintenance in Public and School buildings and Housing properties (where required) commencing 3 September 2013 with the possibility of extending on a yearly basis up to a maximum of two years subject to satisfactory performance of the appointed contractors (Option 1), on the terms detailed in the report;
- (ii) Indicate whether the Cabinet wishes to be further informed or consulted on the progress of the procurement and the award of the contract, or whether it is content for the Corporate Director of Finance and Resources, in consultation with the Divisional Director of Legal and Democratic Services, to award the contract on behalf of the Council to the successful bidder following completion of the procurement exercise set out in this report; and
- (iii) Agree that for the interim period (a maximum of 15 months), the Council access and select a provider from Braintree District Council's current Framework Agreement to ensure continuity of service supply pending completion of the procurement and award of the new term contract.

**Reason(s)**

To assist the Council in achieving its Policy House priorities of "Improve Value for Money across all services" and "Make better use of our resources and assets" as well as aiding the development of a well run organisation.

This report is being brought to Cabinet because the Council's Contract Rules (Contract Rule 3.6) require the strategy for the procurement of contracts of above £400,000 in value to be submitted to Cabinet for approval prior to procurement of such contracts.

**1. Introduction and Background**

- 1.1 The Council has a statutory responsibility to comply with the Health and Safety at Work Act 1974 and relevant Building Regulations requirements. The previous term contract for building maintenance and repairs which was awarded to Kirkman & Jourdain Ltd, has expired following the utilisation of the extension period allowed under the provision within the contract.
- 1.2 The previous contract let to Kirkman & Jourdain Ltd was a combination of reactive and small works with a maximum individual order value of £50,000. The contract provided a 24 hour building repair and maintenance service to schools, operational and public buildings, with a pre-priced schedule of rates, which enabled users of the contract to control budgets.
- 1.3 Officers have undertaken a lengthy options appraisal including the intrinsic value of a Building Maintenance Term Contract (BMTC) itself and other potential methods of procurement. The various options appraisals including the need for this contract in

its current form have been investigated within this process and are detailed in section three of this report.

- 1.4 The use of the Framework will allow the Council sufficient time to ensure that a full tender process is conducted to ensure the Council receives a value for money service in respect of all of its' requirements.

### **Housing Repairs 2013**

- 1.5 The Cabinet agreed on 20 March 2012 to new arrangements for the management and delivery of the Repairs and Maintenance Services, including the procurement of additional contractors to provide support to the new (yet to be formed) in-house direct service.
- 1.6 Following an assessment of the service requirements it is proposed that the repair services are included when the Council accesses the Braintree Framework. Similarly the repair services will also be incorporated when the building maintenance service is fully re-tendered by way of the measured term contract divided into Building Lots as set out in the main report. This will ensure that the contractors awarded a Lot within the framework of the measured term contract will be able to undertake the necessary repairs to domestic properties if and where required.
- 1.7 The details of the procurement approach are as contained in the report being submitted to CMT and Cabinet.

## **2. Proposal and Issues**

- 2.1 To mitigate the Council's Commercial and Financial risk, Corporate Procurement have advised that the Council utilise Braintree District Council's responsive Repair & Maintenance Services Framework Agreement as a compliant route to market for the interim period whilst the Council conducts a full tender exercise for the new contract, which is scheduled to commence on 3 September 2013. The Framework is a call off 4 year agreement which commenced on 14 June 2010. This will enable the authority to maintain continuity of supply. This ensures the Council will receive a cost beneficial service, without the need to transition its' requirements, which could lead to avoidable operational issues. The Framework is not seen as a long term solution.
- 2.2 In terms of the full retender for commencement of the Term Contract divided into Building Lots in 2013 tenders will be sought through a full European Restricted Procedure following an advertisement in the Official Journal of the European Union (OJEU).
- 2.3 The contract will be awarded through a scoring matrix on the basis of 50% price and 50% quality.
- 2.4 It is anticipated that the new contract will commence on 3 September 2013 for a period of two years with the possibility of extending on a yearly basis up to a maximum of two years at an estimated value of approximately £600,000 over the initial two year period to £1,200,000 for the full four year period (including the possible two year extension).

