

# Notice of Meeting



## CABINET

**Tuesday, 19 March 2013 - 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: 11 March 2013

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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 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 12 February 2013 (Pages 1 - 10)**
4. **Budget Monitoring 2012/13 - April 2012 to January 2013 (Pages 11 - 42)**
5. **Performance House - Quarter 3, 2012/13 (Pages 43 - 68)**
6. **Community Strategy 2013 - 2016 and Corporate Plan 2013/14 (Pages 69 - 91)**
7. **"Celebrating our past, looking forward with pride": A Heritage Strategy for Barking and Dagenham (Pages 93 - 132)**
8. **Helping Council Housing Tenants into Work (Pages 133 - 137)**
9. **Programme for the Acquisition of Market Housing (to follow)**
10. **Merry Fiddlers Junction Improvements - Consultation Findings (Pages 139 - 161)**

11. **Proposed Amendments to the Procurement Gain Share Arrangements for the Elevate Joint Venture with Agilisys (Pages 163 - 168)**
12. **Youth Offending Service: Proposed Joint Working Arrangements with the London Borough of Havering (Pages 169 - 179)**
13. **Public Health Transfer Order (Pages 181 - 189)**
14. **Urgent Action - Transfer of Contracts for Public Health Services (Pages 191 - 202)**
15. **Proposals for Further Shared Central Services (Pages 203 - 206)**
16. **Betting Shops - Withdrawal of Permitted Development Rights (Pages 207 - 208)**
17. **Children's Social Care Reviews (Pages 209 - 220)**
18. **Debt Management Performance and Write-Offs 2012/13 (Quarter 3) (Pages 221 - 235)**
19. **Any other public items which the Chair decides are urgent**
20. **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).

21. **Abbey Road Creative Industries Quarter - Options Relating to the Acquisition of 138 Residential Units and Ancillary Commercial Space (Pages 237 - 255)**  
Contains commercially sensitive information regarding a third party (paragraph 3)
22. **Any other confidential or exempt items which the Chair decides are urgent**

## CABINET

Tuesday, 12 February 2013  
(5:00 - 5:35 pm)

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

**Also Present:** Councillor J E McDermott

**Apologies:** Councillor J L Alexander and Councillor M M Worby

### 89. Declaration of Members' Interests

Councillor R Gill declared a non-pecuniary interest in relation to item 12 (Proposed Expansion of Schools from September 2013) as he was a Council-appointed Governor of Manor Infant School.

### 90. Minutes (22 January 2013)

The minutes of the meeting held on 22 January 2013 were confirmed as correct.

### 91. Pay Policy Statement 2013/14

The Cabinet Member for Adult Services and Human Resources presented the draft Pay Policy Statement for the Council for 2013/14, setting out the Council's key statements of its pay policy as required under the Localism Act 2011.

As well as covering areas such as the level and elements of remuneration for each chief officer, the policy also dealt with the subject of "fairness", which examined the relationship between the remuneration of chief officers and the lowest paid employees within the Council. Linked to that issue, the Cabinet Member reported on a proposal for the Council to set a minimum pay rate equivalent to £9 per hour for all Council employees (excluding those on apprenticeship schemes) and agency staff working on Council assignments.

The Cabinet Member explained that, as a major employer within the Borough, the measure would support the Council's ambition to raise average household incomes and represented an important statement in terms of pay fairness. The new minimum rate would exceed the London Living Wage level, set at £8.55 per hour from 1 November 2012, and would cost the Council approximately £314,000 to implement but the Cabinet Member suggested that the wider economic and social benefits associated with increasing rates at the bottom of the Council's pay scales was believed to outweigh the cost.

**Cabinet agreed:**

- (i) That all permanent Council staff and agency staff working on Council assignments be paid the equivalent of at least £9 per hour with effect from 1 January 2013; and
- (ii) **To recommend the Assembly** to approve the Pay Policy Statement for the

London Borough of Barking and Dagenham for 2013/14, for publication with effect from 1 April 2013, as attached at Appendix A to the report.

## **92. Budget Monitoring 2012/13 - April to December 2012**

The Cabinet Member for Finance presented a report on the Council's revenue and capital budget position for the 2012/13 financial year as at 31 December 2012.

The General Fund position had continued to improve and was now projected to achieve an end of year under spend of £1.7m, which would result in the General Fund balance increasing to £16m. The Cabinet Member advised that while that represented a significant improvement on the Council's reserve position of only a couple of years ago it was important to maintain such a level in view of the uncertain future for local authority finances, particularly in view of the risks associated with the Government's benefit reforms.

The Housing Revenue Account (HRA) showed an improvement on the previous month's position, with a projected year-end surplus of £200,000, although it was noted that there continued to be a number of pressure areas within the overall budget.

The Cabinet Member further advised that the Capital Programme forecast reflected further slippage on the position reported at the last meeting, with a projected variance of £48.7m against the total budget of £148.274m.

**Cabinet agreed:**

- (i) To note the projected outturn position for 2012/13 of the Council's revenue budget at 31 December 2012, as detailed in paragraphs 2.3 to 2.11 and Appendix A of the report;
- (ii) To note the progress against the 2012/13 savings targets at 31 December 2012, as detailed in paragraph 2.12 and Appendix B of the report;
- (iii) To note the position for the HRA at 31 December 2012, as detailed in paragraph 2.13 and Appendix C of the report; and
- (iv) To note the projected outturn position for 2012/13 of the Council's capital budget at 31 December 2012, as detailed in paragraph 2.14 and Appendices D and E of the report.

## **93. Budget Framework 2013/14**

(The Chair agreed to allow a supplementary report to be considered at the meeting as a matter of urgency, under the provisions of Section 100B(4)(b) of the Local Government Act 1972, which gave an update on the implications for the Council of the final Local Government Finance Settlement announced on 4 February 2013.)

The Cabinet Member for Finance introduced the Council's proposed budget framework for 2013/14 which incorporated the following:

- The Medium Term Financial Strategy (MTFS) for 2013/14 to 2014/15
- The proposed General Fund budget for 2013/14

- The proposed level of Council Tax for 2013/14
- The financial outlook for 2014/15 onwards
- The draft Capital Programme for 2012/13 to 2015/16

The Cabinet Member advised that the proposed General Fund net budget for 2013/14 was £173.4m, compared to a revised net budget for 2012/13 of £177.4m. The revised sum of £173.4m reflected the savings proposals that had been agreed by the Cabinet at the meeting on 19 December 2012 (Minute 64) and also the updated position, as contained in the report that was tabled at the meeting, in respect of the New Homes Bonus grant allocation which had not been fully reflected in the provisional Local Government Finance Settlement on which the original report had been based.

The Cabinet Member commented that difficult decisions had again had to be made by Members to ensure that the Council maintained a robust and balanced budget going forward which protected front line services as far as possible and provided value for money to residents. The approach taken had also meant that it was possible for the Council to keep its Council Tax at the same level for the fifth consecutive year while, at the same time, implementing new initiatives such as the new minimum pay rate referred to earlier in the meeting.

The Cabinet Member advised that the proposed Capital Programme of £426m reflected a revised projected spend in 2012/13 of £111m and new investment of £315m for the following three years, reflecting the Council's commitment to major programmes such as the expansion of school place provision and the provision of new social housing within the Borough.

**Cabinet agreed to recommend the Assembly:**

- (i) To approve a base revenue budget for 2013/14 of £173.4m as detailed in the revised Appendix A tabled at the meeting;
- (ii) To approve the adjusted Medium Term Financial Strategy (MTFS) position for 2012/13 to 2014/15 allowing for other known pressures and risks, as detailed in the revised Appendix B tabled at the meeting;
- (iii) To approve the Statutory Budget Determination for 2013/14 as set out in the revised Appendix C tabled at the meeting, reflecting a freeze on the amount of Council Tax levied by the Council, plus the final precept to be announced by the Greater London Assembly on 25 February 2013 (1.2% reduction currently assumed), as detailed in the revised Appendix D tabled at the meeting; and
- (iv) To approve the Council's Capital Programme for 2012/13 - 2015/16 as detailed in Appendix E (unamended) to the report.

**94. Housing Revenue Account Estimates and Review of Rents and other Charges 2013/14**

The Cabinet Member for Housing presented a report on the Housing Revenue Account (HRA) estimates, rents and other related charges for 2013/14.

The Cabinet Member advised that the proposals were underpinned by the

investment and service delivery objectives set out in the HRA Business Plan and included planned reductions in expenditure to enable the setting of a balanced revenue budget and maintaining of prudent reserves. The Cabinet Member explained that while the proposed increase to rent levels was based on Government's formula rent level policy and was largely influenced by the rate of inflation, the overall package of measures would enable the Council to continue to provide value for money services to its residents. In that respect, the Cabinet Member pointed out that those tenants currently paying service charges in addition to their rent would have an average total increase equal to 3.15% (3.7% in 2012/13), which compared favourably to most other local authorities.

The Cabinet Member confirmed that the budget proposals took into account the likely detrimental impact of the Government's welfare reforms on local residents and referred to the longer-term initiatives which would be supported via the HRA, including maintaining the Council's position as the leading provider of new-build, affordable housing in the country.

**Cabinet agreed:**

- (i) The HRA estimates for 2013/14 as detailed in Appendix 6 to the report;
- (ii) An overall average Council dwelling rent increase of 4.96% in accordance with the Central Government formula, equivalent to £4.21 per week and comprising the following:
  - New build and acquired Council homes - rents set at 50% or 65% of the Local Housing Allowance for the Borough.
  - Other houses - 5.46% average increase.
  - Other flats - 4.36% average increase.
- (iii) A decrease to tenant service charges of 2.38% (£0.66 per week);
- (iv) An increase to communal heating and hot water charges of 7% (£0.97 per week);
- (v) No increase to the garage rent levels set by Cabinet under Minute 4 (22 May 2012);
- (vi) That rents for commercial properties increase in line with lease agreements; and
- (vii) The above changes taking effect from 1 April 2013.

**95. Fees and Charges 2013/14**

(The Chair agreed that the report be considered at the meeting as a matter of urgency, under the provisions of Section 100B(4)(b) of the Local Government Act 1972, in order to enable new fees and charges to be implemented with effect from 1 April 2013.)

The Cabinet Member for Finance presented a report on the proposed fees and charges for Council services, to come into effect from 1 April 2013.

The Cabinet Member confirmed that fees and charges were set to increase by an average of 3%, in line with inflation, and had been developed within the framework of the Council's Charging Policy and in the context of the Council's budget framework for 2013/14. The Cabinet Member also referred to the need for some flexibility to be built in to the annual process to enable fees and charges to be reviewed and, if necessary, adjusted during the course of the year to respond to changes in demand and other social and economic factors.

Cabinet **agreed**:

- (i) The proposed fees and charges as set out in at Appendix A to the report, to be effective from 1 April 2013;
- (ii) To note the fees and charges no longer applicable from 31 March 2013, as set out in Appendix B to the report;
- (iii) To authorise the Corporate Director of Children's Services, in consultation with the Chief Financial Officer and the Cabinet Members for Finance and Children's Services, to set the fees and charges which are applied from September for school and academic year based activities; and
- (iv) To authorise Chief Officers, in consultation with the Chief Financial Officer and the relevant Cabinet Member, to amend fees and charges relating to their service responsibilities during the course of the financial year, and to advise the Cabinet of any such amendments.

#### **96. Treasury Management Strategy Statement 2013/14**

The Cabinet Member for Finance presented the Council's draft Treasury Management Strategy Statement (TMSS) for 2013/14.

The Cabinet Member advised that the overall TMSS included details of the proposed borrowing limit for the year and a range of other aspects aimed at ensuring that the Council had prudent and robust arrangements in place to meet all of its financial commitments and responsibilities, in line with the requirements of Section 15(1) of the Local Government Act 2003.

Cabinet **agreed to recommend the Assembly** to approve the Treasury Management Strategy Statement for 2013/14 attached at Appendix 1 to the report, and in doing so:

- (i) The current treasury position for 2012/13 and prospects for interest rates, as referred to in sections 6 and 7 of Appendix 1;
- (ii) The revised Authorised Borrowing Limit (General Fund and HRA) of £502m for 2012/13, which includes an estimated £15m borrowing to finance the 2012/13 Capital Programme;
- (iii) The Council's Borrowing Strategy, Debt Rescheduling Strategy and Policy on borrowing in advance of need for 2013/14, including the effects on treasury management of Housing Revenue Account reform, as referred to in sections 9 - 12 of Appendix 1;

- (iv) The Minimum Revenue Policy Statement for 2013/14 setting out the Council's policy on repayment of debt as set out in Appendix 1C;
- (v) The Authorised Borrowing Limit (General Fund and HRA) of £499m for 2013/14, representing the statutory limit determined by the Council pursuant to section 3(1) of the Local Government Act 2003, as set out in Appendix 1B;
- (vi) The Treasury Management Indicators and Prudential Indicators for 2013/14, as set out in Appendix 1B; and
- (vii) The Annual Investment Strategy and Creditworthiness Policy for 2013/14 outlining the investments that the Council may use for the prudent management of its investment balances, as set out in Appendix 1D.

## **97. Alcohol Strategy and Delivery Plan 2013-16**

The Divisional Director of Community Safety and Public Protection presented the final draft Alcohol Strategy and Delivery Plan for 2013-16 developed by the Barking and Dagenham Community Safety Partnership (CSP).

The Divisional Director provided some statistical data which exemplified the scope of alcohol-related issues within the Borough and explained that the overarching aim of the strategy was to achieve a reduction in alcohol-related harm. To achieve that main aim, the CSP had identified a number of key objectives which were:

- a reduction in the number of hospital admissions for alcohol-related illness for adults and young people;
- a reduction in alcohol-related offending and re-offending, including anti-social behaviour;
- better support to parents, to enable them to talk to their children about alcohol-related issues;
- a reduction in domestic and violent crimes;
- a reduction in child neglect and emotional abuse as a result of alcohol misuse; and
- an increase in the availability of targeted information for all.

The Divisional Director advised that the strategy also contained robust proposals for enforcement, to make those responsible for crime and anti-social behaviour accountable for their actions, as well as measures to support those who are victims of alcohol-related crime and disorder.

Cabinet **agreed** to endorse the Barking and Dagenham Community Safety Partnership's Alcohol Strategy and Delivery Plan 2013-16, as attached at Appendix 1 to the report, for implementation by the Community Safety Partnership.

## **98. Riverside Secondary School: Temporary and Permanent School Sites**

The Cabinet Member for Children's Services presented a report on proposals associated with the establishment of temporary and permanent sites for the Riverside Secondary School, which currently shares premises with George Carey Church of England Primary School.



The Cabinet Member explained that Riverside Secondary School required new premises from September 2013 but that construction works on the intended permanent site at the District Centre of Barking Riverside could not commence until August 2013, meaning that the new school buildings would be unlikely to be ready for use until September 2015. The former City Farm site in Thames Road had been identified as a suitable site for the temporary school and an assessment of demand for school places in the area had suggested that it would be prudent to build a primary school for temporary use by Riverside Secondary School.

The proposers of the Riverside Secondary School, the Barking and Dagenham Learning Partnership, have indicated that they would wish the Council to manage the building project and the Cabinet Member referred to the contractual and financial arrangements that were associated with the overall project.

**Cabinet agreed:**

- (i) The allocation earmarked in the Capital Programme of £3m for temporary accommodation for the Riverside Secondary School be used to construct primary school facilities at the former City Farm site, to be used temporarily (until the completion of the permanent site) by the Riverside Secondary School;
- (ii) A virement of the capital sum of £1.4m from the project originally intended to support basic need in Dagenham Village to the proposed primary school on the City Farm site;
- (iii) To include the capital sum of £25.09m (inclusive of ICT and fixtures and fittings) allocated by the Education Funding Agency for the construction of permanent school facilities for the Riverside School in the Council's Capital Programme, subject to a formal agreements between the Education Funding Agency and Proposer and the Proposer and the Council;
- (iv) To commission the Thames Partnership for Learning Limited (the Council's Local Education Partnership (LEP)) to undertake preliminary technical work on the Temporary Site for the Riverside School and, subject to the Chief Financial Officer confirming pricing and value for money tests, to carry out the work;
- (v) To commission, subject to (iii) above, the Local Education Partnership (LEP) to carry out the technical work for the Permanent Site and, subject to the Chief Financial Officer confirming pricing and value for money tests, to carry out the work;
- (vi) The freehold transfer of the City Farm site from Barking Riverside Limited to the Council on the terms set out in the report;
- (vii) The leasehold transfer of the District Centre site via a 999 year lease from Barking Riverside Limited to the Council on the terms set out in the report;
- (viii) To authorise the Corporate Director of Children's Services, in consultation with the Head of Legal and Democratic Services, to agree all necessary legal agreements to achieve the freehold transfer of the City Farm site,

proposed leasing arrangements for the City Farm and District Centre sites and suite of construction documents required by Education Funding Agency, including the Development Agreements and Design and Build contract;

- (ix) The conversion of the temporary school site at City Farm to a permanent primary school site following construction of the permanent school at the District Centre site; and
- (x) Authorised the Corporate Director of Children's Services, in consultation with the Chief Financial Officer, the Head of Legal and Democratic Services and the Cabinet Members for Children's Services, Finance and Regeneration, to procure and award the project contracts in respect of the construction of the new schools at the City Farm and District Centre sites, on the terms set out in the report.

### **99. Proposed Expansion of Schools from September 2013**

Further to Minutes 109 (14 February 2012 ) and 5 (22 May 2012), the Cabinet Member for Children's Services presented a report on the proposed expansion of a number of primary schools to help meet the projected growth in demand for school places in the Borough

Cabinet **agreed** the formal expansion of schools as follows:

- (i) Sydney Russell Comprehensive School - From 10 to 12 forms of entry from 1 September 2013;
- (ii) Manor Infant School (Sandringham Rd) - From four to five forms of entry from 1 September 2013;
- (iii) Manor Junior School (Sandringham Rd) - From four to five forms of entry from 1 September 2016;
- (iv) Roding Primary School (Cannington Rd) - From three to four forms of entry from 1 September 2013; and
- (v) Richard Alibon Primary School - From two to three forms of entry from 1 September 2013.

### **100. Collective Fuel Switching Scheme**

The Cabinet Member for Housing presented a report on an initiative aimed at helping Borough residents, and those in Thurrock, to reduce their fuel bills via a collective fuel switching project with the international switching broker, iChoosr.

The Cabinet Member explained that the two Councils would encourage their residents to register a 'no obligations', on-line interest during a two month period after which iChoosr, acting as the communications intermediary, would facilitate a one day e-auction whereby energy suppliers would be able to out-bid a rival and the lowest offer on the table would then be put to consumers as a one-year dual fuel contract.

The Cabinet Member advised that the scheme was expected to offer participants an annual fuel bill saving of up to £200 and would compliment other energy saving initiatives such as the Council's extensive home insulation programme.

The Leader confirmed that he would join the Cabinet Member and Council officers at a number of promotional events across the Borough as part of the Council's advertising campaign for the project.

Cabinet **agreed** that the Council, in partnership with Thurrock Council, enters into an agreement with the international switching broker iChoosr for the introduction of a collective fuel switching pilot for the benefit of residents in Barking and Dagenham and Thurrock, on the terms detailed in the report.

#### **101. Private Business**

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

#### **102. Eyesore Sites - Housing Opportunities**

The Cabinet Member for Housing presented a report on proposals to acquire three privately owned sites in the Borough for the delivery of new Council homes.

The Cabinet Member explained that a review had been undertaken of a number of long-term vacant, privately owned sites that had a negative environmental and visual impact on their surrounding neighbourhoods. An assessment of the options had resulted in three sites (site references 1, 2 and 3) being proposed for progression at the current point in time, which would deliver approximately 31 new homes. The Cabinet Member referred to the current planning position and financial and property issues associated with the three sites, as well as the additional sites referred to in the report which had been identified for potential acquisition and development by the Council in the future. The Cabinet Member for Finance referred to the potential acquisition costs of site 3, which had recently been the subject of an approved planning permission by a private developer.

In respect of a site in Eastbury ward not referred to in the report, the Divisional Director of Regeneration provided an update on the ownership and planning position of that site and confirmed that officers would review its suitability for inclusion in future phases of the programme.

Cabinet **agreed**:

- (i) That the Council enter into negotiations with the landowners for the acquisition of the three sites listed as sites 1, 2 and 3 in Appendix 1 to the report, for redevelopment for housing (Use Class C3);
- (ii) To authorise the use by the Council of its compulsory purchase powers pursuant to section 17 of the Housing Act 1985, in the event that they were necessary to acquire any or all of the sites listed in Appendix 1; and
- (iii) To delegate authority to the Chief Executive, in consultation with the

Corporate Director of Housing and Environment, the Head of Legal and Democratic Services and the Cabinet Member for Housing, to agree terms and a detailed financial cost plan and procure the necessary design, consultancy and related services and works necessary to realise the developments in the manner proposed in the report, and to award and enter into all necessary and appropriate contracts and documentation to realise each scheme.

### **103. Mark's Gate 'Open Gateway' Regeneration Scheme - Update**

Further to Minute 10 (22 May 2012), the Cabinet Member for Regeneration introduced a report which set out revised proposals for the regeneration of the Marks Gate 'Open Gateway' area.

The original proposals agreed under Minute 10 included the sale of three plots of Council land to the Diocese of Chelmsford and the subsequent purchase by the Council of the new homes developed on those sites. The revised proposal would mean the Council retained ownership of those sites and would build the new homes itself. The Cabinet Member advised that the revised proposal significantly reduced the risk and cost to the Council and the overall timescale for delivery of the scheme, whilst maintaining the key principles of the original scheme in terms of the new Church building, enhanced community provision and new homes.

The Cabinet Member for Housing welcomed the revised proposal and confirmed that the funding arrangements for the project had been provided for in the HRA Business Plan.

**Cabinet agreed:**

- (i) To proceed with Option 2 in respect of the Mark's Gate 'Open Gateway' Regeneration Scheme, as detailed in the report;
- (ii) To authorise the Chief Executive, in consultation with the Corporate Director of Housing and Environment, the Chief Financial Officer, the Head of Legal and Democratic Services and the Cabinet Member for Housing, to agree terms and a detailed financial cost plan, including a certified valuation, and enter into all necessary and appropriate contracts and documentation to realise the scheme; and
- (iii) To procure the necessary design, consultancy and related services and works necessary to realise the development of the Council-owned sites in the manner proposed in Option 2.

## CABINET

19 March 2013

<b>Title:</b> Budget Monitoring 2012/13 - April 2012 to January 2013	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Steve Pearson, Group Accountant, Corporate Finance	<b>Contact Details:</b> Tel: 020 8227 5215 E-mail: <a href="mailto:steve.pearson@lbbd.gov.uk">steve.pearson@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director of Finance	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>This report provides Cabinet with an update of the Council's revenue and capital position for the ten months to the end of January 2013 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.</p> <p>At the end of January 2013, total service expenditure for the full year is projected to be £174.7m against the approved budget of £177.4m, a projected underspend of £2.7m. Explanatory summaries are contained in section 2 of this report.</p> <p>The current projected underspend of £2.7m would result in the General Fund balance increasing to £17.0m.</p> <p>The Housing Revenue Account (HRA) is projected to underspend by £200k, increasing the HRA reserve to £8.5m. 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 January stands at £110.9m. Capital budgets cannot contribute to the General Fund revenue position although officers ensure that all appropriate capitalisations occur.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to:</p> <p>(i) Note the projected outturn position for 2012/13 of the Council's revenue budget at 31 January 2012, as detailed in paragraphs 2.3 to 2.11 and Appendix A of the report;</p> <p>(ii) Note the progress against the 2012/13 savings targets at 31 January 2012, as detailed in paragraph 2.12 and Appendix B of the report;</p>	

- (iii) Note the position for the HRA at 31 January 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 January 2012, as detailed in paragraph 2.14 and Appendices D and E of the report;

### **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.
- 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 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 underspend of £2.7m for the end of the financial year, made up as follows:
  - £0.2m over spend in Housing & Environment, the main pressure being homeless placements
  - (£0.1m) underspend in Finance and Resources with pressures in the Revenues & Benefits court costs income budgets, mitigated by an expenditure freeze in other areas;
  - (£0.8m) underspend in the Chief Executive Directorate from vacancies;
  - (£2.0m) underspend in Central Expenses against the interest budgets.

The initial forecast of a £2.7m underspend 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 and ensure a balanced position by year end to maintain the available level of balances.

- 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 £17.0m.

At the end of January 2012, the HRA is forecasting to underspend by £200k and increase the HRA reserve to £8.5m.

	<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	17,019	10,000
Housing Revenue Account (including Rent Reserve)	8,269	8,469	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</b>	<b>Full year projection at Jan 2013</b>	<b>Over/(under) Budget Projection</b>
	£'000	£'000	£'000
<u>Directorate Expenditure</u>			
Adult and Community Services	62,989	62,989	-
Children's Services	70,164	70,164	-
Housing and Environment	21,866	22,016	<b>150</b>
Finance and Resources	21,709	21,609	<b>(100)</b>
Chief Executive	802	41	<b>(761)</b>
Central Expenses	(151)	(2,113)	<b>(1,962)</b>
<b>Total Service Expenditure</b>	<b>177,379</b>	<b>174,706</b>	<b>(2,673)</b>

The current projection would increase the General Fund to £17.0m, 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>	<b>2011/12 Outturn</b>	<b>2012/13 Budget</b>	<b>2012/13 Projection</b>
	£'000	£'000	£'000
Net Expenditure	64,366	<b>62,989</b>	<b>62,989</b>
Projected over/(under)spend			-

The Adult and Community Services forecast out-turn position at the end of month 10 of the 2012/13 financial year is to break-even.

A challenging savings target of £3.392m (alongside a further £370k of Senior Manager & Policy Team savings) is built into the 2012/13 budget. There are pressures on some of the savings targets, but overall these will be managed to ensure that the savings target is delivered.

## 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>70,164</b>	<b>70,164</b>
Projected over/(under)spend			-

At period 10 the Service is reporting a year end balanced position. The service pressures have decreased by £495k from the previous month due to brought forward savings in Targeted Support Service. Pressures continue in Complex Needs and Social Care relating to assessment and care management, Section 17 and No Recourse to Public Funds support and SEN transport. Management actions are in place to hold back all non-essential spend in light of budgetary pressures. The service had previously been including grant income of £337k from the Social Worker Improvement Fund (DfE) in its forecast. This funding has not been confirmed and to be prudent this income has now been removed from the monitoring. The loss of this income will be managed within the overall budget for 2012-13, but the service will need to review how the position is to be managed for 2013-14.

## 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 £196.1m with £20.4m being retained centrally.

## 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>21,866</b>	<b>22,016</b>
Projected over/(under)spend			<b>150</b>

The Housing and Environment General Fund budget is currently forecast to overspend by £150k as at period 10, which is an adverse movement of £150k compared to that reported in period 9. This forecast reflects the assessed cumulative impact of significant pressures within these budgets.

The main pressure is in the Housing General Fund, particularly in relation to the high numbers of homeless placements in Bed and Breakfast accommodation. The



Council has a statutory duty to provide accommodation in these cases. The accommodation is a high cost placement to the Council as a result of the cap applied, which restricts the housing benefit subsidy the Council can receive. This leaves a large element of rent payable by the Council as the tenant is unable to afford this difference.

The risks to the delivery of this budget are often outside the control of the council. These risks include: the demand for homeless placements; the prevailing market conditions within the private sector rented market; the availability of suitable private rented units in neighbouring boroughs; and the availability of decanted council properties for use as temporary accommodation.

The service is focused on delivering actions to mitigate and resolve the budget shortfall this situation creates. These actions include making the Council more competitive in the private sector market to improve the supply of properties; and greater use of temporary HRA (Housing Revenue Account) void properties.

The projected variance of the Housing General Fund is highly dependent upon the successful delivery of these actions, to prevent further adverse movements.

The department started the year with a savings target of £2.3m. A high proportion of the savings will be fully delivered but there is currently an overall pressure of around £350k. This is mainly due to significant pressures facing the Housing General Fund as mentioned above, which in turn affects the deliverability of the £350k saving for CUS/SAV/10 (see below).

## 2.9 Finance and Resources

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	24,510	<b>21,709</b>	<b>21,609</b>
Projected over/(under)spend			<b>(100)</b>

The Finance & Resources department is currently forecast to underspend by approximately £100k. A pressure still exists due to the under-recovery of court cost income in Revenues & Benefits of approximately £648k and this is being mitigated by a freeze on expenditure within the department.

For 2012/13 the department had a total savings target of £2.591m and all of the individual savings are forecast to be delivered.

In previous months the Revenues & Benefits Local authority error rate has been highlighted as a risk because if the higher threshold limit was breached there would have been a significant loss of subsidy to the Council and depending on the level of the breach this loss could range from around £450k to £860k.

This is being closely monitored and as at the end of January the local authority error rate has been reported as 0.39%. This is a further improvement from last month's position of 0.44% and ensures headroom below the lower threshold limit of 0.48%. At this stage, the risk to not maintaining a position below the threshold limit at year end is considered low.

## 2.10 Chief Executive

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	(216)	<b>802</b>	<b>41</b>
Projected over/(under)spend			<b>(761)</b>

The services within the Chief Executive department are currently forecast to underspend by £761k mainly as a result of vacancies held within the services and prudent use of other budgets including supplies & services and third party payments.

For 2012/13, the department had a total savings target of £2.3m and there is currently a projected shortfall in delivery of £136k in respect of the HR targets but this is being managed by reductions in other expenditure.

## 2.11 Central Expenses

<b>Directorate Summary</b>	2011/12 Outturn	2012/13 Budget	2012/13 Projection
	£'000	£'000	£'000
Net Expenditure	(1,941)	(151)	<b>(2,113)</b>
Projected over/(under)spend			<b>(1,962)</b>

Due to the management of our cash balances a net underspend of £1,962k is projected against the budgets for interest and a lower than anticipated call on corporate contingency.

## 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	1,981	<b>350</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>18,375</b>	<b>486</b>

## 2.13 Housing Revenue Account (HRA)

The HRA is currently forecast to produce a surplus of £200k in 2012/13. There are some areas where budget pressures are being mitigated by additional income generated, or maximising interest income.

### *Income*

There is a favourable net rental surplus of £285k being forecast, mainly arising from the short term renting of decanted properties for temporary accommodation that would have otherwise remained void pending demolition/refurbishment. In addition, there will be income from higher than anticipated water charges of £341k.

The HRA is also benefitting from an estimated additional £474k of interest on cash balances. This has arisen as a prompt and conscious response to elements of the capital schemes needing longer than was originally anticipated. This unanticipated income has helped to offset a £166k pressure due to delays in implementation of the Garage strategy.

Adding all items together, the net favourable variance in the income budgets is £934k.

### *Expenditure*

There are one-off costs of £450k in relation to additional work required to implement the new Repairs & Maintenance service contract. This will become an in-house operation and will lead to annualised savings in future greater than any implementation costs. These costs are currently being contained within the overall R&M budget, which is only forecasting a pressure of £130k (net of works that are capitalised).

There is a further nominal pressure in Supervision & Management relating to energy costs of £200k, which will be carried forward to next year, and water charges of £341k which will be recovered from the tenants and leaseholders this year, as shown above.

Other pressures are:

- a one-off charge from the Housing Strategy team for the additional work involved in the implementation of the new HRA Business Plan and asset management strategy of £200k;
- staffing spend above budget of £420k; and
- increased transport costs of £170k.

Items offsetting these pressures are:

Complementary to the interest earned on improved cash flow due to the extended capital programme, interest of £324k on predicted borrowing in 2012/13 of £8.5m for the Decent Homes capital programme will not now be paid. In addition a reduced estimate for in-year debt write offs by £109k and a council tax voids by £94k, will reduce the total pressure on HRA expenditure. Adding all these items together, the net unfavourable variance in the spend budgets is £734k.

### *HRA Balance*

When put together with the favourable variance from the income budgets, the overall impact is that the net spend is a surplus of £200k. The HRA maintains revenue reserves balance of £8.3m. Currently it is anticipated that this £200k surplus would be used to increase the balance to £8.5m by the end of 2012/13. There is also a budgeted contribution to capital resources of £36.688m, and this is forecast to be achieved.

## 2.14 Capital Programme

The following budgets reflect the revised capital programme submitted to Cabinet in February within the Budget Framework report. The programme in 2012/13 is lower than previously reported as budgets have been re-profiled into the next financial year.

The table below identifies that this lower target will not be achieved by at least £20m. There are often good reasons for delays, and slippage into future years means that the Council will not incur the costs of capital in 2012/13 as the funding is not required. However, the reason for the capital programme is deliver assets that are needed and delays in delivery mean the benefits of that spend are also delayed. In view of this, added focus will be given to capital in coming months to improve both the accuracy of programming and ensure delivery to deadline.

<b>Directorate Summary of Capital Expenditure</b>	<b>Budget £'000</b>	<b>Actual Year to Date £'000</b>	<b>Projected Outturn £'000</b>	<b>Projected Variance £'000</b>
Adult & Community Services	6,205	3,427	4,505	(1,700)
Children's Services	37,507	25,354	31,578	(5,929)
Housing & Environ (non HRA)	8,136	6,323	7,802	(334)
HRA	43,350	18,951	35,754	(7,596)
Finance & Resources	15,739	5,324	10,979	(4,760)
<b>Total</b>	<b>110,937</b>	<b>59,379</b>	<b>90,618</b>	<b>(20,319)</b>

A detailed Capital Programme forecast is provided at Appendix D.

Variances by area are largely due to slippage and are summarised below:

### Adult & Community Services

- Community Services, Heritage & Libraries – (£410k) underspend
- Leisure Services – (£1,284k) underspend

### Children's Services

- Schools devolved capital – (£1,035k) underspend.
- Schools expansion / New school places (£4,894k) underspend
- The £27m underspend reported last month, due to slippage on the Schools Places programme, has now been re-profiled into 2013/14.

### Housing & Environment

- Housing Revenue Account – (£7.3m) underspend relating to slippage on various schemes. Larger areas are:
  - Leaseholder buy-backs (£1.0m)
  - Estate renewal demolition (£1.1)

- Repairs and renewals contract implementation (£0.6m)
- External enveloping and renewal (£0.8m)
- New Council House building Phase 3 (£1.0m)
- Abbey Rd CIQ (£0.5m)
- Environment – (£334k) underspend mainly relating to slippage on street lighting works and grant-funded disabled facilities works.

### Finance & Resources

- Asset Strategy – (£190k) underspend relating to slippage on various schemes.
- ICT – (£2,961k) mainly due to slippage on Oracle R12 project and modernisation and improvement works
- Regeneration – (£1,609k) underspend relating to slippage on various schemes.

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

Capital expenditure to the end of January totals £59.4m, representing only 54% of the total forecast after ten months of the financial year and well below budgeted levels. However, project sponsors are forecasting that accrued expenditure will increase substantially to approximately £90m in the last two months of the financial year.

## 2.15 Financial Control

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

## 3 Options Appraisal

- 3.1 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

- 4.1 The report has been circulated to appropriate Divisional Directors for review and comment.
- 4.2 Individual Directorate elements have been subject to scrutiny and discussion at their respective Directorate Management Team meetings.

## 5 Financial Implications

- 5.1 This report details the financial position of the Council.

## 6 Legal Issues

- 6.1 Local authorities are required by law to set a balanced budget for each financial year. During the year there is an ongoing responsibility to monitor spending and ensure the finances continue to be sound. This does mean as a legal requirement there must be frequent reviews of spending and obligation trends so that timely intervention can be made ensuring the annual budgeting targets are met.

## **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.

## **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  
JANUARY 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	46,002	46,002	-
Mental Health	3,770	3,861	3,419	3,649	230
Community Safety & Neighbourhood Services	4,463	4,403	4,432	4,202	(230)
Culture & Sport	9,796	8,067	8,113	8,113	-
Management	267	679	1,023	1,023	-
	<b>64,366</b>	<b>62,499</b>	<b>62,989</b>	<b>62,989</b>	<b>-</b>
<b><u>Children's Services</u></b>					
Education	7,303	3,064	3,436	3,102	(334)
Targeted Support	12,146	10,017	10,243	9,047	(1,196)
Complex Needs and Social Care	33,402	29,339	29,375	30,864	1,489
Commissioning and Safeguarding	4,292	3,789	4,097	4,027	(70)
Other Management Costs	12,586	22,083	23,013	23,124	111
	<b>69,729</b>	<b>68,292</b>	<b>70,164</b>	<b>70,164</b>	<b>-</b>
<b><u>Children's Services - DSG</u></b>					
Schools	(17,739)	(22,358)	(26,911)	(26,911)	-
Quality & Schools Improvement	4,959	5,953	6,053	6,053	-
Integrated Family Services	4,032	4,713	4,713	4,713	-
Safeguarding & Rights Services	5,909	5,763	5,663	5,663	-
Children's Policy & Trust Commissioning	493	1,182	1,182	1,182	-
Skills and Learning	-	-	-	-	-
Other Services	2,346	4,747	9,300	9,300	-
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Housing &amp; Environment</u></b>					
Environment & Enforcement	20,355	19,719	19,989	19,989	-
Housing General Fund	3,224	1,611	1,877	2,027	150
	<b>23,579</b>	<b>21,330</b>	<b>21,866</b>	<b>22,016</b>	<b>150</b>
<b><u>Finance &amp; Resources</u></b>					
F&R Directorate	4,270	4,392	4,587	4,389	(198)
Finance ( including Audit & Risk and Subsidy)	(841)	(638)	(352)	(656)	(304)
Regeneration & Economic Development	5,302	4,880	5,034	5,034	-
Emergency Planning & Operations	-	563	-	-	-
Customer Services, Contracts & Improvement	14,431	9,950	10,571	11,110	539
Assets & Facilities Management	1,348	1,130	1,869	1,732	(137)
Corporate Client	-	129	-	-	-
	<b>24,510</b>	<b>20,406</b>	<b>21,709</b>	<b>21,609</b>	<b>(100)</b>
<b><u>Chief Executive Services</u></b>					
Chief Executive Unit	(228)	-	(150)	(245)	(95)
Marketing & Communications	182	-	39	(81)	(120)
Corporate Policy & Public Affairs	(158)	-	-	(80)	(80)
Legal & Democratic Services	127	377	623	281	(342)
Human Resources	(139)	-	290	166	(124)
	<b>(216)</b>	<b>377</b>	<b>802</b>	<b>41</b>	<b>(761)</b>
<b><u>Other</u></b>					
Central Expenses	(10,528)	(8,383)	(12,144)	(14,106)	(1,962)
Contingency	-	3,938	3,073	3,073	-
Levies	8,587	8,920	8,920	8,920	-
	<b>(1,941)</b>	<b>4,475</b>	<b>(151)</b>	<b>(2,113)</b>	<b>(1,962)</b>
<b>TOTAL</b>	<b>180,027</b>	<b>177,379</b>	<b>177,379</b>	<b>174,706</b>	<b>(2,673)</b>

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**GENERAL FUND SAVINGS MONITORING STATEMENT****JANUARY 2012/13****Adult and Community Services**

<b>Reference</b>	<b>Detail</b>	<b>Explanation for Variance Where Applicable</b>	<b>Target</b>	<b>Forecast</b>	<b>Variance</b>
			<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
ACS/SAV/01	Reductions to services funded by Area Based Grant	Savings achieved	1,251	1,251	-
ACS/SAV/02	Inclusion of Tenancy Sustainment Team in remodel and retender of floating support.	Savings achieved	120	120	-
ACS/SAV/03	Remodeling homecare services in line with the principles of personalisation	Savings achieved	20	20	-
ACS/SAV/04	Revisions to pricing framework for Care Home Placements	Savings 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 Directorate's budgets.	125	125	-
ACS/SAV/07	Learning Disability Day Services Management Saving	Savings achieved	25	25	-
ACS/SAV/08	Reducing Children's to Adults' transition costs	Savings achieved	50	50	-
ACS/SAV/09	Reconfiguration of mental health services	Savings achieved	98	98	-
ACS/SAV/10	Changes to grants to voluntary organisations	Savings achieved	285	285	-
ACS/SAV/11	Broadway theatre	Savings achieved	65	65	-

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
ACS/SAV/12	Closure of Goresbrook Leisure Centre	Savings achieved	161	161	-
ACS/SAV/13	Olympic unit	Savings achieved	32	32	-
ACS/SAV/14	Reduction to events and education programme	Savings achieved	40	40	-
ACS/SAV/16	Libraries - charging for internet access	Due to a delay in implementing the necessary IT for this saving there will be some shortfall on income. However, this is being managed within the Directorate's budgets	20	20	-
ACS/SAV/17	Expanding commercial opportunities at heritage venues	On line to be achieved – however, the saving is being reviewed regularly to make sure the income is being achieved.	10	10	-
ACS/SAV/18	Leisure Centres - Charges	Savings achieved	310	310	-
ACS/SAV/19	Remodeling of crime and disorder services to develop Integrated Offender Management	Savings achieved	112	112	-
ACS/SAV/20	Deletion of 4 Community Safety Co-ordinators	Savings achieved	46	46	-
ACS/SAV/21	Non Staffing Supplies & Services Budgets	Savings achieved	85	85	-
ACS/SAV/22	Libraries review	Savings achieved	212	212	-
Feb 2011 Assembly	Commissioning Contracts & Purchase Savings	Savings achieved	250	250	-
Feb 2011 Assembly	Community halls	Savings 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	Forecast	Variance
			£'000	£'000	£'000
CHS/SAV/01	Alternative delivery method for Independent Review Officer (IROs) - Change the method of delivery of the independent reviewing officers posts	Alternative savings found for 2012-13. Delivery for 13/14 in progress	110	110	-
CHS/SAV/02	Prevention/Crisis Intervention/ Family Group Conferencing Merger of the three preventative services to create efficiencies	Part achieved. £16k pressure will be met by under spend on other service area.	100	100	-
CHS/SAV/03	School Estate/School Investment Team partly funded from DSG	Savings achieved	150	150	-
CHS/SAV/04	Youth and Engagement Team Efficiency	Savings achieved	80	80	-
CHS/SAV/05	Common Assessment Framework (CAF) team reductions- reducing the number of posts in the CAF team	Part achieved. £24k pressure will be met by underspend on other service areas.	80	80	-
CHS/SAV/06	Catering efficiencies/reductions	Savings achieved	150	150	-
CHS/SAV/07	CAMHS Schools Counselling contract ending that will not be renewed and reduction in primary and emotional team	Savings achieved	60	60	-
CHS/SAV/08	Safeguarding Board Cost Reductions	Alternative savings found for 2012-13. Delivery for 13/14 in progress.	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	Savings achieved	50	50	-
CHS/SAV/10	Connexions - Careers Reduction in Contract Value	In 2012/13 the pressure of £117k is being met by underspend on other service areas. The risk will be managed in future years.	700	700	-
CHS/SAV/11	Management Restructure - reducing the number of posts in the Assessment Team	Savings achieved	50	50	-
CHS/SAV/12	Reducing Children's to Adults transition costs	Grant flexibilities are being used to achieve this saving in 12/13. Achievement for 13/14 in progress	50	50	-

Reference	Detail	Explanation for Variance Where Applicable	Target	Forecast	Variance
			£'000	£'000	£'000
CHS/SAV/13	Service Efficiencies and re-organisation	Grant flexibilities are being used to achieve this saving in 12/13. Achievement for 13/14 in progress	100	100	-
CHS/SAV/14	Disabled Children's Team - Contribution from short breaks funding on mainstreamed into base budget	Savings achieved	100	100	-
CHS/SAV/17	Education Inclusion/School Improvement - Staffing Review and Reductions	Savings achieved	185	185	-
CHS/SAV/18	School Improvement Income - Raising the SLA income - charging Schools for services/Other Local authorities	Savings achieved	60	60	-
CHS/SAV/19	Training Reductions	Savings achieved	260	260	-
CHS/SAV/20	Reduction of Management costs in the Multi-agency Locality Teams	Savings achieved	150	150	-
CHS/SAV/21	Portage Amalgamation	Savings achieved	35	35	-
CHS/SAV/22	Reduction to Youth Commissioning Fund	Savings achieved	100	100	-
Feb Assembly	Education Psychology Service - Combination of Staffing and increased school SLA income	Savings achieved	100	100	-
Feb Assembly	Childcare Team	Savings achieved	145	145	-
Feb Assembly	Reconfigure & merge Children's Centres, Merging 8 Children's Centres into 4	Savings achieved	520	520	-
Feb Assembly	Family Information Services	Savings 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 from 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	100	-
ACS/SAV/02	Inclusion of Tenancy Sustainment Team in remodel and retender of floating support.	Completed	120	120	-
CUS/SAV/03	Revisions to Domestic Refuse Collection and Recycling Services	Savings achieved	260	260	-
CUS/SAV/04	Relocation of Passenger transport services to a Frizlands depot and realignment of resources to optimise service delivery	Savings achieved	206	206	-
CUS/SAV/05	Replace orange bags with recyclable bins	Savings achieved	200	200	-
CUS/SAV/06	Optimisation of Refuse fleet	Savings achieved	200	200	-
CUS/SAV/07	Management Restructure in Environmental Services	Savings achieved	154	154	-
CUS/SAV/08	Turning down the lights to save energy	Savings achieved	138	138	-
CUS/SAV/09	Increase in cost of permits within Car Parking Zones	Savings achieved	70	70	-
CUS/SAV/10	Converting private sector licence properties from old portfolio to the new contract at lower rates.	Not achieved. 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 is demand led has risen substantially in the last year across all of London.	350	0	350
CUS/SAV/11	Reduced mowing to create naturalised environment	Savings achieved	33	33	-