- 2.6 The estimated contract value comprises minor repairs & small works up to a maximum single order value of £50,000, with costs based on a priced schedule of rates. The precise contract value will depend upon the value of work that is placed with the successful contractors in the allotted categories but is also dependent upon client budgets.
- 2.7 In order to achieve some of its Policy House priorities of “Improve Value for Money across all services “and “Make better use of our resources and assets” it is essential for the council that all buildings are maintained and kept in a state of good repair. Failure to meet this requirement could result in unsafe assets and buildings, with the potential of causing ill health to the community, visitors, staff, and contractors, which could result in criminal prosecution of officers and councillors under Health and Safety legislation.
- 2.8 The contract will work on an order basis to the lowest tenderer in an allotted category dependent upon the client’s requirement for the Council’s schools, and operational and public buildings, utilising a priced Schedule of Rates for the duration of the contract. The order arrangements do not commit the Council to guaranteed payments to the contractor by way of any stand-by arrangements, but will ensure continued supply of important services during the contract term. If the allotted category winner cannot respond to the works order request for any reason then the framework cascade system will go to the next lowest tenderer in the category until the works order is placed.
- 2.9 It is expected that the contract will be used to meet all of the Council’s day to day repairs and minor works, and will be based on priced schedules of rates items plus an element of unspecified work where estimates or mini tenders have been used for materials and hourly attendance rates. This will give the Council the benefits of economies of scale whilst improving maintenance efficiency and enabling the council to standardise equipment used.
- 2.10 The applicants will be assessed on their economic and financial standing, health and safety standards, technical capability, prices and references, as well as a qualitative assessment of performance targets and method statements on a range of criteria relevant to each Lot within the contract.
- 2.11 Applicants who have policies and methods in place to measure quality and performance and are able to provide this information to the Council will be considered as suitable tenderers.
- 2.12 The successful contractors will be expected to maintain a full electronic audit trail of the work undertaken on behalf of the Council and this data must be accessible to LBBB officers, without additional data capture, utilising the Council’s asset management database (K2) or via a web portal to an equivalent acceptable solution provided by the successful tenderers. The contractors will also be expected to work with the Council during the contract term to enhance the electronic data exchange to meet our ICT aspirations.
- 2.13 The Children’s Service Department has been advised that whilst schools are encouraged to use this contract (under best value principles), the Department cannot insist that they do. Should schools decide not to use this contract and make

their own arrangements for Building Maintenance works they will be required legally to undertake the same Health & Safety assessment of potential contractors and to formally monitor their work once contracted, complying at all times with current legislation.

### **Housing Repairs 2013**

- 2.14 The new direct service for undertaking repairs and maintenance to HRA properties will be formed and become operational from 1 May 2013.
- 2.15 The creation of this Direct Labour Organisation (DLO) will be expected to undertake all day to day repairs, refurbishment of voids and gas servicing.
- 2.16 It is envisaged and expected that the DLO will be capable of dealing with all volumes of work and have sufficient capacity to complete works to targets. However, a risk assessment would duly highlight that other than the DLO there would be no alternative options to get repairs completed, this arrangement will provide an alternative option to complete repairs.
- 2.17 It is difficult at this stage to accurately predict the level or value of repairs work within each Lot that will not be processed through the DLO. This impacts on the ability of the Council to secure value for money for repairs as a discrete service.
- 2.18 It is therefore proposed that by including the potential repair works in the use of the Braintree Framework and the subsequent procurement of the building maintenance term contract, this will save both time and money whilst still ensuring that the necessary legal framework is in place to secure service contractors in a legally compliant manner.
- 2.19 Both the Braintree Framework and the measured term contract framework will allow greater flexibility for the Housing Service as they will not require a commitment to guaranteed work volumes.
- 2.20 The use of either the Braintree Framework or the term contract framework will only be triggered when the work volumes increase above the capacity or technical ability of the DLO.
- 2.21 This arrangement may also potentially be used if the performance of the DLO is significantly below target and the council wishes to intervene to ensure good services were delivered to tenants.

### **3. Options Appraisal**

#### **3.1 Option 1**

Use of the Framework for a maximum period of 15 months and full tender for a two year term contract framework with the possibility of extending on a yearly basis up to a maximum of two years with preferred service providers subject to their satisfactory performance on the terms detailed in this report - this is the preferred option as it gives the benefits listed in Section 2 of this report.

### 3.2 Option 2

To undertake tenders/quotations for each individual project – this option is not considered cost effective, both in terms of procedural costs of tendering and by offering no long term commitment to a specific contractor. This would also create delays and additional costs where emergency action is required and would not be appropriate for reactive maintenance works.

### 3.3 Option 3

To combine this contract with the East London Buying Solutions building maintenance term contract - this option was thoroughly investigated at a number of combined meetings with other authorities such as Newham, Havering and Tower Hamlets. A number of utilisation obstacles needed to be overcome to achieve a solution that satisfied all clients and although many of them were overcome, some base fundamental elements around contract standing orders were proving to be a sticking point, including minimum single order value that exceeds LBBD standing orders, It was felt that the protracted time period had already progressed beyond our cut off point and it would be more secure for the authority to undertake its own contract and revisit this option once its existing members had established an acceptable solution and had a proven contract in position in 2015.

### 3.4 Option 4

To buy into an existing OGC framework contract – Again this option was thoroughly investigated but proved fruitless due to the various combination packages that were available not being satisfactory to suit the requirements of the authority. All other solutions investigated appeared to compromise the Borough's service level provision in some way or another hence the decision to recommend option 1 as documented.

### 3.5 Option 5

Do nothing – This option was considered at length but due to an immense amount of orders that were required on a daily basis and a diminishing lack of resources a return to a contract format will prove less onerous to manage going forward. The Council's insurance policy will be potentially compromised if we do not undertake the work. The Council also has a statutory duty to comply with the Health and Safety at Work Act 1974 and relevant Building Regulations requirements, removing the 'does nothing' approach as an option. This option will also make the Council non-compliant with EU Procurement rules.

### 3.6 Option 6

To establish an in-house maintenance team to carry out all repairs and maintenance - this option would need to be considered along with the possibility of combining with the Mechanical and Electrical Term Contracts which have recently been retendered. Therefore, this option is not viable at this point in time but can be revisited once the Housing DLO has bedded in and these contracts are due to be retendered again.



#### **4. Consultation**

- 4.1 The proposals within this report have been discussed with all relevant officers across the Council.

#### **5. Financial Implications**

Implications completed by: Jo Moore, Finance Group Manager

- 5.1 The precise contract value will depend on the amount and type of work that is carried out under the framework agreement or placed with the new contractor (following the tender exercise). The existing contractor has undertaken revenue maintenance works on public (civic and other e.g. libraries) buildings and some schools. The estimated contract value is approximately £300,000 per annum which is based on average (rounded) historical costs over the past few years and has been contained within existing revenue budgets or school buy-backs
- 5.2 This expenditure relates solely to revenue expenditure and related capital contracts will be reviewed separately.
- 5.3 The framework agreement estimates a 15% saving from the current level of expenditure. However, no data is currently available to substantiate this saving.
- 5.4 This report relates to the interim framework agreement prior to a full tender review in 2013. Hence, the interim framework of direct rates and charges has not been compared in comparison to existing or alternative arrangements.

#### **6. Legal Implications**

Implications completed by: Eldred Taylor-Camara, Legal Group Manager

- 6.1 The Council is required to comply with the Health and Safety at Work Act 1974, and current Building Regulations and it is thus necessary to put in place a contract to ensure its buildings are properly repaired and maintained.
- 6.2 This report is seeking Cabinet approval to re-tender the contract for the provision of Building Maintenance in Non-Domestic Properties for a period of two years from September 2013 with an option to extend it for a further two year period subject to satisfactory performance by the appointed contractor.
- 6.3 The value of the contract exceeds the EU threshold for services; therefore, there is a legal requirement to tender the contract in the EU. It is proposed that the Building Maintenance contract will be tendered in the EU, using the Restricted Procedure - a two-stage tendering procedure which allows a procuring authority to shortlist the service providers to be invited to tender from a list of those who have expressed an interest in the contract, by undertaking a pre-qualification exercise.
- 6.4 This strategy complies with the EU public procurement rules as contained in the Public Contracts Regulations 2006 (as amended).