Appendix B

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
CUS/SAV/12	Renegotiate Abandoned Vehicle contract	Savings achieved	12	12	-
CUS/SAV/13	Reduction in Environmental Enforcement	Savings achieved	140	140	-
CUS/SAV/14	Making Parks more commercially sustainable	Savings achieved	98	98	-
Feb Assembly	Housing Advice Restructure	Savings achieved	50	50	-
Feb Assembly	Re procurement of street lighting contract	Savings achieved	200	200	-
<b>Total</b>			<b>2,331</b>	<b>1,981</b>	<b>350</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. Savings achieved through the deletion of posts in LBBD and the transfer of staff into established posts within the Elevate structure.	756	756	-
FIN&RES/SA V/02	Reviewing staffing levels within the Capital Programme Monitoring Office(CPMO), Corporate Programmes Team and Business Support	Savings achieved through the deletion of 3 Vacant posts.	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	Savings 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	Savings achieved – post deleted / person left, and supplies budgets have been reduced accordingly.	90	90	-

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
FIN&RES/SA V/13	Reorganisation of Employment & Skills team	The employee numbers have been reduced and the projects budget has been scaled back therefore the saving has been achieved.	80	80	-
FIN&RES/SA V/14	Reduction to staffing in Job Shop and business support	Savings achieved – linked to savings above.	50	50	-
FIN&RES/SA V/15	Reduction of External Audit fees	Savings achieved	30	30	-
FIN&RES/SA V/16	Reduction in Building Schools for the Future budget	Savings achieved as spend with consultants in the BSF area is now reduced.	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. Savings achieved.	256	256	-
Feb Assembly	Reduction in accommodation costs through the Modern Ways of Working project	Savings achieved through the closure of Fortis House.	234	234	-
<b>Total</b>			<b>2,591</b>	<b>2,591</b>	<b>-</b>



**Chief Executive**

Reference	Detail	Explanation for Variance Where Applicable	Target £'000	Forecast £'000	Variance £'000
CEX/SAV/01	Restructure of Senior Managers	Savings achieved and affected members of staff have now left the organisation.	810	810	-
CEX/SAV/02	Restructure of Policy Teams	Savings achieved and affected members of staff have now left the organisation.	932	932	-
CEX/SAV/03	Restructure of Legal and Democratic services	Savings achieved posts deleted, and affected members of staff have left Authority.	147	147	-
CEX/SAV/04	Merging Payroll and HR Support	Part achieved. Service currently being delivered by Elevate East London. The business case agreed indicates that the only savings achievable will be £78k which has been delivered and the shortfall has been managed by funds from other areas.	114	78	36
CEX/SAV/05	Reduction in spending on strategic HR	Part achieved. £100k of this savings target was subject to a review of Learning & Development spend across the departments and department's budgets would have had to be reduced in year to contribute towards this savings target. This saving element has not been achieved.	150	50	100
Feb 2011 Assembly	CE Review – M&C	Savings achieved.	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 JANUARY 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)	(83,713)	(696)
Non Dwelling Rent	(2,484)	(2,574)	(2,574)	(2,407)	167
Other Income	(15,103)	(17,098)	(17,152)	(16,759)	393
Capitalisation of Repairs	(1,625)	(1,000)	(1,000)	(2,700)	(1,700)
Repairs and Maintenance	20,999	20,043	20,522	22,353	1,831
Supervision and Management	(233,356)	34,643	34,285	35,101	816
Rent Rates and Other	1,341	920	853	772	(81)
Depreciation	14,697	14,875	14,875	14,875	-
Bad Debt Provision	1,002	992	992	861	(131)
Interest Charges	1,296	9,685	9,685	9,360	(325)
Corporate & Democratic Core	811	811	811	811	-
Interest	(526)	(93)	(93)	(567)	(474)
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>(200)</b>	<b>(200)</b>

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### Forecast Capital Programme Outturn January 2012/13

Forecast Capital Programme Outturn January 2012/13

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<u>Adult &amp; Community Services</u>					
1654	Ripple Hall (St Georges/Vol Group Relocation)	245	60	62	(183)
191	Eastbury House	11	5	11	
2233	Valence Site Redevelopment	54	30	54	
2872	Fews Lodge Extra Care Scheme	677	643	677	
2913	80 Gascoigne Road Care Home	327		100	(227)
2888	Direct Pymt Adaptations	380	320	380	
100	Disabled Adaptations (HRA)	494	403	494	
2266	Barking Park Restoration & Improvement	809	687	809	
2768	Abbey Sports Centre (Wet Side Changing Areas)	8	5	5	(3)
2603	Becontree Heath Leisure Centre	249	95	100	(149)
2815	Goresbrook Leisure Centre - Olympic Training Venue	20	17	17	(3)
2855	Mayesbrook Park Athletics Arena	796	518	796	
2870	Barking Leisure Centre 12-14	2,135	644	1,000	(1,135)
<b>Total For Adult &amp; Community Services</b>		<b>6,205</b>	<b>3,427</b>	<b>4,505</b>	<b>(1,700)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<u>Children's Services</u>					
<u>Primary Schools</u>					
2555.01	Eastbury	113	5	113	
2745	George Carey CofE (formerly Barking Riverside) Primary School	940	(91)		(940)
2735	Cambell Infants School Expansion				
2736	Roding Primary School (Cannington Road Annex)	216	69	216	
2759	Beam Primary Expansion	98	15	98	
2799	St Joseph's Primary - expansion	356	274	356	
2800	St Peter's Primary - expansion	34		34	
2825	Dagenham Park School		36	36	36
2776	Thames View Infants - London TG Agreement	76	36	76	
2787	Cambell Junior - Expansion & Refurb	31	13	31	
2786	Thames View Juniors - Expansion & Refurb	468	93	136	(332)
2784	Manor Longbridge (former UEL Site) Primary School	576	251	576	
2789	Westbury - New Primary School	144	92	223	79
2790	St Georges - New Primary School	125	132	158	33
<u>Other Schemes</u>					
UAC12	New Capital Allocation - Implementation of early education for 2 y	889			(889)
2793	Schools Modernisation Fund 2009-12	2,408	1,947	2,408	
2742	Youth Access Card Scheme	43	47	43	
2751	Kitchen Refurbishment 10/11	36	17	36	
2724	Basic Needs Funding (Additional School Places)	62	(183)		(62)
2310	William Bellamy Children's Centre	6	(14)	3	(3)
2311	Becontree Children's Centre		(232)		
2217	John Perry Children's	10	(5)	10	
2651	Alibon Children's Centre	(9)		2	11
2739	Gascoigne Community Centre	(8)			8
2826	Conversion of Heathway to Family Resource Centre	84	37	60	(24)
2878	512A Heathway (Phase 2) - Conversion to a Family Resource wil	147	139	147	
9999	Devolved Capital Formula	2,235	806	1,200	(1,035)
2818	Sydney Russell - School For The Future	11,383	11,232	11,383	
2859	Robert Clack Comprehensive Expansion	11	10	11	
2860	Monteagle Primary (Quadrangle Infill)	1,797	1,600	1,797	
2861	Eastbury Primary (Expansion)	750	213	213	(537)
2863	Parsloes Primary (Expansion)	1,310	1,246	1,310	
2864	Godwin Primary (Expansion)	1,100	317	767	(333)
2865	William Bellamy Primary (Expansion)	750	152	202	(548)
2866	Dagenham Village Rectory Road Library (Expansion)	200			(200)
2867	Southwood Primary (Expansion)	1,251	1,251	1,251	
2900	Becontree Primary Expansion	386	333	386	
2924	St Joseph's Primary - expansion	1,680	1,198	1,630	(50)
2929	SMF 2012/13	785	81	331	(454)
2932	Trinity 6th Form Provison	922	313	922	
<u>Basic Needs</u>					
UAC1	New School Places - Primary	503			(503)
UAC2	New School Places - Various Schools/New Schools(2011/12 Func	183		183	
UAC4	New School Places - Various Schools/New Schools	250			(250)
2906	School Expansion SEN projects	300		300	
2909	School Expansion Minor projects	350	406	406	56
2918	Roding Cannington	90	14	90	
2919	Richard Alibon Expansion	75	18	75	
2920	Warren/Furze Expansion	90	3	90	
2921	Manor Infants Jnr Expansion	100	21	100	
2922	Valence Halbutt Expansion	50	58	58	8
2923	Rush Green Expansion	15		15	
UAC5	Provision of New School Places (Basic Needs) Contingency	752		752	
<u>Skills, Learning &amp; Enterprise</u>					
2723	Skills Centre	3,344	3,404	3,344	
<b>Total For Children's Services</b>		<b>37,507</b>	<b>25,354</b>	<b>31,578</b>	<b>(5,929)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<u>Housing and Environment</u>					
<u>HRA</u>					
UAC11	HRA Business Plan 2012/13 - unallocated	4,568		3,138	(1,430)
2820	Boroughwide Estate Renewal - Gascoigne Decants	485	360	435	(50)
2828	Boroughwide Estate Renewal - Leys Decants	255	289	255	
2829	Boroughwide Estate Renewal - Goresbrook Village Decants	560	473	560	
2856	Boroughwide Estate Renewal - LeaseHolders Buybacks (all)	8,685	5,153	7,653	(1,032)
2857	Boroughwide Estate Renewal - Demolition (all)	713	163	567	(146)
2858	Boroughwide Estate Renewal - Demolition	1,653	251	653	(1,000)
2915	Boroughwide Estate Renewal - Altorne Way	55	1	55	
2734	SAMS formerly remote concierge	70	18	70	
2637	Dh Works Framework Contracts	5	5	5	
2640	MAJOR WORKS(ENTERPRISE) PROJ.	1,000	400	400	(600)
2641	Heating Works (Thaxted, Maxey & Humphries Houses)	65	63	65	
2645	Planning & Contingencies	750	364	750	
2727	CHP Programme	24			(24)
2728	Electrical Switch Gear	271	170	271	
2725	Extensions and deconversions		(13)		
2822	Communal Lighting & Electrical switchgear	510	421	510	
2726	External Enveloping Work	251	(15)	251	
2730	Sheltered Alarms Upgrade	11		11	
2731	Colne & Mersea Blocks	1,344	1,113	1,325	(19)
2811	Capitalised Improvement Works	147	88	147	
2813	Estate Improvement Project	900	339	900	
2824	Oldmead & Bartlett Remedial Works	103	82	103	
2844	Door Entry Project 11/12	1,533	673	1,200	(333)
2845	External Enveloping & Fire Proofing Project	2,454	1,381	1,630	(824)
2846	Defective Overflow Works	15		15	
2847	Central Heating Installation	1,872	1,261	1,870	(2)
2848	Kitchen & Bathroom Replacement Project	1,676	1,544	1,676	
2849	High Rise Surveys	250	51	250	
2850	Capitalised Improvement Works (Estates)	250	179	250	
2853	Estate Improvements	684	224	400	(284)
2852	Adaptations - Housing	129	78	129	
2880	Central Heating Installation (Phase II)	101	67	101	
2881	Kitchen, Bathroom, Central Heating & Rewire	1,884	1,771	1,884	
2882	Electrical Rewiring	326	79	326	
2933	Voids 12-14	100	531	700	600
2772	King William Street Quarter (Phase 1)	80	3	80	
2773	New Build Council House Building (Phase 2 & 3)	1,400	1,067	1,400	
2757	Council House Building	237	1	237	
2823	New Council House Building - Phase 3	1,569		600	(969)
2931	Leys New Builds Dev (HRA)	500	72	150	(350)
2916	Lawns & Wood Lane Development	1,300	160	1,200	(100)
2917	Abbey Road CIQ	500	5	7	(493)
2934	Roof Replacement Project	260	2	50	(210)
2935	Internal Works Multiple Elmnts	100		100	
2936	Rewiring (incl Smoke Alarms)	0	1	50	50
2937	CCTV/SAMS Phase 2	15		15	
2938	Fire Safety Works	150		150	
2939	Riverside House Refurb	100		20	(80)
2940	Door Entry Project 12/13 Phase II	50	2	50	
2941	Renewables (PVs & CSEPs additional External Enveloping Works	100	44	100	
2942	Travellers Site Refurbishment	50		50	
2943	Asbestos Removal (Communal Areas Only)	30		30	
2944	R & M Set Up Costs	2000		2,000	
2945	Street Properties Acquisition	500		500	
2947	External & Internal Lobby Programme 12-14	500		250	(250)
2949	External Enveloping incl Walkways Phase II	100	26	50	(50)
2950	Central Heating Installation Inc. Communal Boiler Replacement Pl	60	2	60	
2951	Electrical Switchgear inc. Communal & Emergency Lighting Phas	50	2	50	
<b>Total HRA</b>		<b>43,350</b>	<b>18,951</b>	<b>35,754</b>	<b>(7,596)</b>

Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<b>Non HRA Housing &amp; Environment</b>					
106	Private Sector Households Dfg'S (Odpm Grant Aided)	1,054	650	850	(204)
105	Private Sector Hsg Assistance rendered	230	224	230	
2570	Capita Housing (Formerly Housing Modernisation Programme)	32	21	32	
<b>Environmental Services</b>					
2288	Land Quality Inspection Programme	20	2	2	(18)
2764	Street Light Replacement	1,186	744	1,000	(186)
2842	Flats Recycle Bank Scheme		14		
2777	SNAPS	47			(47)
2836	Road Safety Improvement schemes 11-12		6		
2873	Environmental Improvements	168	212	212	44
2894	Road Safety Improvements 12-13	96	53	96	
2887	Frizlands Workshop Improvements	175	29	80	(95)
2886	Parking Strategy Implementation	9	151	260	251
2907	Leys Road Reconstructions 12-13	215	211	215	
2908	Brown Wheeled Bin for Recycling	1,123	1,097	1,123	
2930	Highways Maintenance (Non-Principal Roads)	3,000	2,518	3,000	
<b>PGSS</b>					
2421	PGSS Staff Costs	39		39	
2423	Pondfield Park	8	2	8	
2567	Abbey Green Park Development	22	15	22	
2604	Valence Park Improvements	15	15	15	
2326	Btc Public Art Project Artwork - Tgsc (Part Of Public Realm)	5	3	5	
2817	Mayesbrook Park Improvements (Phase I )	100	32	96	(4)
2911	Quaker Burial Ground Improvements	7		3	(4)
2912	Barking Park Tennis Project	150	7	150	
2879	Barking Park Light Railway & Rowing Boat Equipment	25	25	25	
2948	Abbey Green - Churchyard Wall	100	7	29	(71)
2925	Adizone 2012-13 (St Chads & Central Park)	310	285	310	
<b>Total For Housing &amp; Environment</b>		<b>51,486</b>	<b>25,274</b>	<b>43,556</b>	<b>(7,930)</b>



Project No.	Scheme	Budget £'000	Actual £'000	Forecast Spend £'000	Variance £'000
<b>Finance &amp; Resources</b>					
<b>Asset Strategy</b>					
2741	L8 Control of Legionella Remedial Works	250	138	250	
2578	Asbestos (Public Buildings)	54	43	54	
2771	Automatic Meter Reading Equipment	25		5	(20)
2542	Backlog Capital Improvements	670	77	500	(170)
2565	Implement Corporate Accommodation Strategy	1,001	776	1,001	
2587	Energy Efficiency Programme	280	82	280	
<b>ICT</b>					
2623	Microsoft Enterprise Agreement	89		89	
2738	Modernisation and Improvement Capital Fund (formerly One B & I	1,967	578	1,000	(967)
2738.13	Income Management Solutions	153		153	
2738.15	Citrix Application Delivery	181		181	
2738.16	SharePoint Corporate Rollout	223		223	
2877	Oracle R12 Joint Services	3,494	741	1,500	(1,994)
<b>Regeneration</b>					
2458	New Dagenham Library & One Stop Shop	90	16	90	
2596	LEGI Business Centres	341	73	180	(161)
2717	Retail Premises Imp		3		
2775	BTC Public Realm - Tsq & Abbey	30	1	30	
2821	Robin Hood Shopping Parade Enhancement	342	(15)	342	
2625	Thames View Regeneration (formerly East End Thames View Der	25	4	25	
2819	London Road/North Street Site Acquisitions	897	360	427	(470)
2831	Barking Station Forecourt Implementation Phase	241	265	241	
2840	Car Club Expansion Year 2 (TfL)	5			(5)
2841	Biking Borough Initiative Year 2 (TfL)	115	96	115	
2854	Improvements to the rear of the Mall, Dagenham Heathway	173	3	53	(120)
2901	Creekmouth Arts & Heritage Trail	50			(50)
2902	Short Blue Place (New Market Square Barking Phase II)	1,088	777	1,088	
2890	Principal rd resurf tfl	473	306	473	
2891	Merry fiddlers jnct year 2 tfl	442	13	442	
2892	Cycling greenways year 2 tfl	96	93	96	
2893	Thames Road Corridor Improvements (formerly Mayesbrk Nghd a	240	315	315	75
2895	Chadwell hth station imp tfl	288	2	80	(208)
2896	Dghm hthwy low carb zone tfl	48		48	
2897	Smarter travel plans tfl	202	187	202	
2898	Local transport plans tfl	96	166	196	100
2899	River roding cycle link tfl	240	5	240	
2910	Barking Station Parade Assessment	60		60	
2914	Barking Job Shop Relocation	229	69	175	(54)
2926	Outer London Fund Round 2	290	117	202	(88)
2927	Abbey Road & Chequers (Lane & Corner) Realm Impr	431	30	118	(313)
2928	Captain Cook Site Acq & Public Realm Works	820	3	505	(315)
<b>Total For Finance &amp; Resources</b>		<b>15,739</b>	<b>5,324</b>	<b>10,979</b>	<b>(4,760)</b>
<b>GRAND TOTAL</b>		<b>110,937</b>	<b>59,379</b>	<b>90,618</b>	<b>(20,319)</b>

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## Explanations for Significant Variances on Capital Projects

### Adults & Community Services

- Ripple Hall (£183k underspend) – these savings were identified by project sponsor and achieved through reduced fit out costs.
- 80 Gascoigne Rd Care Home (£227k slippage underspend) – scheme behind programme due to starting two months later than anticipated due to delay in completion of 1<sup>st</sup> Phase (Fews Lodge).
- Becontree Heath Leisure Centre (£149k underspend) – possible underspend; Sponsor liaising with Contractor over design and deliverable issues – contesting payment.
- Barking (Abbey) Leisure Centre (£1.135m underspend) – tenders agreed and reported to Cabinet in Jan 2013; spend will be utilised in 2013/14.

### Children's Services

- George Carey CofE Primary school (£940k underspend) – payment of retention delayed to 2013/14; project is now anticipated to underspend by £500k.
- Thames View Juniors – Expansion & Refurb (£332k underspend) – staff room works are not affordable so project has been cancelled.
- New Capital Allocation – Implementation of early education (£889k underspend) – new works are being scoped for delivery in 2013/14.
- Devolved Capital Formula (£1,035k underspend) – school allocations being transferred in 2013/14.
- Eastbury Primary expansion (£537k underspend) – phase 2 works being developed; spend anticipated in 2013/14.
- Godwin Primary expansion (£333 underspend) – delay in scope and tenders being agreed; underspend to be rolled forward to 2013/14.
- William Bellamy Primary expansion (£548k underspend) – slippage; scheme will be delivered in 2013/14 now that amalgamation of schools has been agreed.
- Dagenham Village Rectory Road (£200k underspend) – scheme on hold.
- School Modernisation Fund 2012/13 (£454k underspend) – some remedial works have been delayed so that they can be carried out during Easter and Summer holidays
- New School Places (Primary) – (£753k underspend) – scope for further works being developed; funds to be utilised in 2013/14.

### HRA

- Boroughwide Estate Renewal – (£2.178m slippage underspend) – delays on decants and leasehold buy backs which will be completed by end of May 2013.
- Major works (Enterprise) – (£600k slippage underspend) – major renewals and repairs will be completed in next financial year.

- Door Entry Project 2011/12 – (£333k slippage underspend) – delays in getting access to properties to carry out works. To be completed in next financial year.
- External Enveloping & Fire Proofing Project – (£824k slippage underspend) – delays in commencement of different aspects of various schemes within the whole project.
- Estate Improvements (£284k underspend) – finalisation in 13/14.
- Voids - £600k overspend in year – budget over whole programme is £5m including 2013/14 which covers this in-year variance.
- New Council House Building - Phase 3 – (£969k slippage underspend) - new works are being scoped for delivery next year.
- Leys New Builds Dev – (£350k slippage underspend) – new schemes in early development.
- Lawns & Wood Lane Development – (£100k slippage underspend) - scheme is now on site and will complete in next financial year.
- Abbey Road CIQ – (£493k slippage underspend) - the budget relates to feasibility studies to develop proposals on the major development, which will be delivered from next year onwards.
- Roof Replacement Project – (£210k slippage underspend) - to be delivered in next financial year.
- External & Internal Lobby Programme 2012-14 – (£250k slippage underspend) - new scheme in early development.

#### Non-HRA Housing & Environment

- Private Sector Households Disabled Facilities grants (£204k underspend) – slippage to 13/14.
- Street Lighting Replacement (£186k underspend) – works are committed but due to be invoiced in 13/14.
- Parking Strategy Implementation - £251k overspend – various projects within phase one of the strategy have been delivered which will generate savings.

#### Finance & Resources

- Oracle R12 (£1,994k slippage underspend) – funds to be re-profiled into 2013/14 because of probable changes in the date for the project going live.
- ICT Modernisation & Improvement (£967k underspend) – the remainder of this fund will be spent on projects to be proposed within the IT Strategy due to go to Cabinet in March.
- Captain Cook Site Acquisition and public realm works (£315k slippage underspend) – works to be completed next year.
- Abbey Road / Chequers Lane public realm works (£313k slippage underspend) – delays have been caused by finalising designs and scheduling of works by term contractor.

## CABINET

19 March 2013

<b>Title:</b> Performance House - Quarter 3 2012/13	
<b>Report of the Leader</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> Graham Farrant, 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 performance information in areas of real interest to Members and where performance has improved or dipped.</p> <p>This report also provides a summary of performance (<b>Appendix A</b>) at Quarter 3 (October 2012 to December 2012) for all quarterly indicators, and in addition:</p> <ul style="list-style-type: none"> <li>• Performance for the 19 key priority indicators (<b>Appendix B</b>)</li> <li>• The Performance House (full set of indicators) (<b>Appendix C</b>)</li> <li>• Complaints and Member enquiries data (<b>Appendix D</b>)</li> </ul>	
<p><b>Recommendation(s)</b></p> <p>Cabinet is asked to note the corporate performance information for the third quarter of the 2012/13 financial year and make comments on any actions to be taken where performance has dipped.</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. Informal Cabinet 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. Cabinet agreed a set of 19 key 'top priority' indicators in April 2012.
- 1.2 The indicators in the Performance House were 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. 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.

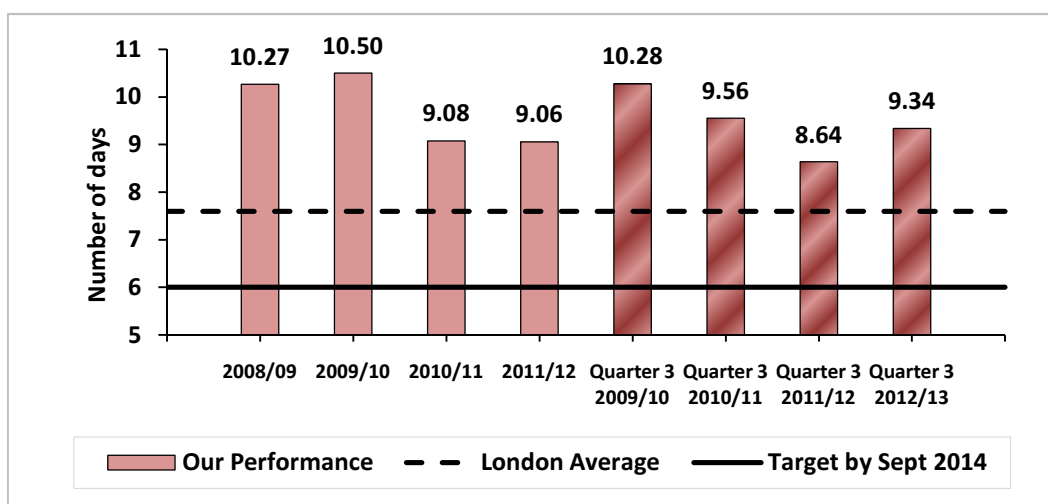
## **2. Performance in key areas**

- 2.1 For Quarter 3 performance reporting, focus has been given to a small selection of indicators where performance has either greatly improved or has shown a deterioration. It is hoped that by focusing on fewer specific indicators, Members will be able to challenge performance and identify where action is required more easily.
- 2.2 These selected indicators have been presented in a graphical format in order to provide a clearer picture of our current position, trend, target and performance when compared to the rest of London.
- 2.3 In summary, 72% of indicators are within 10% of, on or exceeding their target and 64% show an improving or static direction of travel when compared to the same time last year.
- 2.4 London and National averages have been included in the report to provide comparative performance data. Where benchmarking data is not widely published, the London average has been taken from the London Authorities Performance Solution (LAPS) if available.

Ref. 19 Average sickness days per full-time equivalent (FTE) (excludes school staff)



R



There has been an increase in the average number of days sickness since the same quarter last year. However there is a small reduction compared to Quarter 2 this year which was 9.44 days. In December 2012, the most prominent reason for absence was for the category 'Stress/Depression, Anxiety, Neurasthenia, Mental Health & Fatigue' at 20.41%, this is an increase from the same time last year at 16.51%. Other principle reasons for absence include operations (13.52%) and sickness (12.75%). The increase in average sickness absence levels has been closely monitored by CMT and the People Board. HR have been working on a Sickness Absence Reduction Plan which includes the following activities:

**Doing what we do better**

- Improvements to monitoring arrangements
- Improvements to the quality of the data and reports to managers/management teams
- Increasing support and training for managers with a particular focus on the quality of return to work interviews.
- Reviewing the Occupational Health support available including the greater use of case conferences.

**Targeting support available**

- Intensive support for services/teams which have the highest level of absences – “hot spots” with a focus on the top 50.
- Greater support on stress management (pressure and resilience) including more support for vulnerable teams, with a particular emphasis on restructures and reviews. Review and promotion of Supporting Staff through Tough Times programme.

**Procedures**

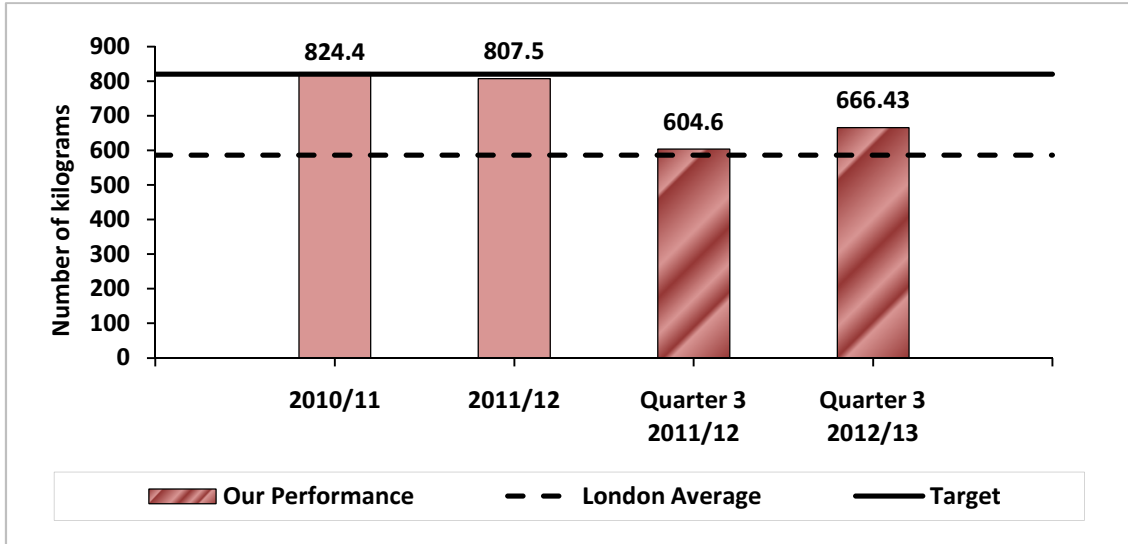
- Review of Sickness Absence Procedure (Managing Attendance at Work)

We are working with other London Boroughs to share best practice. We recognise that, despite the action being taken, as described, the target of six days by September 2014 is unlikely to be achieved.

Ref. 37 Kilogram of residual waste per household



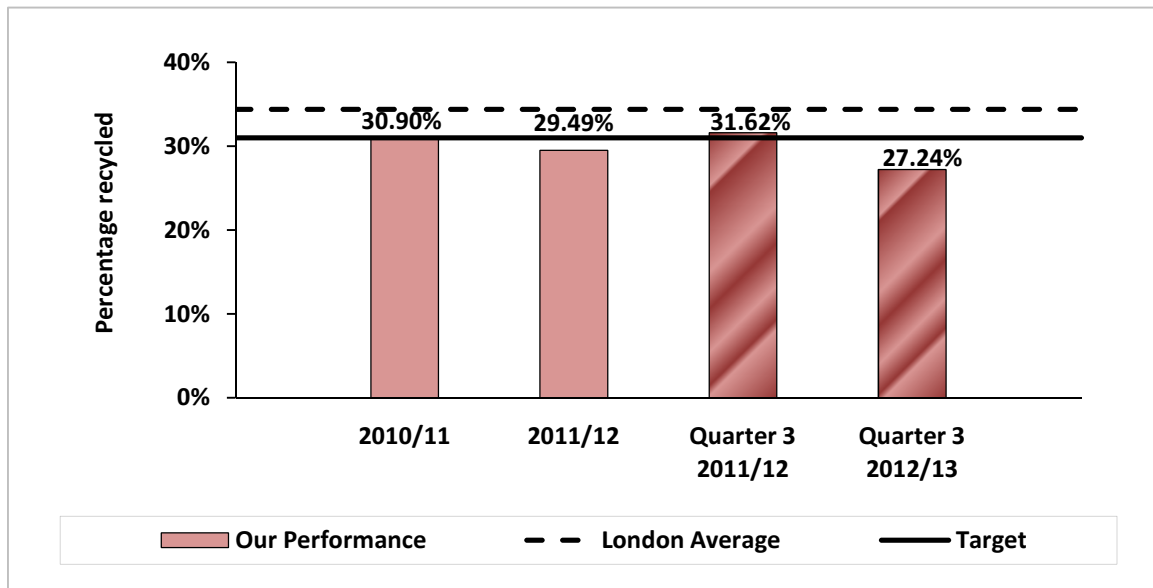
A



Ref. 38 Percentage of waste sent for reuse, recycling and composting



A



The drop in performance in the percentage of waste sent for reuse, recycling and composting is due to the following:

1. No mixed glass collection service (this used to contribute 2%)
2. The recycling achieved at Frog Island Bio-Material Recycling Facility reduced by 14% (266 tonnes) when compared to the same period last year (April – December). This means that less mixed glass, metals and compost fines were captured at the ‘back-end’ of the recycling process.
3. Frizlands Lane Reuse and Recycling Centre (RRC) recycling performance

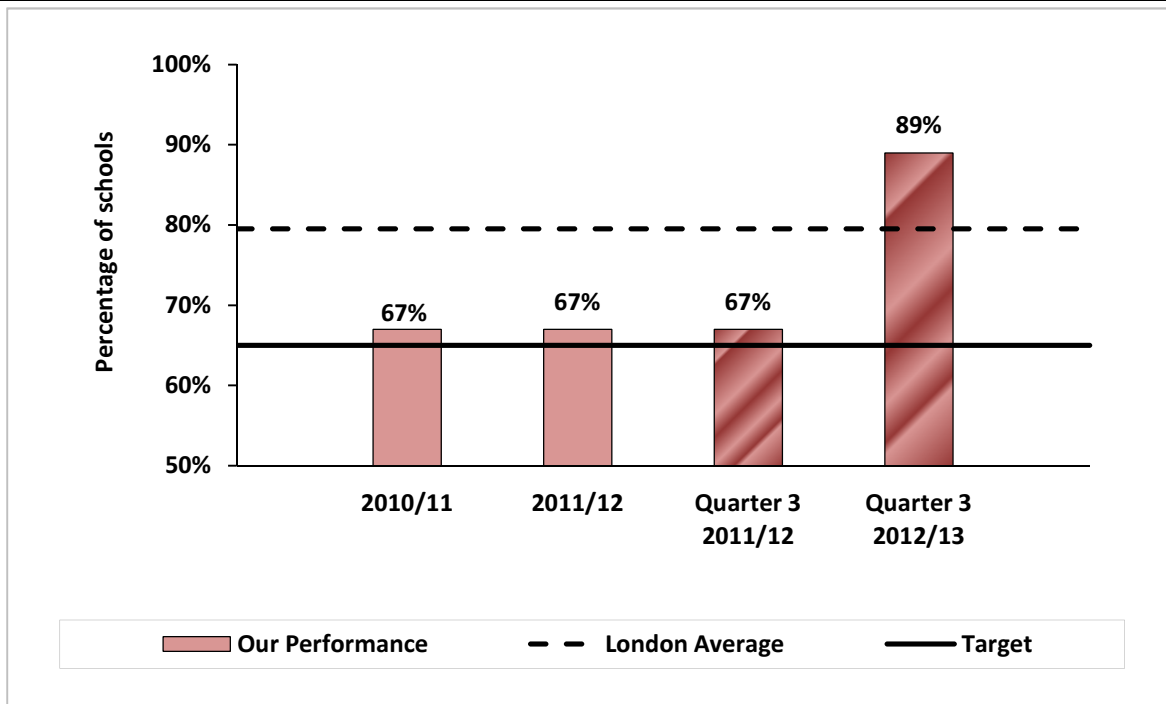


reduced by 3% (151 tonnes) when compared to the same period last year (April-December). There has been a significant increase of 8% (1,154 tonnes) of residual waste disposed at the site, hence affecting the recycling performance. ELWA is aware of this increase and are monitoring the situation.

Action taken to improve performance:

- a) Flat recycling scheme – currently rolled out across 80% of the flats in the borough. We are currently trying to secure additional funding to provide bins to the additional 20% and to complete the provision of bins on private estates.
- b) Commence work on waste reduction – we have a target of 2% reduction in waste for 2013/14, which will hopefully have a positive impact on our recycling figure.
- c) Performance of Shanks is being raised through ELWA
- d) Steps to reduce possible raised commercial waste tipping at RRC are being investigated with Shanks and ELWA.

Ref. 39	The percentage of secondary schools rated as outstanding or good	↑	G
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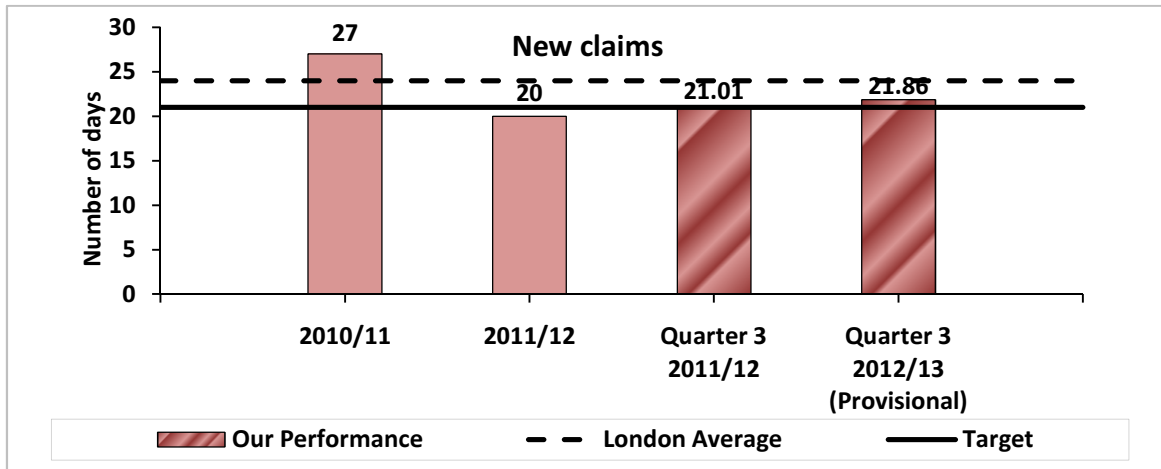


Eight of the nine secondary schools in the borough are now rated as good or better (89%). Performance is now in the upper quartile position and is better than the England and London average of 66% and 79.5% respectively. Eastbrook and Eastbury were recently inspected under the tougher inspection framework introduced in January 2012 and both schools moved from satisfactory to good.

**Ref. 41b The number of days to process Housing Benefit / Council Tax Benefit: New claims**



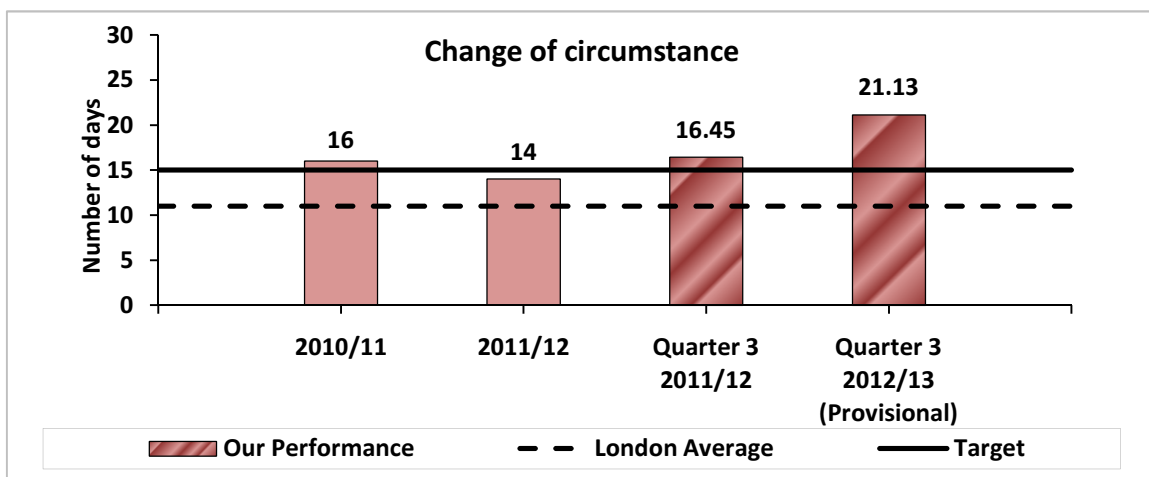
**A**



**Ref. 41c The number of days to process Housing Benefit / Council Tax Benefit: Change of circumstance**



**R**



2012/13 year to date has shown an increase in the number of days taken to process changes of circumstance. However, there is always variance during the year and this is primarily a year end measure. It is anticipated that performance will be near the target of 15 days at the end of quarter 4.

The main reason for this in year increase is a result of people obtaining employment, such as for the Olympic games, and then becoming unemployed and where there have been changes in working hours. In addition the introduction of Atlas Phase 2 (the system used by Central Government to inform changes of circumstance) from April 2012 has resulted in an increase in number, where in addition to receiving information from the DWP regarding benefit changes, we are now also receiving information from HMRC regarding Tax changes such as Tax credits. This is approximately a 53% increase in work and resources have been redirected to deal with this. As Elevate have cleared this work there has been an impact on performance. Despite this increase and the volumes expected in February and March, it is anticipated that year end performance will be near the target of 15 days.

### **3. Customer complaints and member enquiries**

- 3.1 A complaints and Member enquiries report for 2011/12 and Q3 2012/13 is available in Appendix D. The percentage of responses completed within timescales for Stages 2 and 3 have declined this quarter. However, all other complaints and enquiries responded to within timescales have shown an improvement.

### **4. Options Appraisal**

- 4.1 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.

### **5. Consultation**

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

### **6. Financial Implications**

Implications provided by Christopher Leslie - Principal Accountant (Corporate Finance)

- 6.1 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 gain share for Elevate if they achieve over the agreed Council Tax collection percentage stated in their contract).
- 6.2 Due to the financial constraints of the Council these key performance indicators must be delivered within the existing budgets of the relevant services.
- 6.3 Where external funding is involved there can be financial implications if outcome based targets are not met, as funding may have to be returned to the provider.

### **7. Legal Implications**

Implications provided by Eldred Taylor-Camara, Legal Group Manager (Commercial Law)

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

### **8. Other Implications**

- 8.1 **Risk Management** - The identification of clear performance measures to deliver against the priorities is part of a robust approach to risk management.
- 8.2 **Contractual Issues** - Any contractual issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.

- 8.3 **Staffing Issues** - Any staffing issues relating to improving performance measures will be addressed as part of the delivery plan for each project or action.
- 8.4 **Customer Impact** - Improvements in performance indicators will have a positive impact on customers. E.g. Increase in visits to leisure centres may impact on obesity and mortality and life expectancy in the long term. Where performance deteriorates service or choice to customers may be reduced e.g. percentage of social care clients receiving self directed support.
- 8.5 **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.
- 8.6 **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 at Informal Cabinet 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.
- 8.7 **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. Consideration of the Council's Section 17 duties and issues arising is part of the mainstream work for this area.

#### **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:** Summary of performance Quarter 3 2012-13

**Appendix B:** Key performance indicators Quarter 3 2012-13

**Appendix C:** All Performance House indicators Quarter 3 2012-13 and annual indicators

**Appendix D:** Complaints and Member enquiries report 2011-12 and Quarter 3 2012-13

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Summary of Performance – Quarter 3 2012/13

PERFORMANCE REPORT – THEME	PERFORMANCE RAG RATING						TREND						
	Current performance rating of Green, Amber or Red						Direction of Travel from same time last year						
	G		A		R		↑		↔		↓		
	Number of comparable PIs	%	Number of comparable PIs	%	Number of comparable PIs	%	Number of comparable PIs	%	Number of comparable PIs	%	Number of comparable PIs	%	
Key Performance Indicators	19	7	37%	4	21%	8	42%	13	59%	3	14%	6	27%
Better Together	7	6	85%	0	0%	1	15%	4	67%	0	0%	2	33%
Better Home	5	2	40%	2	40%	1	20%	2	40%	0	0%	3	60%
Better Health and Wellbeing	2	2	100%	0	0%	0	0%	2	100%	0	0%	0	0%
Better Future	5	1	20%	3	60%	1	20%	1	20%	1	20%	3	60%
Well Run Organisation	8	4	50%	2	25%	2	25%	5	50%	1	10%	4	40%
<b>TOTAL</b>	<b>46</b>	<b>22</b>	<b>48%</b>	<b>11</b>	<b>24%</b>	<b>13</b>	<b>28%</b>	<b>27</b>	<b>54%</b>	<b>5</b>	<b>10%</b>	<b>18</b>	<b>36%</b>

The above table summarises performance for all Key Performance Indicators and those indicators which are collected on a quarterly basis.