- 6.5 This report is also seeking Cabinet's approval to access the Braintree District Council Framework Agreement to award an interim contract for building maintenance to a selected provider for a period of up to 15 months pending completion of the procurement and award of the term contract. The Braintree Framework, is open to all local authorities in the UK and was established following a fully EU compliant tender process.
- 6.6 The report is also seeking a decision pursuant to Council Contract Rule 3.6.4 as to whether Cabinet is content for the commissioning Chief Officer to award the term contract to the successful Contractor. Under Contract Rule 13.3, a commissioning Chief Officer acting in consultation with the Council's Section 151 Officer has the power to award a contract of this value, in the absence of direction to the contrary from Cabinet.
- 6.7 The Legal Practice confirms that the procurement strategy set out in this report complies with UK and EU law. It is expected that the Legal Practice will review the proposed form of contract to be issued in the full re-tender exercise and be involved in the planning and preparation of the terms and conditions that will be applicable to that contract.

## **7. Other Implications**

### **7.1 Risk Management**

#### Current Risks

- 1) Works carried out may not meet the appropriate health and safety standards or current building legislation.
- 2) Urgent works may not be properly procured or may be delayed by procurement processes
- 3) Service & performance levels of contractors will be difficult to monitor with no formal contractual agreements in place with contractors.

#### How these risks are managed

- 1) The contract will be managed in accordance with the Health and Safety at Work Act 1974 and current building legislation and all works will be carried out in line with this.
- 2) The use of the proposed contract will facilitate the planning of works where possible and will negate possible delays and costs incurred by the use of a separate quotation process. It will also provide the ability to undertake necessary reactive repairs without delay as and when they arise.
- 3) Building Service Officers will administer the contract to pre-agreed service level agreements, strictly monitoring the performance levels of the contractor.
- 4) Should the Term Contract option not be pursued, Officers would be required to seek competitive tenders for all works. This is likely to be in the region of 1400 to 1600 individual quotations / tenders per financial year which would not be considered cost effective or practical, especially in a reactive repair situation.

- 7.2 **Contractual Issues** - No specific implications except the potential TUPE issues explained in 7.3 below.

- 7.3 **Staffing Issues** - There may be TUPE implications associated with this contract as staff employed by the current contractor may be required to transfer to the new contractor should a new contractor be successful following the tender process. However, this does not affect any Council employees. Relevant HR and legal advice will be sought in relation to this matter prior to tendering, and any such issues will be appropriately raised and covered within the tender documentation if so required.
- 7.4 **Customer Impact** - The contract covers a number of aspects with a potential to impact on customers daily use and requirements:
- Security – Provides continuous security - 24 hr facility to buildings or particular areas of buildings for emergency boarding up & maintenance repairs,
  - Safety – Provides the facility to restrict access to dangerous areas hence a potential Health & Safety implication.
  - Efficiency – Provides the ability for small projects to be completed with haste to ensure the customers continuous service.
- 7.5 **Safeguarding Children** - The contractor shall take all reasonable precautions to prevent injury to children by implementation of measures set out in Guidance notes Health & Safety Guidance Publication 151 issued by Health and Safety Executive. All operatives and contractual staff working in schools and public buildings will have been CRB checked (and in the case of those who will come into direct contact with children, enhanced CRB checks will be undertaken) which will be on file and will be part of their Barking and Dagenham contractor's identification card, which will display their specific CRB number and expiry date.
- 7.6 **Crime and Disorder Issues** - This contract will maintain and keep the assets as mentioned in 7.4 in full operational order that can assist in the reduction of crime and disorder to our public, staff and customers in our buildings throughout the borough.
- A safe and secure facility can enable the customer to control & restrict access to property that contains the public, staff, customers, and valuable equipment and assist in the prevention of crime and disorder being carried out in close proximity to or upon our building users. By maintaining a secure building visually it can assist as a deterrent to casual criminals or people with damaging or public disorder intent.
- 7.7 **Property / Asset Issues**- In order to provide a safe environment for the community, visitors, staff, and contractors, which satisfies both legislative and customer requirements, it is essential that all corporate buildings are maintained and secured in accordance with their relevant regulations. Failure to comply with this requirement could result in unsafe assets and buildings.