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# Appendix B

## Key Performance Indicators – Quarter 3 2012/13

Ref.	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 3 2011/12	Current Performance Qtr 3 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
											London Average	National Average		
1	CS	Cllr White	London Councils	Percentage of care leavers in employment, education or training (EET)	Monthly	48.98%	40.4%	40.5%	39.3%	60%	59%	58%	↓	R
2	CS	Cllr White	London Councils	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	Quarterly	6.9%	6.5%	6.6%	5.1%	>6%	4.5%	6.1%	↑	A
3	CS	Cllr White	Convergence	Percentage of pupils achieving 5 GCSE grades A* – C (including Maths and English in maintained schools)	Annual (academic year – published October)	57.2%	58.6% (revised)	N/A	Annual (2012/13 academic year – due Autumn 2013)	At national average (70% by 2014)	62.3%	59.4% (revised)	↑	A
5a	CS	Cllr White	Local	The percentage of primary schools rated as outstanding or good	Quarterly (Ofsted three year inspection cycle)	55%	59%	57%	62%	>65% (Ofsted threshold)	73.8% (August 2012)	68.8% (August 2012)	↑	A
5a	CS	Cllr White	Local	Percentage of school children eligible for Free School Meals (FSM)	Annual (January schools census)	24.8%	28.7%	N/A	Annual (2012/13 result taken from January 2013 census)	N/A	24.2%	16.9%		N/A
5b	CS	Cllr White	Local	Of those eligible, the percentage of children who take up Free School Meals (FSM)	Annual (January schools census)	81.7%	74.5%	N/A	Annual (2012/13 result taken from January 2013 census)	74.3%	85%	83.2%		N/A
6	F&R	Cllr Geddes	Convergence	Working age population qualified to at least Level 4	Annual (Calendar year)	26.6% (2010)	27.1% (2011)	N/A	Annual (2012 calendar year – due August 2013)	3% - 4% gap with London average	45.9%	32.9%	↑	R

Ref.	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 3 2011/12	Current Performance Qtr 3 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
											London Average	National Average		
7	F&R	Cllr Geddes	Convergence	<b>Percentage of economically active people in employment</b>	Rolling year published quarterly	62.0%	64.4%	63% (Qtr 2)	<b>63.2% (Qtr 2)</b>	2% - 3% gap with London average	68.6%	70.5%	↓	<b>R</b>
8	F&R	Cllr Geddes	Convergence	<b>Median weekly earnings for full-time workers living in the area</b>	Annual (Calendar year)	£496.70 (2010)	£500.80 (2011)	N/A	<b>£551.90 (2012)</b>	£25 gap with London average	£613.3	£508.0	↑	<b>R</b>
9	F&R	Cllr Geddes	London Councils	<b>Percentage of working age people on out of work benefits</b>	Snapshot four times a year	17.2% (Feb 2011)	17.7% (Feb 2012)	18.5% (Aug 2011)	N/A Data not yet published	N/A	12.6%	12.5%	N/A	N/A
10	ACS	Cllr Worby	Convergence	<b>Regular participation in sport and physical activity (30 minutes on 3 or more days a week)</b>	Annual	13.4% (2009-2011)	14.3% (2010-2012)	N/A	N/A	<1% gap with London	20.98%	22.63%	↑	<b>R</b>
11	H&E	Cllr P Waker	Convergence	<b>Additional housing units – Number of affordable homes delivered</b>	Annual	144	372	N/A	N/A	470	544.2	N/A	↑	<b>G</b>
12	H&E	Cllr P Waker	London Councils	<b>Percentage of non-decent Council Homes</b>	Annual	42%	33.85%	N/A	N/A	45%	Data unavailable		↑	<b>G</b>
13	H&E	Cllr P Waker	Local	<b>Satisfaction of tenants and residents with landlord services</b>	Annual	N/A	73%	N/A	Annual Next survey due in 2013	N/A	Not applicable – Local measure		↔	N/A
14	Elevate	Cllr Geddes / Cllr Waker	Local	<b>Percentage of properties currently empty in the borough (all properties)</b>	Monthly	3.13%	2.60%	1.58%	<b>1.42%</b>	N/A	Not applicable – Local measure		↑	N/A
15a	H&E	Cllr McCarthy	London Councils	<b>Percentage of land that has unacceptable levels of litter</b>	Three times a year	8%	6%	3% Tranche 1	<b>6% Tranche 1</b>	8%	6.9%	N/A	↓	<b>G</b>
15b	H&E	Cllr McCarthy	London Councils	<b>Percentage of land that has unacceptable levels of detritus</b>	Three times a year	17%	10%	7% Tranche 1	<b>15% Tranche 1</b>	10%	9.7%	N/A	↓	<b>R</b>

Ref.	Directorate	Relevant Portfolio Holder	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 3 2011/12	Current Performance Qtr 3 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
											London Average	National Average		
15c	H&E	Cllr McCarthy	London Councils	Percentage of land that has unacceptable levels of graffiti	Three times a year	7%	5%	4% Tranche 1	4% Tranche 1	4%	4.8%	N/A	↔	G
15d	H&E	Cllr McCarthy	London Councils	Percentage of land that has unacceptable levels of fly-posting	Three times a year	3%	5%	7% Tranche 1	8% Tranche 1	2%	1.9%	N/A	↓	R
16a	ACS	Cllr Alexander	Convergence	Violent crime levels (against the person) per 1,000 population	Monthly cumulative	24.9	19.97	18.94	17.89	3% - 4% gap with London average	15.54	N/A	↑	G
16b	ACS	Cllr Alexander	Local	Number of Domestic Violence Offences	Monthly cumulative	1770	1706	1,295	1,222	N/A	Awaiting data	N/A	↑	G
16c	ACS	Cllr Alexander	Local	Percentage of repeated Domestic Violence incidents	Monthly cumulative	32%	22%	22%	22%	2% reduction by 2015	N/A	N/A	↔	A
16d	ACS	Cllr Alexander	Local	Serious Youth Violence per 1,000 population <sup>1</sup>	Monthly cumulative	3.76	4.31	TBC	2.93	TBC	Awaiting data	N/A	N/A	N/A
17	Elevate	Cllr Gill	London Councils	Percentage of Council Tax collected	Monthly cumulative	92.9%	94.1%	81.53%	82.06%	94.5%	96.3%	97.3%	↑	G
18	F&R	Cllr Gill	Local	Current revenue budget account position (over and under spend)	Monthly (year to date)	£2.8m over spend	£2m under spend	£0.3m under spend	£1.1m under spend	N/A	Not applicable – Local measure		↑	N/A
19	CE's	Cllr Reason	London Councils	Average sickness days per full-time equivalent (FTE) (excludes school staff)	Monthly	9.08 days	9.06 days	8.64 days	9.34 days	6 days by Sept 2014	7.6	N/A	↓	R

<sup>1</sup> Following a review of historical data, it has been identified that the Serious Youth Violence rate has not been reported using the correct youth population figure. As a result, historical data has been revised and the target is currently being reviewed.

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# Appendix C

## Performance House Indicators – Quarter 3 2012/13

Theme: Better Together													
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 3 2011/12	Current Performance Qtr 3 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
20	ACS	London Councils	Serious acquisitive <sup>2</sup> crime rate per 1,000 population	Monthly cumulative	31.8	30.6	29.38	26.4	29.0	23.22	N/A	↑	G
21	ACS	London Councils	Overall crime rate per 1,000 population	Monthly cumulative	106.73	104.62	100.20	92.97	104.0	96.373	N/A	↑	G
22	ACS	Local	The number of adult safeguarding alerts progressed to referral	Monthly cumulative	539 of 738 (73%)	419 of 1119 (37.4%)	273 of 799 (34.2%)	349 of 945 (36.9%)	TBC	N/A	N/A	↑	G
23	CS	London Councils	Percentage of children's core assessments completed within 35 days	Monthly	64.6%	78.4%	84.6%	80.5%	80%	77.8%	75.5%	↓	G
24	CS	London Councils	Percentage of child protection cases reviewed within required timescales	Monthly	100%	100%	100%	100%	100%	98.2%	96.7%	↔	G
25	CS	London Councils	Percentage of children having a child protection plan for 2 <sup>nd</sup> or subsequent time	Monthly	9.27%	9.3%	6.7%	3%	10%	11.4%	13.8%	N/A	G

<sup>2</sup>Acquisitive crime is defined as the following: Burglary in a dwelling, attempted burglary in a dwelling, distraction burglary in a dwelling, aggravated 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**

Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 3 2011/12	Current Performance Qtr 3 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
26	H&E	Local	Average time to re-let local authority housing (days)	Monthly	30 days	29 days	27 days	28 days	32 days	Not applicable – Local measure		↓	A
27	H&E	Local	Eyesore Gardens – Percentage of Eyesore Gardens cleared following re-inspection (cases closed) <i>NB: This figure is broken down by the 3 indicators below</i>	Monthly	New for 2011/12	92%	93%	96%	90%	Not applicable – Local measure		↑	G
28a	H&E	Local	Eyesore Gardens – Percentage that were closed without an further action needed	Monthly	New for 2011/12	47%	47%	65%	N/A	Not applicable – Local measure			N/A
28b	H&E	Local	Eyesore Gardens – Percentage of gardens cleared up following a warning letter issued to owner	Monthly	New for 2011/12	37%	38%	28%	N/A	Not applicable – Local measure			N/A
28c	H&E	Local	Eyesore Gardens – Percentage of gardens cleared up once owner has been served with a notice	Monthly	New for 2011/12	8%	8%	3%	N/A	Not applicable – Local measure			N/A
29	H&E	London Councils	Number of homeless applications accepted	Quarterly cumulative	113	246	68	203	N/A	359.4	N/A		N/A
30	H&E	London Councils	Number of households living in temporary accommodation <sup>3</sup>	Quarterly	709	1155	707	1187	N/A	1189	N/A		N/A
31	H&E	Local	Number of households living in temporary accommodation (Old portfolio) <sup>3</sup>	Quarterly	259	167	188	93	199	Not applicable – Local measure		↑	G
32a	F&R	London Councils	Percentage of 'other' planning applications determined within 8 weeks	Quarterly cumulative	79.5%	78.3%	81.52%	70.93%	80%	79%	82%	↓	R
32b	F&R	London Councils	Percentage of 'minor' planning applications determined within 8 weeks	Quarterly cumulative	59.5%	61.25%	66.67%	62.34%	65%	68%	71%	↓	A

<sup>3</sup>The temporary accommodation indicators relate to households in the borough which are classified 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.

Theme: Better Health and Wellbeing													
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 3 2011/12	Current Performance Qtr 3 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
33	ACS	London Councils	Percentage of social care clients receiving Self Directed Support (Direct payments and individual budgets)	Monthly	40.31%	46.7%	46.76%	47.21%	75%	48.7%	N/A	↑	G
34	ACS	London Councils	Percentage of carers receiving needs assessment or review	Monthly	26.4%	60%	64%	73.4%	TBC	N/A	N/A	↑	G

Theme: Better Future													
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 3 2011/12	Current Performance Qtr 3 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
35	ACS	Local	The percentage of adults with a learning disability in paid employment	Monthly	4.77%	2.85%	4.06%	4.03%	6%	9.6% 2011/12	7.1% 2011/12	↔	A
36	ACS	Local	The percentage of adults receiving secondary mental health services in employment	Monthly	6%	7%	N/A	3.93%	As the definition of this indicator has changed there is no comparison data currently available.				
37	H&E	London Councils	Kilogram of residual waste per household	Quarterly	824.4kg	807.5kg	604.60kg	666.43kg	820kg	586kg	N/A	↓	A
38	H&E	London Councils	Percentage of waste sent for reuse, recycling and composting	Quarterly	30.9%	29.49%	31.62%	27.24%	31%	34.4%	N/A	↓	A
39	CS	Local	The percentage of secondary schools rated outstanding or good <sup>4</sup>	Quarterly	67%	67%	67%	89%	>65%	79.5% (Aug 2012)	66.2% (Aug 2012)	↑	G
40	CS	Local	The number of children without school places	Quarterly	0	0	0	3 (snapshot 25 <sup>th</sup> Jan)	0	N/A	N/A	↓	R

<sup>4</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.

## Theme: Well run organisation

Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2010/11	Actual End of year 2011/12	Same period last year Qtr 3 2011/12	Current Performance Qtr 3 2012/13	Target 2012/13	Benchmarking		Trend	Target RAG
										London Average	National Average		
41a	Elevate	London Councils	The number of days to process Housing Benefit / Council Tax Benefit: New claims and change of circumstances <sup>5</sup>	Monthly cumulative	17 days	14.56 days	17.16 days	19.56 days (provisional)	See individual targets	Combined results unavailable		↓	R
41b	Elevate	Local	The number of days to process Housing Benefit / Council Tax Benefit: New claims <sup>5</sup>	Monthly cumulative	27 days	20 days	21.01 days	21.86 days (provisional)	21 days	24 days	24 days	↓	A
41c	Elevate	Local	The number of days to process Housing Benefit / Council Tax Benefit: Change of circumstance <sup>5</sup>	Monthly cumulative	16 days	14 days	16.45 days	21.13 days (provisional)	15 days (19.18)	11 days	10 days	↓	R
42	Elevate	London Councils	The percentage of non-domestic rates collected	Monthly cumulative	94.8%	96.4%	79.10%	79.10%	97.1%	98.2%	97.8%	↔	A
43a	F&R	Local	The number of new stage 3 complaints received to date in the year	Monthly cumulative	85	101	81	65	N/A	Not applicable – Local measure	Not applicable – Local measure		N/A
43b	F&R	Local	The number of stage 3 complaints processed within deadlines	Monthly cumulative	66 (77.65%)	72 (71.3%)	57 (70.4%)	55 (84.6%)	80%	Not applicable – Local measure	Not applicable – Local measure	↑	G
44a	F&R	Local	The number of LGO referrals received to date in the year	Monthly cumulative	68	55	47	41	N/A	Not applicable – Local measure	Not applicable – Local measure		N/A
44b	F&R	Local	The number of LGO referrals processed within deadlines	Monthly cumulative	65 (95.59%)	51 (92.73%)	45 (95.7%)	39 (95.1%)	80%	Not applicable – Local measure	Not applicable – Local measure	↑	G
45	CE's	Local	The number of grievances reaching stage 3 (new and still open)	Monthly	1	2	1	0	N/A	Not applicable – Local measure	Not applicable – Local measure	↑	N/A
46	CE's	Local	The number of new disciplinarys	Monthly	53	68	12	14	N/A	Not applicable – Local measure	Not applicable – Local measure	↓	N/A
47	CE's	Local	'I would recommend the Council as a good employer' – The percentage of employees who agree	Quarterly	53%	44.5%	52.3%	56%	50%	Not applicable – Local measure	Not applicable – Local measure	↑	G
48	CE's	Local	'The Council demonstrates a genuine concern for my well-being' – The percentage of employees who agree	Quarterly	New for year end 2011/12	28.2%	N/A	33.5%	33%	Not applicable – Local measure	Not applicable – Local measure	↑	G

<sup>5</sup>Housing Benefit / Council Tax benefit processing times – The historical data shown are the official figures published by DWP. This information is published with a time-lag (a quarter behind each quarterly reporting period). Quarter 3 2012/13 figures will be available at Quarter 4 2012/13. In the meantime, the provisional figures shown are those produced by Elevate.



# Performance House Indicators – Annual Indicators

Theme: Better Together												
Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
49	ACS	Convergence	Overall satisfaction with the local area <sup>6</sup>	Bi-annual	54%	N/A	64%	N/A	Not applicable – Local measure	Not applicable – Local measure	↑	G
50	ACS	Convergence	The percentage of people who perceive anti-social behaviour to be a problem <sup>6,7</sup>	Bi-annual	39.9%	N/A	30%	N/A	Not applicable – Local measure	Not applicable – Local measure	↑	G
51	ACS	Local	The percentage of people who agree that the local area is a place where people from different backgrounds get on well together <sup>7</sup>	Bi-annual	55%	N/A	52%	N/A	Not applicable – Local measure	Not applicable – Local measure	↓	A
52	ACS	Local	The percentage of people who agree that they feel able to influence decisions affecting their local area <sup>7</sup>	Bi-annual	36%	N/A	38%	N/A	Not applicable – Local measure	Not applicable – Local measure	↑	G
53	ACS	Local	The percentage of people who feel safe when outside in the local area after dark <sup>6</sup>	Bi-annual	36%	N/A	36%	N/A	Not applicable – Local measure	Not applicable – Local measure	↔	G
54	ACS	Local	The percentage of people who feel safe when outside in the local area during the day <sup>6</sup>	Bi-annual	72%	N/A	70%	N/A	Not applicable – Local measure	Not applicable – Local measure	↓	A
55	ACS	Local	The proportion of the adult population who participate in regular formal volunteering <sup>6</sup>	Bi-annual	15%	N/A	13%	Year on year increase	Not applicable – Local measure	Not applicable – Local measure	↓	R

<sup>6</sup>From the residents survey (previously the place survey)

<sup>7</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												
Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
56	ACS	Local	The percentage of people satisfied with libraries <sup>8</sup>	Bi-Annual	71%	N/A	73%	N/A	Not applicable – Local measure	Not applicable – National Average	↑	G
57	ACS	Local	The percentage of people satisfied with parks and open spaces <sup>8</sup>	Bi-Annual	66%	N/A	70%	N/A	Not applicable – Local measure	Not applicable – National Average	↑	G

<sup>8</sup>From the residents survey (previously the place survey)

Theme: Health and Wellbeing												
Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
58	ACS	Convergence	Mortality rate from all circulatory diseases at ages under 75 (per 100,000) <sup>9</sup>	Annual – Calendar year	97.03 (2009)	84.33 (2010)	Awaiting 2011 data publication	<25 point gap with London average	68.16	64.67	↑	G
59	ACS	Convergence	Mortality from all cancers at ages under 75 (per 100,000) <sup>9</sup>	Annual – Calendar year	143.57 (2009)	124.03 (2010)	Awaiting 2011 data publication	<10 point gap with London average	102.85	108.05	↑	A
60a	ACS	Convergence	Life expectancy (in years) – Males <sup>9</sup>	Annual – Calendar 3 year average	76.5 (2007-2009)	77 (2008-2010)	2009-2011 data due July 2013	<2 years gap with London average	79.0	78.58	↑	G
60b	ACS	Convergence	Life expectancy (in years) – Females <sup>9</sup>	Annual – Calendar 3 year average	81.0 (2007-2009)	81.1 (2008-2010)	2009-2011 data due July 2013	<1.5 years gap with London average	83.3	82.57	↑	A
61	CS	Convergence / Local	The percentage of children in Year 6 who are obese <sup>6,10</sup>	Annual – Academic Year	23.6%	24.2%	26.9%	<1% gap with London average	22.5%	19.2%	↓	R

Theme: Health and Wellbeing												
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
62	ACS	Convergence	No sport or physical activity (Percentage 0 times 30 minutes per week) <sup>11</sup>	Annual every October – 3 year average	58.4% (2008-2010)	61.4% (2009-2011)	62.6% (2010-2012)	<1% gap with London	48.58 %	48.66 %	↓	A
63	CS	Convergence	Percentage of pupils who participate in high quality PE and School Sport	Annual	88%	The survey from which this indicator was captured, has not been conducted by DfE since 2009/10. Local reporting yet to be decided.						
64	CS	Local	The percentage of children in reception who are obese <sup>10</sup>	Annual – Academic Year	14.1%	13.8%	13.7%	TBC	11%	9.5%	↑	R

<sup>9</sup> Annual calendar year E.g. 2009 calendar year reported as the 2009/10 end of year result

<sup>10</sup> Academic year E.g. 2009/10 end of year result relates to the 2009/10 Academic Year – September 2009 – August 2010

<sup>11</sup> Taken from the Active People Survey.

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Theme: Better Future												
Ref.	Directorate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
65	CS	London Councils	Percentage of Looked After Children achieving 5 A*-C GCSEs (including English and Maths)	Annual – Academic Year	12.5%	20%	3.45% (provisional)	20.8%	14.4%	12.8%	↓	R
66	CS	Convergence / London Councils	Percentage of pupils achieving Level 4 or above in both English and Maths at Key Stage 2 <sup>12</sup>	Annual – Academic Year	70%	71%	78.3% (revised)	Achieve convergence	82%	79%	↑	A
67	CS	Convergence	Young people from low income backgrounds progressing to higher education <sup>12, 13</sup>	Annual – Academic Year	2%	Awaiting publication	Awaiting publication	TBC	15% (2007/08)	18% (2007/08)	N/A	N/A
68	F&R	Convergence	Percentage of working age population with no qualifications <sup>14</sup>	Annual – Calendar Year	18.9% (2009)	17.0% (2010)	13.8% (2011)	Achieve convergence with London by 2015	9.3%	10.6%	↑	G

Theme: Better Future												
Ref.	Direct orate	Type of Indicator	Indicator	Frequency	Actual End of year 2009/10	Actual End of year 2010/11	Actual End of year 2011/12	Target 2012/13	Benchmarking		Trend	RAG
									London Average	National Average		
69	CS	Convergence	<b>Achievement of a Level 3 qualification by the age of 19</b>	Annual	40.3%	42.9%	Data due May 2013	55% by 2013	58.9%	54.5%	↑	R
70	CS	Convergence	<b>Proportion of children living in families on key benefits to London average</b>	Annual	36.6% (2009)	34.9% (2010)	Data due early 2013	<5.6% gap with London	27.5%	20.6%	↑	R
71	F&R	Local	<b>Percentage of CO<sup>2</sup> reduction from Local Authority operations</b>	Annual	24.7%	-5.17%	1.59%	3% increase	Not applicable – Local measure		↑	G

<sup>12</sup> Academic year E.g. 2009/10 end of year result relates to the 2009/10 Academic Year – September 2009 – August 2010

<sup>13</sup> There is a significant time lag in the publication of data by DfE.

<sup>14</sup> This indicator is not collected across 5 of the 6 Host Boroughs. It may be deleted.

# Appendix D:

## Complaints and Member enquiries report Quarter 3 2012/13 and 2011/12

BOROUGHWIDE	2011/12							2012/13			OPEN CASES
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3			
S1	No. Received	534	491	519	624	2168	624	668	499	35	
	No. Responded Within	289	309	295	408	1301	455	500	392		
	% Within	54% (R)	63% (R)	57% (R)	65% (R)	60% (R)	73% (R)	75% (A)	79% (A)		
	% Agreed	61%	52%	47%	34%	48%	28%	25%	33%		
	% Partly Agreed	13%	14%	17%	31%	20%	37%	40%	27%		
S2	% Not Agreed	25%	34%	36%	34%	32%	35%	34%	33%	21	
	No. Received	127	149	105	149	530	159	129	93		
	No. Responded Within	82	94	66	64	306	111	86	59		
	% Within	65% (R)	63% (R)	63% (R)	43% (R)	58% (R)	70% (R)	67% (R)	63% (R)		
	% Agreed	43%	42%	46%	48%	45%	31%	35%	35%		
S3	% Partly Agreed	24%	16%	15%	18%	18%	23%	29%	18%	4	
	% Not Agreed	33%	42%	39%	34%	37%	46%	36%	25%		
	No. Received	28	27	26	20	101	10	31	24		
	No. Responded Within	21	20	16	15	72	8	27	20		
	% Within	75% (A)	74% (R)	62% (R)	75% (A)	71% (R)	80% (G)	87% (G)	83% (G)		
LGO	% Agreed	46%	41%	35%	40%	40%	30%	45%	29%	1	
	% Partly Agreed	25%	41%	42%	45%	38%	20%	13%	25%		
	% Not Agreed	29%	18%	23%	15%	21%	40%	42%	33%		
	No. Received	20	15	12	8	55	16	14	11		
	No. Responded Within	19	14	12	7	52	15	13	11		
ME	% Within	95% (G)	93% (G)	100% (G)	88% (G)	95% (G)	94% (G)	93% (G)	100% (G)	24	
	No. Received	557	583	671	763	2574	885	797	825		
	No. Responded Within	468	467	541	638	2114	704	657	681		
	% Within	84% (G)	80% (G)	81% (G)	84% (G)	82% (G)	80% (G)	83% (G)	83% (G)		
	No. Received	419	411	304	474	1608	410	506	384		
MP	No. Responded Within	309	304	220	347	1180	295	343	273	39	
	% Within	74% (R)	74% (R)	72% (R)	73% (R)	73% (R)	72% (R)	68% (R)	72% (R)		
	No. Received	256	293	283	327	1159	314	301	278		
	No. Responded Within	172	192	216	257	837	235	230	219		
	% Within	67% (R)	66% (R)	76% (A)	79% (A)	72% (R)	75% (A)	76% (A)	79% (A)		
FOI	No. Received	27	33	11	23	94	34	32	45	24	
	No. Responded Within	26	25	9	19	79	30	25	44		
	% Within	96% (G)	76% (A)	82% (G)	83% (G)	84% (G)	88% (G)	78% (A)	98% (G)		
	No. Received	27	33	11	23	94	34	32	45		
	No. Responded Within	26	25	9	19	79	30	25	44		
DP	% Within	96% (G)	76% (A)	82% (G)	83% (G)	84% (G)	88% (G)	78% (A)	98% (G)	1	

## 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

19 March 2013

<b>Title:</b> Community Strategy 2013 - 2016 and Corporate Plan 2013/14	
<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>
<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> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>This report sets out the vision and priorities for Barking and Dagenham in the Community Strategy and Corporate Plan. It explains how they have been developed by drawing together the priorities of the Council, as the community leader for the borough, and its partners.</p> <p>The vision for the borough outlined in the Community Strategy (<b>Appendix 1</b>) and the Corporate Plan (<b>Appendix 2</b>) is:</p> <p>“Encourage growth and unlock the potential of Barking and Dagenham and its residents”</p> <p>The five priorities are:</p> <ol style="list-style-type: none"> <li>1. Ensure every child is valued so that they can succeed</li> <li>2. Reduce crime and the fear of crime</li> <li>3. Improve health and wellbeing through all stages of life</li> <li>4. Creating thriving communities by maintaining and investing in high quality homes</li> <li>5. Maximise growth opportunities and increase the income of borough residents</li> </ol>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is asked to recommend the Assembly to approve:</p> <ol style="list-style-type: none"> <li>(i) The draft Community Strategy 2013-16 attached at Appendix 1 to the report; and</li> <li>(ii) The draft Corporate Plan 2013/14 attached at Appendix 2 to the report.</li> </ol>	
<p><b>Reason(s)</b></p> <p>Although there is no longer a statutory requirement to produce either a Community Strategy or a Corporate Plan it is good governance to frame the vision for the borough with partners and agree the Council’s policy priorities to inform decision making and allocation of resources.</p>	

## 1 Introduction

1.1 The vision and priorities for Barking and Dagenham have been developed by drawing together the priorities of the Council, as the community leader for the borough, and its partners. These priorities were identified from the:

- Council Statement of Priorities 2012/13
- Partner theme board strategies/action plans
- Annual conference of partners held in November 2012

1.2 The vision for the borough is “Encourage growth and unlock the potential of Barking and Dagenham and its residents”.

The five priorities are:

- 1) Ensure every child is valued so that they can succeed
- 2) Reduce crime and the fear of crime
- 3) Improve health and wellbeing through all stages of life
- 4) Creating thriving communities by maintaining and investing in high quality homes
- 5) Maximise growth opportunities and increase the income of borough residents

1.3 The vision for the borough and its underlying priorities and principles enable all organisations in the borough to work towards a shared goal. In addition a consistent message can be given to the communities of Barking and Dagenham about what is happening to create a better life for all.

## 2. Community Strategy 2013 - 16

2.1 The Community Strategy explains partners’ ambitions for the borough of Barking and Dagenham. It does not try to solve everything; rather it clearly confirms that partners have agreed to focus on the delivery of the borough vision and priorities. This does not mean that other work ceases, but it enables partners to deliver services and messages consistently, promoting the borough on a local and national level.

2.2 The strategy was written in consultation with partners at the Annual Conference in 2012 and by combining the plans and strategies of the existing partner boards. These are the:

- Children and Young People’s Plan 2012 – 16
- Community Safety Partnership Plan 2011 – 14
- Health and Wellbeing Strategy 2012 – 15
- Economic Regeneration Strategy 2013 – 16
- LBBB Housing Strategy 2012 - 2017

2.3 Partners are each responsible for helping to achieve the shared vision and priorities within their individual organisations.

2.4 The development of a Community Strategy follows changes made in the summer of 2012 when partners felt that the economic challenges and resulting impact on resources were making it more difficult to commit to the number of meetings



scheduled to deliver partnership work. It was agreed to reduce the number of boards that operated.

2.5 The boards deleted in September 2012 were:

- Local Strategic Partnership Board
- Public Service Board
- Clean, Green and Sustainable Board.

2.6 By removing these boards a bureaucratic burden has been reduced however a gap in how the borough-wide challenges should be dealt with in partnership had developed. At an annual conference, held in November 2012, attendees agreed that the workshop discussions should inform the development of a new Community Strategy and the priorities for the borough. In addition it should be the place where the past achievements of the partners and the priorities are reviewed annually.

### **3. Corporate Plan 2013/14**

3.1 The Corporate Plan identifies the Council's high level policy priorities for the coming year and how they will be monitored. It is not an action plan intended to capture all of the activities of the Council. It will replace the Statement of Priorities 2012/13 and the Policy House which tried to cover all the Council services and responsibilities.

3.2 It is important that the Corporate Plan reflects the current changing circumstances of the borough such as the new Public Health responsibilities that the Council will have from April 2013, the ongoing pressure on the budget as a result of reduced funding from Government as set out in the Medium Term Financial Strategy and responding to significant and fast paced population change. The borough vision and priorities are intended to reflect this building on the Council's previous priorities to raise household income, raising standards in school and post-16 education, and housing and estate renewal.

3.3 Progress will be monitored by identifying key indicators within the existing Performance House to establish a set of measures for 2013/14 that reflect the priorities, which will be reviewed by Cabinet on at least a quarterly basis.

### **4. Consultation**

4.1 The Community Strategy was developed in consultation with partners at the annual conference in November 2012 and CMT in January 2013. In addition partners and Councillors were given the opportunity to feedback on the draft strategy in January 2013.

4.2 The Corporate Plan was developed in consultation with CMT and builds on the Statement of Priorities 2012/13 agreed by Assembly in February 2012. In addition a draft version was circulated to all Councillors and the responses received have been incorporated into this final draft.

## 5. Financial Implications

Implications prepared by: Martin Henwood, Deputy Chief Finance Officer

- 5.1 The Corporate Plan reflects the Council's context and priorities, and then identifies at a high level the Medium Term Financial Strategy (MTFS) as to how these will be funded.
- 5.2 Complementary to this is the Community Strategy, and this, together with the work that went into creating it, is a key driver in helping the Council to determine its priorities and how these can be delivered. The impact of this is reflected in the derivation of the MTFS.

## 6. Legal Implications

Implications prepared by: Paul Feild, Corporate Governance Solicitor

- 6.1 The final determination of the Corporate Plan is an Assembly Function. The Council's Constitution at Part B Article 2 paragraph 2.1 requires that the Assembly agrees the Corporate Plan.
- 6.2 In establishing the Corporate Plan in accordance with local government practice the Cabinet's role is to establish the final proposals in the Plan for the Assembly's consideration and approval. Once the Assembly approves and adopts the Plan, the responsibility for implementation will rest with Cabinet.

## 7. Other Implications

- 7.1 **Risk Management** - The Corporate Plan clearly describes how risks are mitigated by linking with the Corporate Risk Register.
- 7.2 **Contractual Issues** - Any contractual issues relating to delivering activities to meet borough priorities will be identified and dealt with in individual project plans.
- 7.3 **Staffing Issues** - There are no specific staffing implications. Work has been refocused from servicing boards (e.g. Public Service Board) to delivering the Corporate Plan, Community Strategy and conference.
- 7.4 **Customer Impact** - The joined up approach to developing a shared vision for the borough will improve the customer experience in the borough because the services provided across all sectors will be striving to achieve the same aims.
- 7.5 **Safeguarding Children** - The priority "Ensure every child is valued so that they can succeed" encompasses activities to safeguard children in the borough and is delivered through the Local Safeguarding Children Board and Children's Trust.
- 7.6 **Health Issues** - The priority "Improve health and wellbeing through all stages of life" will ensure that there are activities to prevent and cure health issues in the borough and are delivered through the Health and Wellbeing Board.
- 7.7 **Crime and Disorder Issues** - The priority "Reduce crime and the fear of crime" encompasses activities to tackle crime and disorder issues and will be delivered through the Community Safety Partnership.

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

- Children and Young People's Plan 2012 – 16
- Community Safety Partnership Plan 2011 – 14
- Health and Wellbeing Strategy 2012 – 15
- Economic Regeneration Strategy 2013 – 16
- LBBB Housing Strategy 2012 - 2017

**List of appendices:**

Appendix 1: Draft Community Strategy 2013-16

Appendix 2: Draft Corporate Plan 2013/14

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# **Barking and Dagenham's Community Strategy 2013 - 2016**

**This document identifies the shared vision, priorities and outcomes for Barking and Dagenham**

# Our Borough: Barking and Dagenham

The London Borough of Barking and Dagenham is located at the heart of the Thames Gateway, approximately 11 miles east of central London. It is a dynamic place with a vibrant community, significant investment opportunities and complex challenges. The borough offers a unique mix of urban living with good and improving transport links both into London and the Essex countryside.

There are two main centres - Barking and Dagenham - with investment opportunities through the substantial brownfield sites for development and growth. There has been recent investment in housing estate renewal, leisure facilities and the new technical skills academy. There are also impressive parks and open spaces across the borough's 14 square miles.

London's population continues to grow. Barking and Dagenham has seen a significant overall population increase of 13.4% to 185,911 (2011 Census). This is 22,000 more people since 2001, including a 50% increase in 0 - 4 year olds, placing a huge pressure on school places. In addition there has been the largest decrease in the 65+ age group in London.

The borough is also more ethnically diverse than it has ever been. Increasing diversity offers considerable opportunities, but the pace of change poses a number of real challenges for community cohesion.

## Housing

The growth in population has outstripped the increase in households causing a rise in the average number of occupants per household, meaning that Barking and Dagenham now has one of the highest occupancy rates in London. The impact of this is combined with increasing housing costs but our estate renewal programme aims to deliver new build homes and use innovative models to create mixed-tenure and affordable housing provision.

The borough has the highest percentage of lone parent households in England and Wales at 14.3%.

## Education and Employment

The 2011 Census shows that the number of residents aged 16-64 with a level 4 qualification and above has more than doubled in number from 11,600 to 28,700 but this is still below national averages. The number of full time students aged 18 and over has more than doubled



and educational attainment has continued to improve. Although 28% of 16 year olds and above were recorded as having no qualifications, there has been a 14% drop since 2001.

Like many other boroughs, unemployment is an issue and Barking and Dagenham has a higher level of long term unemployment at 42% when compared to London and England, both at 39%. Approximately 1 in 10 households with dependent children have no adults in employment. This is 50% higher than London.

### **Deprivation and Health**

Barking and Dagenham still experiences higher than average levels of deprivation ranking 7th most deprived in London and 22nd most deprived nationally and our residents are not as healthy as they should be. Compared to other parts of the country they do not live as long.

The Joint Strategic Needs Assessment (JSNA) in 2011 showed that there are high levels of lifestyle risk to health and wellbeing including smoking, obesity and physical inactivity. There are continued high death rates from various diseases, especially heart disease, cancer and chronic lung disease. Other single issues remain problems, for example dementia and the impact of income and fuel poverty on mental health.

### **Cohesion and Crime**

The 2011 Residents' Survey showed that 64% of respondents were satisfied with the area as a place to live but that only 52% felt that people from different backgrounds get on well together in the borough. There have been tensions but partners continue to work hard to promote community cohesion and neighbourliness to ensure the place is safe and peaceful.

Crime levels in the borough continue to reduce, with overall crime falling to 97.18 per 1,000 population in September 2012 compared to 104.53 in the same period the previous year.

Policing on our streets with Safer Transport, Safer Neighbourhoods and Town Centre Teams, as well as the new tenant funded Estates Policing Team in 2012, has also made significant contributions to the reduction in total offences especially around key volume crimes such as motor vehicle crime and the crimes associated with drunkenness and anti-social behaviour. Challenges remain though, for example, in tackling residential burglary.

The speed of change has been rapid across the borough and there are no signs of it slowing down. This will present many challenges and opportunities moving forward and will have a significant impact on future planning and policy for all partners. Barking and Dagenham is a dynamic place with a vibrant community and complex challenges.

# What is a Community Strategy?

The Community Strategy explains partners' ambitions for the borough of Barking and Dagenham. It does not try to solve everything; rather it clearly defines the issues that partners have agreed to prioritise. This does not mean that other work ceases, but it enables partners to deliver services consistently. Partner boards will promote the borough and its shared aims on a local and national level.

## Who has written the Community Strategy?

The work of the partners in Barking and Dagenham is co-ordinated and delivered through the four partner boards. Each of these boards has their own strategy that is developed in consultation with residents and partners in the borough.

Board	Strategy / Plan
Children's Trust (including the Local Safeguarding Children's Board)	Children and Young People's Plan 2011 - 2016
Community Safety Partnership	Community Safety Partnership Plan 2011 - 2014
Health and Wellbeing Board	Health and Wellbeing Strategy 2012 - 2015
Skills Jobs and Enterprise Board	Economic Regeneration Strategy 2013 -2016

The **Council Housing Strategy 2012 - 2017** has also been used to ensure that the borough is able to meet the housing needs for its changing communities.

In addition a conference was held on 8<sup>th</sup> November 2012 in Dagenham. At this event over 80 partners, including residents, service providers, voluntary and community organisations attended to provide their views on the priorities of the borough.

A range of issues were raised in workshops, these have been collated and fed in to the vision and priorities for the borough. In addition a number of **principles** behind the strategy were identified, including that Barking and Dagenham should have:

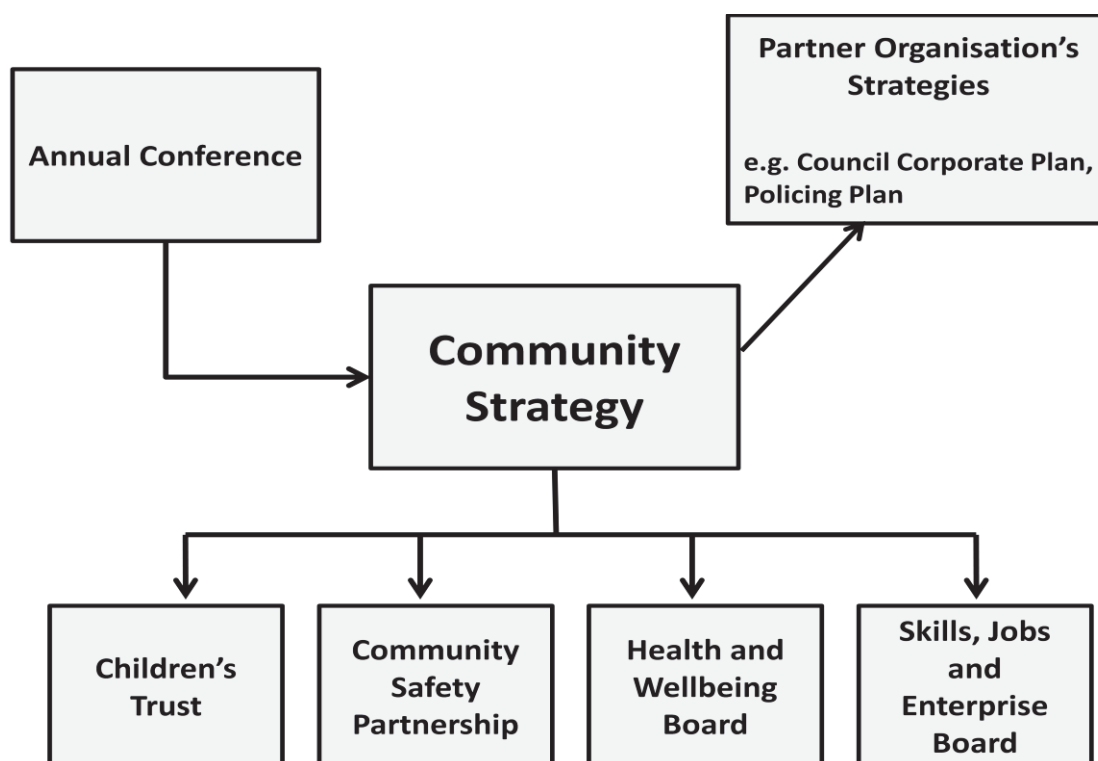
- **Individuals** who are healthy, safe and are supported in their aspirations
- **Family groups** that are above the poverty line with access to education, employment and appropriate housing
- **Local community pride** where there is co-design in local services for local people, there is respect for the environment and one another
- **A positive image of the borough** which attracts investment, widens opportunities for local communities and builds on existing legacies.





# How does the Community Strategy deliver?

The way the Community Strategy drives action within the borough is set out below:



## Who monitors the Community Strategy?

It is important that the Community Strategy is monitored to ensure that it is delivered effectively and partners are accountable for the work delivered. There are two monitoring processes in place, through the partner board and through the conference.

The partner board will scrutinise the detail of the actions for their board, considering specific performance targets highlighted within their strategies or plans. These targets will be monitored both in terms of progress locally and in comparison to trends nationally or with neighbouring boroughs. The partner boards are responsible for taking action or amending how services are delivered for their area in partnership to ensure the targets are met.

The conference will be held on an annual basis to monitor the overall progress of partnership working. Workshops will be planned to review whether the priorities identified are still relevant, especially in the fast changing climate, and to ensure that the work of the individual boards are still meeting the strategic priority needs.

# Barking and Dagenham's Vision

Encourage growth and unlock the potential of Barking and Dagenham and its residents

## Priorities

To achieve the vision for Barking and Dagenham there are five priorities that underpin its delivery.

### Ensure every child is valued so that they can succeed

- Ensure children and young people are safe, healthy and well educated
- Improve support and fully integrate services for vulnerable children, young people and families
- Challenge child poverty and narrow the gap in attainment and aspiration



### Reduce crime and the fear of crime

- Tackle crime priorities set via engagement and the annual strategic assessment
- Build community cohesion
- Increase confidence in the community safety services provided

### Improve health and wellbeing through all stages of life

- Improving care and support for local people including acute services
- Protecting and safeguarding local people from ill health and disease
- Preventing future disease and ill health



### Create thriving communities by maintaining and investing in new and high quality homes

- Invest in Council housing to meet need
- Widen the housing choice
- Invest in new and innovative ways to deliver affordable housing

### Maximise growth opportunities and increase the household income of borough residents

- Attract Investment
- Build business
- Create a higher skilled workforce



# Who are the partners in Barking and Dagenham?

There are a range of partners from all over the borough that are involved in shaping and influencing the work that we undertake. These groups are engaged through a variety of different mechanisms, including community events, an annual conference, the website, membership of partner boards and resident groups.

The Health and Wellbeing Board and the Community Safety Partnership Board are both statutory. The legislation states that some partners e.g. the Police in the Community Safety Partnership, have a clear role and responsibility to actively attend the meetings and ensure that the agreed priorities are delivered.

In the case of the other boards (Children's Trust and Skills, Jobs and Enterprise Board) there is not a legal requirement to be part of the board, however partners show strong commitment to the agreed priorities.

We recognise that there are a range of partners who actively contribute to the work of the partner boards however the principle organisations for each board are:

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<b>Children's Trust</b>	<ul style="list-style-type: none"><li>• Education Partners e.g. schools</li><li>• Health Partners</li><li>• London Borough of Barking and Dagenham</li><li>• Metropolitan Police Service</li><li>• Voluntary and Community Sector</li></ul>
<b>Community Safety Partnership</b>	<ul style="list-style-type: none"><li>• London Fire Service</li><li>• London Borough of Barking and Dagenham</li><li>• Metropolitan Police Service</li><li>• Probation Services</li><li>• Voluntary and Community Sector</li></ul>
<b>Health and Wellbeing Board</b>	<ul style="list-style-type: none"><li>• Health Partners</li><li>• Local Involvement Network (Healthwatch)</li><li>• London Borough of Barking and Dagenham</li><li>• Metropolitan Police Service</li><li>• Voluntary and Community Sector</li></ul>
<b>Skills Jobs and Enterprise Board</b>	<ul style="list-style-type: none"><li>• Barking and Dagenham College</li><li>• Chamber of Commerce</li><li>• Job Centre Plus</li><li>• London Borough of Barking and Dagenham</li><li>• Private Sector Representatives</li><li>• Voluntary and Community Sector</li></ul>

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Barking and Dagenham Council's

# Corporate Plan 2013/14



This document sets out the vision and priorities for the London Borough of Barking and Dagenham



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## Message from the Leader of the Council

### Councillor Liam Smith

The 2013/14 year will be another challenging one with the financial pressures we all face. Despite this we have lots to celebrate with much being achieved in the previous year as we look forward to the year ahead.

We know that again in 2013/14 many local people are facing tough times so we will freeze Council Tax for the fifth year, and continue to provide support to individuals, families and businesses by working closely with our partners.

The Council continues to face challenges. We have had to make difficult budget decisions already and will continue to do so. The reduction in our funding from the Coalition Government comes at a time when there is pressure from London's continued population growth. We are facing these challenges head on, and are working on new ways to continue to deliver services with less money. Some examples include saving money in administration and costs of running the Council to ensure front-line services are protected and reducing senior management costs, as well as strongly pursue opportunities to share services with partners and other Councils including Thurrock.

We worked hard to involve local people in the budget setting process this year to ensure we focus resources in the right places. Despite reductions in resources, all ten Children's Centres that have been inspected so far have been awarded

'outstanding' by Ofsted, and our young people are now able to access high quality training at the Technical Skills Academy which opened in October 2012. This improves access to training and raise skills levels and confidence of the local community to get quality jobs. It provides a real work environment rather than a school or college. We have also continued to implement our estate renewal programme delivering new build homes and use of innovative models to create mixed-tenure and affordable housing provision.

Councillors, the senior management team, and staff from across the Council will work together with our partners in health, voluntary groups, businesses, the Police, Job Centre Plus and Barking and Dagenham College, to deliver our aims for the borough.



Councillor Liam Smith  
Leader

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## Our Borough

The London Borough of Barking and Dagenham is located at the heart of the Thames Gateway, approximately 11 miles east of central London. It is a dynamic place with a vibrant community, significant investment opportunities and complex challenges. The borough offers a unique mix of urban living with good and improving transport links both into London and the Essex countryside.

There are two main centres - Barking and Dagenham – with investment opportunities through the substantial brownfield sites for development and growth. There has been recent investment in housing estate renewal, leisure facilities and the new technical skills academy. There are also impressive parks and open spaces across the borough's 14 square miles.

London's population continues to grow. Barking and Dagenham has seen a significant overall population increase of 13.4% to 185,911 (2011 Census). This is 22,000 more people since 2001, including a 50% increase in 0 – 4 year olds, placing a huge pressure on school places. In addition there has been the largest decrease in the 65+ age group in London.

The borough is also more ethnically diverse than it has ever been. Increasing diversity offers considerable opportunities, but the pace of change poses a number of real challenges for community cohesion.

### Housing

The growth in population has outstripped the increase in households causing a rise in the average number of occupants per household, meaning that Barking and Dagenham now has one of the highest occupancy rates in London. The impact of this is combined with increasing housing costs but our estate renewal programme aims to deliver new build homes and use innovative models to create mixed-tenure and affordable housing provision.

The borough has the highest percentage of lone parent households in England and Wales at 14.3%.

### Education and Employment

The 2011 Census shows that the number of residents aged 16-64 with a level 4 qualification and above has more than doubled in number from 11,600 to 28,700 but this is still below national averages. The number of full time students aged 18 and over has more than doubled and educational attainment has continued to improve. Although 28% of 16 year olds and above were recorded as having no qualifications, there has been a 14% drop since 2001.

Like many other boroughs, unemployment is an issue and Barking and Dagenham has a higher level of long term unemployment at 42% when compared to London and England, both at 39%. Approximately 1 in 10 households with dependent children have no adults in employment. This is 50% higher than London.

## Deprivation and Health

Barking and Dagenham still experiences higher than average levels of deprivation ranking 7<sup>th</sup> most deprived in London and 22<sup>nd</sup> most deprived nationally and our residents are not as healthy as they should be. Compared to other parts of the country they do not live as long.

The Joint Strategic Needs Assessment (JSNA) in 2011 showed that there are high levels of lifestyle risk to health and wellbeing including smoking, obesity and physical inactivity. There are continued high death rates from various diseases, especially heart disease, cancer and chronic lung disease. Other single issues remain problems, for example dementia and the impact of income and fuel poverty on mental health.

## Cohesion and Crime

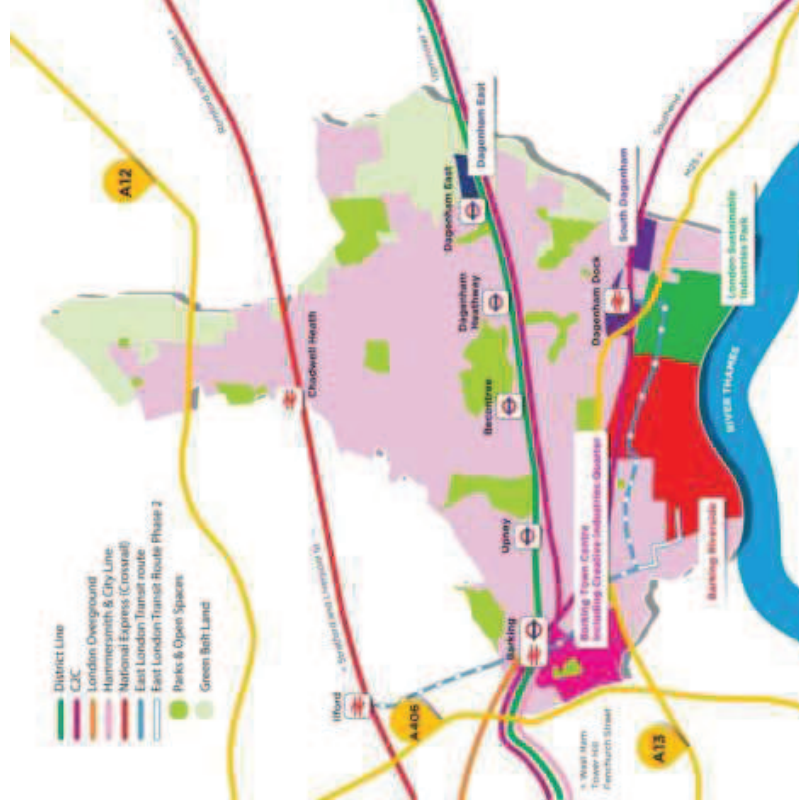
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Crime levels in the borough continue to reduce, with overall crime falling to 97.18 per 1,000 population in September 2012 compared to 104.53 in the same period the previous year.

Policing on our streets with Safer Transport, Safer Neighbourhoods and Town Centre Teams, as well as the new tenant funded Estates Policing Team in 2012, has also made significant contributions to the reduction in total offences especially around key volume crimes such as motor vehicle crime and the crimes associated with drunkenness and anti-

social behaviour. Challenges remain though, for example, in tackling residential burglary.

The speed of change has been rapid across the borough and there are no signs of it slowing down. This will present many challenges and opportunities moving forward and will have a significant impact on future planning and policy for all partners. Barking and Dagenham is a dynamic place with a vibrant community and complex challenges.





# Our Priorities

The Council and borough's vision is to:

## Encourage growth and unlock the potential of Barking and Dagenham and its residents.

Despite the challenging economic climate, the Council is determined to continue to focus on our borough's priorities. The Council's commitment to these priorities is shown in the actions we will take below:

### 1. Ensure every child is valued so that they can succeed

- Our Council will improve standards in school by investing £75 million over three years in the boroughs primary and secondary schools and other programmes to provide additional places
- Continued improvement in GCSE results aiming to match national levels for pupils gaining A\*-C and maximise the opportunities for post 16 education and training

### 2. Reduced crime and the fear of crime

- Reduce violent crime by tackling domestic violence and addressing the issues of gangs
- Reduce substance misuse as a driver for crime and disorder through the delivery of the Alcohol, Drugs and Licensing strategies
- Deliver the priorities identified in the anti-social behaviour strategy and respond to the Anti-social Behaviour Act 2013
- To work with partners to reduce Acquisitive Crime and support victims
- Build and support a place where people respect one another and enjoy safe and peaceful lives through the delivery of the Cohesion Strategy

### 3. Improve health and wellbeing through all stages of life

- Work with partners to reduce health inequalities and encourage healthy lifestyle choices
- Work with GPs and local providers to improve joined up services through children's centres and schools to improve children's health and give them the best start in life
- Promote physical activity including the re-building of Abbey Sport centre by 2014
- Support older people to be active and healthy

### 4. Create thriving communities by maintaining and investing in new and high quality homes

- Complete the estate renewal programmes to provide 831 new Council and mixed-tenure homes in 2015
- Deliver 472 new and affordable homes through the innovative Housing Local Education Partnership by 2014
- Deliver a major regeneration programme on key sites such as Academy Central and Lymington Fields by 2016 and there is planning consent for 10,000 new homes on Barking Riverside

### 5. Maximise growth opportunities and increase the household income of Borough residents

- Deliver key strategies e.g. the Economic Regeneration Strategy and the Barking Town Centre Strategy to improve Barking Station, add commercial space, develop 4,000 new homes and create 10,000 new jobs by 2026
- Redevelop Dagenham Dock as a sustainable industrial area.
- Provide access to training through the Adult College and work with the borough's other education providers to increase skills amongst the adult population.

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## Tracking progress

Our aim and priorities are underpinned by the theme, a **well-run organisation**. We will continue to provide a range of day to day services and effective behind the scenes support to ensure we meet both our legal responsibilities and the needs of the community.

In 2013/14 we will focus on ensuring that we implement innovative ways of working through our IT and customer access strategies enabling quicker and easier access to our services for customers and more efficient ways of working for our staff.

Our People Strategy sets out what we will do to ensure that our workforce are equipped with the skills and knowledge to succeed and are motivated and managed to perform at the their best. We will also implement the budget savings agreed for the coming year, completing restructuring in services and management teams.

### Tracking our progress

To track delivery of our priorities we monitor a range of performance measures. These are reported quarterly to senior managers and Members including Cabinet to inform decision

making and where resources should be focused. Detailed performance monitoring is also carried out in departments to support day-to-day service delivery.

In addition the Annual Governance Statement (AGS) sets out how the Council is operating all its activities within a robust governance framework. The AGS includes a section on the Council's performance management arrangements.

We are working hard with other growth boroughs (Olympic host boroughs) to close the gap between our performance and the average across London.

### Business planning and risk management

To support the implementation of the Corporate Plan, each of the Council's services develops its own business plan setting out its delivery plans for the year and beyond.

We manage the risks associated with the achievement of our priorities and the management of the Council and its budget through a robust risk management process. The headline risks are summarised in the Corporate Risk Register.

## How we will fund our plans – our Medium Term Financial Strategy

The financial principles the Council follows are:

- A balanced budget with decisions based on Members' priorities
- All employees, partners and contractors are required to "treat every pound spent as though it is the last pound in your purse" ensuring continued efficiency, elimination of waste and value for money
- Managers are responsible and accountable for their budgets delivered through strong financial systems and processes
- Robust but not excessive levels of reserves and contingencies, with affordable investments to improve services and maintain assets,
- Effective commissioning of services and a continued focus on income maximisation.

The Council continues to face a significant reduction in its budget due to reduced resources from Government. Our financial analysis shows that we are facing an overall reduction in funding of £17.3m (10%) over a two year period which account for approximately 18% of the Council's overall gross budget which is £708m for 2013/14. Other funding comes from Council Tax (8%), dedicated schools grant (23%) and the remainder from income from services and other third party payments (51%).

The Council's net budget in 2013/14 is £173.4 million, a reduction of £4 million from £177.4 million in 2012/13 and £183.4million in 2011/12. When compared to other authorities, the Council hold a relatively modest level of reserves of £14m which are held in case of significant financial difficulty and it is

therefore essential that a robust and balanced budget is set each year.

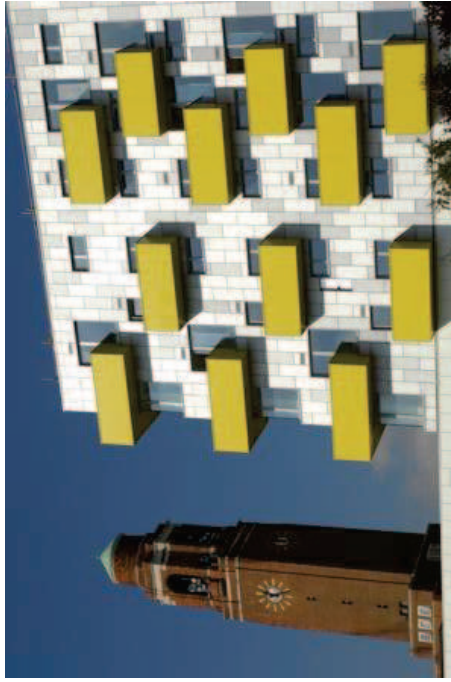
While we try to influence Government decisions in the interests of local residents, the Council has no choice about how much money it receives. The Council's Medium Term Financial Strategy (MTFS) prudently estimates further reductions in 2013/14 and 2014/15. We have had to identify and agree savings for 2013/14 of £16.6m in order to set a balanced budget for the year ahead. We are already working hard to identify ways to meet the remaining budget gap of £6.5million for 2014/15 in addition to planned savings of 7.7m. Significant savings are being achieved such as aiming to save 70million over seven years through Elevate our Joint Venture with Agilisys. Further savings required have meant some difficult decisions particularly in the light of ongoing pressures such as:

- Welfare reforms including the localisation of Council Tax benefit with a 10% (£2m) reduction in funding from Government and potential impact on collection rates
- Changes to Adult Social Care income/charging
- Increase in people presenting themselves as homeless putting pressure on temporary accommodation
- The need to provide sufficient school and education places (2-19) given the highest population growth in London, and the increasingly complexity of need.
- A projected population increase of 20% between 2010 and 2020

We can mitigate against some of the pressures such as allocating £300,000 for non-payment of Council Tax due to the changes in welfare reform.

We do however have the ability to choose how we spend our money and how much money we raise from local residents – and have chosen, again, to freeze Council Tax for the fifth year. This enables us to take advantage of the Council Tax freeze grant from Government equivalent to a 1% increase (a reduction on the 2.5% offered in 2012/13).

Members decide the priorities for the Council and where to focus spending by listening to local people through their surgeries, ward activity, Residents' Survey and from their own policy perspective.



The Council has listened to the views of local people in setting its budget for 2013/14. Residents were able to share their views on the budget proposals through a series of select committee meetings, Leader and Deputy Leader Question Time sessions, on Facebook and Twitter, and through the Council's website. In response to the feedback, changes were made to several proposals including keeping the Broadway Theatre open, funding the Summer Sorted programme from the Public Health Fund, keeping green waste collection and further consultation on sheltered housing provision. Residents and partners played a valuable part in the process ensuring the budget has gone through a robust challenge process before Councillors made their final decisions.

In addition to the General Fund budget referred to above, the Council's Housing Revenue Account, with income mainly from rents, will be used to invest £530.8 million on building new Council houses, the renewal of existing estates and investment in the current housing stock over the next ten years. The Council also receives a Dedicated Schools Grant from the Government's Department of Education to fund services for schools such as support for children with special educational needs and the admissions service. The Council will also be taking on the responsibility for the promotion of public health within the Borough and this will be funded from a separate source of funding which can only be used for that purpose.

In addition to the significant expenditure on new and improved housing in the Borough, there is also an ambitious capital programme to invest in the Council's priorities. Between 2012/13 and 2014/15, there will be capital expenditure in excess of £373m on:

- a new leisure centre in Barking,
- providing new primary and secondary schools,
- improvements to highways,
- economic development,
- modernising our IT systems.

The Council has also worked with private sector partners to develop self financing schemes to provide over 500 new affordable homes within Barking & Dagenham. On a lesser scale, a number of smaller schemes have been initiated to improve the efficiency of Council operations and the service received by residents.

## Comments, ideas or questions?

**London Borough of Barking and Dagenham**

If you have questions about this statement, or you require this information in another format e.g. in large print or in a language other than English, please contact the Council's Policy & Performance team on 020 8227 2343.

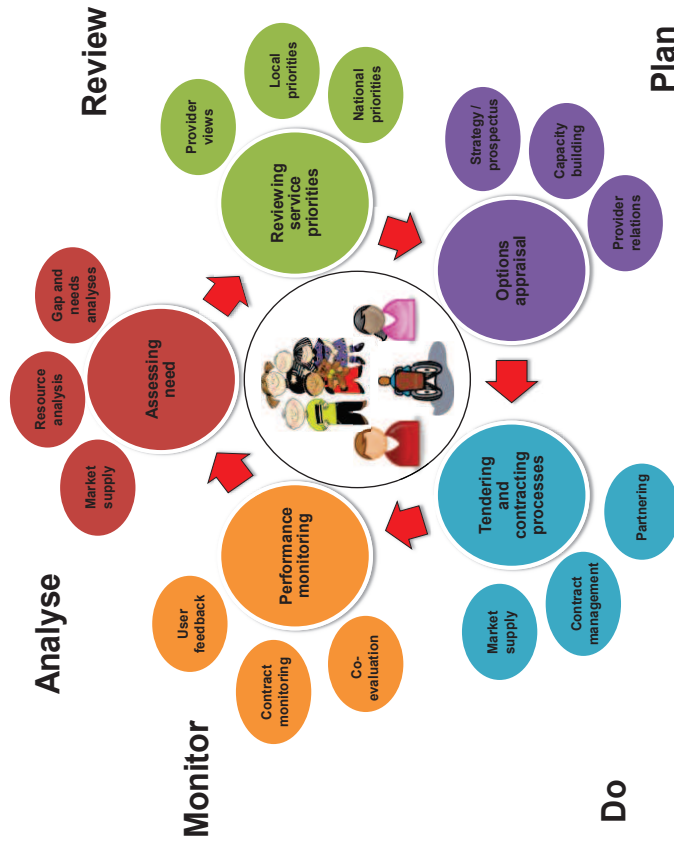
Civic Centre  
Dagenham  
RM10 7BN

Phone: 020 8215 3000

Email: [3000direct@lbdb.gov.uk](mailto:3000direct@lbdb.gov.uk)

**February 2013**

**Commissioning**  
In commissioning Council services we aim to ensure best value from our partners and providers so that we can attempt to ensure efficient and effective delivery. The Council's commissioning framework below and procurement policies are used to help secure this:



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**CABINET****19 March 2013**

<b>Title:</b> "Celebrating our past, looking forward with pride": A Heritage Strategy for Barking and Dagenham	
Report of the Leader of the Council	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Paul Hogan, Divisional Director, Culture and Sport	<b>Contact Details:</b> Tel: 020 227 3576 E-mail: <a href="mailto:paul.hogan@lbbd.gov.uk">paul.hogan@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Paul Hogan, Divisional Director, Culture and Sport	
<b>Accountable Director:</b> Anne Bristow, Corporate Director, Adult and Community Services	
<p><b>Summary:</b></p> <p>The purpose of the Heritage Strategy is to provide a shared vision and a framework for the delivery and promotion of Heritage Services over the next three years.</p> <p>The development of the draft strategy has been informed by presentations to the Safer and Stronger Community Select Committee and Assembly.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to approve the Heritage Strategy 2013 - 2016 as attached at Appendix 1 to the report.</p>	
<p><b>Reason(s)</b></p> <p>To assist the Council in achieving its key priorities: Ensure every child is valued so that they can succeed; Reduce crime and the fear of crime; Improve health and wellbeing through all stages of life; Maximise growth opportunities and increase the household income of Borough residents.</p>	

**1. Introduction and Background**

- 1.1 The previous Heritage Strategy ran from 2000 – 2010. Over the 10 year life of that strategy there were significant improvements to heritage provision in the Borough, not least being the major renovation schemes undertaken at Eastbury Manor House and Valence House Museum.
- 1.2 Now that these schemes have been completed and a new staffing structure and ways of working have been embedded it is appropriate to adopt a new strategic framework to drive the future delivery of the service.

- 1.3 Members will remember the very limited nature and quality of the displays and facilities that were available at the Valence House Museum and the Eastbury Manor House. £3.5 million was secured from the Heritage Lottery Fund which was matched by £5.8 million from the Council to transform these venues.
- 1.4 The renovation projects have increased not only physical access to the historic properties but also to the heritage of the Borough through exhibitions, education programmes, events and activities. The new permanent exhibitions at Valence House Museum feature the maritime and fishing heritage of the Borough, the industrial heritage and Becontree housing estate. Also new interpretive signage at the Barking Abbey ruins is helping local people to better understand the national significance of this unique site.
- 1.5 The new Archives and Local Studies Centre at Valence House has improved access to oral, family and social history collections and projects such as Working Lives has recorded the oral histories of those who worked in the industries of the Borough. A history and literacy education project based on Dagenham Village in the 1920s created a book and interactive intranet site used by all schools in the Borough.
- 1.6 The success of this investment is evidenced by the increased use of services and facilities. Since reopening fully in 2010 total usage has increased from 34,610 in 2010/11 to 67,396 in 2011/12 and there has been further strong growth in visits during 2012/13.
- 1.7 As well as increased footfall, the quality of the service now provided at the heritage sites has been widely recognised:
- The Museums Journal has described Valence House Museum as ‘one of the best local history museums in London’.
  - The service secured the prestigious Sandford Award in 2012 for the quality of the heritage education service provided to local schools, which puts the service on a par with national institutions like the Tower of London.
  - Also in 2012, Valence House Museum secured accreditation under the Visitor Attraction Quality Assurance Scheme (VAQAS), the nationally recognised customer service excellence award for visitor attractions.
  - The service has also met the standards set out in the national Museums Accreditation scheme, which is a clear demonstration of the Council’s commitment to managing the collections effectively for the enjoyment and benefit of users.

## **2. Proposals and Issues**

- 2.1 This Strategy aims to build on this success and recognises that Heritage Services has not yet reached its full potential. There is scope for Heritage Services to better contribute to the priorities of the Council and increase awareness of the rich heritage of the Borough to both local people and visitors through better promotion. The aim of this strategy is to contribute to the priority themes and outcomes for Barking and Dagenham: Ensure every child is valued so that they can succeed; Reduce crime and the fear of crime; Improve health and wellbeing through all



stages of life; Maximise growth opportunities and increase the household income of Borough residents.

- 2.2 The vision for the strategy is for our heritage to be at the heart of the community, inspiring, creative, acknowledging and promoting the contribution of residents past and present in shaping the Borough and making a recognised positive contribution to improving the Borough and the lives of the people who live, work and visit it.
- 2.3 This strategy is intended to provide a framework around which we will focus our efforts over the next three years to improve the quality of life of local people. In order to do this, eight priority areas have been identified.
- Priority One: Collections
  - Priority Two: Pride and Promotion of the Borough
  - Priority Three: Inspirational Learning
  - Priority Four: More People Visit
  - Priority Five: More People Engage
  - Priority Six: Volunteering
  - Priority Seven: Improving health and wellbeing
  - Priority Eight: Financial Sustainability
- 2.4 The final version of the strategy and improvement action plan is attached at Appendix 1.

#### Resourcing the strategy

- 2.5 Section 10 of the draft strategy sets out that it is expected that Council funding for heritage will reduce during the life of the strategy. This reality has directly shaped the development of the strategy and the accompanying improvement action plan.
- 2.6 A careful balancing act is required in this respect because there is a long term lease in place with the National Trust for the operation of Eastbury Manor House, which does not have a break clause, as well as long term funding agreements with the Heritage Lottery Fund in relation to their significant capital investment at both heritage sites. Also the archives and local studies centre has a duty under the Local Government Act 1972 (s224) to 'make proper arrangements with respect to any documents that belong to or are in the custody of the council'.
- 2.7 A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies.
- 2.8 A good example of what can be achieved in this respect is the funding recently secured from Arts Council England's Museums and Schools Programme. £140,000 has been committed over the next three years to improve the quality and number of educational visits to the Valence House museum. The service has also set targets to raise income year on year from events and activities.

### 3. Options appraisal

- 3.1 The options available to Cabinet are to approve the strategy and action plan (with any direction on amendments to be made) or to reject it.
- 3.2 Not to approve the strategy would mean that there is no strategic framework to drive improvements in the service, which would also impact on the ability to lever in external funding to support service delivery.
- 3.3 Therefore, Members are recommended to adopt the strategy and improvement action plan with any amendments, removals, or additions as they consider appropriate.
- 3.4 If approved, it is intended to make the strategy available in an electronic format only.

### 4. Consultation

- 4.1 Consultation regarding the Heritage Strategy has been undertaken with various groups including staff, volunteers, the Heritage Lottery Fund and Friends of the Museums. There have also been presentations about the strategy to a pre-Assembly meeting of Members and the Safer and Stronger Community Select Committee.
- 4.2 All of the key recommendations from Members have been incorporated into the strategy, including: improved promotion to raise awareness of the Borough's heritage, which should go further than just the main heritage sites and include the likes of Dagenham Village and Barking Abbey ruins; development of exhibitions, collections and events to promote the Borough's rich industrial and trade union heritage; and the naming of streets and a 'blue plaque' scheme to honour and celebrate the Borough's local heroes.

### 5. Financial Implications

Implications completed by: Dawn Calvert, Group Manager (Finance)

- 5.1 The net controllable budgets for 2012/13 that contribute to the Heritage Strategy are as follows:

	<b>2012/13 Current Net Budget £</b>	<b>2013/14 Savings £</b>	<b>2014/15 Savings £</b>	<b>2014/15 Remaining Net Budget £</b>
<b>Valence House</b>	255,200		(40,000)	215,200
<b>Eastbury Manor House</b>	149,700	(10,000)	(40,000)	99,700
<b>Archives and Local Studies Centre</b>	273,700			273,700
<b>Total</b>	<b>678,600</b>	<b>(10,000)</b>	<b>(80,000)</b>	<b>588,600</b>

- 5.2 Previous agreed savings and savings agreed in the current budget process amount to £90,000. The strategy will have to be contained within the remaining budget.

There may also be subsequent savings proposed and approved over the life of the strategy.

## 6. Legal Implications

Implications completed by: Paul Field, Corporate Governance Lawyer

- 6.1 The Council will best develop and administer its heritage services through the means of a forward looking strategy reviewed on a timely and periodic basis to ensure it reflects local needs and the resources available to deliver it.
- 6.2 Where the strategy identifies a requirement for change in services particularly where there may be closure(s) or discontinuance of a service or services, appropriate consultation will need to be carried out. Any savings proposals that affect staff will require consultation with Unions and staff.
- 6.3 In addition to that Members will need to be satisfied that Equality Impact Assessments have been carried out. In relation to the impact on different groups it should be noted that the Equality Act 2010 provides that a public authority must in the exercise of its functions have due regard to the need to eliminate discrimination and to advance equality of opportunity between persons who do and those who do not share a relevant 'protected characteristic'.
- 6.4 If at any point resort to constricting expenditure is required, it is important that due regard is given to statutory duties and responsibilities. In particular the Council must have regard to:
- any existing contractual obligations covering current service provision. Such contractual obligations where they exist must be fulfilled or varied with agreement of current providers;
  - any legitimate expectations that persons already receiving a service (due to be cut) may have to either continue to receive the service or to be consulted directly before the service is withdrawn;
  - any rights which statute may have conferred on individuals and as a result of which the council may be bound to continue its provision;
  - the impact on different groups affected by any changes to service provision as informed by relevant equality impact assessments;
  - having due regard to any consultation undertaken.

## 7. Other Implications

- 7.1 **Risk Management** - The action plan for the strategy will be incorporated into the Culture and Sport annual service plan. Any risks associated with the successful implementation of the service plan are set out in the divisional risk register, which is reviewed by the Adult and Community Services Departmental Management Team on a quarterly basis.
- 7.2 **Customer Impact** - An equality impact assessment has been produced to inform the development of this strategy. It is expected that there will be a marked increase in the number and range of people who will be accessing heritage based facilities and activities in the Borough.

In particular, effort will be made over the life of the strategy to address under representation in current usage. Proposed actions include: the museums need to attract more men as service users (although there are good levels of participation for Local Studies and Archives); better targeted marketing of the museums to disabled people that emphasises the improved accessibility of the facilities following renovation; free events for families; and a more flexible and responsive education offer that will encourage more visits by children and young people.

- 7.3 **Safeguarding Children** - A clear focus for the strategy is to improve access to heritage by children and families and to support the delivery of the school curriculum. There will also be an extensive programme of positive and diversionary activities provided for young people.

All heritage facilities and services operate within the Culture and Sport division's safeguarding policy framework for children and vulnerable adults.

- 7.4 **Health Issues** - The Borough's museums and archives have unique and as yet untapped potential to improve the health and well being of local people. The strategy proposes to develop more opportunities for people to come together to socialise and to take an active part in the community through volunteering.

There are also plans to develop specific heritage based projects for people with dementia and those suffering from depression.

- 7.5 **Crime and Disorder Issues** - The Council has a statutory duty to consider crime and disorder implications in all its decision making. In delivering this strategy and action plan, the Council will be providing quality facilities and activities, which will provide positive activities for all residents and, in particular, opportunities for families to enjoy their leisure time together.

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

The links to other strategies and plans that have informed the development of this report are set out in section 6 of the draft strategy.

### **List of appendices:**

**Appendix 1** - "Celebrating our past, looking forward with pride": A Heritage Strategy for Barking and Dagenham 2013-16

# Celebrating our past, looking forward with pride

A Heritage Strategy for  
Barking and Dagenham

2013 – 2016



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# Foreword

# 1

## **Barking and Dagenham has a unique and rich heritage which continues to shape the borough today.**

There is much to be proud of in Barking and Dagenham: our rich and varied industrial heritage; the medieval abbey and manor house; old Dagenham village; the world famous Becontree estate; and our many sporting heroes to name but a few.

An understanding of our heritage helps to give people a sense of place and increases pride in the Borough. This is why the Council and the Heritage Lottery Fund has provided significant investment at Eastbury Manor House and Valence House Museum to improve the way that people can reach across generations and learn about the past.



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These unique buildings and the collections, exhibitions and events that we hold in them play an important part in promoting education, well being and community cohesion. However, there is a lot more to the heritage of the Borough than just these two buildings and a lot of effort is going into actively promoting and raising awareness of other important sites in the Borough.

This strategy is intended to provide a framework around which we will focus our efforts over the next three years to use our heritage to improve the quality of life of local people.

**Councillor Liam Smith**  
**Leader of Barking and Dagenham Council**



Ford Blast Furnace c.1950

# Introduction

# 2

This new Strategy aims to build on the success of its first heritage strategy and recognise that Heritage Services has not yet reached its full potential. There is scope for Heritage Services to better contribute to the priorities of the council and increase awareness of the rich Heritage of the Borough to both local people and visitors through better promotion.

The aim of this strategy is to contribute to the priority themes and outcomes for Barking and Dagenham: *Ensure every child is valued so that they can succeed; Reduce crime and the fear of crime; Improve health and wellbeing through all stages of life; Maximise growth opportunities and increase the household income of Borough residents*<sup>1</sup>.

**Our vision and aspiration is for our Heritage to be at the heart of the community, inspiring, creative, acknowledging and promoting the contribution of residents past and present in shaping the borough and making a recognised positive contribution to improving the borough and the lives of the people who live, work and visit it.**

**Our mission is to collect, preserve and interpret for local people and visitors the evidence of Barking and Dagenham’s past for enjoyment, learning and inspiration.**



“Sir Richard Fanshawe 1608 – 66, 1<sup>st</sup> Bt”  
by William Dobson



## Building on success

The last Heritage Strategy 2000 – 10<sup>2</sup> was based on the development of eight major heritage themes:

- the Barking Abbey site
- Eastbury Manor House
- Valence House and its collections
- the maritime and fishing heritage
- the industrial heritage
- the Becontree Housing Estate
- oral, family and social history
- Old Dagenham Village and its church

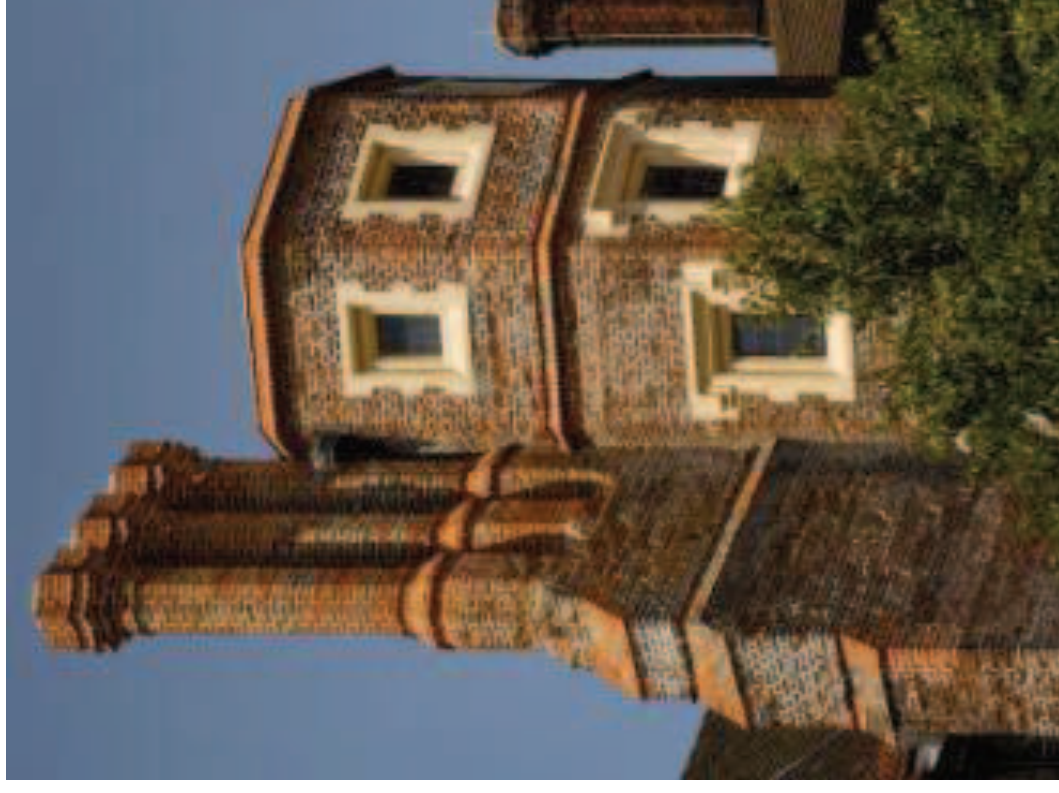
Over the 10 year life of the strategy there has been significant progress and development of these themes, notably the successful capital projects with support from the Heritage Lottery Fund for the development of Eastbury Manor House and Valence House.

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These projects have increased not only physical access to the historic properties but also to the heritage of the borough through exhibitions, education programmes and events and activities. The new exhibitions in Valence House Museum feature the maritime and fishing heritage of the Borough, the industrial heritage of the Borough and Becontree Housing Estate. New signs at Barking Abbey help to interpret the ruins and raise awareness of the national importance of the site.

The new Archives and Local Studies Centre at Valence House has improved access to oral, family and social history collections and projects such as Working Lives has recorded the oral histories of those who worked in the industries of the Borough and are made accessible through the Archives and Local Studies Centre. A history and literacy education project based on Dagenham Village in the 1920s created a book and interactive intranet site used by all schools in the borough.

This success is evidenced by the increased use of Heritage Services. Since reopening fully in 2010, total usage has increased from 34,610 in 2010/11 to 67,396 in 2011/12 and there has been further strong usage in 2012/13.



Octagonal Turret, Eastbury Manor House

# Outcomes

# 3

**The purpose of the Heritage Strategy is to provide a shared vision and a framework for the delivery and promotion of Heritage Services over the next three years.**

**The key service outcomes from the delivery of this strategy in 2016 (what Heritage Services will directly achieve) will be:**

- ✓ More people engage with the history of Barking and Dagenham to provoke thought and emotions and develop their pride and understanding of the heritage of the area.
- ✓ More people of all ages from all parts of the community visiting Valence House and Eastbury Manor House regularly and have a fun, welcoming and safe experience.
- ✓ More people come together to socialise.
- ✓ More people make a positive contribution to society through volunteering.
- ✓ People have easy access to information about Barking and Dagenham.
- ✓ The physical and intellectual history of Barking and Dagenham is preserved.
- ✓ Reduced negative environmental impact from the facilities and operations.
- ✓ Sustainable financial position will be achieved.
- ✓ Good quality sustainable jobs for people with the opportunity to develop high professional standards.

**In collaboration with partners and other providers of cultural services, Heritage services will achieve:**

- ✓ Increased self-confidence, self-awareness and community spirit amongst local people.
- ✓ Shared identity, sense of place and community and pride.
- ✓ Improve access to the Council's documents.
- ✓ Reduced social isolation.
- ✓ Thriving voluntary sector.
- ✓ Relaxing, pleasant and safe green spaces.
- ✓ Healthier more active minds.
- ✓ People learn more and share this learning.
- ✓ Increased opportunities and increased inward investment and business activity.

**These outcomes link directly to the Council's priorities:**

- **Ensure every child is valued so that they can succeed;**
- **Reduce crime and the fear of crime;**
- **Improve the health and wellbeing through all stages of life;**
- **Maximise growth opportunities and increase the household income of Borough residents.**

# What is heritage?

# 4

We define 'heritage', to mean "those things inherited from the past that people wish to pass on to the future. This is not just the best or most attractive but includes all memories, which can sometimes be uncomfortable, that people do not want forgotten"<sup>1</sup>.

It includes:

- Material culture, handed down from the past and including pre-historic remains and visual culture
- Intangible heritage that is shared identity: whatever people like to think about themselves<sup>2</sup>

Heritage is now widely understood as being all around us, defining local places as well as Our National Identity<sup>3</sup>.

In the context of this strategy 'heritage' is used in this broad sense, inclusive, rather than exclusive, and encompassing both material culture and the intangible. History is an interpretation of the evidence of the past and Heritage Services interpret and facilitate the community to interpret the evidence of their past.



School session on healthy eating during World War II

# The Importance of Heritage

5

**It is nationally recognised that heritage has an important role in local areas and has a positive impact on the lives of people.**

## Place making

The historic environment is a vital part of place making. It provides character, distinctiveness and a sense of place. It helps people be proud of where they live.<sup>1</sup>

Over 90% of adults living in England think that when improving places it is worth saving their historic features.<sup>2</sup>

## Economic Value

Our heritage is a major factor in attracting tourists from both home and expanding markets abroad. Heritage tourism contributes £20 billion to UK GDP, more than the advertising or car industry.<sup>3</sup>

Museums, libraries and archives support lifelong learning and this can be a vital part of the skills necessary for sustaining an area's economy and communities' participation in it. Across the country, and particularly in places like London, museums are significant visitor attractions that help to underpin local and regional economies. Over the life of the strategy we will be working to raise the profile of our heritage sites to attract more visitors to the area.

## Learning

Museums can have a positive impact on learning and attainment. 60% of pupils achieved a higher mark for their assessed piece of work after a museum (or archive) visit when compared to previous assignment marks.<sup>4</sup>

## Popular

An increasingly broad range of people engage with the historic environment. Enjoying England's heritage is popular, not an elitist activity.<sup>5</sup>

## Inclusive

Around 48% of adults from black and minority ethnic backgrounds, 58% of adults with a limiting disability or illness, and 56% of adults from lower socio-economic groups visited at least one type of designated historic environment site during the last year.<sup>6</sup>

## Volunteers

Volunteering in a museum, library or archive helps people take an active part in their community. Many older people are involved in developing community archives and family history activities. Such activity helps older people remain connected to their communities, and there is huge potential to develop this further, linking it to reminiscence and intergenerational work.<sup>7</sup>

## Changing lives and communities

Collecting and sharing history of a place can have a huge impact on the lives of its people, helping them to come together to make sense of where they live and work.<sup>8</sup>

# Links to other strategies and plans 6

There are a number of key national, regional and local strategies and policies that have both influenced and had an impact on the development of the London Borough of Barking and Dagenham's Heritage Strategy, these are identified as follows:

Drivers	National and Regional Policy, Strategy Documents and Plans	Local Policy, Strategies and Plans
<p>Cultural Education in England: An independent review by Darren Henley for the Department for Culture, Media and Sport and the Department for Education, 2012</p> <p>Archive Accreditation scheme: new standard for 2012 (in-line with Museum Accreditation)</p> <p>FOI Act 2000 (implemented 2005) particular reference to Section 46</p> <p>Data Protection 1998: code of practice for archivist and record managers under section 51(4) of the data protection act</p> <p>Environmental Information Regulations, 2005</p> <p>Local Government (Records) Act 1962, amended 2003</p> <p>Local Government Act 1972</p>	<p>Arts Council: Culture, Knowledge and Understanding: great museums and Libraries for everyone – a framework for future cooperation</p> <p>National Trust Strategy document 'Going Local' Fresh tracks down old roads our strategy for the next decade</p> <p><i>Government policy: Archives for the 21<sup>st</sup> Century policy – Action plan currently under review (2012)</i></p> <p>Cultural Metropolis: The Mayor's Cultural Strategy</p> <p>National Planning Policy Framework (2012) London Plan (2011)</p> <p>The National Heritage List for England</p> <p>English Heritage – Heritage at Risk Register</p>	<p>Barking and Dagenham Council's Corporate Plan 2013/14 (LBBD)</p> <p>A call for Change, a Plan of action: Children and Young People's Plan 2011-2016 (Barking and Dagenham Partnership)</p> <p>Helping You live the Life You Want; Older People's Strategy 2010-2013 (LBBD)</p> <p>Health and well Being Strategy 2010 -13 (Barking and Dagenham Partnership)</p> <p>Regeneration Strategy 2008 – 2013 (London Borough of Barking and Dagenham)</p> <p>Barking and Dagenham Arts Strategy 2012 -2015 (Draft)</p> <p>Borough Wide Development Policies DPD (2011)</p> <p>Barking Town Centre Area Action Plan (2011)</p> <p>Abbey and Barking Town Centre Conservation Area</p> <p>Abbey Road Riverside Conservation Area</p> <p>Chadwell Heath Anti-aircraft Gun Site Conservation Area</p> <p>Dagenham Village Conservation Area</p> <p>Barking and Dagenham Local Heritage List</p>

# Local Context

# 7

## The population of Barking and Dagenham is changing

- The borough is expected to see one of the highest growths in population in the country, with a high proportion of the growth being accounted for by pre-school and school age children.
- The population of the borough has increased by 22,000 between the 2001 and 2011 Census which is a 13.4% increase in the borough's population.
- There has been almost a 50% growth in 0-4 year olds. This is the highest growth for this age group of any local authority in England and Wales.
- The borough has the highest population percentage of those aged 0 to 19 at 31% in England and Wales.
- The over 60 population accounts for one of the smallest percentages of population in England and Wales.
- There has been a 20% decrease in the 65+ age group in the borough, which is the biggest decrease in London. However, growth in the over 85's will be within the top 10 highest in London by 2021.

## Population Projections

- The borough's population is projected to rise to 206,600 by 2016 and 224,900 by 2021, the third highest population increase among London Boroughs. (ONS Sub National Projections 2010).

## The Ethnic Diversity of the borough's population is also changing

- In 2001 the percentage of the White British/Irish population in the borough was 82.5%. This has dropped to 50.4% in 2011.
- Most other ethnic groups have risen in both number and percentage between 2001 and 2011. This is particular significant for Black: African, Asian and White: Other Groups.



Craft Workshop at Eastbury Manor House  
Grant Smith/LBBD

## Barking and Dagenham is also among the most deprived boroughs in the country based on the Index of Multiple Deprivation

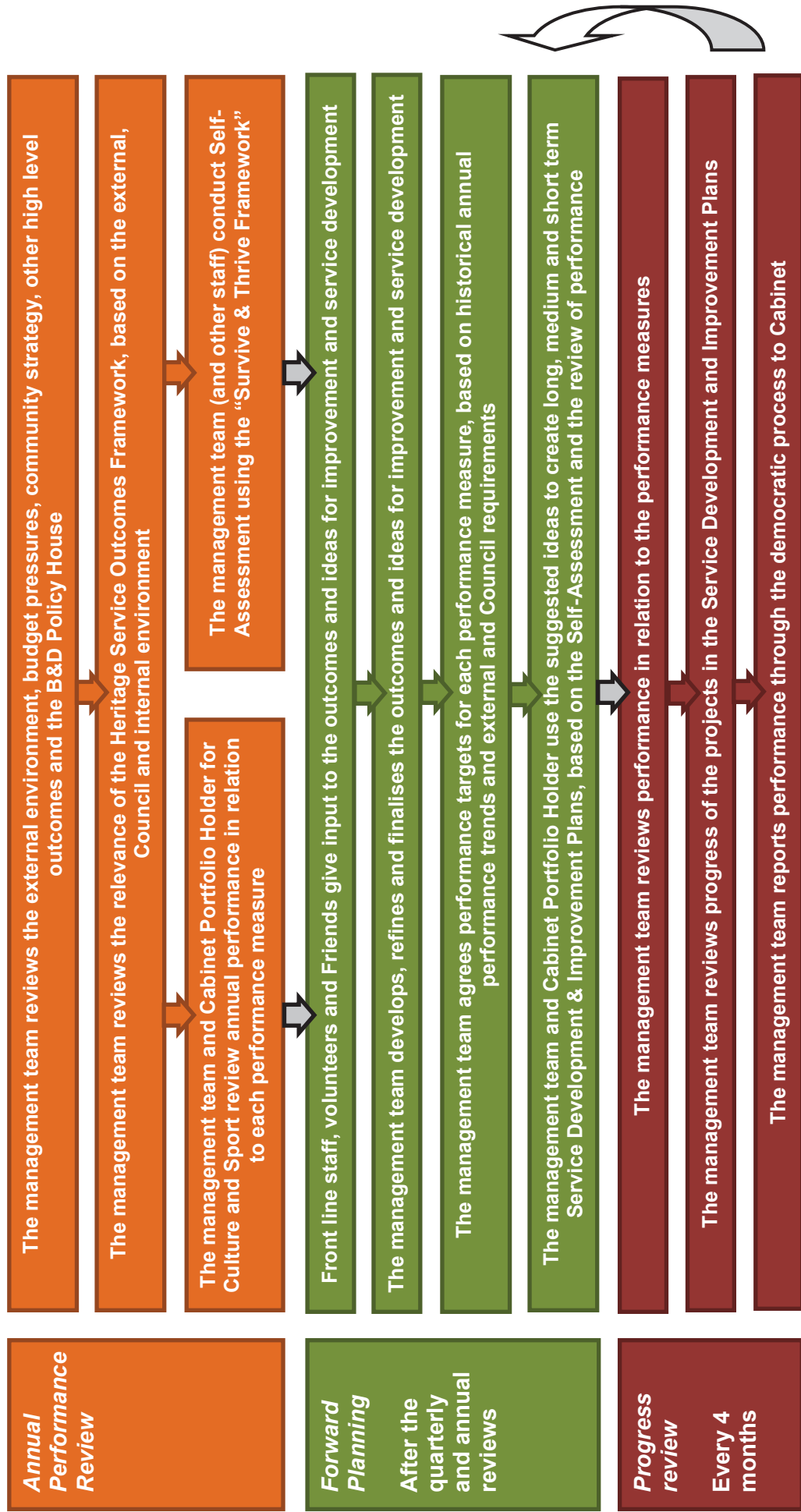
- The borough is ranked 7<sup>th</sup> within London out of 33 (where 1<sup>st</sup> is the most deprived).
- Life expectancy in the borough is two years below that of the London average for men and women, with average life expectancy for men in Barking and Dagenham 77 years and for women 81 years. (ONS 2011)

## Overall Barking and Dagenham's population has a low level of skills when compared to other London boroughs

- 13.8% of working age residents in Barking and Dagenham have no qualifications. This is higher than the London average of 9.3%. (Annual population survey Jan - December 2011).
- 27% of the borough's population has a degree level qualification or equivalent, which is much lower than the London average of 45%. (Annual Population Survey Jan-Dec 2011)
- Levels of adult basic skills are very low but are improving.

# Monitoring, Evaluation & Review 8

Like all strategies, success very much depends on regular and robust monitoring and review to ensure that the intended outcomes are being achieved. The process we will follow is set out below and will be aligned to the Council's annual business planning cycle:



# Equality and Diversity

# 9

**The intention of this strategy is to make Heritage accessible to all sections of the community. It is a key thread running through the service outcomes and action plan.**

An Equality Impact Assessment has been produced alongside this strategy, outlining how the needs of the Borough's diverse communities as well as people of all ages, different genders and people with disabilities have been considered and taken into account in the development of Heritage services, the strategy and action plan.