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

- Cabinet report and minute 47, 25 June 2002
- Cabinet report and minute 360, 22 March 2005

#### **List of appendices:**

None

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## CABINET

24 JULY 2012

<b>Title:</b> Urgent Action - Procurement of Automotive Fuel and Fuel Oil	
<b>Report of the Acting Chief Executive</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Alan Dawson, Democratic Services Manager	<b>Contact Details:</b> Tel: 020 8227 2348 E-mail: alan.dawson@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Tasnim Shawkat, Divisional Director of Legal and Democratic Services	
<b>Accountable Director:</b> Anne Bristow, Acting Chief Executive	
<p><b>Summary:</b></p> <p>Attached at Appendix A is a report by the Corporate Director of Finance and Resources in respect of the Council's arrangements for the purchase of automotive fuel and fuel oil.</p> <p>As the attached report explains, the Council's supplies are currently provided through Kent County Council's Utilities Division, LASER via a framework contract. The Council's participation in the framework commenced on 1 April 2010 for two years and this was extended (under Chief Officer delegated powers) to 31 July 2012 to allow the Council to review its procurement options and benchmark the current service.</p> <p>The review of options and benchmarking exercise identified an alternative EU compliant framework procured by the Government Procurement Service (GPS) which would achieve efficiencies for the Council of approximately £20,000 per annum based on current usage levels.</p> <p>This change of approach requires Cabinet approval under the Council's Contract Rules within the Constitution. However, as the process for entering the new contract would take approximately two weeks from the "effective" date and if the matter was to be presented to the Cabinet on 24 July the "effective" date would be 1 August (the deadline for the call-in period), the Chief Executive considered it to be in the best interests of the Council to deal with the matter under the Urgent Action provisions within the Council's Constitution in order for the Council to avoid the key risks identified in the report. The Leader of the Council and the Lead Member of the Public Accounts and Audit Select Committee were consulted prior to the Chief Executive agreeing the recommendations on 16 July 2012.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is asked to note the following action taken by the Chief Executive under the urgency procedures contained within paragraph 17 of Article 1, Part B of the Council's Constitution:</p>	

- (i) That the Council enters into an agreement with the Government Procurement Service (GPS) for the provision of automotive fuel and fuel oil through Framework RM683 for a period of two years commencing 1 August 2012 (option 2), as detailed in the report attached at Appendix A; and
- (ii) To authorise the Corporate Director of Finance and Resources, in consultation with the Divisional Director of Legal and Democratic Services, to enter into the contract on behalf of the Council.

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

- Letter and enclosures from the Chief Executive of 16 July 2012 entitled “Urgent Action under paragraph 17, Article 1, Part B of the Constitution - Procurement of Automotive Fuel and Fuel Oil”.

**List of appendices:**

- **Appendix A** - Report re “Procurement of Automotive Fuel and Fuel Oil”

## REPORT TO THE ACTING CHIEF EXECUTIVE

16 July 2012

<b>Title:</b> Procurement of Automotive Fuel and Fuel Oil	
<b>Report of the Corporate Director of Finance and Resources</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Euan Beales, Category Manager, Elevate Procurement	<b>Contact Details:</b> Tel: 020 8227 5226 E-mail: <a href="mailto:euan.beales@lbbd.gov.uk">euan.beales@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> n/a	
<b>Accountable Director:</b> Tracie Evans, Corporate Director of Finance and Resources	
<p><b>Summary:</b></p> <p>The current contract for the provision of the purchase of automotive fuel and fuel oil expires on 31 July 2012. This report details the required actions to implement a compliant and cost effective supply of automotive fuel and fuel oil to the Council with effect from 1 August 2012.</p> <p>The current annual spend attributed to the service for 2011 to 2012 was circa £1.13m.</p>	
<p><b>Recommendation(s)</b></p> <p>That under the Urgent Action provisions within the Council's Constitution, the Acting Chief Executive agrees the following:</p> <ul style="list-style-type: none"> <li>(i) That the Council enters into an agreement with the Government Procurement Service (GPS) for the provision of automotive fuel and fuel oil through Framework RM683 for a period of two years commencing 1 August 2012 (option 2), as detailed in the report; and</li> <li>(ii) To authorise the Corporate Director of Finance and Resources, in consultation with the Divisional Director of Legal and Democratic Services, to enter into the contract on behalf of the Council.</li> </ul>	
<p><b>Reason(s)</b></p> <p>To ensure the provision of the services are compliant with EU Procurement legislation and the Council's procurement rules.</p> <p>To enable the Council to access market competitive prices throughout the purchasing period through the aggregated purchasing power of the GPS Framework.</p>	