# Resourcing the strategy

# 10

**As well as driving improvements in the quality and effectiveness of heritage provision, the strategy will inform the budget setting process of the Council and its partners. It will also help to provide a compelling strategic rationale to support external funding bids for new projects, programmes and facilities.**

However, it must be recognised that these are very difficult times for local government and that Council revenue spending on heritage will reduce over the life of the strategy. This stark reality has directly shaped the development of the strategy and the improvement action plan that will follow.

It also means that some tough decisions are being made about the level of service the Council can afford to provide. Whilst every effort is being made to try to ensure that price doesn't become a barrier to participation, one of the ways the Council is seeking to bridge its funding shortfall is by raising more income from its facilities and services.

A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies.

To deliver the programme of activities that will be set out in the strategy, existing funding streams will need to be directed toward the priorities identified. This will be supplemented by external funding sources. Bidding for, and securing external funding, will be a key strand of delivering this strategy if all of the improvement actions are to be achieved.

There also needs to be consideration of a range of management models including asset transfer of heritage properties from the Council to the voluntary, private or trust sectors. These could provide a more effective way of maximising available resources in order to release funds for the continued development of heritage provision in these financially constrained times.



# The purpose of this Strategy 11

## Outcome

The aim of this strategy is to contribute to the priority themes and outcomes for Barking and Dagenham as set out in the Council's Corporate Plan 2013/14:  
*Ensure every child is valued so that they can succeed; Reduce crime and the fear of crime; Improve health and wellbeing through all stages of life; Maximise growth opportunities and increase the household income of Borough residents*

## Vision

For our Heritage to be at the heart of the community, inspiring, creative, acknowledging and promoting the contribution of residents past and present in shaping the borough and making a recognised positive contribution to improving the borough and the lives of the people who live, work and visit it.



Anderson Shelter,  
Valence House Gardens



Volunteer cleaning silverware for display,  
Valence House Museum



Herb garden,  
Eastbury Manor House

Success measures (by March 2016 except where indicated)		Source
1.	85% of people surveyed would recommend Valence House & Eastbury Manor House to a friend	Heritage Survey
2.	85% of people surveyed found their visit to Valence House & Eastbury Manor House welcoming	Heritage Survey
3.	66,000 visits a year to Valence House & Eastbury Manor House (43% increase from 2011/12)	Heritage Services
4.	20% of visitors surveyed self identify as being from BAME communities	Heritage Survey
5.	18% of visitors surveyed self identify as being disabled	Heritage Survey
6.	85% of visitors surveyed are more proud of Barking and Dagenham after visiting Valence House or Eastbury Manor House	Heritage Survey
7.	Increase in the number of school children visiting Valence House & Eastbury Manor House to 8,000 a year (75% increase from 2011/12) by March 2015 dependent on Arts Council funding	Heritage Services
8.	85% of teachers surveyed think that the education sessions help to develop the children's understanding of the local area	Heritage Services
9.	6000 volunteer hours (increase of 25% from 2011/12)	Heritage Services
10.	85% of volunteers surveyed are satisfied that they learn, develop, socialise and contribute to society through volunteering	Heritage Services
11.	15% increase to 300 a year of original documents request from store in Archive and Local Studies Centre	Heritage Services / CIPFA
12.	Six exhibitions mounted a year	Heritage Services
13.	Museum accreditation retained	ACE
14.	Retain VAQAS (Visitor Attraction Quality Assurance Service) accreditation for Valence House	VAQAS

## Examples of best practice we would like to build on:

Valence House Museum is an accredited museum in the national scheme administered by the Arts Council, meeting required standards for collections management and care.

Family history helpdesks run by the Barking and Dagenham branch of the East of London Family History Society take place regularly at the Archives and Local Studies Centre. These sessions help people to get started in researching their family history.

Heritage services took part in *Working Lives of the Thames Gateway*, a three year project funded by the Heritage lottery fund and delivered by Eastside Community Heritage in partnership with The London Boroughs of Barking and Dagenham, Newham, Havering, Greenwich, Bexley and the London Metropolitan Archives.

This was the largest project of its kind in the country, interviewing people who worked in a range of industries, and creating a public archive of sound recordings, travelling exhibition was produced.



The Dagenham Idol



R. Whites soda syphon bottle

# Priority One: Collections

Museums and archives have a key role in preserving the physical and intellectual history of the area and providing people with access to information. People want to leave and make their mark. We will work with the community and partners to capture and preserve key occasions in the life of the Borough. We will put measures in place to ensure that the collections in our care are looked after effectively so that future generations can enjoy, appreciate and learn from them.

People enjoy using archive collections to discover their family tree, for academic research, legal searches as well as formal and informal learning. Our Archives and Local Studies team will support residents and people with a connection to the area to reach across generations and learn about their past.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
1.1	Achieve Arts Council designation of the Fanshawe collection	<ul style="list-style-type: none"> <li>Designation achieved recognising it as a pre-eminent collection of national importance</li> </ul>	December 2013	Curator
1.2	Conservation of the Fanshawe Portrait collection	<ul style="list-style-type: none"> <li>5 Fanshawe paintings conserved from the collection and available for display in the Museum and loan to other accredited museums.</li> </ul>	March 2016	Curator Friends of Valence House Museum
1.3	Establish a programme to increase access and income from photo and film collections	<ul style="list-style-type: none"> <li>5,000 images accessible online, with 100,000 hits.</li> <li>Increased income to £2,000</li> </ul>	March 2016	Borough Archivist
1.4	Package of archive policies to support internal transfer and management of digital archives records	<ul style="list-style-type: none"> <li>Corporate sign-off of policy documents and procedure</li> <li>5% of council records transferred to archive in line with The National Archives recommendations</li> </ul>	March 2014	Borough Archivist Corporate Policy
1.5	Achieve Archive accreditation	<ul style="list-style-type: none"> <li>Archives are managed, the collections preserved and made accessible for current and future generations to international standards.</li> </ul>	December 2014	Borough Archivist
1.6	Collect relevant artefacts, archives and memories of the history of the Borough	<ul style="list-style-type: none"> <li>Increase oral histories collected to a minimum of 5 a year.</li> </ul>	March 2016	Curator Borough Archivist

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
1.7	Industrial heritage collections	<ul style="list-style-type: none"> <li>• Completion of HLF funded Collecting Cultures project to research industrial heritage of the borough, identify gaps in the collection and acquire relevant artefacts</li> </ul>	September 2013	Heritage Properties Manager
1.8	Maintain Museum accreditation	<ul style="list-style-type: none"> <li>• Museum managed and collections preserved and made accessible to best practice standards (Accreditation secured)</li> </ul>	December 2014	Curator
1.9	Acquisition of the Dagenham Idol	<ul style="list-style-type: none"> <li>• Dagenham Idol permanently transferred from Colchester Museum</li> </ul>	December 2016	Curator
1.10	Capture the changing face of the Borough by documenting the estate renewal programme	<ul style="list-style-type: none"> <li>• Oral, photographic and film recordings undertaken for all major estate renewal programmes (dependent on funding being secured)</li> </ul>	March 2016	Curator, Borough Archivist, Housing & Neighbourhoods

# Priority Two: Pride and Promotion of the Borough 13

## Examples of best practice we would like to build on:

In the summer of 2011, Valence House Museum took part in the Story of London Festival of Britain 60th anniversary celebrations with the Dagenham Girl pipers recreating their 1951 performance at Valence House and at the Festival Hall and Southbank.

Staff and volunteers at the Archives and Local Studies Centre wrote, researched and provided photographs for the Council's commemorative book; *Sporting Heroes: A celebration of Barking & Dagenham's Olympic and Paralympics heritage*, which was distributed as a gift to all school children. The brochure celebrates the borough's many Olympic successes, highlighting the commitment of local sports men and women as well as coaches and volunteers that run local clubs.

One of the Museum's Fanshawe collection portraits, Sir Richard Fanshawe by William Dobson, featured in the BBC documentary 'The lost Genius of British Art: William Dobson'. The painting and others from the Museum's collection are also included in the BBC website Your Paintings.



Dagenham Girl Pipers, Valence House Museum

# Priority Two: Pride and Promotion of the Borough

Valence House Museum has been recognised by the Museums Journal as one of the best local history museums in London. Our Museum, Archives and Local Studies centre are the envy of our neighbours and something to be truly proud of. We will use our heritage assets to promote the Borough and encourage people to visit.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
2.1	Improve internal communications between all professional staff, volunteers and friends	<ul style="list-style-type: none"> <li>• Quarterly newsletter produced</li> <li>• At least 2 joint meetings with staff, volunteers and Friends a year</li> <li>• Annual survey of staff, volunteers and friends says 9 out of 10 feel:               <ul style="list-style-type: none"> <li>○ well informed about what's going on</li> <li>○ better able to communicate with each other and to the public</li> <li>○ they understand decisions and the reasons for them</li> </ul> </li> </ul>	October 2013 October 2014 / 2015 / 2016 October 2014 / 2015 / 2016	Heritage Management Team
2.2	Improve promotions and marketing of the Borough's heritage through collaboration with council departments and outside groups and organisations	<ul style="list-style-type: none"> <li>• Increased awareness of service from 33% to 50% of people surveyed</li> <li>• 500 column inches in print media</li> </ul>	March 2016 March 2016	Group Manager, Heritage Services Marketing and Communications
2.3	Promote the industrial and trade union heritage of the Borough	<ul style="list-style-type: none"> <li>• 1 exhibition and 3 talks presented</li> </ul>	March 2016	Heritage Properties Manager Marketing and Communications
2.4	Develop a visitor development plan	<ul style="list-style-type: none"> <li>• Visitor Development Plan developed</li> <li>• Annual targets achieved</li> </ul>	March 2014 March 2015/2016	Group Manager, Heritage Services Heritage Services
2.5	Improve the way in which we use customers' experience & ideas to develop and improve the service.	<ul style="list-style-type: none"> <li>• Collect at least 250 evaluation forms each year</li> <li>• Review monthly</li> <li>• Customer's experiences &amp; ideas are being used to inform the service Development Plan and improvement Plan.</li> </ul>	March 2015 March 2016 March 2014	Heritage Services

# Priority Three: Inspirational Learning

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Examples of best practice we would like to build on:

The Heritage Education & Outreach team at Valence House Museum were awarded the prestigious Sandford Award for Heritage Education in 2012.

This award not only recognises the high quality of education delivered, but commemorates how the engagement with local and national heritage inspires the young to contribute to a better future.



Baking bread, Roman Day for schools



# Priority Three: Inspirational Learning

Museums, archives and historic houses can bring history to life with a fun experience that provides serious learning. Heritage can have a positive impact on learning attainment and we will expand our work with schools to support the delivery of the school curriculum.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
3.1	Achieve Sandford Award for Heritage Education at Eastbury Manor House	<ul style="list-style-type: none"> <li>Award achieved and retained (reviewed after 5 years)</li> </ul>	August 2013	Heritage Interpretation and Outreach Officer
3.2	Partner Museum for ACE Museums and schools programme	<ul style="list-style-type: none"> <li>Project delivered</li> <li>200 school visits to Valence House by March 2015</li> </ul>	March 2015	Heritage Interpretation and Outreach Officer ACE
3.3	Partner Museum for English Heritage schools programme	<ul style="list-style-type: none"> <li>Project delivered</li> <li>2 schools visit Valence House each year</li> </ul>	March 2015	Heritage Interpretation and Outreach Officer English Heritage
3.4	Develop KS3 programme (linked to WW1 projects)	<ul style="list-style-type: none"> <li>2 secondary schools visit with 1 year group a year</li> </ul>	March 2015	Heritage Interpretation and Outreach Officer
3.5	Family/community learning	<ul style="list-style-type: none"> <li>30 family/community learning activities a year.</li> </ul>	December 2015	Heritage Interpretation and Outreach Officer

‘Since it’s been refurbished it’s an interactive place. I’ve brought groups everyday this week and they’ve all got something from it’

Teacher from Trinity special school

# Priority Four: More People Visit 15

## Examples of best practice we would like to build on:

Valence House reopened in June 2010 following redevelopment of the museum with new exhibitions, a new visitor centre with café, education and function rooms and an Archive and Local Studies Centre. Visitor numbers doubled between 2010/11 and 2011/12.

Valence House has achieved Visitor Attraction Quality Assurance Service accreditation from Enjoy England.



Volunteer-led guided tour, Eastbury Manor House

# Priority Four: More People Visit

More people of all ages from all parts of the community visiting Valence House and Eastbury Manor House regularly and have a fun welcoming and safe experience.

No	FOCUS AREAS	SUCCESS MEASURES	By when	By who
4.1	<p>Increase events delivered in partnership, that remain engaging but affordable for local residents to enjoy</p>	<ul style="list-style-type: none"> <li>66,000 visits a year to Valence House &amp; Eastbury Manor House (43% increase from 2011/12)</li> <li>Increase use by community groups to 300</li> <li>Increase business users to 8,000</li> </ul>	<p>March 2016</p> <p>March 2016</p> <p>March 2016</p>	<p>Heritage Properties Manager Partners</p>
4.2	<p>Target non users to increase visits:</p> <ul style="list-style-type: none"> <li>Market research</li> <li>Community engagement</li> <li>Deliver relevant/targeted events including first language tours</li> </ul>	<ul style="list-style-type: none"> <li>Increase first time users to our heritage sites</li> <li>20 % of visitors surveyed self identify as being from BAME</li> </ul>	<p>March 2015</p> <p>March 2016</p>	<p>Heritage Properties Manager</p>
4.3	<p>Targeted marketing and promotion strategy</p> <ul style="list-style-type: none"> <li>Market research</li> <li>Utilise promotion methods</li> <li>Facebook for EMH</li> <li>Twitter for both venues</li> </ul>	<ul style="list-style-type: none"> <li>66,000 visits a year to Valence House &amp; Eastbury Manor House (43% increase from 2011/12)</li> </ul>	<p>March 2014</p>	<p>Heritage Management Team Marketing and communications</p>
4.4	<p>Produce new leaflets with programme of events for Valence House and Eastbury Manor House</p>	<ul style="list-style-type: none"> <li>66,000 visits a year to Valence House &amp; Eastbury Manor House (43% increase from 2011/12)</li> </ul>	<p>March 2014</p>	<p>Heritage Properties Manager Marketing and Communications</p>

It is a fantastic place, full of fun, packed with information that everyone will enjoy. Good job guys.

Visitor to Valence House, April 2012



'An unexpected oasis in East London – quite magnificent'

E Franklin, Visitor to Eastbury Manor House

# Priority Five: More People Engage

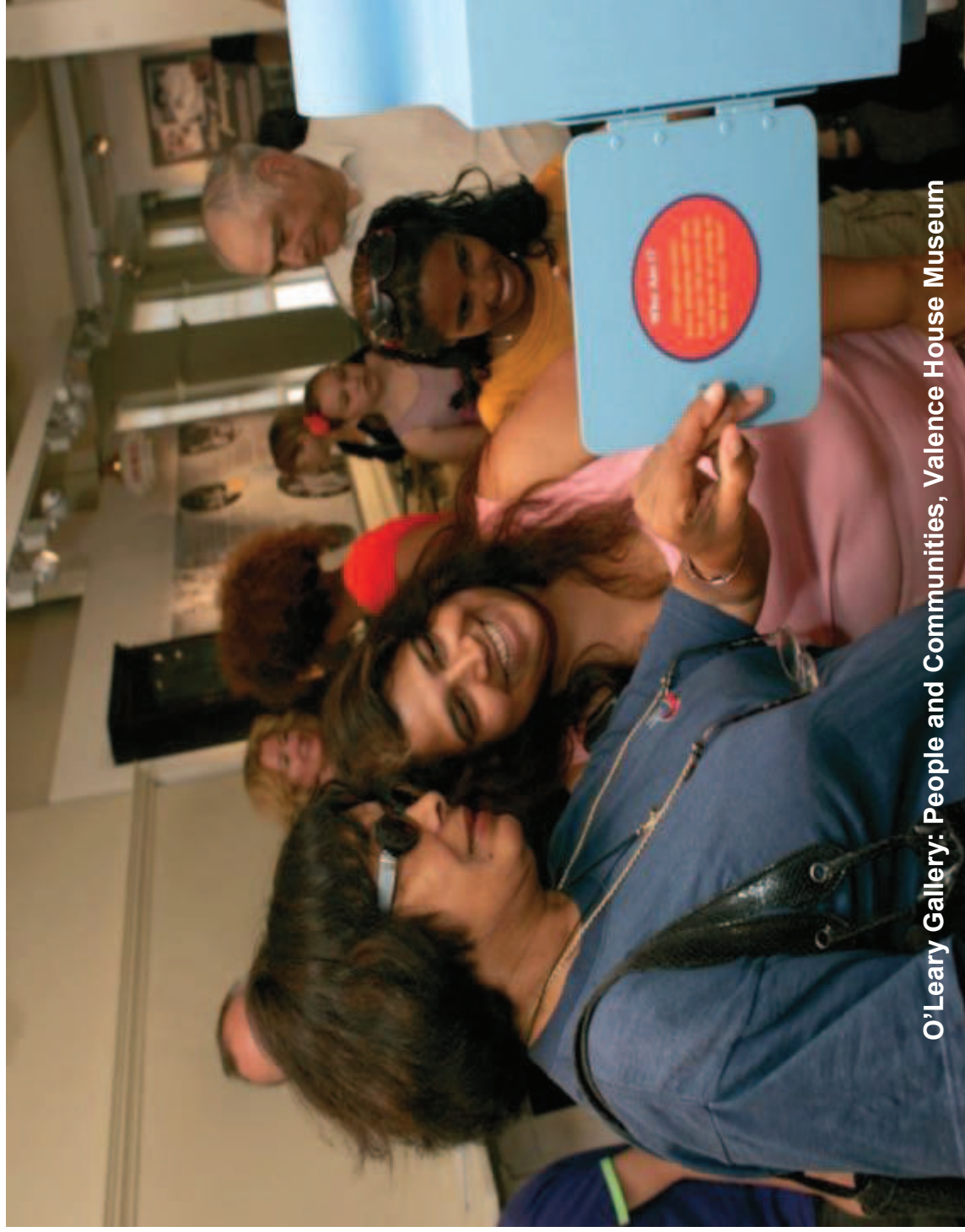
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## Examples of best practice we would like to build on:

Valence House Museum has been described by the Museums Journal as “One of the best local history museums in London”.

There was public consultation on the content and themes of the new exhibitions at Valence House Museum. Suggestions from local schools for a famous people section was included in the people and communities exhibition.

Themed family days at Eastbury Manor House are popular and bring to life the heritage of the Borough through range of activities for the whole family. For Tudor Day there was Tudor food to sample, costume to try on and learn about, music and children’s workshops. Visitors liked “Learning about the clothing Tudor people wore and the differences between rich and poor” ... “it was a lovely day to sit in the garden whilst the children were entertained and creative”.



O’Leary Gallery: People and Communities, Valence House Museum

# Priority Five: More People Engage

More people engage with the history of Barking and Dagenham to develop their pride and understanding of the heritage of the area.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
5.1	Dagenham Village Heritage trail	<ul style="list-style-type: none"> <li>Trail developed</li> <li>Leaflet produced and distributed</li> </ul>	December 2013 December 2013	Local Studies Librarian
5.2	Barking Abbey Interpretation and promotion	<ul style="list-style-type: none"> <li>Promotion of the Abbey site</li> <li>Increase visitors to the site and to Valence house museum exhibition</li> <li>Green Heritage Award</li> </ul>	December 2013 March 2015 March 2014	Heritage Services Parks
5.3	Barking Park interpretation	<ul style="list-style-type: none"> <li>Oral history project completed</li> <li>Interpretation panels installed</li> </ul>	December 2013 December 2014	Borough Archivist Barking Park Manager
5.4	Marks Gate – A Mirror in Marks Gate history project to bring the community together and create a sense of pride and place by focusing on the estates history.	<ul style="list-style-type: none"> <li>20 sessions take place at Valence House with 3 schools</li> <li>Oral histories collected by volunteers</li> <li>History walk established</li> <li>Exhibition</li> </ul>	December 2014 December 2014 December 2014 December 2014	Heritage Education Team Agenda 21 Police
5.5	Elizabeth Fry and Quaker Burial Ground	<ul style="list-style-type: none"> <li>Interpretation sign at Quaker Burial Ground</li> <li>Events and activities to promote the site</li> </ul>	December 2014 March 2015	Group Manager, Heritage Services Parks Development Officer
5.6	Community engagement project on Role of Borough residents in the First World War and its impact	<ul style="list-style-type: none"> <li>Successful grant application for project delivery</li> <li>Producing an exhibition for 2018</li> </ul>	December 2014 December 2018	Borough Archivist
5.7	English Heritage Blue Plaque scheme	<ul style="list-style-type: none"> <li>Notable residents accepted for an English Heritage Blue Plaque</li> <li>Plaque installed</li> <li>Greater recognition of the heritage of the borough through promotion of scheme (blue plaque guidebook)</li> </ul>	December 2014 December 2017 December 2018	Group Manager, Heritage Services English Heritage
5.8	Making collections relevant to local communities	<ul style="list-style-type: none"> <li>Annual event to promote contemporary collecting</li> </ul>	December 2016	Curator

# Priority Five: More People Engage

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
5.9	Develop partnerships with schools / youth groups to create youth volunteers (community service part of Duke of Edinburgh Award)	<ul style="list-style-type: none"> <li>Relationships built with at least 2 schools</li> <li>Programme implemented</li> <li>10 volunteers involved in research, tours and activities by 2016</li> </ul>	December 2015 December 2016 December 2016	Heritage Interpretation and Outreach Officer
5.10	Improve web presence: <ul style="list-style-type: none"> <li>Online exhibitions</li> <li>Develop use of social media</li> </ul>	<ul style="list-style-type: none"> <li>2 online exhibitions a year</li> <li>Increase in web hits from 28,000 to 56,000</li> <li>Increase social media views to 50,000 a month</li> </ul>	December 2014 March 2016 March 2016	Heritage Services Marketing and Communications
5.11	Set up a Heritage Forum to explore the views and role of local people, voluntary and private sector organisation in expanding access to and engaging more people in their heritage.	<ul style="list-style-type: none"> <li>Forum set up, meeting twice a year</li> </ul>	October 2014	Borough Archivist
5.12	Participate in the Cultural Education Partnership pilot project	<ul style="list-style-type: none"> <li>Heritage Service playing a key role in the development and delivery of a 'cultural passport' for every child in the Borough (To be confirmed in the CEP Business Plan)</li> </ul>	March 2015	Group Manager, Heritage Services
5.13	Participate in the Creative People and Places project	<ul style="list-style-type: none"> <li>Heritage sites being used as key venues for one off and ongoing cultural events and activities linked to the programme (to be confirmed as part of CP&amp;P business plan)</li> </ul>	March 2016	Borough Archivist
5.14	Help promote and engage people in the protection and conservation of the natural heritage of Barking and Dagenham	<ul style="list-style-type: none"> <li>At least 6 events a year in partnership with the Ranger service, part of the Environment Division who are responsible for the Parks &amp; Open Spaces Strategy</li> </ul>	March 2016	Heritage Properties Manager
5.15	Engage more people and groups in heritage regeneration – regeneration of historic houses, parks, cemeteries and conservation areas.	<ul style="list-style-type: none"> <li>10 Heritage Lottery Fund supported projects</li> </ul>	December 2016	Group Manager, Heritage Services

## Examples of best practice we would like to build on:

Volunteers are actively involved in the events at Eastbury Manor House from research to tour guides, and children's workshops. Valence House volunteers have initiated and delivered an exhibition and events on 'a Century of Local Brides' by involving and engaging the community.

"In my retirement years...I have become a volunteer and enjoy my time there [Valence House] with a really friendly and interesting team of people" – Olive Goodman.

"Sadly, my wife died two years ago but my ever thoughtful daughter told me of the need for volunteers at Valence House. It was just what I needed and among a very friendly group of like minded people I've been learning 'New Tricks' in the archives section ever since. My knowledge of local history has increased many fold" – Frank Beale.

Heritage Education volunteers were runners up in the Best Team Contribution category for 2012 London Volunteers in Museums Award for their involvement in the education programme and consistently good feedback received about school visits.



Volunteers at the Anderson Shelter, Valence House Gardens

# Priority Six: Volunteering

Volunteering in museums, archive or historic house helps people to take an active part in the community. We will develop more opportunities for people to come together to socialise and contribute to society through volunteering.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
6.1	Promote volunteering opportunities to wider community, working with other council departments and community groups to ensure the volunteers reflect Barking and Dagenham communities	<ul style="list-style-type: none"> <li>Increase number of volunteer hours from 6,000 to 10,000</li> </ul>	March 2016	Heritage Properties Manager Volunteering Manager
6.2	Develop a Friends group to support advocacy and fundraising for Eastbury Manor House	<ul style="list-style-type: none"> <li>Friends group established with constitution and board</li> <li>Quarterly meetings of the Group</li> <li>Membership of at least 40 by March 2014</li> <li>At least 4 events a year to bring people together and contribute to the development of Eastbury Manor House</li> </ul>	March 2014 March 2014 March 2014 March 2015	Heritage Properties Manager
6.3	Develop a graduate development programme for museum/archive development	<ul style="list-style-type: none"> <li>Successfully recruit at least one local graduate each year to support their career and aspiration development.</li> </ul>	December 2016	Heritage Management Team
6.4	Provide work experience and apprentice opportunities	<ul style="list-style-type: none"> <li>At least 6 work experience placements each year by 2016</li> <li>At least 1 apprentice opportunity per year</li> </ul>	December 2016 December 2016	Heritage Management Team

**“It is only about 8 months since I started to volunteer at Valence but I felt at home from the first day and have made a whole new group of friends of all ages and senses of humour...there has been good news on the job front too! I have recently been accepted as a heritage warden at Eastbury Manor on a paid casual basis, so volunteering has made a big difference to me...”**

**Colin Green**



# Priority Seven: Improving health and wellbeing 18

## Examples of best practice we would like to build on:

In spring 2012 Valence House Museum conducted a series of 10 reminiscence sessions with a group of volunteers over the age of 60. An initial discussion using a shopping basket sparked the enthusiasm of the group.

Within a short period of time the group became self sufficient with members choosing subjects for discussion and bringing in personal items that related to the subjects.

By the end of the sessions new friendships had been created and several of the group had asked to become active in museum education sessions talking to children.



Reminiscence Session

# Priority Seven: Improving health and wellbeing

Our museums and archives have unique and as yet untapped potential to improve the health and well being of local people. We will develop health and wellbeing pilot projects in consultation with GPs and Council colleagues, for people with dementia and those suffering from depression.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
7.1	Establish Public Health funded programme to support residents with mental health GP referrals through creative care packages	<ul style="list-style-type: none"> <li>• Funding from Public Health Grant secured for Creative for Life pilot</li> <li>• Packages developed</li> <li>• 160 people take part across all providers</li> </ul>	May 2013 October 2013 March 2014	Borough Archivist Group Manager, Community, Sport and Arts, Group Manager, Libraries
7.2	Promote Heritage properties and gardens as places of tranquility providing opportunities for reflections, exercise and stimulation.	<ul style="list-style-type: none"> <li>• 6 heritage garden events each year by March 2014</li> </ul>	March 2014	Heritage Properties Manager
7.3	Volunteer programme promoted	<ul style="list-style-type: none"> <li>• 10,000 volunteer hours by March 2016</li> </ul>	March 2014	Heritage Properties Manager

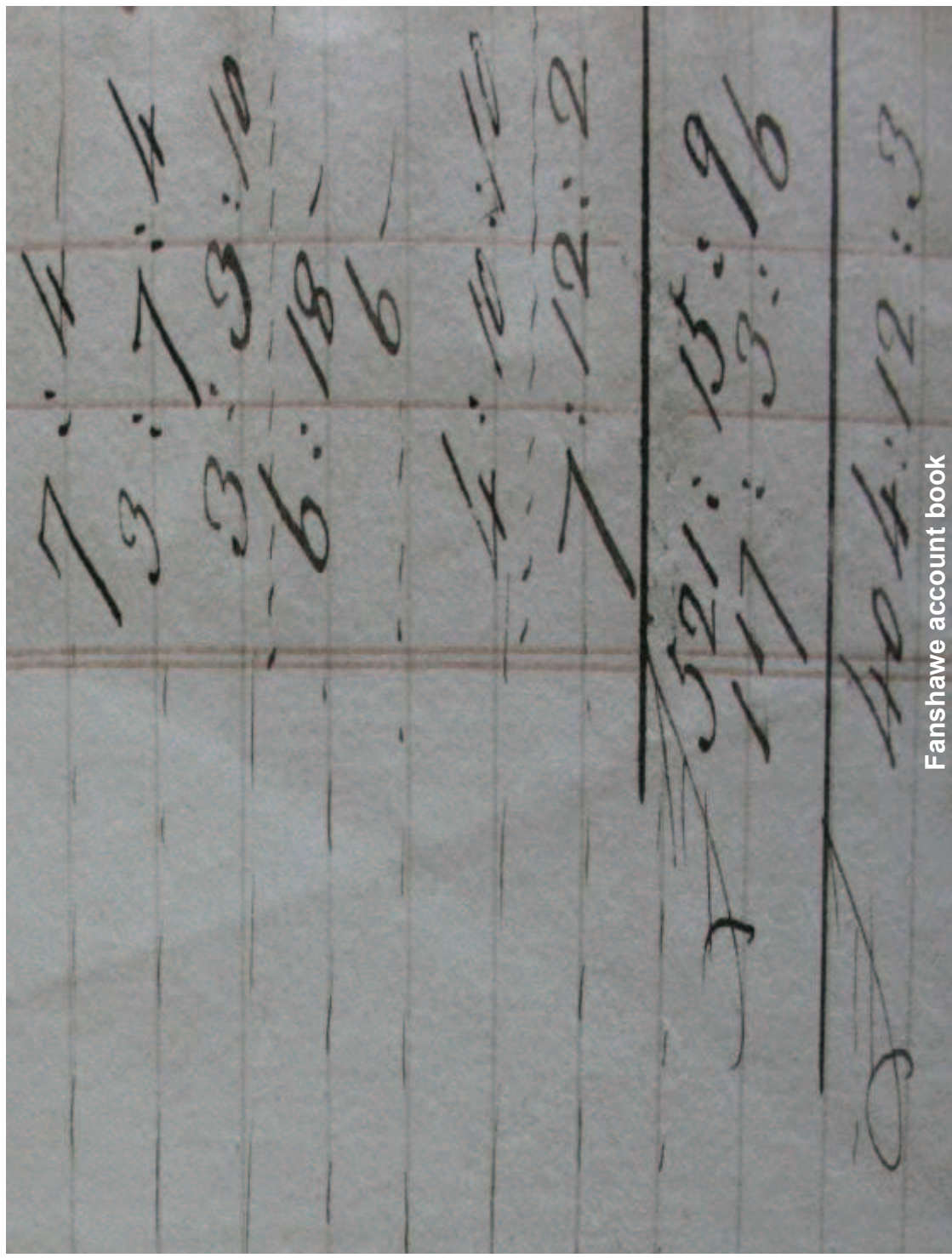
# Priority Eight: Financial Sustainability

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## Examples of best practice we would like to build on:

The evening events programme including candlelit tours, quizzes and Murder Mystery nights at Eastbury Manor House are popular, value for money and bring in income to the services. These events are often fully booked with many repeat visitors.

The Heritage Education Team have secured over £140,000 over three years as part of the Arts Council Museum and Schools programme. The funding will provide additional staff to deliver increased school visits to Valence House Museum.



Fanshawe account book

# Priority Eight: Financial Sustainability

As with the rest of the public sector, the Council is in constrained financial circumstances. Going forward it is essential that the heritage provision is managed in a cost effective way, delivering better for less.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
8.1	Develop the Café at Eastbury Manor House	<ul style="list-style-type: none"> <li>Improved offer and extended opening hours</li> <li>Increase in customers</li> <li>Increase café income to £30,000 by 2016</li> </ul>	March 2014 March 2014 March 2016	Heritage Properties Manager
8.2	Commercial and wedding hire at Eastbury Manor House	<ul style="list-style-type: none"> <li>Increase income from commercial hire to £30,000 by March 2016</li> <li>Increase income from weddings by £10,000 by March 2014</li> </ul>	March 2014 March 2014	Heritage Properties Manager
8.3	Improving the retail provision at Valence house and Eastbury Manor House	<ul style="list-style-type: none"> <li>Improved product range and display</li> <li>Increase in number of customers</li> <li>Increase income from shop/sales points to £10,000 by March 2016</li> </ul>	March 2013 March 2014 March 2016	Heritage Properties Manager
8.4	Undertake an options appraisal for the future management and delivery of the service	<ul style="list-style-type: none"> <li>Options appraisal completed and reported</li> </ul>	June 2014	Culture and Sport
8.5	Internal recharges for Archive services	<ul style="list-style-type: none"> <li>Income stream developed to offset costs</li> </ul>	March 2015	Borough Archivist
8.6	Investigate use of solar panels to reduce energy bills	<ul style="list-style-type: none"> <li>Solar panel able to be installed</li> <li>Reduced cost of electricity</li> <li>Reduced carbon footprint</li> </ul>	March 2014 March 2015 March 2015	Group Manager, Heritage Services
8.7	Increase income from publication licenses from photographic/film collection	<ul style="list-style-type: none"> <li>Increase income to £2,000 a year by March 2015</li> </ul>	March 2015	Borough Archivist

## Introduction – Section 2

- <sup>1</sup> London Borough of Barking and Dagenham Council Statement of Priorities 2012/13
- <sup>2</sup> People, Time and Place LBBD Heritage Strategy 2000

## What is heritage? – Section 4

- <sup>1</sup> Review of Policies Relating to the Historic Environment: English Heritage June 2000
- <sup>2</sup> Opening Doors; Learning in the Historic Environment, The Attingham Trust 2010 <http://www.openingdoorsreport.org.uk/l2.php?L1ID=2&L2ID=1>
- <sup>3</sup> Valuing our heritage; the case for the future investment in the historic environment. English Heritage, the National trust, Heritage Lottery fund, the Historic Houses Association and Heritage Link, January 2007

## The importance of heritage – Section 5

- <sup>1</sup> Valuing our heritage; the case for the future investment in the historic environment. English Heritage, the National trust, Heritage Lottery fund, the Historic Houses Association and Heritage Link, January 2007
- <sup>2</sup> Taking Part Survey, Department of Culture, Media and Sport
- <sup>3</sup> Cultural capital: A Manifesto for the Future, Arts Council England, 2010
- <sup>4</sup> Engage, Learn, Achieve: The impact of museum visits on the attainment of secondary pupils in the East of England 2006-2007
- <sup>5</sup> Valuing our heritage; the case for the future investment in the historic environment. English Heritage, the National trust, Heritage Lottery fund, the Historic Houses Association and Heritage Link, January 2007
- <sup>6</sup> Taking Part Survey, Department of Culture, Media and Sport
- <sup>7</sup> Communities need Museum, Libraries and Archives <http://www.idea.gov.uk/idk/aio/983051>
- <sup>8</sup> Our past Your future Local Government Archives, The Local Government Association/The National council on Archives 2009

Produced by Culture & Sport Division,  
London Borough of Barking & Dagenham

## **Celebrating our past, looking forward with pride**

For more information please contact Paul Hogan, Divisional Director of Culture & Sport  
[paul.hogan@lbbd.gov.uk](mailto:paul.hogan@lbbd.gov.uk)

**CABINET****19 March 2013**

<b>Title:</b> Helping Council Housing Tenants into Work	
<b>Report of the Cabinet Members for Housing and Regeneration</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Terry Regan, Group Manager Employment & Skills	<b>Contact Details:</b> Tel: 020 8227 5329 E-mail: terry.regan@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director for Regeneration	
<b>Accountable Director:</b> Graham Farrant Chief Executive	
<b>Summary:</b>  This report seeks Cabinet approval to direct funding of up to £160k from the Housing Revenue Account in 2013/14 to support Council tenants into paid employment. This will be achieved by establishing a pilot payment by results mechanism during 2013/14 with the Job Shop service, delivered by the Council's Regeneration Division. This would be based on payments of £800 for each person supported into employment. The pilot period would be used to assess impact and to develop a more sophisticated funding mechanism for future years that reflects the difficulty in assisting residents into work.	
<b>Recommendation(s)</b>  The Cabinet is recommended to agree that:  1. Up to £160k in Housing Revenue Account (HRA) monies be made available in 2013/14 on a pilot basis to support the Council's Job Shop service, based on evidencing 200 tenants into work  2. A more detailed proposal for 2014/15 and future years be worked up over the pilot period and brought back before Cabinet that better reflects the level of difficulty in helping some groups of people into work and the need to keep people in employment.	
<b>Reason(s)</b>  To assist the Council in achieving its objective of 'Raising Household Incomes'.	

**1. Introduction and Background**

- 1.1 The Council's Job Shop service has supported over 2,500 residents into work over the last five years, part-funded by the General Fund and a range of external sources. The service supports workless residents (and those working less than 16

hours) other than those on the government's Work Programme. It also supports those not in-receipt of any benefit, invariably as a result of being in a household where a partner is work. The Job Shop service provides:

- Quality assured information, advice and guidance
- Job search support including help with CVs, application forms, interview skills etc.
- Engagement with local organisations to promote vacancies
- Management of recruitment events on behalf of companies e.g. Whitbread/ Premier Inn
- In-work benefits and tax credits advice
- Refresher and new training opportunities linked to vacancies and employer demand
- Signposting, where relevant, to receive additional training and support
- In work contact and support if needed

1.2 On 19 December 2012 Cabinet agreed further cuts to the Employment and Skills Group budget for 2014/15 of £307,000. These were formally approved by Assembly on 25 February 2013. This level of cut, if other sources of external funding could not be secured, would require the closure of Dagenham Job Shop, leaving Barking Job Shop (now located in Barking Learning Centre) as the only facility in the borough. This closure would need to take place at the end of 2013/14 to ensure that the site was vacated and returned to its former condition, while service users from Dagenham would be re-directed to alternative outreach provision and to Barking.

1.3 The service currently attracts external funding from the delivery of contracts for the National Careers Service (funding from the Department of Business, Innovation and Skills) and Host Borough Employment and Skills Programme (funding from the Greater London Authority). Collectively these sources provide around 75% of the funding for the service, with the remainder coming from the Council. However, there is currently no contract in place for National Careers Service funding in 2013/14 while the Host Borough Programme winds down in 2013/14 and will generate only around a quarter of the funding secured in 2012/13.

## **2. Proposal and Issues**

2.1 There are already a range of links between the Job Shop and housing services and over 20% of current service users are Council tenants, with around a third in total estimated to be in Council housing (adding in those living with family in Council housing). This proposal would ensure that more explicit linkages were developed during 2013/14 that better linked up housing and employment services for Council tenants (only). This would include:

- Fast-track support for those under-occupying their properties or affected by the benefit cap or other benefit cuts
- Provision of outreach with housing advice and landlord services on estates to engage residents and ensure that they access support available in Job Shops.
- Engagement with new Council tenants by a named, qualified careers advisor
- Direct engagement and referral from one stop shop provision



- More explicit targeting of those in-work with careers advice that helps them to progress to better paid employment

2.2 The initial proposal is that the Job Shop service is targeted with assisting 200 Council tenants into employment at a rate of £800 per person with a maximum contribution capped at £160,000. This funding rate is low in comparison to other programmes as shown in the table below, but reflects the fact that these programmes are targeted exclusively on groups further from the labour market.

Project/programme	Average cost per job entry
Barking/Dagenham Job Shops – overall	£927
Barking/Dagenham Job Shops – Host Borough programme	£1,368
ESF Job Shop Community Outreach (current programme)	£2,443
New Deal 18-24 (2005-6 National Audit Office)	£2,620
New Deal 25+ (2005-6 National Audit Office)	£3,530

- 2.3 A key concern for the Council will be that any funding does not duplicate existing programmes or displace other public funding. As part of this proposal there would be no double funding of outcomes so that where a Council tenant could be supported with external funding there would be no charge to the HRA. Additionally, the pilot period would be used to agree the precise support that should be provided to those long-term unemployed residents who are on the Government's Work Programme. This would be undertaken via dialogue with the Work Programme providers and the aim would be to ensure that any support was over and above that residents should expect from that programme.
- 2.4 This pilot payment mechanism also does not reflect that employment programmes are now targeted at supporting people after they take up work, thereby helping them to sustain employment. The following are examples of this:
- The Host Borough programme which currently funds the Job Shops, under this programme a further £993 is received once the individual has stayed in work for 6 months employment and a further £1,241 at the 12 month point. This brings the total payment to £3,602 for each person sustaining work for 12 months
  - Under the Work Programme providers are paid only once people sustain work for 26 weeks (13 weeks for some groups, most notably ex-Incapacity Benefit). Providers then receive payments for each 4 week period (again this varies across different client groups). The maximum sum payable is for ex-Incapacity Benefit claimants, where in excess of £14,000 could be received.
- 2.5 The pilot period would be used to ascertain whether a funding mechanism that better targets support on the longer term unemployed and keeping people in employment. The client function under this proposal would be fulfilled by the Housing Strategy Division. The Regeneration Division would be responsible for all elements of delivery.
- 2.6 Support afforded under this arrangement will only be available to Council Tenants. The pilot period will also be taking place in a period of significant welfare reform that would be expected to have a negative impact on the HRA and which this proposal will seek to mitigate:

- Direct payment of the housing element of universal credit to individuals - social landlords across the country have raised concerns that this will make it more difficult to collect rental income and there is some emerging evidence from demonstrator pilots that this is the case
- Changes to housing benefit to reflect under-occupation will impact on over 1,600 working age Council tenants who will lose an average of £14 per week if they have one extra bedroom and £25 per week for two.
- 17,000 households will be affected by the requirement to contribute towards Council Tax, a large proportion in Council homes.
- The real value of benefits will be eroded by the decision to cap the uprating of benefits to 1% between now and 2016.

2.7 Employment is the clearest route to raising household incomes and the government makes clear that making work pay is central to the welfare reforms that it is putting in place. In this context taking steps to tackle worklessness and thereby protect rental income and avoid repossessions makes clear business sense. Indeed it has been common practice for registered social landlords to fund such activities over a long period of time. Additionally, if this succeeds it will protect further investment in new build housing and estate renewal funded through the HRA. In turn this capital investment will generate further apprenticeship and job opportunities that will be made available to Council tenants.

### **3. Options Appraisal**

- 3.1 Do nothing: the issue of high numbers of possessions for arrears potentially leads to significant write-off of bad debts, and all of the associated costs to tenants both financial and social. This is likely to impact adversely on the HRA business plan.
- 3.2 Secure alternative external funding: all sources of potential funding are being explored and there is an expectation that both the National Careers Service and Host Borough programme will provide some funding in 2013/14. However, this will not enable a directly targeted service is given to Council tenants.

### **4. Consultation**

- 4.1 Consultation has been undertaken with the Cabinet Members for Housing and Regeneration. Regular engagement takes place with Jobcentre Plus on a number of levels to ensure that the service offers added value to mainstream provision.

### **5. Financial Implications**

Implications verified by: Martin Henwood, Deputy S151 Officer

- 5.1 The HRA has rent income of over £99m p.a. There are over 18,500 tenants, of which over 13,000 are on Housing Benefit (including pensioners). The government's welfare changes which are being rolled out are driven by very strong incentives to work. Some of these incentives are in the form of significant reductions in benefit entitlement.
- 5.2 In order to stabilize the Council's income stream it is important that tenants are in work. The financial commitment of up to £160k identified in the proposal is almost certain to be self-financing, both in terms of income collection and costs not incurred pursuing and collecting arrears. The proposal would also be a key strand

in minimising the potential negative impact of the welfare reform, concentrating on the positive drivers in those proposals – getting tenants into work. This is therefore a value for money proposal.

## **6. Legal Implications**

Implications verified by: Paul Field, Corporate Governance Lawyer

- 6.1 The proposal is an innovatory use of direct funding of up to £160,000 from the Housing Revenue Account in 2013/14 to support Council tenants into sustainable employment. The general principle is that fund ring-fenced from the general fund and the revenues generated from housing and grants obtained are used for the purposes of running the landlord function of looking after the housing stock and the tenants.
- 6.2 The Local Government and Housing Act 1989 at Part 6 Housing Finance sets out what can be credited and debited from the Housing Revenue Account (HRA). The proposal will need to operate within the Accounting Rules and as such there may need to be careful monitoring to ensure compliance.
- 6.3 It is necessary to demonstrate that the measures will have a positive impact on tenants. This proposal is a pilot offering council tenants as specific tailored service to assist them into work. This will enable them to become more self-sufficient and tackle issues such as household debt particularly rent arrears. The support in terms of assistance would lead to the reduction of arrears building up and the eventual cost of legal proceedings if as a last resort possession action is taken. The costs of possession are substantial as the legal cost is rarely fully recovered and the rent arrears are written off in due course as bad debt to the HRA. Because the pilot would be funded by the HRA the eligibility would be limited to tenants of the Council only. If the proposal was later rolled out to non-tenants there would need to be an apportionment between the HRA and the General Fund.

## **7. Other Implications**

- 7.1 **Risk Management** – all provision would be paid for on the basis of payment by outcomes.
- 7.2 **Contractual Issues** – a service level agreement will be entered into.
- 7.3 **Customer Impact** – this programme will help more residents into sustainable employment. It should therefore positively impact on a number of other agendas, given that it should assist in raising incomes e.g. lower rent arrears.
- 7.4 **Health Issues** – employment is positively correlated with improved physical and mental health.

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

**List of Appendices:** None

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## CABINET

19 March 2013

<b>Title:</b> Merry Fiddlers Junction Improvements – Consultation Findings	
<b>Report of the Cabinet Members for Regeneration and Environment</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> Heath, Valence and Whalebone	<b>Key Decision:</b> Yes
<b>Report Author:</b> Tim Martin – Transport Planning & Policy Manager	<b>Contact Details:</b> Tel: 0208 227 3939 E-mail: <a href="mailto:timothy.martin@lbbd.gov.uk">timothy.martin@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director Regeneration	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b> Cabinet on 28 September 2010 approved the Local Implementation Plan Delivery Programme for 2011/12 – 2013/14, (Minute 38 refers). The single largest project within the programme is the Merry Fiddlers Junction Improvements which has an allocation of £1.1 million, spread over the three years, to be spent on a range of safety/accessibility improvements to the main junction, several adjacent turnings together with improvements to the local public realm (including the nearby shopping parades on Whalebone Lane and Becontree Avenue).</p> <p>This report presents the results of a public consultation exercise on a range of options for the improvement of the Merry Fiddlers Junction with a view to improving road safety, reducing congestion, improving the quality of the public realm and conditions for pedestrians and cyclists. The proposals form an integral part of a wider Masterplan proposed for the area, the development of which was approved by Cabinet on 24 April 2012 (Minute 144 refers).</p> <p>A total of 340 responses to the consultation were received. People were asked whether they support the eight separate proposals for improving the Merry Fiddlers junction. Apart from the proposal to ban the right hand turn from Whalebone Lane into Green Lane all the proposals were supported as set out in the recommendation. However it is not proposed to proceed with the option to open up the Broadway to allow traffic from Whalebone Lane to access the Broadway due to its impact on pedestrians and limited benefits to road users.</p> <p>If Cabinet agrees the recommendations detailed designs will be drawn up for these proposals. These will then be subject to further consultation with a range of statutory undertakers (e.g. utility companies, Transport for London, the Police, etc.) to address any outstanding issues. Once the detailed designs have been confirmed, it is anticipated that implementation works can begin in May 2013. Works will be carefully phased over the course of the 2013/14 financial year to ensure that disruption to residents, car users and businesses is kept to a minimum.</p>	

## **Recommendation(s)**

The Cabinet is asked to agree:

- (i) To the implementation of the following improvements to the Merry Fiddlers Junction and surrounds, the detail of which is set out in Appendix 1 to the report:
  - Replace the paving around the junction.
  - Reduce the number of lanes on Wood Lane next to the leisure centre from 5 to 3
  - Make the dangerous Wood Lane/Homestead Road junction safer.
  - Link the Becontree Leisure Centre and Morrisons car parks together.
  - Ban the dangerous right hand turns into and out of Althorne Way and out of Morrisons onto Wood Lane. Open up Stour Road to allow access from Althorne Way to Rainham Road North.
- (ii) To undertake a consultation on the nature and extent of a localised parking plan for the area, including the Stour Road area and the area outside the Merry Fiddlers shopping parade on Becontree Avenue.
- (iii) To authorise the Chief Executive, in consultation with the Cabinet Members for Environment and Regeneration and the Valence and Heath Ward Members, to:
  - a) agree and implement specific measures for the Wood Lane / Homestead Road junction, following consideration of the options to improve safety in that area,
  - b) to undertake further investigative work to establish the feasibility of banning the right turn out of the Shell petrol station onto Wood Lane and changing the access into the Merry Fiddlers shopping parade from Wood Lane to Green Lane.

## **Reason(s)**

To assist the Council in achieving all of its Community Priorities, in particular: 'Raising General Pride in the Borough', 'Making Barking and Dagenham cleaner, greener and safer', and 'Promoting equal opportunities and celebrating diversity'.

## **1. Introduction and Background**

1.1 The area known as the Merry Fiddlers at Becontree Heath is a busy road junction, where the main roads from Barking to Romford and from the A12 to the A13 intersect. The 173, 175, 5, 150, 128, and 499 bus routes all run through the junction providing access to major centres including Romford, Barking, Dagenham Heathway and Ilford. It is also a junction which is heavily used by pedestrians and cyclists due to the variety of destinations in the area, these destinations include:

- Becontree Leisure Centre and forthcoming BMX (Bicycle Moto Cross) and Skateboard Park
- Robert Clack Secondary School – 1800 pupils
- All Saints Catholic School – 1100 pupils
- The shops and services provided at Merry Fiddlers and Whalebone Lane North Neighbourhood Parade

- Morrisons Supermarket
- Civic Centre

- 1.2 However, the junction suffers from significant congestion problems, which can be particularly acute at peak hours and poor accessibility – acting as a barrier to vulnerable road users wanting to access the destinations listed above. In addition, a recent Accident Investigation and Prevention study revealed that the junction has a higher collision rate than the borough average for signal controlled junctions. Finally, the local environment has deteriorated somewhat which has been thrown into sharp relief by the Becontree Leisure Centre.
- 1.3 A key priority for the Council is to secure improvements to the junction, and along the key corridors leading up to the junction, in order to reduce traffic bottlenecks and delays, improve accessibility for vulnerable road users and improve safety and security. Work is also required to enhance the quality of the local street scene. The improvements form an integral part of a wider Masterplan proposed for the area, the development of which was approved by Cabinet on 24 April 2012, (Minute 144 refers).

## **2. Proposal and Issues**

- 2.1 The Council commissioned Parsons Brinkerhoff (PB) in July 2011 to undertake a feasibility options study for improvements to the junction. As part of the original brief PB were tasked with ascertaining the extent of the various congestion, accessibility, safety and security issues and to propose appropriate remedial measures. A key requirement of the project was also to give consideration to how the local public realm could be improved and to explore possible revisions to the entrance/exit to the nearby Morrison's car park, with the possibility of creating new access/egress arrangements at Althorne Way or Stour Road.
- 2.2 PB produced a report in February 2012 which identified a number of issues and outlined a range of potential options to address these. The key findings of the report were:
- A high number of accidents at the junction and the roads leading to it (42 accidents in the 3 years to 2011);
  - The layout of the junction causes delays to motorists, and pedestrians and cyclists find it difficult to use the crossings safely;
  - The general environment is tired in need of revitalisation;
  - There are long traffic queues heading up Wood Lane to Whalebone Lane in the mornings;
  - The crossings outside Morrisons and on Green Lane are very busy at school times;
  - Buses stop for a long time at the bus stop opposite Morrisons which delays other traffic;
  - Due to having to wait a long time at the junction for a green light, motorists rush to get through the lights and this has caused a number of rear end shunts;
  - The right hand turn out of Morrisons onto Wood Lane and the right hand turn out of Althorne Way onto Wood Lane are very dangerous;
  - Morrisons car park generally has a lot of empty spaces;
  - Pedestrians often get caught out by traffic on Wood Lane turning left past the leisure centre;

- The bus stops outside Morrisons and near Althorne Way are very busy with up to 31 buses per hour in the morning.

### **3. Options Appraisal**

- 3.1 To address these issues, a number of proposals were developed for the Merry Fiddlers junction and its environs. These have varying degrees of benefits to traffic and the pedestrian environment, but also have implications for road safety. In addition to the main junction options, a number of complementary options were also developed. These principally focus on altering the access arrangements to Morrisons Car Park with the intention of limiting the impact on the operation of the Merry Fiddlers junction. Further details on the different proposals, the level of support for these, and the potential implications of the measures are set out in Appendix 1 to this report. Outline plans of the various options are also included in Appendix 2.

### **4. Consultation**

- 4.1 An informal consultation event was held at the Dagenham Town show in July 2012, where members of the public were asked what improvements they thought would benefit the Merry Fiddlers area. The responses can be summarised into a desire for a general upgrade of the built environment, with improved facilities for pedestrians, cyclists and disabled access. There is a desire for better parking, more retail shops and cafes – attracting shoppers into the area, and the addition of markets and other weekend functions to extend the range of goods on offer. There also appears to be a strong desire for a better deterrent to anti-social behaviour.

- 4.2 A more comprehensive programme of community consultation and engagement with a range of local stakeholders including residents, schools, businesses, transport operators and emergency services was undertaken between October and November 2012. This involved the distribution of some 2,900 leaflets outlining the various proposals, publication of the plans on the Council's website, and a special public consultation event at Becontree Leisure Centre on 25 October 2012. The key findings of the consultation exercise are summarised below:

- A total of 340 responses to the consultation were received, a response rate of around 10%. Of these some 290 responses were received from borough residents, 16 were received from local businesses and the remainder were either from outside the borough or did not indicate where they were from. 18% of responses were provided on-line, the rest were provided via return of a questionnaire.
- In general, a greater number of people supported the various proposals (62%) than were opposed (24%). Around 9% of respondents had no definitive view one way or the other. Only the banning of the right hand turn from Whalebone Lane into Green Lane was not supported. In addition officers do not recommend that the option to re-open the Broadway is taken forward.
- Within the responses to the questionnaire were two suggestions which had not been considered originally but which officers consider are worthy of taking forward. These include banning the right hand turn out of the Shell petrol station onto Wood Lane South and linked to this is a suggestion to ban the right hand turn to the Merry Fiddlers parade from Wood Lane and replace this with a new left hand turn into the parade from Green Lane.



- There is a general consensus that on-street parking arrangements in the area need to be managed more effectively, particularly to improve conditions for residents/businesses, but also as a means of helping to ease local congestion and improving road safety. Consequently, it is proposed to undertake a consultation on the nature and extent of a localised parking plan for the area, to include Stour Road/Althorne Way and the area outside the Merry Fiddlers shops on Becontree Avenue.

### Next Steps

- 4.3 If Cabinet agrees the recommendations detailed designs will be drawn up for these proposals. These will then be subject to further consultation with a range of statutory undertakers (e.g. utility companies, Transport for London, the Police, etc.) to address any outstanding issues. Once the detailed designs have been confirmed, it is anticipated that implementation works can begin in April 2013. Works will be carefully phased over the course of the 2013/14 financial year to ensure that disruption to residents and businesses is kept to a minimum.

## **5. Financial Implications**

Implications completed by: Phil Horner, Principal Accountant

- 5.1 The total capital budget for the proposed scheme, including design, consultation, construction and administration is £460,000. This sum will be entirely funded by Transport for London as the junction improvement works have been included in the Borough's Local Implementation Plan (LIP) for 2012/13.
- 5.2 Once the works have been completed, no additional revenue costs are anticipated in respect of maintaining the junction's highway infrastructure.
- 5.3 One of the proposals discussed in the report is to link the Leisure Centre car park with Morrison's car park. The Leisure Centre car park is currently under the control of the Parking Services Section and is operated as a "pay and display" site. It is, however, currently free to park in Morrison's car park.
- 5.4 The Authority currently receives around £10,000 per year from the Leisure Centre car park although the levels of charge in place at this time are due to triple with effect from 1<sup>st</sup> April 2013. Any potential loss of parking income to be sustained by the Authority will be mitigated to a great extent by the proposal to link the two car parks on a "one way" only basis. This will prevent users of the Leisure Centre from driving from that car park into Morrison's car park in order to avoid paying parking fees.

## 6. Legal Implications

Implications completed by: Paul Feild Corporate Governance Solicitor

- 6.1 The Council is a Highway Authority under the Highways Act 1980. The Act places a statutory responsibility on the Council to maintain and repair all those roads which are not trunk roads or roads administered by the Greater London Authority. To reduce the risk of accidents and so as to be able to rely on a statutory defence against claims in the event of accidents, the Council is obliged to establish a programme of inspections and prioritisation of works
- 6.2 The proposals set out in this report are identified as a priority and if as appears to be the case a junction presents an increased risk of danger to road users and pedestrians then such works as are necessary to reduce the risk should be accorded a special priority.

## 7. Other Implications

- 7.1 **Risk Management** – A number of the proposals will require further investigation/detailed design work before they can be progressed. In particular, further work is necessary to establish any utility diversion costs.
- 7.2. **Contractual Issues** - Procurement relating to this project will be undertaken in accordance with the provisions of the Council's contract rules and procurement rules including European Union procurement rules where applicable. Legal procurement advice would be consulted in entering into terms and conditions with suppliers in relation to such procurement.
- 7.3 **Customer Impact** - The recommended improvements will benefit all those who use the Merry Fiddlers junction and who access the Morrison's supermarket and Becontree Heath Leisure Centre including motorists, pedestrians and cyclists.
- 7.4 **Safeguarding Children** – The current junction is a formidable barrier to children accessing Robert Clack and All Saints Secondary Schools. Therefore improvements to pedestrian and cyclist access have been one of the key motivations for securing improvements to the junction and local schools have been consulted on the proposals (of these only All Saints School responded – their main concern centred on the potential safety implications of re-opening the Broadway to traffic). It is also the objective of the improvements to reduce the rate of accidents in the locality and to create a safer environment for pedestrians, cyclists and motorists.
- 7.5 **Health Issues** – The proposals are expected to have beneficial impact on health of local residents of Becontree Heath by helping to reduce local traffic congestion and thereby improving air quality, whilst promoting healthy travel practices through the provision of improved pedestrian/cycle facilities. In addition, general well being will be improved as a result of the enhanced visual appearance of the junction and surrounding public realm. It is anticipated that the various proposals will result in a reduction in the incidences of collisions at the junction, thus helping the borough to meet its road safety targets. Finally it is hoped that the junction improvements will make it easier for people to access the leisure centre by all means of travel.

- 7.6 **Crime and Disorder Issues** - The proposals will provide a safer and more secure environment where opportunities for crime are reduced and a host of public realm improvements (e.g. new street lighting, removal of street clutter, etc.) make the area more user friendly and more legible.
- 7.7 **Property/Asset Issues** – The recommended proposals work within the existing footprint of the junction. Further work will be required to ascertain the extent/cost of work needed to divert/replace utilities. The proposal to connect together the Becontree Leisure Centre and Morrison’s Supermarket car parks to allow access for the latter from Althorne Way may require the charging regime and hours of operation of both car parks to be harmonised.

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

- Merry Fiddlers Junction Feasibility Study, February 2012; Parsons Brinkerhoff
- Becontree Heath Masterplanning Cabinet Report; 24 April 2012
- Merry Fiddlers Junction Improvements Consultation Leaflet, October 2012

**List of appendices:**

- Appendix 1: Details of Merry Fiddlers Junction Improvement Proposals and Implications  
Appendix 2: Outline Plans of Merry Fiddlers Junction Improvement Proposals

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## Merry Fiddlers Junction Improvements – Proposals and Implications

Consultation proposals recommended to take forward	Level of support (No/%)*	Benefits/Implications
2. Replace the paving around the junction.	Yes – 175 (52%) No – 63 (19%)	<p>This will lead to a vastly improved street scene. The aim is to introduce high quality footways similar to that outside the leisure centre.</p> <p>New paving will reduce the amount of time/money needed to undertake repairs to existing footways and will reduce potential trip hazards that could result in injuries to pedestrians and subsequent insurance claims against the Council.</p> <p>Additional improvements to the public realm are also being considered, including greening the street scene and removing redundant street furniture. Proposals are also being developed for public realm improvements outside the Merry Fiddlers shopping parade. Similar improvements are currently being implemented outside the Whalebone Lane shopping parade.</p>
4. Reduce the number of lanes on Wood Lane next to the leisure centre from 5 to 3 so that there is 1 to turn right, 1 for straight ahead and 1 to turn left.	Yes – 168 (49%) No – 141 (42%)	<p>A key issue affecting the operation of the junction and its capacity is the traffic signal phasing and cycle times. Traffic signal timings at the junction will be shortened to ensure that sufficient capacity for vehicles is maintained and that lengthy queues do not occur. Discussions are being held with Transport for London to convert the signals to UTC [Urban Traffic Control] which would allow them to be operated and monitored remotely. There is also the potential for them to be upgraded to SCOOT (Split Cycle Offset Optimisation Technique) which would allow the signals to respond automatically to traffic flows and as a result traffic flows should be improved.</p> <p>The layout of the crossing is such that pedestrians find it difficult to use it safely. In particular, pedestrians often get caught out by traffic on Wood Lane turning left past the leisure centre which uses a filter lane which operates in advance of the straight ahead and right hand turn movements.</p> <p>Reducing the number of lanes along Wood Lane East, together with enlarging the pedestrian traffic island, will enable the pedestrian crossing to be shortened, which in turn will enable pedestrians to cross the junction more safely and in a shorter time. Detailed modelling has shown that the number of lanes at this part of the junction can be reduced without having an adverse impact on the way it operates.</p>

5. Make the dangerous Wood Lane/Homestead Road junction safer.	Yes – 248 (73%) No – 15 (4%)	Proposals will focus on reducing the number of vehicular collisions which occur at this junction as well as improving conditions for pedestrians and cyclists.  A study will be completed to examine specific measures, taking into account suggestions offered by consultees. Ward Councillors will be consulted on recommended measures.
6. Make sure the pedestrian crossing opposite Morrisons does not stop traffic when there is a green light on the main junction.	Yes – 282 (83%) No – 34 (10%)	The signal timings at the pedestrian crossing have recently been adjusted as a result of this project to ensure that they work in sync with those at the main junction. This has helped ensure that traffic can pass through the main junction in its allotted green signal time. It appears to have reduced queuing in this location as a result.
7. Link the Becontree Leisure Centre and Morrisons car parks together.	Yes – 232 (68%) No – 60 (18%)	It has been observed that both car parks are currently operating below capacity. Moreover, since the implementation of parking charges, it has become apparent that some leisure centre customers now choose to park elsewhere (including at Morrisons) to avoid these charges - not because the charges are excessive but because they are inconvenient.  Discussions are currently being held with Morrisons to establish the potential for shared management arrangements for both car parks which will enable both the leisure centre and supermarket to operate efficiently, as well as to protect future parking revenue streams for the Council. In the interim, the link between the two car parks will be one-way only (from Morrisons into the leisure centre car park) to accommodate the different charging regimes. This arrangement ensures that the Morrison's car park is no less easy to access than at present.  Linking the car parks together will enable the banned right-turn out of Morrisons car park onto Wood Lane south to be implemented.  The proposals will result in the loss of around 6-7 car parking spaces in total (3-4 from the leisure centre car park and the same number from Morrisons).
8. Ban the dangerous right hand turns into and out of Althorne Way and out of Morrisons onto Wood Lane. Open up Stour Road to allow access from Althorne Way to Rainham Road North.	Yes – 267 (79%) No – 55 (16%)	There was overall support for connecting Althorne Way to Stour Road but some road safety concerns were raised. However, these can be mitigated through careful design. The proposals also present an opportunity to address the inconsiderate parking that occurs at school opening and closing times which themselves undermine road safety  Banned turns will address most of the vehicular collisions which occur at these junctions as well as reducing localised congestion by ensuring the free-flow of traffic. Each of proposed three banned right hand turns are addressed separately below.

<ul style="list-style-type: none"> <li>• Banned right hand turn out of Althorne Way onto Wood Lane.</li> </ul>		<p>This right hand turn is dangerous because it involves turning across two/three lanes of oncoming traffic at the point Wood Lane widens heading towards the junction and narrows heading away from the junction. At peak times it is very difficult to find a gap in the traffic and cars often take risks in exiting this junction.</p> <p>This affects cars heading east towards Rush Green and Romford or south along Rainham Road North into Dagenham. It is proposed that cars would have to exit onto Rainham Road North via Stour Road. This is no less convenient than the current arrangement but significantly safer.</p> <p>The re-opening of Stour Road to traffic may result in the loss of some residential parking and existing green space. Also there is a slightly increased road safety risk given the proximity of William Bellamy school.</p>
<ul style="list-style-type: none"> <li>• Banned right hand from Wood Lane into Althorne Way</li> </ul>		<p>This turn is dangerous as cars often queue in the outside "lane" leaving a narrow space for cars to proceed towards the Civic Centre roundabout. This causes tailbacks back towards the Merry Fiddler junction and causes cars wanting to proceed straight ahead to jockey for position as they try and get underneath the cars turning right. Instead cars coming from the west wishing to access the leisure centre car park will either have to proceed to the Civic Centre roundabout and come back and turn left into Althorne Way, (this is not a significant detour) or enter the leisure centre car park through the Morrisons car park via the proposed new link.</p>
<ul style="list-style-type: none"> <li>• Banned right hand turn out of Morrisons onto Wood Lane</li> </ul>		<p>It is important to note that the right hand turn out of Morrisons is a dangerous manoeuvre. To make this manoeuvre cars have to cut across the dedicated right hand turn lane into Morrisons from Wood Lane. This obstructs cars wishing to turn into Morrisons and also interferes with the free flow of traffic along this stretch of Wood Lane.</p> <p>Linking the two car parks will allow cars which would have normally turned right out of Morrisons onto Wood Lane to instead access Althorne Way and turn left onto Wood Lane or to advance along Stour Road and onto Rainham Road North. Cars will still be able to turn left out of Morrisons.</p>

Additional proposals suggested by respondents recommended to take forward	Level of support	Benefits/Implications
Banning the right hand turn out of the Shell petrol station onto Wood Lane South.	10 comments made.	<p>There is a traffic island which is intended to prevent traffic turning right out of the Shell petrol station. However drivers often avoid this by driving against the flow of traffic heading south along Wood Lane to merge with the traffic heading north along Wood Lane. Obviously this is a dangerous manoeuvre. However the traffic island can only be extended to prevent this if the right hand turn from Wood Lane into Becontree Avenue is removed. This would prevent traffic turning right into and out of the Shell station and remove the threat of any traffic interfering with the free flow of traffic heading north along Wood Lane through the junction. (This is explained in the next proposal). However it would mean that the Shell Station could only be accessed by traffic heading south along Wood Lane. Although it is important to clarify that there is no formal provision currently for traffic turning right into or out of the station.</p> <p>Proposal to be investigated to establish if feasible.</p>
Banning the right hand turn to the Merry Fiddlers parade from Wood Lane and replacing this with a new left hand turn from Green Lane.	Proposal made by Regeneration.	<p>The right hand turn lane on Wood Lane (southbound) into Becontree Avenue has the unintended consequence of allowing cars to turn right into and out of the Shell Station. This access could be closed and re-provided from Green Lane without disadvantaging those who want to access Becontree Avenue. It would remove another accident risk along this stretch of Wood Lane and facilitate the flow of traffic up to and across the junction.</p> <p>Proposal to be investigated to establish if feasible.</p>
Undertake consultation for the introduction of a localised parking plan for the area.	Proposal made by Housing & Environment.	<p>This proposal is intended to ensure that on-street parking arrangements are managed more effectively and equitably. It will compliment the proposal to open up Stour Road and will help address the road safety issues caused by inconsiderate parking in the vicinity of William Bellamy School.</p> <p>Residents of Althorne Way and Stour Road often experience parking problems. These are exacerbated due to the proximity of the nearby shops, leisure centre and primary school. Similar issues often arise outside the Merry Fiddlers shopping parade on Becontree Avenue.</p> <p>A consultation will be undertaken on the nature and extent of a localised parking plan for the area, including the Stour Road area and the area outside the Merry Fiddlers shopping parade.</p>

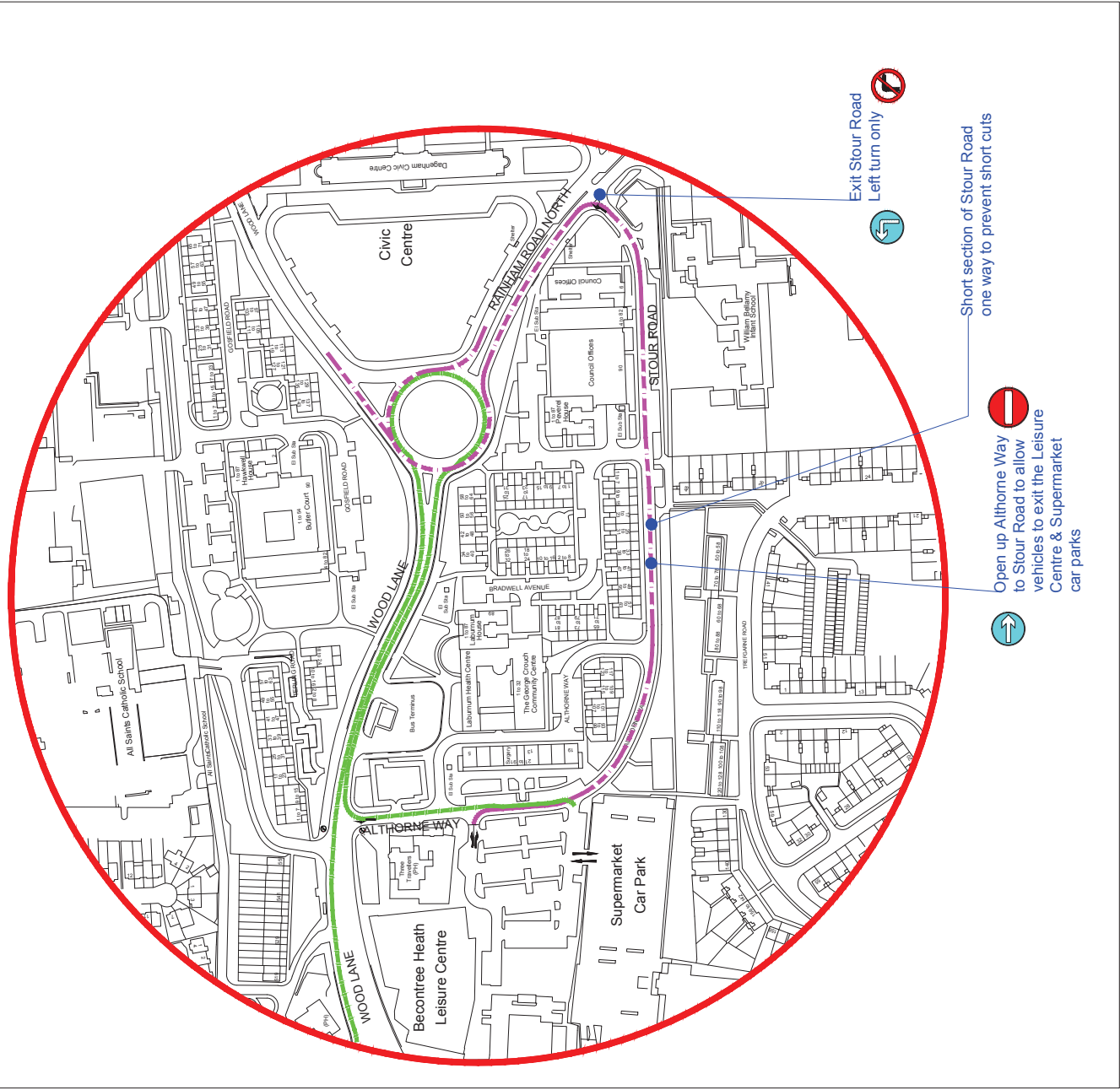


Consultation proposals not being taken forward	Level of support (No/%)*	Benefits/Implications
<p>1. Ban the right hand turn from Whalebone Lane into Green Lane to reduce the time between green lights and reduce delays.</p>	<p>Yes – 82 (24%) No – 229 (67%)</p>	<p>As the majority of respondents disagreed with this proposal it is not recommended to take it forward. However this will require a review of proposed signal phasings/timings.</p> <p>This is the least performed manoeuvre at the Merry Fiddlers Junction however it was not supported by respondents. Cars wanting to travel from Whalebone Lane into Green Lane would have needed to turn left into Wood Lane and then return via the Civic Centre roundabout to reach Green Lane. Concerns were expressed about potential rat running via Morris Road or Homestead Avenue. However the more likely consequence would have been an increase in traffic on Selina's Lane as cars turn right at this point if they are travelling to Valence Avenue and beyond.</p>
<p>3. Re-open The Broadway to allow traffic to turn left into Wood Lane from Whalebone Lane.</p>	<p>Yes – 248 (73%) No – 61 (18%)</p>	<p>This proposal has a number of implications including:</p> <ul style="list-style-type: none"> <li>• Reduces journey times for cars proceeding from Whalebone Lane towards the Civic Centre</li> <li>• Presents another road for school children to cross on their way to school</li> <li>• Since left hand turning traffic proceeds at same time as straight ahead and right turning traffic it does not have any impact on signal timings</li> <li>• Would require CPO (Compulsory Purchase Order) of land from Ship and Anchor pub</li> <li>• Would require relocation of bus stop on Wood Lane</li> <li>• Broadway is currently two way as it provides access to 519-551 Wood Lane, making it a through road would necessitate a new junction midway along the Broadway which could present a road safety risk</li> <li>• Strong objection received from the Becontree Heath Methodist Church</li> </ul> <p>Since this proposal can be implemented independently of all the other measures it is recommended that it is reconsidered when proposals are received for the redevelopment of the Ship and Anchor Pub site and adjoining Council land.</p>

\*NB: For each proposal there were a number of replies which did not offer a view and this explains why the percentages do not total 100.

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# Wood Lane & Althorne Way Junction Proposed Changes



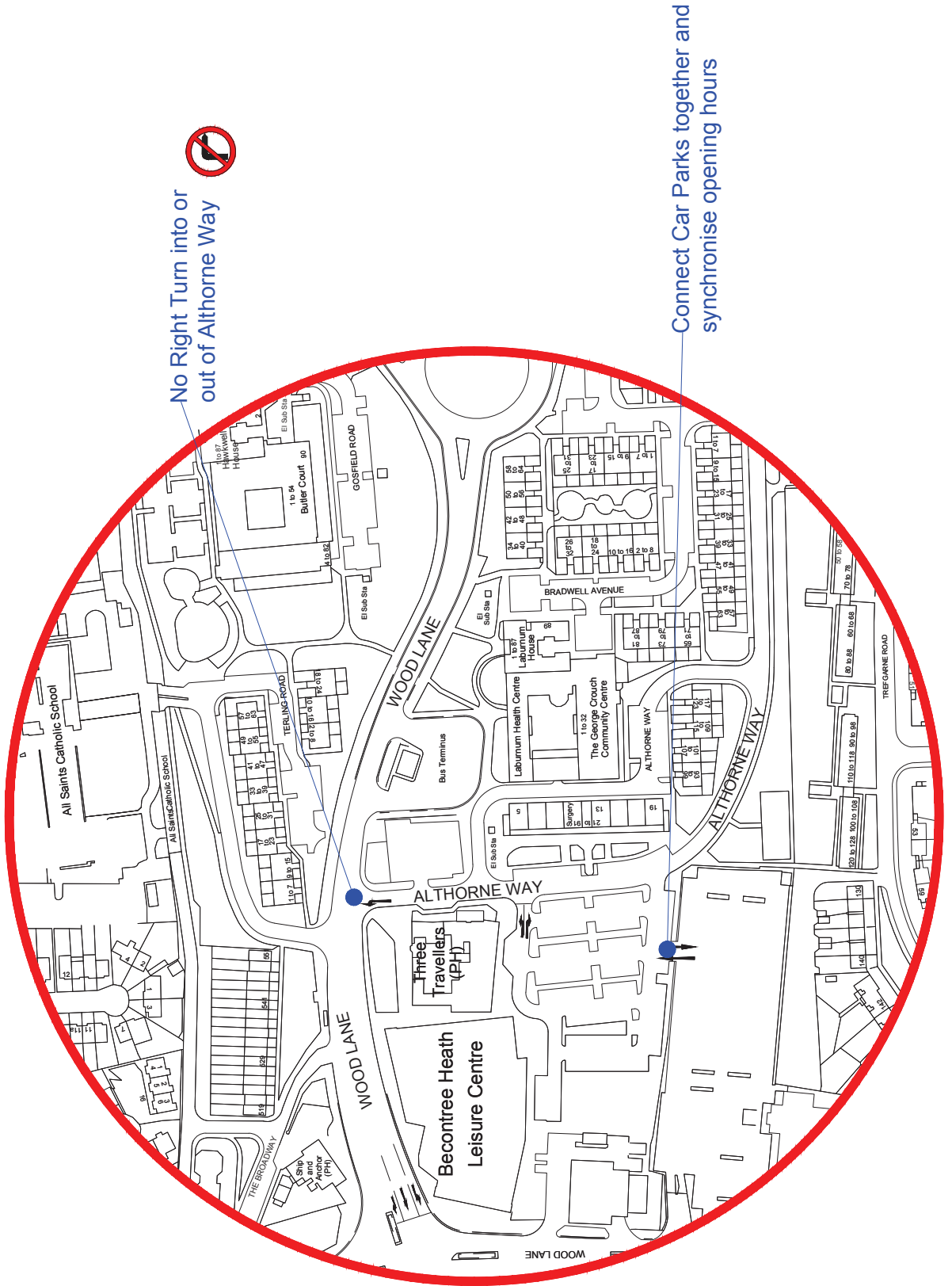
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# Wood Lane Junction Proposed Changes



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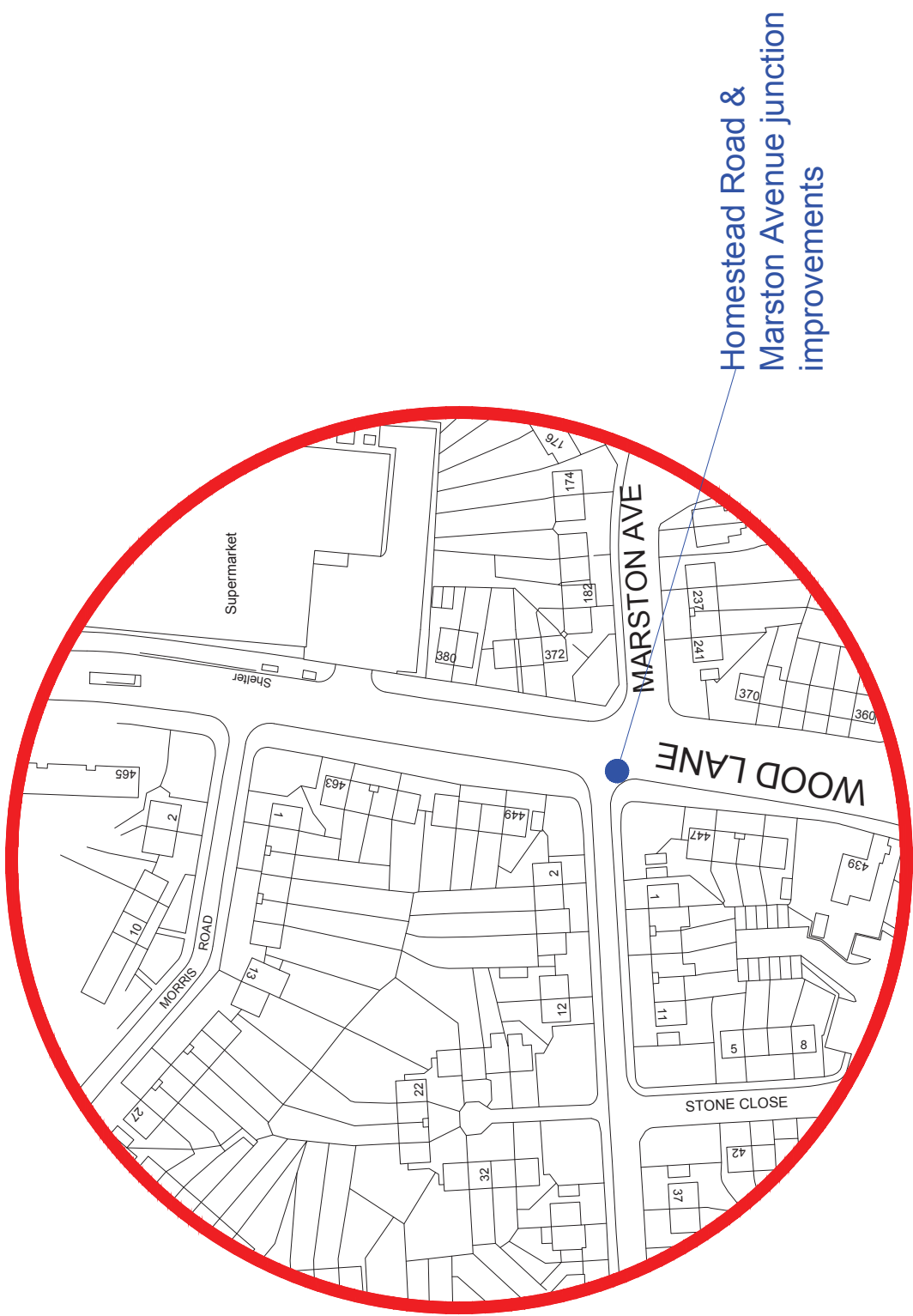
# Wood Lane & Althorne Way Junction Proposed Changes



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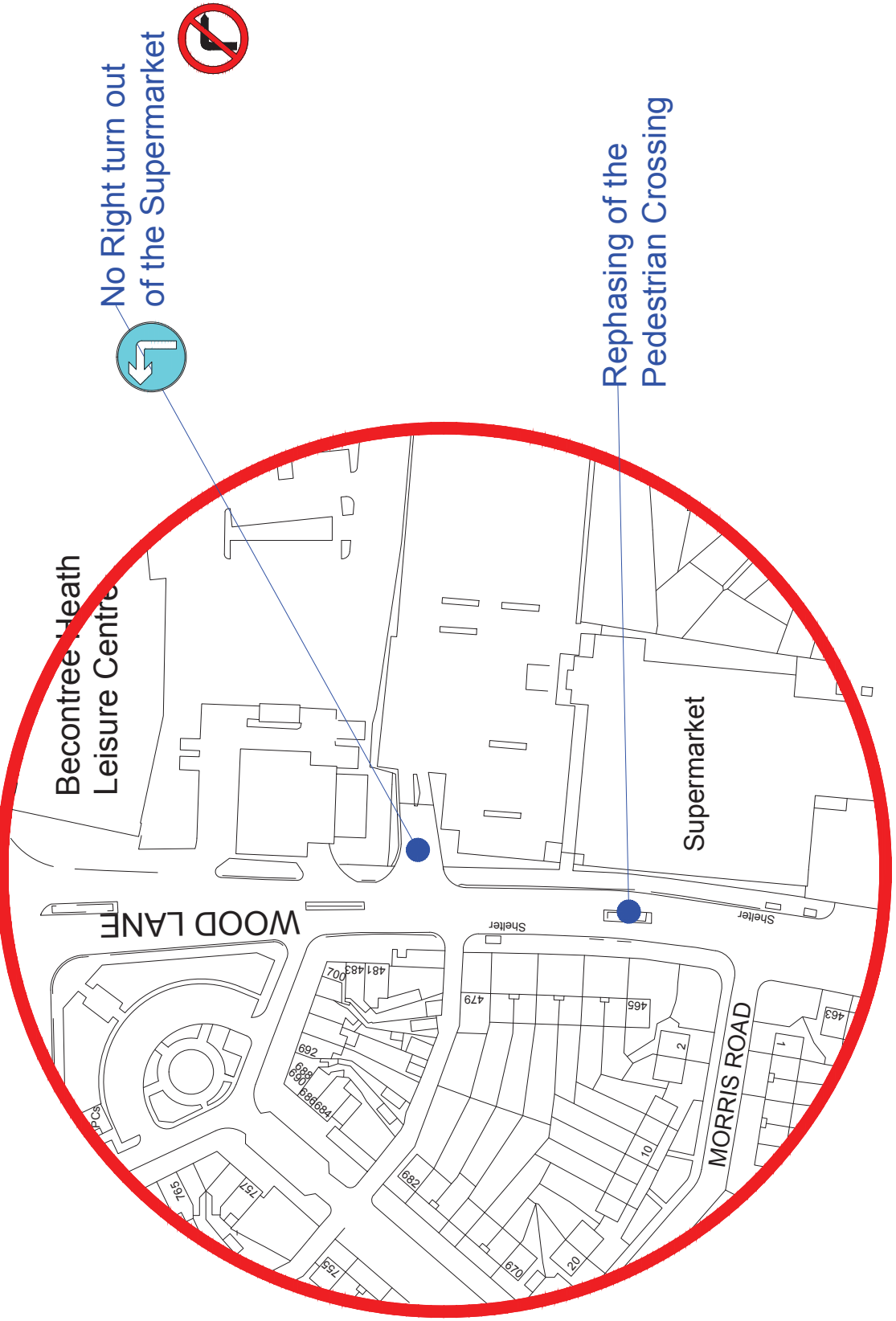


# Wood Lane & Marston Avenue Junction Proposed Changes



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# Wood Lane & Supermarket Entrance Proposed Changes



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**CABINET****19 March 2013**

<b>Title:</b> Proposed Amendments to the Procurement Gain Share Arrangements for the Elevate Joint Venture with Agilisys	
<b>Report of the Cabinet Members for Finance and Customer Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> Yes
<b>Report Author:</b> Jonathan Bunt, Divisional Director of Finance	<b>Contact Details:</b> Tel: 020 227 8427 E-mail: <a href="mailto:jonathan.bunt@lbbd.gov.uk">jonathan.bunt@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director of Finance	
<b>Accountable Corporate Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>This report describes the proposed new procurement gain share arrangements for the Elevate Joint Venture with Agilisys in response to a lower Council spend on procurement than originally forecasted. The proposals share the cost of the procurement service in exchange for the Council taking a larger proportion of any savings and agreeing to incorporate social care into the gain share arrangement.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"> <li>1. Agree that the Incremental Partnership Services Agreement between the Council and Elevate East London LLP and Agilisys Ltd be varied to make amendments to the Procurement Gain Share arrangements, as detailed in paragraph 3.2 of the report; and</li> <li>2. Delegate authority to the Chief Executive, in consultation with the Head of Legal and Democratic Services, to finalise terms and agree all legal agreements and ancillary documentation necessary to fully implement and effect the proposals.</li> </ol>	
<p><b>Reason(s)</b></p> <p>Cabinet is being asked to approve the changes so that relevant and necessary Deeds of Variation setting out all the necessary amendments can be prepared and executed by all Parties.</p>	

**1. Introduction**

- 1.1 The Council entered into a joint venture contract with Agilisys on 10 December 2010, thereby forming Elevate East London LLP. The initial transferring services were ICT, B&D Direct, Revenues and Benefits, and Accounts Payable and Procurement.

- 1.2 The Elevate arrangement was procured using the OJEU competitive dialogue procedure, and allowed within the scope of the OJEU for the transfer of further services as the partnership developed. On 1 March 2012, two further services were transferred: Transactional HR and Payroll, and on 1 April 2012 parts of Assets and Commercial Services were also moved into the Elevate arrangement.
- 1.3 A separate report to Cabinet on 13 November 2012 gave a summary of the performance of the initial transferring services for the first full year of the contract and a summary of the financial performance of the Elevate Joint Venture during this same period.

## **2 Procurement Service Background**

- 2.1 As noted above, both the Accounts Payable and the Procurement functions transferred to Elevate. However, under the terms of the contract, unlike for the other services delivered by Elevate, the Council is not charged for these services. Instead, the contract allows for Elevate to benefit from savings generated on procurement activity under a savings gain sharing arrangement with the cost of running the procurement service underwritten by Agilisys.
- 2.2 Prior to the transfer to Elevate, the provision of the procurement and accounts payable services cost the Council approximately £770,000. As no fee was payable, the budgets for those services were taken as a saving to meet the costs of other parts of the Elevate contract.
- 2.3 The contract with Elevate provided for all identified and agreed procurement savings on in scope services to be split 60% to the Council and 40% to Elevate. It is from this 40% that the cost of the procurement and accounts payable teams would be recovered. If the amount of gain share due to Elevate is less than the cost of the teams, the shortfall is paid to Elevate by Agilisys. Similarly, if there is a surplus of gain share over the cost of the service, that is paid over to Agilisys. This provides the incentive for Agilisys as the Managing Partner of Elevate to continue to invest in the development of the service.
- 2.4 As part of the tendering and contract finalisation with Agilisys, it was made clear that not all Council spend would be available for gain share and that certain expenditure types and categories would remain out of scope. Those explicitly identified as out of scope for gain share were:
- Capital
  - Social Care (Adults and Children)
- 2.5 Up to 31 March 2012, approximately £565,000 of procurement savings were identified with £226,000 due to Elevate as gain share. Also during 2011/12, Agilisys invested in the procurement service by adding extra category manager resources and funding the implementation of the i-procurement module of Oracle.
- 2.6 Elevate also invested in specific additional resources to support the procurement of the new housing maintenance contract to replace the existing arrangement. Following the decision not to progress with elements of the procurement, Elevate have presented the Council with an invoice for £217,000 for abortive costs relating to the work undertaken up to that point. This invoice will be separately reviewed and processed in line with the existing contractual terms.

- 2.7 For 2012/13 and onwards, in the light of a lower than originally expected procurement spend by the Council, a new arrangement for the provision of Procurement and Accounts Payable has been requested by both partners.
- 2.8 Given the investment made in good faith by Agilisys on the basis of the expected level of spend, the Elevate Board agreed to reimburse Agilisys £638,000 of its outlay from under spends across all budgets within Elevate for the 2011/12 financial year.
- 2.9 The procurement gain share element of the Elevate contract remains in place and is clear about the required payments to Elevate for the identified and agreed savings to date. If an alternative procurement gain share arrangement is not agreed, the partners will revert to the existing contractual arrangement and gain share will be paid according to those terms.