To ensure commercial and financial risks to the Council are mitigated by the Framework Terms and Conditions.

## 1. Introduction and Background

- 1.1 The Council's supplies are currently provided through Kent County Council's Utilities Division, LASER, via a framework contract originally procured by Eastern Shires Purchasing Organisation (ESPO) on behalf of the Pro5 group of local authority purchasing organisations. The Framework commenced on 1 October 2009 for a term of two years expiring on 30 September 2011, with an option to extend for up to a further two years.
- 1.2 The Council accessed the agreement on 1 April 2010 for a term of two years expiring 31 March 2012. Prior to the expiry date an extension was agreed under Chief Officer delegated powers with the current supplier, which is to expire on 31 July 2012. The justification for the contract extension was to allow the Council to review its procurement options and to agree an appropriate way forward.
- 1.3 The spend for 2011 to 2012 attributed to this service was circa £1.13m

Type	Estimated Volume	Average Cost on Volume
Gas Oil (Red Diesel)	103,000 Litres	£70,897.27
Derv (Diesel)	862,000 Litres	£1,002,121.37
Unleaded Petrol	51,000 Litres	£58,957.45
<b>Total</b>		<b>£1,131,976.00</b>

- 1.4 The Council currently has two points of delivery and has the capacity to store the automotive fuel and fuel oil as follows:

- Frizlands Depot –

Tank	Type	Maximum Capacity
1	Gas Oil (Red Diesel)	9,000 litres
2	Unleaded Petrol	22,700 litres
3	Derv (Diesel)	22,690 litres
4	Derv (Diesel)	47,000 litres

- Hollidge Way Old Persons Flats

Tank	Type	Maximum Capacity
1	Gas Oil (Red Diesel)	10,000 litres

## 2. Proposal and Issues

- 2.1 The following options were considered as part of the review and benchmarking exercise:



### Option 1 - Kent County Council via LASER

The Framework commenced on 01 April 2012 for a term of two years expiring 31 March 2014.

Type	Estimated Volume	Cost as at 25/06/12
Gas Oil (Red Diesel)	103,000 Litres	£65,837.60
Derv (Diesel)	862,000 Litres	£931,735.80
Unleaded Petrol	51,000 Litres	£54,401.70
<b>Total</b>		<b>£1,051,975.10</b>

### Option 2 - GPS (Government Procurement Service)

GPS has an open framework (RM683) for liquid fuel supplies which commenced on 1 August 2009 and expires 31 May 2013.

Type	Estimated Volume	Cost as at 25/06/12
Gas Oil (Red Diesel)	103,000 Litres	£61,285.00
Derv (Diesel)	862,000 Litres	£917,081.80
Unleaded Petrol	51,000 Litres	£53,330.70
<b>Total</b>		<b>£1,031,697.50</b>

Both frameworks (Options 1 and 2) were tendered by the Managing Authority and were competed in compliance of EU Procurement Legislation.

### Option 3 – Fuel Cards

GPS has an open framework (RM536) for the provision of Fuel Cards that the Council could utilise.

The framework has four suppliers listed which include Shell and BP. The Council would be charged at pump prices per litre via the card transaction. Each card would be required to be assigned to a vehicle to reduce the risk of fraudulent purchases and would require fuel only transactions.

Dependant on the volume of fuel purchased on an annual basis a rebate would be applied.