### **3 Options Appraisal**

- 3.1 The following options were identified initially through discussions between the Council, Elevate and Agilisys:
- (i) Leave the existing arrangement unchanged with procurement savings split 60% Council:40% Agilisys. This has been a source of tension within the partnership as it has led to a lower level of engagement with the procurement service and, with reducing spend levels, it has been harder for both partners to achieve the anticipated level of savings. This has led both sides to seek an amendment to the agreement.
  - (ii) Move from a 60:40 to 80:20 plus a fixed contribution to the procurement service by the Council. This was the initial recommended option as it retains the incentivisation for the managing partner whilst still enabling the Council to achieve significant procurement savings.
  - (iii) Move from a 60:40 to 90:10 plus a fixed contribution to the procurement service by the Council. Whilst this option is desirable to the Council, it has been rejected by Agilisys as the amount earned under gain share is not considered sufficient to fully meet the cost of employing additional category manager experts. Due to its attractiveness to the Council, the partners have sought to find a way to incorporate this option into the amended agreement.
  - (iv) Move to a fixed fee for the procurement service and remove the gain share clause. Whilst this was considered, both partners were keen for the incentivisation of the managing partner to continue and for that partner to continue to invest in the development of the service. The removal of any form of gain share would prevent that from occurring.
- 3.2 As discussions between the partners developed, it became apparent that, to satisfy all stakeholders, a composite solution would be required. Following extensive dialogue, the following recommended option was developed:
- A fixed annual contribution to the accounts payable service of £200,000 payable from 1 April 2012;
  - All pre-2012/13 savings continue at their agreed rate. This is approximately £226,000 from identified savings of £565,000;

- The next £5m of agreed savings in each year will be split 80:20 (Council:Agilisys);
- Above that cap, any agreed savings will be split 90:10 (Council:Agilisys);
- Social care (Adults) expenditure will be added to the services for which gain share can be earned by Elevate. All social care savings will be at 90:10 (Council:Agilisys) and will be outside the £5m savings cap. A draft process has been discussed between Adult and Community Services and Elevate/Agilisys, and this process will be finalised in the coming weeks to enable it to become within scope.

3.3 To enable a tier of savings at the 90:10 level, Agilisys requested that social care expenditure be moved to an in-scope category. It is recommended that this is included with all savings, which will accrue annually, being split 90:10 regardless of the value of the savings identified within the rest of the Council.

3.4 The additional value to the Council of the recommended option against the existing arrangement is dependent on the future value of the savings identified. The tables below illustrate how the recommended option compares to the existing contractual terms under two scenarios.

3.5 Table 1 illustrates the difference based on the already identified and agreed level of procurement savings for 2012/13 of £1.2m in addition to the £565,000 identified from previous years.

Table 1 – impact of proposed changes on gain share payable for identified savings in 2012/13

	Existing contract £000	Recommended option £000
Existing savings (40%)	226	226
Fixed contribution		200
2012/13 savings @ 40%	480	
2012/13 savings @ 20%		240
<b>Total payable to Elevate</b>	<b>706</b>	<b>666</b>
<b>Savings retained by LBB</b>	<b>1,059</b>	<b>1,099</b>

3.6 Table 2 illustrates the difference based on a further £1m of savings to table 1.

Table 2 – impact of proposed changes on gain share payable for an additional £1m of procurement savings

	Existing contract £000	Recommended option £000
Existing savings (40%)	226	226
Fixed contribution		200
2012/13 savings @ 40%	480	
2012/13 savings @ 20%		240
Additional £1m savings @ 40%	400	



Additional £1m savings @ 20%		200
<b>Total payable to Elevate</b>	<b>1,106</b>	<b>866</b>
<b>Savings retained by LBB</b>	<b>1,659</b>	<b>1,899</b>

- 3.7 Table 3 illustrates the difference should a total of £6m of procurement savings be achieved from in-scope services. This does not consider any savings in social care expenditure.

Table 3 – impact of proposed changes on gain share payable for £6m of procurement savings

	Existing contract £000	Recommended option £000
Existing savings (40%)	226	226
Fixed contribution		200
First £5m new savings @ 40%	2,000	
First £5m new savings @ 20%		1,000
Further £1m savings @ 40%	400	
Further £1m savings @ 20%		100
<b>Total payable to Elevate</b>	<b>2,626</b>	<b>1,526</b>
<b>Savings retained by LBB</b>	<b>3,939</b>	<b>5,039</b>

- 3.8 Beyond this level, for each additional £1m of procurement savings, the Council benefits by £300,000 from the change to the contract.

## 4 Consultation

- 4.1 Extensive discussions have taken place between Council officers and Members, Elevate staff and representatives from Agilisys which led up to this recommendation to Cabinet as well as the respective Boards of Elevate and Agilisys.

## 5 Financial Implications

Implications completed by: Jonathan Bunt, Divisional Director of Finance

- 5.1 The change of the procurement gain share from 60:40 to 80:20 and then 90:10 LBB:Elevate will assist the Council to meet its agreed savings targets from the Elevate partnership as a higher proportion of procurement gains will be retained. The revised agreement would transfer an element of the financial risk of providing the Procurement service within Elevate from Agilisys to the Council. All savings identified and agreed prior to this financial year will continue on a 60:40 split.
- 5.2 Tables 1-3 in section 3 above illustrate that, based on already identified savings levels, it is financially beneficial for the Council to move to the revised arrangements with the extra cost of the fixed contribution offset by the reduced gain share payment to Elevate.

## 6 Legal Implications

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

- 6.1 The report sets out changes that are being proposed to be made to the Procurement Gain Share arrangements in the Agreement. These changes are set out in section 3 of this report.
- 6.2 Cabinet is being asked to approve the amendments and the Elevate Board will also need to approve the amendments in order for them to be effective. Relevant and necessary Deeds of Variation setting out all the necessary amendments will be prepared and executed by both Parties.
- 6.3 Legal Services have been consulted in the preparation of this report and has and will continue to be involved in the drafting of all necessary legal documentation.

**7. Other Implications**

- 7.1 **Risk Management** - the Council has approved significant savings to be achieved through procurement and amending the gain share arrangement reduces the risk of not achieving that saving.

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

None.

**List of appendices:**

None.

## CABINET

19 March 2013

<b>Title:</b> Youth Offending Service: Proposed Joint Working Arrangements with the London Borough of Havering	
<b>Report of the Cabinet Member for Crime, Justice, and Communities</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected: All</b>	<b>Key Decision: Yes</b>
<b>Report Author:</b> Glynis Rogers, Divisional Director Community Safety and Public Protection	<b>Contact Details:</b> Tel: 020 8227 2827 E-mail: <a href="mailto:glynis.rogers@lbbd.gov.uk">glynis.rogers@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Glynis Rogers, Divisional Director Community Safety and Public Protection	
<b>Accountable Director:</b> Anne Bristow, Corporate Director Adult and Community Services	
<b>Summary:</b>	
<p>In November 2012, Cabinet received a report on the discussions taking place as to an integrated service model across both Barking and Dagenham and Havering, and agreed to receive a report on the initial joint-working arrangements. This report provides Members with an overview of the current situation, and proposes that Cabinet agree to extend these initial joint-working arrangements into a formal joint working arrangement of the two Youth Offending Services.</p> <p>London Borough of Havering's Cabinet has considered and approved a report on direction of travel towards a joint YOS at its meeting on 13 February 2013. The joint arrangements to date have already been seen as beneficial to London Borough of Havering and partners.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> <li>(i) Note that the pilot joint working arrangements have been successful;</li> <li>(ii) Agree to develop the joint-working arrangements further with a view to formal merger of the two Youth Offending Services by March 2014; and</li> <li>(iii) Agree to continue the consideration of the extension of the joint service arrangement to include other authorities in the event that it is considered to be in the Council's interest to do so.</li> </ul>	
<b>Reason(s)</b>	
<p>Barking and Dagenham Council committed in its Community Strategy to ensuring 'every child is valued' and 'reducing crime and the fear of crime.' Integrating Youth Offending</p>	

Services will strengthen the Council's resilience in fulfilling its statutory obligations, and allow opportunities for improving and building good practice more broadly.

## **1 Introduction and Background**

### **1.1 Youth Offending Services**

The Council has a statutory duty to deliver a Youth Offending Service (YOS) in co-operation with partner agencies under Section 39 of the Crime and Disorder Act 1998.

#### **1.1.1 In delivering a YOS, the statutory responsibilities of the Council are:**

- (a) to co-ordinate the provision of youth justice services for those who need them;
- (b) to formulate and implement a Youth Justice Plan for each year; and
- (c) to take reasonable steps designed to encourage children and young people not to commit offences.

#### **1.1.2 In terms of outcomes, the Ministry of Justice expects that Youth Offending Services:**

- (a) prevent offending by children and young people;
- (b) deliver evidence-based interventions in young peoples' lives which enhance their opportunities;
- (c) improve victim satisfaction;
- (d) work with the local crime reduction strategy to reduce the fear of youth crime; and to
- (e) achieve these outcomes irrespective of the ethnic origin, gender, religion, disability, or sexuality of service users

#### **1.1.3 Youth Offending Services are multi-agency operations that comprise staff from the Police, Probation, the Council, and the NHS. They also work closely with young offenders and their parents or carers, as well as with the Courts, Young Offender Institutions, other criminal justice agencies, and other organisations or groups that support young people and recognise the unique value and contribution that they make to society. Other key providers and supporters include schools, youth services, education, training, and employment providers, accommodation and leisure services, and many voluntary sector agencies.**

#### **1.1.4 At the heart of the work of all Youth Offending Services is a focus on safeguarding, for both the community and the young person to ensure the best outcome for the future. The enforcement/breach role within the youth offending arena is a key contributor to delivery of this outcome.**

### **1.2 Youth Offending Services in Barking and Dagenham and Havering**

#### **1.2.1 The London Boroughs of Barking and Dagenham and Havering currently meet the statutory duties outlined above through their own respective Youth Offending Services.**

- 1.2.2 Inspection of Youth Offending Services by HMI Probation in 2011 saw Barking and Dagenham's YOS score very highly, earning a place within the top quartile of Youth Offending Services nationally and in the top five in London in terms of managing risk and keeping young people safe. Later in 2011, Havering's YOS underwent the same inspection process: it highlighted some good practice, but identified areas for development and improvement.
- 1.2.3 Subsequent discussions identified that both Boroughs would benefit from exploring an integration of the statutory services delivered by Youth Offending Services in order to build on each Borough's good practice and to build resilience.
- 1.2.4 Barking and Dagenham Officers have been working with Havering Officers in a range of fora to consider whether there would be a number of benefits for both authorities if the services were brought together on a long-term basis. Officers from both authorities agree that long-term integration could:
- (a) create the conditions to realise cost savings whilst maintaining services that meet the Councils' statutory obligations;
  - (b) improve the joint-working in terms of the youth court, which operates on a three-Borough basis; and
  - (c) create an environment where staff learning and development is furthered, which would improve not only resilience but also staff retention.

## **2 Current Position**

### **2.1 Interim Arrangements**

In November 2012, Cabinet noted a report on interim arrangements being put in place to manage Havering's YOS as it underwent restructure while more detailed discussions among the authorities' management teams as to a joint YOS model across Barking and Dagenham and Havering took place. Additionally, a regular Joint YOS Integration Board was set up to explore any potential finance, legal, ICT, human resources, and governance issues.

- 2.1.1 In order to support Havering's YOS with this restructure, Barking and Dagenham's YOS Management Team has been seconded part-time to manage Havering's YOS from 1<sup>st</sup> October 2012 to 31<sup>st</sup> March 2013, in return for a management fee. As part of this work Havering have adopted the end-to-end case management and scaled approach used by Barking and Dagenham's YOS. This means that both authorities can now consider integration.
- 2.1.2 Members noted that support from Barking and Dagenham would not only help to improve Havering's YOS, but also help to ensure that the two services are complementary and fit for purpose, should they decide to enact a full merger of the two services. Members also agreed to receive a report outlining the progress of these interim arrangements.

### **2.2 Progress of Interim Arrangements**

- 2.2.1 The YOS Integration Board has been monitoring the progress of the interim arrangements, and has noted their success. The work that Barking and Dagenham's YOS Management Team has done to develop Havering YOS while

mitigating the effects of its restructure and attendant culture change has been particularly praised.

2.2.2 Due to the expiry of Havering YOS's lease at its accommodation in Portman House in Romford, the YOS Integration Board has agreed a short-term arrangement whereby Havering YOS has co-located with Barking and Dagenham YOS in Bridge House.

2.2.3 On the basis of this success, Officers are recommending that Members of both Councils agree that the Youth Offending Services work towards full integration by March 2014.

### 2.3 Joint Work to Date

The interim arrangements and co-location of the two Youth Offending Services have allowed for joint work to be undertaken in a number of areas:

2.3.1 **Training and Staff Development:** A need for training of all staff members was identified in order to achieve a level of consistency in practice. Accordingly, staff members of Havering YOS have taken part in external court training and Pre-Sentence Report/Breach Report training, with the intention of further training moving forward.

2.3.2 **Parenting Projects:** LBBB Parenting Practitioners have undertaken work to improve Havering's use of Parenting Orders, which involves conversations around parenting values, the process of discipline, development of skills, and discussions on alternative discipline methods. Additionally, in February 2013 LBBB Parenting Practitioners delivered a presentation to the Magistrates at Romford Youth Court informing them of the processes undertaken by both Councils' Parenting Practitioners, which should improve use of Parenting Orders by the Court.

2.3.3 **Reparation:** LBBB Community Development Coordinator has been leading on bringing reparation work in Havering into line with practice in Barking and Dagenham. Two weekday reparation projects co-ordinated by LBBB have been started in Havering, and a further one is due to start in the coming months.

2.3.4 **Youth Crime Prevention Services:** LBBB YOS Operations Manager (Partnerships) has undertaken a review of the effectiveness of Havering's Youth Inclusion and Support Panels (YISP) system, and concluded that its prevention work needs to be more focussed on those most at risk of offending. The YISP system is currently being transitioned into a Youth Crime Prevention Service, similar to the system used in Barking and Dagenham. Once this transition has taken place, there will be opportunities for the Youth Offending Services to deliver their Youth Crime Prevention Services collaboratively.

### 2.4 Current Performance

The performance of Youth Offending Services is measured according to three national indicators:

- (a) The number of young offenders who are first time entrants to the Criminal Justice System

- (b) The number of young offenders who have received a custodial sentence
- (c) The rate of re-offending among young offenders

#### 2.4.1 First Time Entrants and Custody

The table below shows the performance of Barking and Dagenham and Havering in these areas as compared with the same period last year.

	<b>Barking and Dagenham</b>		<b>Havering</b>	
	2011-12	Apr-12 to Jan-13	2011-12	Apr-12 to Jan-13
<b>First Time Entrants</b>	<b>167</b>	<b>65</b>	<b>151</b>	<b>85</b>
<b>Custodial Sentences</b>	<b>10.6% (54/508)</b>	<b>10.7% (27/274)</b>	<b>3.96% (12/303)</b>	<b>6.38% (12/188)</b>

#### 2.4.2 Re-Offending Rates

The Ministry of Justice’s methodology for measuring re-offending tracks the proven re-offending rate of the cohort’s offenders over a one year period. Offenders are defined as all offenders in any one year who received a caution (for adults), a final warning or reprimand (for juveniles), a non-custodial conviction, or were discharged from custody. A proven re-offence is defined as committing an offence or receiving a court conviction, caution, or reprimand in a one year follow-up period. Following this one year period, a further six months is allowed for cases to progress through the courts. This means that the latest data refers to a cohort that originally offended at least 18 months ago.

	<b>Barking and Dagenham</b>	<b>Havering</b>
Re-Offending Rate (Jan-Dec 2010)	<b>40.2%</b>	<b>33.4%</b>

Although Barking and Dagenham’s re-offending rate is currently higher than the London average, the offending cohort has itself decreased from 491 in Jan-Dec 2009 to 371 in Jan-Dec 2010. Following investment from the Home Office’s Ending Gang and Youth Violence Programme, sanctioned detention and conviction rates for the Borough’s most prolific offenders are improving, and it is expected that the local re-offending rate will reduce accordingly.

### **3 Proposal and Issues**

#### **3.1 Proposed Model for Joint Service**

- 3.1.1 It is proposed that the service is delivered through a joint management structure with both Barking and Dagenham and Havering staff reporting to the management team. This would mean that management and programmes can be shared across the two boroughs while funding of the two Youth Offending Services remains separate, with each area provided for within its own resource. The performance of the two areas will also continue to be monitored and reported to the Youth Justice Board separately. This means that the Youth Offending Services will continue to be inspected and assessed separately.
- 3.1.2 The proposed structure for the team is outlined in the structure chart attached at Appendix 1.
- 3.1.3 If this model is agreed, Barking and Dagenham will be remunerated by Havering through an annual management fee. A fee of £54,000 has been paid by Havering for the six months from October 2012 to March 2013.

#### **3.2 How a Joint Service would be Governed**

- 3.2.1 To date, the separate Youth Offending Services have been managed through strategic board meetings of the Chief Officers' Group in Barking and Dagenham, and Local Management Board in Havering. Although the Chief Officers' Group and the Local Management Board represent different approaches to YOS governance, both have undertaken the same role responsibility for discharging the statutory responsibilities on the Local Authorities and their statutory partners for strategic planning and ensuring the resourcing and funding of their respective Youth Offending Services.
- 3.2.2 It was agreed at a meeting between Barking and Dagenham YOS's Chief Officers' Group and Havering YOS's Local Management Board on 1 February 2013 that the Joint YOS should be managed through a two-tier system constituted of a quarterly strategic Integrated Chief Officers' Group meeting and a six-weekly inter-agency Operational Partnership Group meeting. This is an approach similar to Barking and Dagenham's current arrangements.
- 3.2.3 Integrated Chief Officers' Group will be responsible for the governance and financial management of the two Youth Offending Services. Additionally, members of Integrated Chief Officers' Group will act as ambassadors for the Joint YOS and ensure that its views are effectively represented across each Borough's partnership.
- 3.2.4 Operational Partnership Groups would provide a forum through which the statutory partners and others can work together to ensure that a range of appropriate services are available to prevent youth crime, divert young people from the criminal justice system, and provide services to young people who offend. It would also serve as the forum where operational issues relating to the YOS and the management of youth crime can be resolved. It is proposed that for the first year of joint working the areas have separate OPGs.



### 3.3 External Monitoring and Evaluation

Youth Offending Services are subject to inspections by such agencies as Her Majesty's Inspectorate of Probation and the Youth Justice Board. Integrated Chief Officers' Group is proposing that the two Youth Offending Services continue to be inspected separately for the time-being. Integrated Chief Officers' Group will also push for any inspections announced during the integration process to be delayed until the restructure is completed.

### 3.4 Budget Implications

- 3.4.1 The proposed structure for the Youth Offending Services is to be achieved within the available budgets for both teams, and there will be continuous costings on final structures and other associated costs, such as accommodation and ICT, to ensure this. The YOS Integration Board believes that the proposed joint-working arrangements will create efficient economies for both authorities, and will bolster the Youth Offending Services' financial and operational resilience.

### 3.5 Integration Process

The final YOS Integration Board took place on 20 February 2013, as the initial business of the finance, legal, ICT, and human resources work-streams was completed, and legacy work has been mainstreamed. Should Members' approve integration of the two Youth Offending Services, its final proposals for the mainstreaming of actions in each of these areas will be taken forward as business as usual, and monitored by Integrated Chief Officers' Group.

## 4 **Options Appraisal**

This decision is being taken at a Borough level. This report is also being taken by Officers to Havering's Cabinet for their Members' approval.

- 4.1 It is recommended that Barking and Dagenham's YOS integrates with Havering's YOS, with a view to realising benefits for both authorities.
- 4.2 Alternatively, Members can agree to maintain the standalone YOS.

## 5 **Consultation**

- 5.1 Consultation on these proposals has taken place across each area's local partnership through the Integrated YOS Chief Officers' Group. Consultation within the Councils has been achieved through the YOS Integration Board, and within the Youth Offending Services staff have been updated regularly through Team Meetings.
- 5.2 Regular updates have been given to the Youth Justice Board, whose Chief Executive deemed the plans and process 'very satisfactory' and has pledged not to use the merger as an opportunity to disadvantage the boroughs financially.

## **6 Financial Implications**

Implications completed by: Jonathan Bunt, Divisional Director Finance

- 6.1 The Youth Offending Service is funded by the local authority core funding and contributions from the Youth Justice Board and grants from the Mayor of London's Office for Policing and Crime.
- 6.2 From 1 April 2013 previous funding streams from the Home Office/Mayor's Office for Policing and Crime will be amalgamated into a new fund named the London Crime Prevention Fund to reflect those priority activities that Local Authorities are best placed to lead on, however its scope is wider – encompassing broader crime reduction initiatives around diversion and reducing reoffending as well. At the date of this report the Council was in the process of submitting proposals based on where it felt the funding will make the biggest impact on crime reduction and community safety in our area, and to reflect our local priorities.
- 6.3 In addition, Barking and Dagenham has recently received its indicative Youth Justice Board grant allocation. It is estimated that the grant will stand at £550,094 for 2013/14. This is not yet confirmed and the estimate may change in the coming weeks, however the proposal will be achieved within the budget for this service.
- 6.4 Moving forward to 2014-15 and beyond, it needs to be noted that there is no guarantee that future funding for youth offending service will be in line with those previously received. Again, the service will have to adapt its provision to deliver the required outcomes within the available resources.
- 6.5 The proposal is a way forward for operating the Youth Offending Service jointly with London Borough of Havering and will enable savings of £50k to be achieved for the Council. These savings should accrue during 2013/14 and it is important to ensure matters are dealt with as quickly as possible, in line with Council procedures, and managed accordingly.

## **7 Legal Implications**

Implications completed by: David Lawson, Deputy Head of Law and Deputy Monitoring Officer

- 7.1 There are various models of collaboration or shared services between authorities of differing complexity. A relatively straightforward model for collaborative working as mentioned in this report can be achieved through a Memorandum of Understanding (MOU) which may be used where 2 or more Councils wish to work together to develop and deliver a project / service jointly. A MOU can be used, as here, to govern the relationship of the authorities and what roles they will undertake to deliver the project / service – for more significant shared services alternative models should be considered. However a MOU can be an effective basis if there is no profit element, no binding contract, no involvement of a private sector provider or need for external support and the MOU can be enhanced by appropriate secondment / sharing of certain key officers under section 113 secondment powers. A well drafted MOU should address key objectives for the project / service, principles of the collaboration, governance, roles and responsibilities, escalation,

intellectual property, term and termination, variation, charges and liabilities, status and governing law and jurisdiction.

## **8 Other Implications**

- 8.1 **Risk Management** - There is a risk that the good practice that Barking and Dagenham YOS has developed, in particular its strong management oversight, will be compromised as management resources are divided between the two boroughs. However, the success of the integration process to date provides confidence that this risk will be mitigated by the oversight of the Barking and Dagenham Group Manager Community Safety and Integrated Offender Management and the YOS Management Team.

This arrangement has been declared to the Council's insurers, so as to ensure that any corporate or personal liabilities incurred under this arrangement are covered.

- 8.2 **Contractual Issues** - There are no contractual issues anticipated. Havering will pay Barking and Dagenham an annual management fee; Legal Services have drawn up a Memorandum of Understanding.

- 8.3 **Staffing Issues** - There are no staffing issues anticipated. Barking and Dagenham and Havering staff will remain on their authority's contracts, and have been advised of this.

- 8.4 **Customer Impact** - An Equalities Impact Assessment has been undertaken and refreshed to assess the YOS's customer impact. Young Offenders are aged 10-18, and most victims of young offenders also fall within that age group. Nevertheless, the community impact is felt across all ages and equalities groups. It is not anticipated that there will be any adverse impact on Barking and Dagenham customers, either young offenders or wider communities, through these joint-working arrangements.

Since Havering's YOS is being restructured, there is a risk that Havering's customers will be adversely affected. This risk is being mitigated by the oversight of the Barking and Dagenham Group Manager Community Safety and Integrated Offender Management and the YOS Management Team.

- 8.5 **Safeguarding Children** - While the stretching of the YOS Management Team may dilute the strong performance of Barking and Dagenham YOS to date, there are many advantages to the adoption of this joint model. In particular, a management structure that operates across the two boroughs will contribute greatly to existing partnerships that also operate across both Havering and Barking and Dagenham, which would enhance the safeguarding of children and young people. Such stakeholders include the MPS and MPS Child Abuse Investigation Team, NELFT, the Probation service, and Emergency Duty Team.

- 8.6 **Health Issues** - Youth Offending Services seek to address the physical and mental health needs of offenders through robust assessment. The NHS commissions a range of support from health professionals to deliver this. These arrangements will not adversely impact this issue.

- 8.7 **Crime and Disorder Issues** - Youth Offending Services provide a mechanism by which the Local Authority works with partners to reduce the likelihood of young people becoming involved in the criminal justice system and to prevent re-offending. S17 of the Crime and Disorder Act requires the Council to work with partners to reduce and prevent crime and disorder and associated harm. These arrangements will not adversely impact Barking and Dagenham's ability to deliver its S17 duty.
- 8.8 **Property / Asset Issues** - There are no property/asset issues anticipated. At the end of February 2013, Havering YOS began sharing premises with Barking and Dagenham YOS at Bridge House. It is expected that the integrated team will move to Roycraft House in 2013-14.

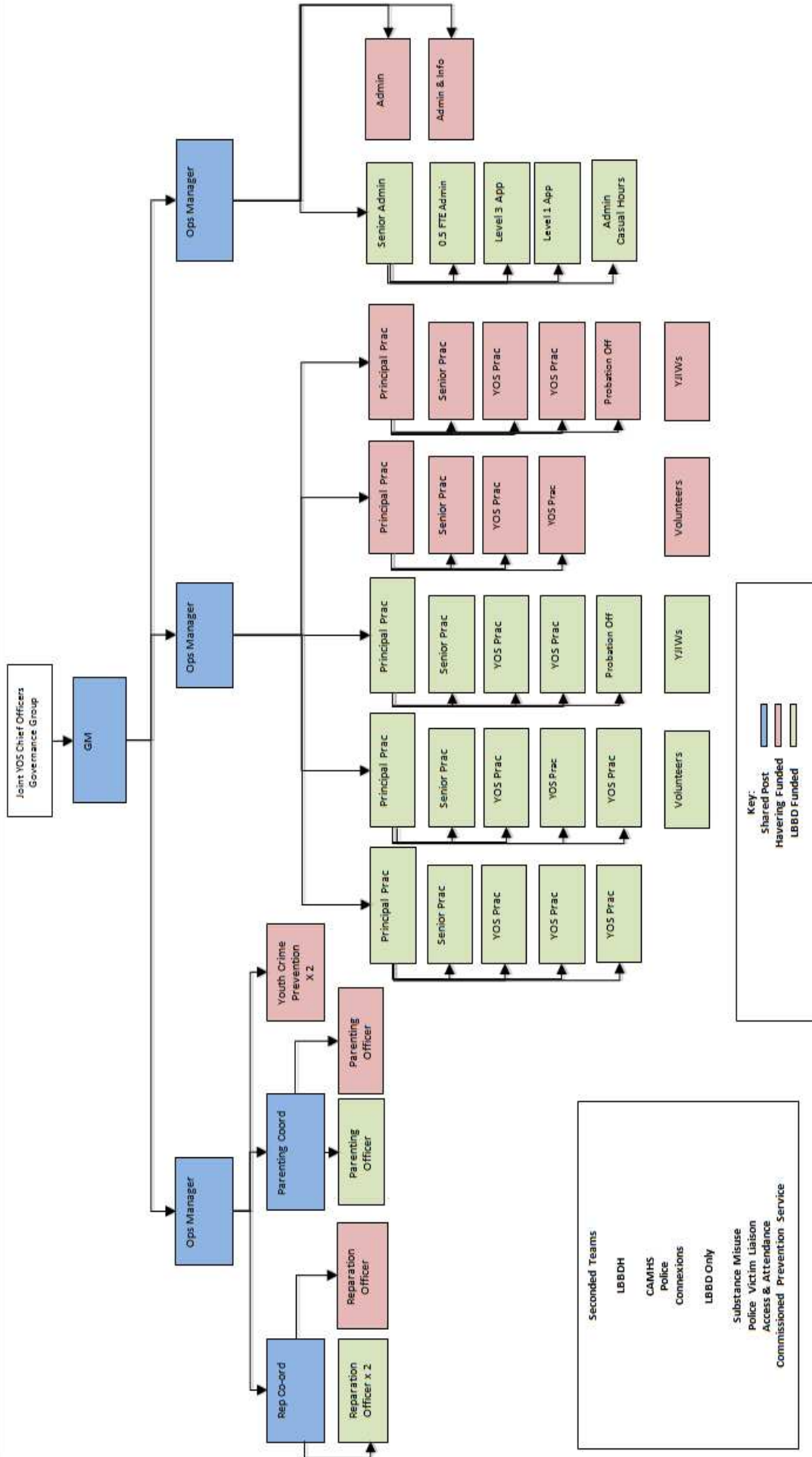
**Background Papers Used in the Preparation of the Report:**

- (a) Barking and Dagenham Cabinet Report: Interim Management Arrangements for Havering Youth Offending Team (13 November 2012)
- (b) Barking and Dagenham YOS Equalities Impact Assessment 2013
- (c) Joint YOS Chief Officers' Group and Operational Partnership Group: Terms of Reference
- (d) Memorandum of Understanding
- (e) London Borough of Havering Cabinet Report: 'Future of Youth Offending Services (YOS) in Havering' (13 February 2013)

**List of appendices:**

Appendix 1 - Joint YOS Management Structure Chart

# Integrated LBBDH YOS Draft Proposed Team Structure – January 2013



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## CABINET

19 March 2013

<b>Title:</b> Public Health Transition	
<b>Report of the Cabinet Member for Health</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Mark Tyson, Group Manager, Service Support & Improvement	<b>Contact Details:</b> Tel: 020 8227 2875 E-mail: <a href="mailto:mark.tyson@lbbd.gov.uk">mark.tyson@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Glynis Rogers, Divisional Director, Community Safety & Public Protection	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult & Community Services	
<p><b>Summary:</b></p> <p>From 1 April 2013, local authorities will have conferred upon them under the Health &amp; Social Care Act 2012, a statutory duty to improve the health of the people in their areas. In particular, this will include the transfer of staff, information, and contracts from the former PCT to the Council to establish a Public Health division within the Council for the discharge of those functions.</p> <p>Under the Act, the Secretary of State will transfer public health assets, liabilities, contracts property and staff from the PCT to the Council by way of Transfer Schemes. Although much of the detail will be governed by the Transfer Schemes that are to be published by the Department of Health (if not by the Transfer of Undertakings (Protection of Employment) Regulations 2006), there are decisions that need to be taken on the Council's part to ensure that the necessary governance framework is in place to give effect to the directions of the Secretary of State.</p> <p>Leading to the deadline (31 March 2012), there is a continually emerging flow of information to support those decisions, some of which would require Cabinet decision but for which there will be insufficient time available to come back to Cabinet as its next meeting takes place after the deadline.</p> <p>This report therefore seeks delegated authority from Cabinet to the Corporate Director of Adult &amp; Community Services to take the necessary decisions and actions to comply with the directions as to the establishment of the public health function within the Council.</p>	
<b>Recommendation(s)</b>	
<p>The Cabinet is recommended to:</p> <ol style="list-style-type: none"> <li>1. Delegate authority to the Corporate Director of Adult &amp; Community Services, in consultation with the Cabinet Member for Health and the Head of Legal &amp; Democratic Services, to approve and sign off on the Council's behalf, all Transfer</li> </ol>	

Schemes and approve or sign off, conclude and enter into all necessary negotiations, contracts, agreements and any other governance or ancillary transfer-related documentation and take all such other action as may be required under the Act or by law or otherwise to facilitate and implement the effective transfer of the public health functions (including any necessary contractual, staffing and service commitments) from NHS North East London & City cluster of Primary Care Trusts to the Council, and

2. Authorise the Head of Legal and Democratic Services or an authorised delegate on her behalf, to enter into and execute all contracts, agreements and legal documentation deemed necessary and appropriate to facilitate the transfer.

### **Reason(s)**

In order to meet the new statutory duty on 1 April 2013 to provide functions relating to public health, in accordance with directions issued by the Secretary of State.

## **1. Introduction**

- 1.1 Under the NHS Act 2006, as amended by the Health and Social Care Act 2012, upper tier and unitary local authorities will have a new duty to take appropriate steps to improve the health of their populations. Local authorities are also required to provide specific services or take particular steps set out in the Local Authorities (Public Health Functions and Entry to Premise by Local Healthwatch Representatives) Regulations 2013.
- 1.2 This means that, on 1 April 2013, the Council takes on responsibility for leadership of the public health system locally. The Public Health staff, currently under the management of NHS North East London & City cluster of Primary Care Trusts, will transfer to the management of the Council. There will also be a transfer of contracts, information assets and systems to support their work and to ensure the delivery of key public health improvement services.
- 1.3 The individual areas on which the Council is undertaking due diligence from NHS North East London & City and seeking appropriate assurances are summarised on the attached schedule (**Appendix 1**), which also provides information on the key contacts who are leading this work and the supporting documentation involved in each case.
- 1.4 Throughout the process, there have been regular briefings of the Cabinet Member for Health.

## **2. Staff transfer**

- 2.1 As part of these responsibilities, the existing team of staff that co-ordinate these functions, currently under the management of NHS North East London & City, and together with other NHS staff redeployed into vacant posts, will transfer to be employed by the Council.



- 2.2 During the initial stages of the process, NHS employers have undertaken a matching exercise for posts in the existing public health structures. This identified which posts were aligned more closely to the work transferring to local authorities, as opposed to those that aligned to the functions that transfer to Public Health England or the National Commissioning Board. This first stage of the process is complete and there is now a list of posts and staff that will move formally onto the Council's establishment from 1 April 2013.
- 2.3 The usual basis of the transfer, governing the terms and conditions, pension rights and so forth, is set down and in compliance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). All staff and their rights under TUPE will transfer under one of the Transfer Schemes to be published by the Department of Health. Issues identified specifically for the public health transfer were established through discussions between the Department of Health, NHS Employers, the Local Government Association, and NHS and local government trade unions, based on the principles of the Public Health HR Concordat agreed in early 2012.
- 2.4 As part of the staff transfer, the Council will establish the post of Director of Public Health, and the necessary amendments to the Scheme of Delegation within the Constitution will be proposed to the Annual Assembly meeting in May.
- 2.5 The Council continues to work with the NHS to assemble the specific information to set up these new employees on the establishment, and on payroll in time for the April pay run.

### **3. Contract transfers**

- 3.1 The novation, extension and signing of contracts for public health services has been the subject of a decision made under Urgent Action procedures and is reported elsewhere on this agenda.

### **4. Transfer of assets and information**

- 4.1 Arrangements must also be made for the transfer of information assets, systems and licenses on which the team rely for the discharge of their functions. These are being agreed between NHS North East London & City and the Council, and will be detailed on the Transfer Scheme.
- 4.2 Revisions are being planned to information sharing frameworks with health partners, including the Caldicott Guardian roles, to reflect the Council's new role in handling health-related data for public health purposes.
- 4.3 Arrangements have been made to revise the Council's registration with the Information Commissioner's Office, to notify the ICO of the new datasets that the Council will hold and the uses to which they will be put.

## **5. Consultation**

- 5.1 The NHS has co-ordinated consultation with affected staff as part of the preparation for transfer and in line with the mapping exercise about which functions transfer to the local authority and which to other NHS bodies. The Council's recognised trade unions have been briefed on the transfer.
- 5.2 Liaison with relevant NHS partners has been core to planning and discharging the actions that are required by the Council as part of the transfer process.

## **6. Proposal and Options**

- 6.1 In order for the public health functions to properly and completely transition to the Council by the deadline of 31 March 2012, a number of specific decisions will need to be taken and a number of related governance transactions such as the sign off of the accompanying Transfer Schemes need to be made.
- 6.2 As a Receiving Authority (as defined in the Act) the Council is responsible for identifying any organisation-specific issues, e.g. access to the LGPS pension scheme. Receivers are also responsible for complying with statutory information requirements. If receivers agree with their senders any local processes for completing the Transfer Schemes, they will be responsible for communicating and overseeing them.
- 6.3 A number of other steps and activity needs to take place before the Secretary of State for Health (SofS) signs off the Transfer Scheme. For example, the detail of Transfer Schemes need to be finalised; Senders need to finalise the content of the people tracker, which should include ALL staff and agree a final assurance template to confirm every transition route for all their staff; Receivers need to formally confirm the transfer of staff to their organisation and notify senders that the transfer of staff has been confirmed.
- 6.4 Not all activity is just about the Transfer Schemes themselves, but cover broader transfer activity such as due diligence. All need to be completed on time to effect the transfer.
- 6.5 Leading to the deadline, there is a continually emerging flow of information to support those decisions, some of which would require Cabinet decision but for which there will be insufficient time available to come back to Cabinet as its next meeting takes place after the deadline.
- 6.6 Cabinet is therefore recommended to grant delegated authority to the Corporate Director of Adult & Community Services acting in consultation with the lead Member for Health and the Head of Legal & Democratic Services, and with the advice of the Director of Public Health where appropriate, to conclude all necessary negotiations for transfer of the public health function from NHS North East London & City to the Council
- 6.7 Additionally, to authorise the Head of Legal and Democratic Services or an authorised delegate on her behalf, to enter into and execute all contracts,

agreements and legal documentation deemed necessary and appropriate to facilitate the transfer.

- 6.8 The Cabinet Member for Health will continue to be kept involved and briefed on the decisions being taken and the processes involved.
- 6.9 Should the necessary decisions not be taken, the Council would be in breach of the statutory duty placed upon it by the Health & Social Care Act 2012, as shaped by the directions provided by the Secretary of State under the Transfer Scheme.

## **7. Financial Implications**

Implications completed by: Dawn Calvert  
Group Manager Finance (Adults and Children's)

- 7.1 The Public Health Grant for 2013/14 has been confirmed at £12.9 million. All local authority-related Public Health expenditure must be contained within the grant.
- 7.2 All staff to be transferred to fulfil these functions are covered by allocations from the Public Health Grant and no additional cost burden falls to the Council as a result of the transfer.

## **8. Legal Implications**

Implications completed by: Eldred Taylor-Camara, Legal Group Manager  
(Partnerships & Strategic Procurement)

- 8.1 Under provisions of the Health and Social Care Act 2012 (the "Act"), the lead local responsibility for Public Health is due to transfer to the Council with effect from 1st April 2013. The process of transition includes the transfer by the end of March 2013, of a number of staff and key contracts currently held by the NELC cluster of PCTs to the Council. The transition is to be effected by the introduction by the Secretary of State for Health (SoS) of Transfer Schemes.
- 8.2 The power to make Transfer Schemes under the Health and Social Care Act 2012 belongs to the SoS. There will be two Transfer Schemes— one for staff who are to transfer and one for property, and assets and liabilities (including contracts) that transfer.
- 8.3 The Schemes will be signed off by the SoS. Guidance has been received from the DoH to assist both Senders (the PCT) and Receivers (the local authority) explaining their responsibilities and the process and timing for the implementation of the Transfer Schemes.
- 8.4 Cabinet has already delegated authority to the Corporate Director for Adults and Community Services to negotiate conclude and enter into all necessary contracts and agreements to facilitate the transfer.
- 8.5 Contracts of employment can only legally be transferred between employers, enabling continuity of employment to be preserved, if either the transfer situation falls within the scope of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE), or there is a transfer situation falling outside that scope

and there is a statutory power to effect that transfer by way of Transfer Order or Scheme.

- 8.6 In normal circumstances where TUPE applies, no other legal mechanism would be needed to effect a transfer. However, the Act makes provision for staff transfers between certain bodies, including from Primary Care Trusts and Strategic Health Authorities to Local Authorities by way of a Transfer Scheme. The advantage of this approach is that it ensures a consistent approach for transferring employees affected by the transition.
- 8.7 The Staff Scheme will contain a schedule which identifies the forename, surname and NI number of each transferring employee. The document will not be published and will be held confidentially by the DoH (they contain personal data about the employees transferring which would need to be redacted if ever disclosed to third parties).
- 8.9 In view of the urgent timescale it is necessary that Officers be granted authority to take such steps as are necessary to ensure that all relevant documentation are in place on 1 April 2013. The recommendations in this report are intended to ensure this happens and on time.

## **9. Other Implications**

### **9.1 Risk Management**

The proposals contained in this report are designed to minimise the risks involved in the transition from NHS management of these services to Council management. They do not seek to establish significant new services, but enable the Council to take on the existing responsibilities and meet statutory duties. The decisions that are required as part of the nationally-directed transfer process are part of the controls identified in the Corporate Risk Register, where it covers the risks of public health transition to the Council.

### **9.2 Contractual Issues**

Other than staffing matters detailed below, the contracting matters are covered in a separate report.

### **9.3 Staffing Issues**

The Council will incorporate a further 19 posts within its structures as part of the transfer process, for which provision is made within the new Public Health Grant provided by central Government. It is anticipated that the Transfer Scheme will detail any specific terms on which the transfer will occur, where matters are not governed by TUPE provisions.

### **9.4 Customer Impact**

The approach to transition seeks to minimise the impact on the operational delivery of public health related services, and therefore the impact on customers (whether defined as the general public 'end user' of contracted services such as smoking cessation or the 'professional' customers in receipt of services such as data

analysis). In time, there will be ample opportunity for the Council to consider how it may develop Public Health services to integrate with wider Council services and to thereby look for opportunities to improve the offer to customers.

#### **9.5 Safeguarding Children and Vulnerable Adults**

The measures are designed to maintain service delivery and, as such, should not have significant safeguarding impact.

#### **9.6 Health Issues**

As the main subject of the report, these measures are intended to continue the stable provision of leadership, co-ordination and direct service delivery within the wider health sector, through which improvements in the health and wellbeing of the residents of the borough are sought.

#### **9.7 Crime and Disorder Issues**

In time the alignment of public health to the Council's programmes on crime and disorder reduction and prevention will strengthen the delivery of areas such as domestic violence, alcohol and drugs. In the short term, stabilisation of the function through the transitional arrangements will be sufficient to ensure no disruption to the provision of these programmes.

#### **9.8 Property / Asset Issues**

The assets to be transferred are minimal, principally information systems and data, and necessary for the conduct of the team's business. The necessary protections around handling of the information are being established, including an update to the Council's registration with the Information Commissioner's Office.