This option requires strict management to ensure compliance and spend. In order to achieve the pricing levels from bulk fuel frameworks the Council would be required to use a large volume of fuel and pay by direct debit, which would increase cash flow pressures, whereas the framework offers terms of credit.

Due to the above this option is not the preferred route to market

### Option 4 – No Action Taken

This option would be non compliant with the Council's procurement rules and EU Procurement Legislation as the service value dictates that a full, robust and complaint process would be required. The timescales for this procurement would be approximately nine months, and the general consensus would be that the volumes

taken to the market by the Council as an independent would not equate to the economies of scale of utilising the framework options.

## **2.2 Preferred Option**

After evaluation the preferred option would be to award through the GPS Framework RM683 (option 2).

Based on like-for-like service provision, static pricing for the annual period and prices at week commencing 25 June 2012, the GPS Framework would provide a saving of approximately £20,000 per annum.

It is proposed that the contract would commence on 1 August 2012 for a period of two years expiring 31 July 2014 with no option to extend. Although the expiry date is beyond the formal expiry date of the GPS Framework, this is permissible under general Framework Agreement arrangements.

## **3. Consultation**

- 3.1 Discussions have been ongoing with representatives of LASER, GPS and Council Officers. This includes but not limited to Legal, Asset Management and Housing and Neighbourhoods.

## **4. Financial Implications**

Implications completed by: Jo Moore, Finance Group Manager

- 4.1 The report outlines several options based on 2011/12 usage and prices. It does not model any alterations in pricing based on changes in demand and supply.
- 4.2 The Council has recently entered into a new contract with Translinc for the supply of new energy efficient vehicles and has also taken the opportunity to rationalise and reduce the number of vehicles in operation. However, the remodelling of the repairs and maintenance service and the implementation of a new DLO will increase the Council's fuel consumption. Therefore future demand is likely to be different than the consumption figures quoted in this report.
- 4.3 The costs for 2011/12 were estimates provided by Laser and the options are based on the same model for ease of comparison and have not been provided by Finance.
- 4.4 The supplier margin and fee is fixed, and all other costs are variable and hence subject to market fluctuations, although the variable elements e.g. small load premium varies between GPS and Laser. Based on the data provided to Finance the GPS variables appear more favourable than Laser.

## **5. Legal Implications**

Implications completed by: Daniel Toohey on behalf of Eldred Taylor-Camara, Legal Group Manager

- 5.1 The value of the contract and/or supplies to be procured exceeds the relevant EU threshold and therefore the Council must take care to comply with the requirements

of the EU Procurement Regulations (Public Contracts Regulations 2006). The use of an EU-compliant Framework Agreement, in this case the proposed GPS Framework Agreement, will ensure compliance, and therefore reduce the risk of challenge by an unsuccessful tenderer or supplier. Legal Services and the Council's Procurement Team will provide support and advice in respect of the proper use of the GPS Framework, including the process of calling off orders, and the drafting of required contract documentation.

## **6. Other Implications**

### **6.1 Risk Management** - There are a number of risks associated with this project as follows:

- The Council fails to have in place its new arrangements for the supply of automotive fuel and fuel oil prior to 31 July 2012 - this would result in the Council being out of contract and under obligation to the Supplier's standard terms and conditions and price banding.
- The Council fails to agree to access the GPS Framework - this would leave the Council in breach of EU Procurement Rules. The minimum timescales required to conduct a full OJEU procurement would be nine months (February 2013 as a minimum).

To mitigate these risks it is advised that the matter is dealt with under the Council's Urgent Action provisions and that authority is delegated to the Corporate Director of Finance and Resources to enter into GPS framework agreement RM683 with effect from 1 August 2012.

### **6.2 Contractual Issues** - The services will be covered by pre approved terms and conditions attached to each of the proposed Frameworks.

### **6.3 Customer Impact** - There could be an impact on the services provided to the Council's constituents, if in the event that a new agreement is not entered into. I.e. after 31 July 2012 the supplier will not be held accountable for non or delayed delivery of the fuel, which may cause shortages or vehicles being delayed in their deployment of their front line tasks.

**Background Papers Used in the Preparation of the Report: None**

**List of appendices: None**

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