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

Local Authorities (Public Health Functions and Entry to Premise by Local Healthwatch Representatives) Regulations 2013  
<http://www.legislation.gov.uk/ukdsi/2012/9780111531679/contents>

### **List of appendices:**

Appendix 1: NHS North East London & City Handover Assurance Framework  
(current at time of report publication)

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**NHS North East London and the City - Handover Assurance Framework**

Version V2.5  
Sender : NHS NELC

Receiver : London Borough of B & D

**Transfer Schemes**

Category	Sender Lead	Job Title	Supporting documentation	Due Diligence Completed
IT Hardware	NA	NA	NA	NA
Finance	NA	NA	NA	NA
Intellectual Property Rights	NA	NA	NA	NA
Insurance	NA	NA	NA	NA
Governance Records	NA	NA	NA	NA
Data	Julie Burcham, Sarah Davis	Project Manager	All Annex 2 and Annex 3	
Disputes, Litigations and Claims	NA	NA	NA	NA
Consents, Licenses, Permits & Approvals	NA	NA	NA	NA
Motor Vehicles	NA	NA	NA	NA
Material Contracts	Andrew Bulloch	NELC Contract Transition Project	All Annex 2 and Annex 3	
Clinical Contracts	Andrew Bulloch	NELC Contract Transition Project	All Annex 2 and Annex 3	
Employment and Pensions	Julie Burcham	Project Manager	All Annex 2 and Annex 3	
Plant & Equipment	NA	NA	NA	NA

Property	NA	NA	NA	NA
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Staff	Pete Sutton	Associate Director Human Resources	Employer to Employer template, Employee template, Policies template, Training records template, Other (ex. Occupational Health)	
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Receiver Lead	Job title	Due Diligence Completed	Comments
NA	NA	NA	NA
NA	NA	NA	NA
NA	NA	NA	NA
NA	NA	NA	NA
NA	NA	NA	NA
NA	Corporate Director, Adult and Community Services	NA	NA
NA	NA	NA	NA
NA	NA	NA	NA
NA	Corporate Director, Adult and Community Services	NA	NA
NA	Corporate Director, Adult and Community Services	NA	NA
NA	HR Business Partner	NA	NA

NA	NA	NA	NA
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Tony Fisher	HR Business Partner		
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**Operational Handover**

Contracting Round	Sender Lead	Job Title	Supporting documentation	Comments
Contracts used as basis of contracting round	Andrew Bulloch	NELC Contract Transition Project	Contracts Database	

Quality and Safety	Sender Lead	Job Title	Supporting documentation	Comments
Quality Handover	Victoria Morgan	NELC Head of Quality and Safety	Quality and Safety Handover Document	

Legacy	Sender Lead	Job Title	Supporting documentation	Comments
Legacy Information	Sue Assar	Interim Governance and Transition Lead	Cluster Legacy Document	

Performance Handover	Alan Steward	Deputy Director of Corporate performance and development	Handover Certificates	
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Handover Operational	Sender Lead	Job Title	Supporting documentation	Comments
PCT statutory functions	Sue Assar	Interim Governance and Transition Lead	Operational Closedown Report	Due end of March
	Sue Assar	Interim Governance and Transition Lead	Destination of statutory PCT functions	

Sender Senior Responsible Officer Sign Off	Signature	Date
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Receiver Lead	Job title	Date Received	Comments
NA	NA	NA	NA
Anne Bristow	Corporate Director, Adult and Community Services		

Receiver Lead	Job title	Date Received	Comments
NA	NA	NA	NA
Anne Bristow	Corporate Director, Adult and Community Services		

Receiver Lead	Job title	Date Received	Comments
NA	NA	NA	NA
Anne Bristow	Corporate Director, Adult and Community Services		

Anne Bristow	Corporate Director, Adult and Community Services		
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Receiver Lead	Job title	Date Received	Comments
NA	NA	NA	NA
NA	NA	NA	NA

Receiver Senior Responsible Officer Sign Off	Signature	Date
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**Conditions for Sign off**

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## CABINET

19 March 2013

<b>Title:</b> Urgent Action: Transfer of Contracts for Public Health Services	
<b>Report of the Chief Executive</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<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> Fiona Taylor, Head of Legal and Democratic Services	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>At its meeting on 18 September 2012, the Cabinet approved proposals relating to the transfer of the public health function from NHS North East London and the City (NHS NELC) to the Council under the Health and Social Care Act 2012 with effect from 1 April 2013.</p> <p>As part of the Council's new responsibilities, the contracts for public health related services, formerly commissioned by the PCT and now through NHS North East London &amp; City cluster, will transfer to the Council. The portfolio of contracts transferring form a complex set of arrangements for the provision of services such as smoking cessation, sexual health, healthy child programmes and GP-led drug treatment. Some contracts are with major local NHS providers, such as North East London NHS Foundation Trust, whilst others are broken into a large number of smaller agreements with individual local GPs and pharmacists. National directions have been given on a number of matters relating to the contract transfer, and the standard contracting rules and regulations apply to how the Council can approach re-contracting or extension.</p> <p>It was hoped that a report could be presented to the Cabinet meeting on 12 February 2013 setting out all of the information required to enable the necessary decisions to be made. However, the information has been slow to come through to the Council, in part due to the complexity of the task and the timing of Department of Health directions. In some instances the information needed still remains unclear at this point.</p> <p>In the circumstances and as the matter could not practically be delayed until the 19 March Cabinet meeting, the Chief Executive decided that it would be in the Council's best interests to deal with the matter under the Urgent Action provisions of paragraph 17, Article 1, Part B of the Constitution so that the appropriate delegations could be given to officers to progress the proposals ahead of the 1 April 2013 deadline.</p> <p>In line with the Urgent Action provisions, and as the matter qualified as a "key decision" and had not been publicised in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the</p>	

Leader of the Council and the Lead Member of the Health and Adult Services Select Committee were consulted prior to the Chief Executive agreeing the proposals on 15 February 2013.

### **Recommendation(s)**

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:

- (i) To agree the proposals set out in the report at Appendix 1 and delegate authority to the Corporate Director of Adult and Community Services, working with the Director of Public Health and the Head of Legal and Democratic Services, to conclude all necessary contract negotiations for novation, extension, amendment and, where necessary, recontracting of the services outlined and any others that relate to the need to maintain stable public health services and meet statutory duties through the transition of public health functions to local authority management; and
- (ii) To authorise the Head of Legal and Democratic Services or an authorised delegate on her behalf, to enter into and execute all contracts, agreements and legal documentation deemed necessary and appropriate to facilitate the necessary transfers.

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

- Letter and enclosures from the Chief Executive of 15 February 2013 entitled "Urgent Action under Paragraph 17, Article 1, Part B of the Constitution – Public health Contracting Matters in Preparation for Transition of the Function to the Council on 1 April 2013".

### **List of appendices:**

- **Appendix 1** - Report and appendices re "Transfer of Contracts for Public Health Services"

## CABINET

February 2013

<b>Title:</b> Transfer of Contracts for Public Health Services	
<b>Report of the Cabinet Member for Health</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Mark Tyson, Group Manager, Service Support & Improvement	<b>Contact Details:</b> Tel: 020 8227 2875 E-mail: <a href="mailto:mark.tyson@lbbd.gov.uk">mark.tyson@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Glynis Rogers, Divisional Director, Community Safety & Public Protection	
<b>Accountable Director:</b> Anne Bristow, Corporate Director of Adult & Community Services	
<p><b>Summary:</b></p> <p>As part of the transfer of Public Health to the local authority, there are a number of contracts that need to be novated to and/or recontracted by the Council from the NHS. The information needed to undertake this work has been slow to come through to the Council, in part due to the complexity of the task and the timing of Department of Health directions.</p> <p>This report therefore seeks the delegated authority necessary to conclude those contracting negotiations in time to meet the transfer of services and statutory responsibilities on 1 April 2013. It is a necessary precursor to a more substantial body of work during 2013/14 to ensure that future contracting arrangements are established that more fully and flexibly meet the Borough's needs.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is recommended:</p> <ul style="list-style-type: none"> <li>(i) To agree the proposals set out in this report and delegate authority to the Corporate Director of Adult and Community Services, working with the Director of Public Health and the Head of Legal and Democratic Services, to conclude all necessary contract negotiations for novation, extension, amendment and, where necessary, recontracting of the services outlined and any others that relate to the need to maintain stable public health services and meet statutory duties through the transition of public health functions to local authority management; and</li> <li>(ii) To authorise the Head of Legal and Democratic Services or an authorised delegate on her behalf, to enter into and execute all contracts, agreements and legal documentation deemed necessary and appropriate to facilitate the necessary transfers.</li> </ul>	

## **Reason(s)**

In order to meet the new statutory duty on 1 April 2013 to provide public health services, and to ensure stable provision of established services such as smoking cessation, sexual health, Public Health Advice to NHS Commissioners and Health Check assessment.

### **1. Introduction**

- 1.1 On 1 April 2013, the Council takes on responsibility for leadership of the public health system locally, under the reforms set out in the Health & Social Care Act 2012. The Public Health team, currently under the management of NHS North East London & City cluster of Primary Care Trusts, will transfer to the management of the Council.
- 1.2 Under section 2B of the NHS Act 2006, inserted by the Health and Social Care Act 2012, upper tier and unitary local authorities will have a new duty to take appropriate steps to improve the health of their populations. Local authorities are also required to provide specific services or take particular steps set out in the Local Authorities (Public Health Functions and Entry to Premise by Local Healthwatch Representatives) Regulations 2013.
- 1.3 As part of these responsibilities, the contracts for public health related services, formerly commissioned by the PCT and now through NHS North East London & City cluster, will transfer to the Council. These contracts form a significant proportion of the expenditure under the Public Health Grant. The grant allocated to the Council is £12,921,100 for 2013/14 and £14,213,200 for 2014/15, after which point the grant will be based on a national formula from the Department of Health to fund services and interventions to improve the public's health.
- 1.4 The portfolio of contracts transferring form a complex set of arrangements for the provision of services such as smoking cessation, sexual health, healthy child programmes and GP-led drug treatment. Some contracts are with major local NHS providers, such as North East London NHS Foundation Trust, whilst others are broken into a large number of smaller agreements with individual local GPs and pharmacists. National directions have been given on a number of matters relating to the contract transfer, and the standard contracting rules and regulations apply to how the Council can approach re-contracting or extension. The information required in order that the Council can take the necessary decisions has been difficult to obtain and, in some instances, remains unclear at this point.

### **2. Proposal and Issues**

- 2.1 In order to stabilise the services involved for the coming year, Cabinet are being requested to give delegated authority to the Corporate Director of Adult & Community Services to take the necessary decisions on variance, extension or short-term recontracting of the services involved.
- 2.2 The Council's commissioning teams, working with the Public Health team, will then continue to review the contracts and establish the necessary procurement arrangements for the suite of services that the Council determines is needed to meet local need in the years ahead.

## **Current NHS contracting arrangements**

- 2.3 Some of the services are provided by North East London NHS Foundation Trust or Barking, Havering & Redbridge University Hospitals NHS Trust, and have hitherto formed part of the wider contract held by the PCT for those hospital trusts' provision of community and acute healthcare services. In these instances, it is necessary to use our standard council contract that and incorporate new schedules with appropriate clinical elements, and reach agreement with the providers.
- 2.4 Because the transfer of community health services from the PCT to North East London Foundation NHS Trust took place ahead of other local boroughs, Barking & Dagenham is in a slightly different place in terms of timing of contracts from some of those other boroughs. Both major NHS Trusts have indicated their willingness to discuss interim contract arrangements, including some changes to the services that are to be agreed, whilst longer-term decisions can be considered and planned. Work is underway by Legal Services, with Public Health and Adult Commissioning, to design a clinical schedule to be attached to the Council contract that can contain the necessary performance measures in the service specification.
- 2.5 In terms of number of contracts, the bulk of the work concerns the establishment of contracts between the Council and local GPs for the provision of 'Local Enhanced Services' (LES), principally around such services as substance misuse shared care, contraception and NHS healthchecks. In the main, these are being transferred with no change to terms and conditions and the substantial work of planning future requirements will begin when the current services have been stabilised. In order to establish a Council contract framework for commissioning services from general practitioners, Legal Services are once again working with Public Health and Adult Commissioning and drawing on work already undertaken by other local authorities. Some of the specifications require amendment to adapt to Department of Health requirements of the service (for example, the NHS Healthcheck)
- 2.6 The contracts that are being transferred are summarised in Appendix A, but as work continues on the information sent through by NHS North East London & City, this list may change in the run-up to 1 April 2013. It is for this reason that delegated authority to conclude the work is being sought, in order that decisions can be taken in response to the changing picture.

## **Proposals for future of the contracts**

- 2.7 The Department of Health issued a template contract for use with all the public health services which we will be responsible for on 31 January 2013. This public health services contract is a non-mandatory contract designed for use by local authorities in commissioning services to meet their new public health functions. It is adaptable for use for a broad range of public health services and delivery models.
- 2.8 Although the contract is non-mandatory it provides a robust framework to hold providers to account for the delivery of high quality public health funded services to achieve improved health outcomes. This is being evaluated by Legal Services to ensure that it is fit for purpose.

- 2.9 Where amendments are required to the services provided, these are noted in Appendix A. For the longer-term future of these services, in a number of instances the Borough is in discussion with neighbouring authorities on the options for shared (and therefore more efficient) contracting. In some instances, the future of the service, and whether it meets emerging needs, is being considered.

### **Public Health Support to Barking and Dagenham Clinical Commissioning Group**

- 2.10 The Health and Social Care Act 2012 mandates NHS commissioners to obtain the public health advice they need to deliver their commissioning responsibilities, and regulations require Councils to provide this advice. During 2012/13, this advice has been agreed and provided through a Memorandum of Understanding (MoU) between the Council and the Barking and Dagenham Clinical Commissioning Group (CCG). This will be reviewed and the findings will be used to inform the agreement between the Council and the CCG in 2013/14. The MoU with the CCG would comprise a schedule in the overarching agreement under Health Act legislation both to ensure that public health officers can advise the CCG and are adequately supported by the CCG to do this, for example through access to relevant data.
- 2.11 The Cabinet is requested to delegate responsibility for finalising and signing this agreement with the CCG to the Corporate Director of Adult & Community Services for the London Borough of Barking and Dagenham, with the support of the Director of Public Health.

## **3. Options Appraisal**

### **Alternative**

- 3.1 Should the Council arrive at 1 April without having concluded the necessary contracting, or without the authority for such negotiations to be concluded, there is a risk to the continued delivery of a range of public health services which are critical to sections of the local population. Furthermore, the services concerned are, in the main, part of the mandatory set of services that the Council must provide under the new statutory responsibilities for public health. Not to have the mechanism in place to do so could be a breach of that duty, and therefore not to be entering into negotiation in good faith to try and secure the services, potentially puts at risk parts of the public health grant, which could be taken back by the National Commissioning Board in order that they can fulfil the statutory commissioning requirements on the Council's behalf.

## **4 Consultation**

- 4.1 Discussions have taken place with NHS North East London & City, North East London NHS Foundation Trust and Barking, Havering & Redbridge University Hospitals NHS Trust, as well as representatives of the Clinical Commissioning Group, in order to conclude negotiations and establish a process for securing the services covered by the contracts to be transferred.

## 5. Financial Implications

Implications completed by: Dawn Calvert, Group Manager Finance (Adults and Children's)

- 5.1 The Public Health Grant for 2013/14 has been confirmed at £12.9 million. All local authority-related Public Health expenditure must be contained within the grant.

## 6. Legal Implications

Implications completed by: Eldred Taylor-Camara, Legal Group Manager (Partnerships & Strategic Procurement)

- 6.1 Under the Health and Social Care Act 2012, the lead local responsibility for Public Health is due to transfer to the Council with effect from 1st April 2013. The process of transition includes the transfer by the end of March 2013, of a number of key contracts currently held by the NEL cluster of PCTs to the Council. Officers are reviewing all relevant contracts which will come across to the Council and are undertaking assessments of risks .
- 6.2 There are a wide range of Public Health contracts, in terms of length, size, monetary value and type. The Department of Health (DoH) will be passing statutory Transfer Schemes to effect the formal transfer of Public Health functions to local councils. The Schemes will deal with the transfers of staff, property and liabilities between the relevant PCT and the local authority. It is anticipated that all key contracts will be novated by virtue of these statutory arrangements.
- 6.3 Guidance has been received from the DoH to assist both senders (the PCT) and receivers (the local authority) explaining their responsibilities and the process and timing for the implementation of the transfer schemes.
- 6.4 However, some other relevant contracts will not be included in the transfer schemes and others will come to an end on or by 31 March 2013 and will either have to be extended or new interim arrangements put in place to ensure continuity of service to the public.
- 6.5 In view of the urgent timescale it is necessary that Officers be granted authority to take such steps as are necessary to ensure that all relevant contracts are in place on 1 April 2013. The recommendations in this report are intended to ensure this happens and on time.

## 7. Other Implications

- 7.1 **Risk Management** - The proposals contained in this report are designed to minimise the risks involved in the transition from NHS commissioning of these services to Council commissioning. They do not seek to establish significant new services, but enable the Council to take on the existing responsibilities and meet statutory duties. These measures are part of the controls identified in the Corporate Risk Register, where it covers the risks of public health transition to the Council.
- 7.2 **Contractual Issues** - These are set out in the body of the report, as the report's main subject.

- 7.3 **Staffing Issues** - There are not significant staffing issues, beyond the considerable work that is required to establish, review and then manage the contracts that form part of the public health grant and responsibilities. These issues have been considered by senior officers and appropriate provision is made within staffing structures.
- 7.4 **Customer Impact** -The services which we are seeking to stabilise through these measures are of significant importance in protecting and promoting the health of local people, and the proposals seek to minimise the impact on residents trying to access the services.
- 7.5 **Safeguarding Children and Vulnerable Adults** - The measures are designed to maintain service delivery and, as such, should not have significant safeguarding impact. However, failure to maintain the services raises the risk of sexual health and smoking cessation services, amongst others, not being provided in a timely and responsive way, raising the risk to some young people and vulnerable adults. Some of the LES schemes, such as drug misuse shared care, could have significant impact on vulnerable drug-dependant adults if destabilising, potentially leading to relapse into more risky drug-using behaviour.
- 7.6 **Health Issues** - As the main subject of the report, these measures are intended to continue services that seek to improve the health and wellbeing of the residents of the borough.
- 7.7 **Crime and Disorder Issues** - Some services, such as substance misuse shared care schemes make a substantial contribution to minimising crime and disorder, and the measures described seek to minimise risk to those services.
- 7.8 **Property / Asset Issues** - There are no significant property/asset issues raised by the matters in this report, and where any contract contains specific terms and conditions relating to property and assets, these will be dealt with on a case by case basis seeking to minimise any risk to the Council and in full consultation with Legal Services.

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

Local Authorities (Public Health Functions and Entry to Premise by Local Healthwatch Representatives) Regulations 2013  
<http://www.legislation.gov.uk/ukdsi/2012/9780111531679/contents>

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

Appendix A: List of contracts to be transferred



## Contract Transfer List

## APPENDIX A

This list is provided as an indicative summary of the contracts that are proposed for transfer, and on which officers will work under the delegated authority. NHS NELC agree that this list is inconclusive, possibly not exhaustive and values may not be accurate. They continue to provide us with improved, validated information. We estimate that around 300 contracts in total will be transferred with the majority of these being LES contracts.

A 'LES' contract is with a GP or GP practice for the provision of 'locally enhanced services', above the standard primary care contracted provision. Thus, where a LES contract is indicated in the table below, this may in fact be multiple contracts with all or a significant proportion of GPs across the borough. Other contracts can be on block (where a specific 'amount' of service activity is contracted for) and on tariff, where activity through the service is charged at a standard per-case rate based on a nationally published NHS tariff, and which may or may not have activity levels strictly agreed in advance. In the latter case, estimated outturn is therefore more significant than contract value. Single/shared indicates whether this is part of a larger contract across multiple boroughs.

Service function	Provider	Single/ Shared	Contract value	Estimated out-turn	Tariff/ Block	LBBB Commissioning Intention
Clinical sexual and reproductive health services	BHRUT	Shared	Block contract paid on tariff	1,061,962	National tariff	LBBB re-issue as single contract
	Other acute providers	Service cross-charge	National tariff	337,398	National tariff	Need to clarify position with LGA regarding cross-charging for out-of-area
Chlamydia screening for 16-24yrs	Terrence Higgins Trust	Shared	231,642	231,642	Block	PCT asked to extend for 12 months
Rapid HIV Testing	Terrence Higgins Trust	Single	30,250	30,250	Block	LBBB re-issue as single contract
C-Card and distribution	Terrence Higgins Trust	Single	45,000	45,000	Block	LBBB re-issue as single contract

Service function	Provider	Single/ Shared	Contract value	Estimated out-turn	Tariff/ Block	LBBB Commissioning Intention
HIV support and prevention	Body and Soul	Single	26,424	26,424	Block	LBBB instructed PCT to not to renew at end of contract in March 2013
HIV prevention and testing	Positive East and Widows and Orphans	Single	54,501	54,501	Block	LBBB instructed PCT to not to renew at end of contract in March 2013
HIV prevention and support	Positive East and Widows and Orphans	Single	41,244	41,244	Block	LBBB will incorporate into existing contract with providers for similar services. PCT instructed to not renew at end of contract in March 2013
Administration of Hormone Implant (LARC) LES	GP	LES	30,937	30,937	Tariff	PCT asked to extend for 12 months
Young Persons Chlamydia Screening LES	GP/Pharmacy	LES	9,046	9,046	Tariff	PCT asked to extend for 12 months
Pharmacy Sexual Health LES	Pharmacy	LES	Unknown	Unknown	Tariff	PCT asked to extend for 12 months
Smoking Cessation	NELFT	Shared	573,200	573,200	Block	LBBB to re-issue contract using common specification and London average tariff model. LES cost to be disaggregated and commissioned as specific service function with separate performance reporting.
	GP	LES				

Service function		Provider	Single/ Shared	Contract value	Estimated out-turn	Tariff/ Block	LBBB Commissioning Intention
Drugs and Alcohol	Shared Care	GP	LES	77,103	77,103	LES	PCT asked to extend for 12 months
	Supervised Consumption	Pharmacy	LES	Unknown	Unknown	LES	PCT asked to extend for 12 months
	Adult Pooled Treatment Budget	Unclear	Single	1,486,864	1,360,856	Block	LBBB re-issue as single contract
	Young People Pooled Treatment	Unclear	Single	146,488	146,488	Block	LBBB re-issue as single contract
	DH DIP	Unclear	Single	166,982	166,982	Block	LBBB re-issue as single contract
	City Roads	City Roads	Single	36,294	36,294	Block	LBBB re-issue as single contract
	NTA New Allocation	Unclear	Single	94,810	94,810	Block	LBBB re-issue as single contract
	Inpatient Detox	Unclear	Single	47,500	47,500	Block	LBBB re-issue as single contract
	CRI/Alcohol	Unclear	Single	610,442	610,442	Block	LBBB re-issue as single contract
	Young People's Services	Subwise	Single	71,250	71,250	Block	LBBB re-issue as single contract
Healthy Child Programme 5-19yrs		NELFT	Shared	764,000	764,000	Block	LBBB re-issue as single contract
Child weight management		NELFT	Single	151,000	151,000	Block	LBBB instructed PCT to not to renew at end of contract in March 2013. LBBB bringing service in house to align with adult weight management provision.

<b>Service function</b>	<b>Provider</b>	<b>Single/ Shared</b>	<b>Contract value</b>	<b>Estimated out-turn</b>	<b>Tariff/ Block</b>	<b>LBBB Commissioning Intention</b>
Provision of infant feeding support services	Lifeline	Single	50,000	50,000	Block	LBBB re-issue as single contract
Child weight management licences	MEND	Single	41,990	41,990	Block	LBBB instructed PCT to not to renew at end of contract in March 2013 as not required.
Adult Weight Management	LBBB - Healthy Adults	Single	250,074	250,074	Block	LBBB instructed PCT to not to renew at end of contract in March 2013 as bringing service in-house.
	WeightWatchers	Single	50,000	50,000	Block	LBBB re-issue as single contract
Health Checks	GP	LES	Unknown	Unknown	LES	LBBB re-issue as single contract
	Direct GP	LES	15,000	15,000	LES	
	Pharmacy	LES	Unknown	Unknown	LES	
Health Screening	GP	LES	93,808	93,808	LES	Awaiting clarity if transferring to NCBL
Domestic Violence	Women's Trust	Single	24,550	24,550	Block	Awaiting clarity if transferring to CCG as part of mental health commissioning

**CABINET****19 March 2013**

<b>Title:</b> Proposals for Further Shared Central Services	
<b>Report of the Chief Executive</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected: None</b>	<b>Key Decision: Yes</b>
<b>Report Author:</b> Graham Farrant, Chief Executive	<b>Contact Details:</b> Tel: 020 8227 2789 E-mail: graham.farrant@lbbd.gov.uk
<b>Accountable Divisional Director:</b> n/a	
<b>Accountable Corporate Director:</b> Graham Farrant, Chief Executive	
<b>Summary:</b>  This report sets out progress on reviewing the opportunity of shared central services with Thurrock Council.	
<b>Recommendation(s)</b>  The Cabinet is recommended to agree:  (i) That consultation begins with staff on proposals for shared communications and policy, performance and strategy functions with Thurrock Council.  (ii) To delegate to the Chief Executive, acting in consultation with the Leader of the Council, authority to agree and implement the proposed joint structure following the completion of formal consultation, to provide a shared service with Thurrock Council for communications and for policy, performance and strategy.	
<b>Reason(s)</b>  To assist the Council in achieving its Policy House theme "A Well Run Organisation".	

**1. Introduction and Background**

- 1.1 In July 2012 it was agreed that the Chief Executive of Thurrock Council would act as Chief Executive of Barking and Dagenham Council on an interim basis and that further opportunities for joint management would be explored. This was intended to demonstrate the possibilities and options of building on the existing shared Legal Services and Monitoring Officer between the two Councils.

- 1.2 In October 2012 the Assembly agreed the detailed arrangements to operate a Joint Appointments Panel, with four Thurrock Members nominated to sit on the Panel. Thurrock Council's Cabinet in January agreed to the sharing of insurance functions between Thurrock Council and LB Barking & Dagenham.
- 1.3 In exploring these options, the Chief Executive has had conversations with the Chief Executives of Basildon, Medway, Southend and Havering councils. There has been no specific interest in pursuing arrangements to share these services and most have alternative sharing arrangements already in place for at least some of these functions.

## **2. Proposal and Issues**

### **2.1 Communications**

- 2.1.1 A full options analysis has been undertaken and a business case has been prepared exploring the opportunities for a shared communications service with another local authority. The analysis concluded that a shared service would achieve better outcomes both in terms of service provision and savings than retaining the current independent service in the Council.
- 2.1.2 Discussions have taken place with a range of local authorities, exploring the options. After discussions with Havering, Medway and Southend Councils, the overwhelming conclusion was that a shared communications service with Thurrock Council is the best solution at this time.
- 2.1.3 Work has subsequently been done to define a 'core minimum' shared communications service across both Councils which would result in a financial saving to each authority.

### **2.2 Policy, performance and strategy**

- 2.2.1 A similar options analysis and business case has been carried out for a shared policy, performance and strategy service. The Barking and Dagenham service includes strategy and policy; corporate planning; performance; equalities and diversity (from April 2013); and community development (from April 2013).
- 2.2.2 There is commonality in the work carried out across local government in terms of data collection and analysis; performance management systems and reporting; in discharging statutory responsibilities for equalities and diversity; and in the methods and mechanisms for working with the voluntary sector and local communities. Sharing these services with another local authority would bring service delivery benefits, for example, sharing best practice, the shared procurement of support systems and key data; the transfer of key specialisms and expertise. It also brings greater efficiencies.
- 2.2.3 Work has subsequently been carried out to define a 'core minimum' shared strategy service with Thurrock Council. The service would secure the benefits outlined above and result in significant financial savings for the council.

## **2.3 Next Steps**

- 2.3.1 It is proposed that staff in the policy, performance and strategy and communications teams of both Councils are now formally consulted on the proposals for a shared service and on structures that represent a 'core minimum' service.

## **3. Options Appraisal**

- 3.1 Consideration of the options is referred to above.

## **4. Consultation**

- 4.1 Consultation on the concept of sharing communications and strategy services has taken place with neighbouring authorities.
- 4.2 The Leaders of both councils have been consulted on the principle of sharing these services and on the proposals put forward. The Chief Executive and Directors of both councils have also been consulted.
- 4.3 Ongoing and specific consultation will now take place with the staff of each section affected by the proposals in this report.

## **5. Financial Implications**

Implications completed by Jonathan Bunt, Divisional Director of Finance.

- 5.1 The financial implications of the proposed changes have been checked and, based on those proposals, the savings target of £350,000 across both councils will be delivered.
- 5.2 The expected saving for Barking & Dagenham is at least £200,000 and this has been taken into account within the Council's MTFs as it forms part of a wider saving approved by Assembly in February 2013.
- 5.3 In addition to these proposals, there are further savings relating to these services approved in the 2013/14 and 2014/15 budget approved by Assembly, e.g. the cessation of the News.

## **6. Legal Implications**

Implications completed by: Fiona Taylor, Head of Legal and Democratic Services

- 6.1 There is a legal requirement to keep residents informed of council services, within the Local Government Act and Local Government Code of Publicity. The legal implications, especially employment law, for the proposals have been considered and processes put in place.

## **7. Other Implications**

- 7.1 **Risk Management** - the consultation with staff will happen concurrently in both Councils to avoid the risk of inconsistent messages and the final decision will be made jointly by both authorities.

By creating a shared function, which has greater capacity than in each individual organisation currently, a greater resilience will exist to deal with the risk of losing of key staff and fluctuations in the volumes of work.

To ensure an effective and efficient shared service, the processes for each function will need to be reviewed to ensure they can be scaled to achieve the expected savings.

7.2 **Contractual Issues** - None

7.3 **Staffing Issues** – Consultation will now start with all staff from both teams in both Councils.

7.4 **Customer Impact** - The equality and diversity implications of changes to the communications service have been integrated into the approach. Issues of accessibility, reach and impact for all residents underpin the approach that will be taken. Equal opportunities law will guide the HR recruitment process to ensure a fair process for every member of staff affected by the proposals.

7.5 **Property / Asset Issues** – None.

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

**List of appendices:** None



**CABINET****19 March 2013**

<b>Title:</b> Betting Shops - Withdrawal of Permitted Development Rights	
<b>Report of the Cabinet Member for Regeneration</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> Yes
<b>Report Author:</b> Daniel Pope, Development Planning Manager	<b>Contact Details:</b> Tel: 020 8227 3929 E-mail: daniel.pope@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jeremy Grint, Divisional Director Regeneration	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary:</b></p> <p>At the meeting on 19 December 2012, the Cabinet agreed proposals aimed at controlling the conversion of high street premises into betting shops (Minute 67 refers) through the use of powers available to the Council under the Town and Country Planning (General Permitted Development) Order 1995.</p> <p>The main recommendation in the report to the 19 December meeting was worded as follows:</p> <p style="padding-left: 40px;">“That notice be given of the Council’s intention to make a non-immediate Article 4 Direction, covering the whole Borough, withdrawing permitted development rights for permitted changes of use to betting shops.”</p> <p>Rather than referring to “...the Council’s intention to make ...” the report should have asked the Cabinet “...to agree the making of ...”. The current approval does not allow the appropriate notices to be published. This report therefore seeks to correct that position, and to also make clear the permitted development rights that are being removed. There are no additional financial, legal or other implications to those referred to in the previous report.</p>	
<p><b>Recommendation(s)</b></p> <p>The Cabinet is asked to agree the making of a non-immediate Article 4 Direction, covering the whole Borough, withdrawing permitted development rights for changes of use from Use Classes A3, A4 and A5 to Use Class A2 (betting office).</p>	
<p><b>Reason(s)</b></p> <p>To assist the Council to achieve its Policy House objectives “Better Together”, “Better Health and Wellbeing” and “Better Future”.</p>	

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

- Cabinet 19 December 2012 Report and Minute entitled “Betting Shops - Withdrawal of Permitted Development Rights”

**List of appendices:** None

## CABINET

19 March 2013

<b>Title:</b> Children's Social Care Review Report	
<b>Report of the Cabinet Member for Children's Services</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Chris Martin, Divisional Director Complex Needs and Social Care	<b>Contact Details:</b> Tel: 0208 227 2233 E-mail: <a href="mailto:Chris.Martin@lbbd.gov.uk">Chris.Martin@lbbd.gov.uk</a>
<b>Accountable Divisional Director:</b> Chris Martin, Divisional Director Complex Needs and Social Care	
<b>Accountable Corporate Director:</b> Helen Jenner, Corporate Director, Children's Services	
<p><b>Summary:</b></p> <p>This report provides Cabinet with a review of significant operational service developments and inspections over the past 18 months within the Complex Needs and Social Care teams within Children's Services. The report provides a high level summary of action taken in response to inspections, namely, the Fostering Service Inspection, the Adoption Agency Inspection and the full service Safeguarding and Looked After Children Inspection. The report describes the positive outcomes of these inspections, namely:</p> <ul style="list-style-type: none"> <li>• 'Outstanding' for our fostering service,</li> <li>• 'Good' for our adoption agency,</li> <li>• 'Good' overall for safeguarding and</li> <li>• 'Adequate' on a multi agency basis with regard to services for looked after children.</li> </ul> <p>The report illustrates that at a time of fiscal challenge and increasing demand, through a growing young children's population, these Inspection judgements are a positive reflection of local services.</p> <p>The report includes details of the work of the Barking and Dagenham Safeguarding Children Board and areas of service improvement including the introduction of our Triage and Assessment service and the implementation of our local Quality Assurance Strategy.</p> <p>The report also provides more specific details regarding the Council's looked after children's population, including some key performance indicators linked to placement availability and performance targets for the future.</p> <p>Corporate Parenting arrangements were a particular area identified within the inspection report that required strengthening. Whilst this had been recognised prior to the inspection itself, improvements to our corporate parenting arrangements were not sufficiently embedded for positive change to be recognised. This report describes our current, revised corporate parenting arrangements as well as the roles of elected members with assigned portfolio leads, within our corporate parenting responsibilities.</p>	

## **Recommendation(s)**

The Cabinet is asked to:

1. Note the service improvements contained within this review report and as described within the inspection reports;
2. Note the outcomes from inspections over the past 18 months and actions taken thus far in response to inspection findings; and
3. Task the Members Corporate Parenting Group to co-ordinate, produce and monitor the Council's Corporate Parenting Strategy, which reports annually to Cabinet and replaces the need for individual reports on inspections as indicated within the report.

## **Reason(s)**

- Following our Safeguarding and Looked After Children Inspection Cabinet members made a commitment to strengthen the governance of our safeguarding and looked after children services.
- External services have contributed to service reviews. In the past 18 months our Fostering and Adoption Services have both had Ofsted inspections and in June 2012 year the regulator completed our Safeguarding and Looked After Children Inspection (SLAC), a 'whole service' review.
- Cabinet is well aware of the demographic trend within the Borough and the impact of this trend in such universal settings as school provision and community health settings. An increasing population both numerically and in terms of diversity brings with it a challenge for our more specialist services, particularly at a time of increasing fiscal austerity.

## **1. Introduction and Background**

- 1.1 The Complex Needs and Social Care Division comprises of three integrated service areas each with a Group Manager lead. The Assessment and Care Management Service, the Fostering, Adoption and Looked After Children Service and the Disabled Children and Special Educational Needs Service.
- 1.2 The Division has operational responsibility for all child protection and looked after children's services and more recently has included Special Educational Needs (SEN) services in response to the government's SEN Green Paper and the need for local authorities to implement more integrated assessment and support options for families who care for children with disabilities.
- 1.3 The division is committed to:
  - Earlier intervention and prevention through our own Prevention Service and via close operational relationships with colleagues provide targeted and universal support.
  - Reducing the proportion of the child population who are looked after.
  - Minimising the duration of Child Protection Plans.

- Strong means of engagement with young people and their families so that they can 'shape' future services.

## 2. **Safeguarding**

2.1 The Barking and Dagenham Safeguarding Children Board completed its 6th annual report this financial year (**Appendix 1**). Significant developments included:-

- The appointment of a new independent chair.
- The publishing of the Child T Serious Case Review, including action plan and training events.
- Board level focus upon the safeguarding of children and families across the changing landscape within local health services.
- Recruitment of lay members to enhance community engagement.
- Revision of board membership to better reflect the partnership across Barking and Dagenham.

2.2 Future Barking & Dagenham Safeguarding Children Board (B&DLSCB) priorities include:-

- Development of roles and responsibilities of B&DLSCB members.
- Engaging more directly with young people, families and faith communities across the Borough
- Specific board focus upon preventing trafficking and sexual exploitation of children and young people
- Joint work with the Safeguarding Adult Board to support improving outcomes for families

2.3 To improve safeguarding practice the Assessment & Care Management Service completed the implementation of the 'Triage and Assessment Service' in April of this year. The re-organisation of the social care 'front door' had been piloted from August 2011 to February 2012 and with some minor adjustments proved to be ready for full operational implementation at the start of the financial year.

2.4 The implementation of the Triage and Assessment Service has brought a number of improvements:-

- Improved information sharing to effectively identify risk and ensure families get the most appropriate services
- Improved timeliness of core assessments
- Improved responses to partners and referring agencies, in particular schools
- An effective multi-agency process to ensure appropriate responses via the inclusion of health professionals, housing colleagues, targeted services etc. within the triage team
- Maximising the impact of resources on preventing poor outcomes
- Better access to support for families as Triage acts as a pathway to both targeted and specialist services
- Closer working relationships with Barking, Havering and Redbridge Hospitals University Trust (BHRUT) via dedicated hospital social worker within the assessments team

- More robust casework for 'no recourse to public funds' (NRPF) families through dedicated social worker in the assessment team

2.5 Quality Assurance Strategy – this year we have also implemented our Quality Assurance Strategy 'Building a Better Life for All' (**Appendix 2**). The strategy itself will help demonstrate the progress made around the top priorities set by the Children's Trust Board which carries with it a clear safeguarding priority. The five Trust priorities are:-

- Ensure children and young people in our Borough are safe.
- Narrow the gap, raising attainment and realising aspiration for every child.
- Improve health and well-being, with a particular focus upon obesity and sexual health.
- Improve support, via fully integrated services, for children and young people.
- Challenge child poverty.

2.6 The strategy itself also links to our improvement plan, Project SURE, which seeks to strengthen supervision, improve our understanding of families through quality assessments, improve the quality of recording and case analysis and ensure effectiveness of interventions by measuring outcomes.

2.7 The strategy provides a schedule of case file audits which are run across a 12 month cycle. They include:-

- Quarterly case file audits – involving the directorate and corporate management team undertaking a schedule of case file audits alongside the allocated social worker
- Supervision file audit – the Quality Assurance Manager to undertake a 6-monthly sample of supervision files
- Themed audits – each year there will be three themed audits overseen by the Child Protection and Reviewing Service
- Multi Agency Audits – case file audits which include the contribution of all partners engaged with particular families

2.8 Findings from the audit scheduled are shared with directorate and divisional management teams as well as the Barking and Dagenham Safeguarding Children Board. Individual action plans identifying improvements are also provided and these findings also contribute to the overall improvement plan, Project SURE.

### 3. **Looked After Children**

Scrutiny of performance with regards to children looked after by the Borough has come in the form of several inspections over the past 12 to 18 months. In this time period both Fostering and Adoption services have been subjected to individual OFSTED inspections. In this period we have also participated in a 'thematic' OFSTED inspection exploring the effectiveness of our virtual head teacher and support for looked after children with regards to their academic attainment. These individual inspections also contributed to the work of the Safeguarding and Looked after Children Inspection in June 2012.

Progress against improvement actions identified from these inspections has been reviewed by the Corporate Parenting Board and the Children's Select Committee.

3.1 Children in Care Placement Availability Review – our annual review of children in care was drafted in July 2012 and provides evidence of an improving service area for looked after children in the Borough (**Appendix 3**).

Headline findings are:-

- Looked after population increased from 411 in March 2011 to 427 in March 2012. Whilst an overall increase this represents a stabilisation of the 'in care' population. This position has been sustained throughout the year and children in care numbers at October 2012 show a slight reduction to 423.
- An increasing number of young people are cared for via foster carers (approx 80% of the children in care population)
- Over 50% of all children in care are placed within the Borough foster carers, which is an improving position (209 in March 2011 compared to 242 in March 2012)
- Improved performance regarding the approval and availability of adopters, 39 in 2011/12 compared to 26 in 2010/11
- Numbers of young people in residential continued to reduce, 22 in total in October 2012 (compared to 38 in March 2011 and 29 in March 2012) and only 8 in high cost residential long stay units. This indicates a range of successful performance in relation to placement identification and support but also includes the contribution of our specialist fostering service Pitstop and our Prevention service, both of whom prevent young people entering high cost care options

3.2 Future actions regarding looked after children capacity during 2012/13 include:-

- Fostering team to ensure a net gain of 20+ foster carers.
- Adoption service to approve 20+ adoptive parents.
- Seek the support of housing colleagues to identify creative options whereby young people in out-of-borough high cost placements can be brought back to the Borough via the provision of suitable accommodation and support.

3.3 Barking and Dagenham Adoption Agency was inspected by Ofsted over four days in 2012. The service received an overall quality rating of good and more specifically an outstanding judgement for safeguarding children.

3.4 In particular the inspection found that, "This is a good adoption agency with some outstanding features. It is ambitious in considering adoption as a placement choice for all children, where this is appropriate, and it is successful in placing children promptly in stable, secure family situations, where their safety, health and well-being are fully promoted." To quote an adopter: 'They want the best for the children.'

3.5 Significant strengths include working with siblings who are being placed for adoption, to ensure they understand what is happening and can express their views in a safe therapeutic environment.

3.6 Areas for improvement included:-

- Documenting and evaluating adoption support
- Using the views of children to develop the adoption service
- Insufficient staff to provide a timely post adoption service to adults

- The quality assurance functions of the panel and its decision-making process
- 3.7 All areas of improvement have been listed in the adoption agency action plan 2012/13, which also includes revised adoption regulations that became mandatory in September 2012 and are aimed at 'speeding up' the adoption process and removing some of the responsibilities of adoption panels. In particular the fact that adoption panels no longer consider whether a child should be placed for adoption. Such requests are now submitted to the Agency Decision Maker (Divisional Director Complex Needs and Social Care ) for decision.
- 3.8 It is worth highlighting that the field of adoption is currently undergoing unprecedented changes that will affect the way we work for many years to come. It is very evident that the Government attaches a great deal of importance on improving the adoption system and the impact that delay has on children. There is a strong political lead from the government to increase the number of adoptions as a positive option for some children in care in a number of ways, many of which come into effect in 2012/13. This includes the introduction of adoption scorecards and direct scrutiny from the Department for Education. In particular, the amount of time taken between a child starting to be looked after and their placement for adoption will prove to be a significant indicator. The adoption action plan includes a number of measures aimed at improving this performance some of which have already contributed to a measurable improvement (**Appendices 4 and 5**).
- 3.9 The Borough's Fostering Service was subject to a full Ofsted inspection in June 2011. The service was judged overall to be outstanding. All individual judgements, including safeguarding, were also outstanding.
- 3.10 The inspection used the five Every Child Matters outcomes framework and headline findings included:-

Be Healthy:

- Child and Adolescent mental Health Services integration – very positive support provided to young people
- Strong relationships with local community based health services provided by the NHS North East London Foundation Trust

Stay Safe:

- A strong and well regarded multi-agency training programme
- A strong Local Safeguarding Children's Board training programme
- Pitstop project – effective strategy to manage high risk young people and reduce costs associated with residential care
- Low numbers of children missing from care

Enjoy and Achieve:

- 27 young people at university who are care leavers
- Placement stability very good
- Reduced numbers of school exclusions for looked after children
- Increased leisure opportunities for looked after children

Make a Positive Contribution:

- Excellent examples of engagement with young people
- In-house foster carers provide a high value for money service



- Placement preparation is a real strength within the team

Achieve Economic Wellbeing:

- Leaving care service provides good support for young people who are well prepared for adult life
- Suitable accommodation for care leavers has also improved

3.11 Being an outstanding inspection there were very few areas requiring immediate attention and in need of improvement, but those areas of significance noted in the inspection included:-

- Revision and update of the 'Foster Carers Handbook' (**Appendix 6**)
- Development of the Short Breaks fostering scheme for children with disabilities
- Benchmarking exercise to compare fostering allowances with other local authorities

3.12 The fostering team subsequently developed an action plan which encompassed these areas of improvement as well themes identified within the service area itself.

The action plan includes priorities such as:-

- Implementation of Connected Persons Policy
- Recruitment of five additional Short Breaks fostering scheme carers for children with disabilities
- Train and support an identified cohort of foster carers to supervise contact arrangements with parents and thus save potential costs associated with contact provision
- Recruit net gain of 20 foster carers across the financial year
- Reduce levels of independent fostering agency usage and increase the numbers of transfers of carers from Independent Fostering Agencies to 'in house' foster carers(target of 5 for financial year)

#### 4. **Safeguarding and Looked After Children Inspection**

4.1 Barking and Dagenham Children's Services Directorate were subject to a full service Safeguarding and Looked After Children Inspection between 11 and 22 June 2012. The outcomes of the inspection were reviewed by Cabinet members and the Children's Select Committee. This inspection, being part of a 3-year cycle across all local authorities, explored all provision to safeguard children and to support children already looked after, scrutinising practice across all agencies.

4.2 The outcomes for the inspection were positive; services to safeguard children being judged as good and services for looked after children judged as adequate. There were also a number of recommendations made by the inspection team and these recommendations have required actions from all partners, including NHS and Metropolitan Police Service colleagues. (The inspection report itself is included as **Appendix 7**).

4.3 The draft action plan has subsequently been improved with further contributions from partner agencies. The action plan itself has been agreed by the multi agency local Inspection Preparation Board and progress is monitored regularly through this

forum (**Appendix 7a**) and reported to the Children's Trust and Children's Select Committee.

4.4 The inspection highlighted areas in need of immediate attention within both safeguarding and looked after children judgements. In particular for safeguarding children these included:-

- Improve the quality and timeliness of record keeping so that the key issues in cases are clear and progress can be monitored.
- Ensure that cases referred to the Multi Agency Locality Teams contain clear assessment of risk and that information sharing is compliant with national and local protocols

4.5 Progress thus far for these actions:-

- The quality and timeliness of record keeping has been improved so that the key issues in cases are clear and progress can be monitored
- Implementation of our QA strategy as discussed above. The QA strategy is crucial in monitoring progress around improvements to recording but also to inform future training needs and service area requiring targeted improvements
- Two audits have been undertaken in August 2012 as part of the QA schedule. These audits have ostensibly been Children's Social Care Management Audits with particular focus upon Looked After Children (LAC) and how well they are achieving the five Every Child Matters (ECM) outcomes
- An Independent Reviewing Officer Child Protection Audit undertaken, looking at and child protection investigation compliance, including recording, case progression and outcomes.
- Both these audits have contained specific reference to quality of recording which has been fed back to the divisional management team and Children's Service Senior Management Team
- Equalities dimensions are also a feature of both these audits and will be included in the future overview report
- Cases referred to the Multi Agency Locality Teams now contain clear assessment of risk and information sharing is compliant with national and local protocols
- B&D Triage staff have been briefed as to the importance of being more analytical in their assessment of risk on all cases which are referred to children's services passing through the Metropolitan Police Service Public Protection Desk (PPD) and Children's Services Triage Team. This is to ensure that there is clear case recording as to why the case does not meet the threshold for a safeguarding assessment and should be passed to the relevant Multi Agency Locality Team (MALT) for consideration
- A risk assessment tool has been developed in relation to domestic violence cases. This is to ensure that cases passing through Triage and the PPD which involve domestic violence are assessed for potential child protection concerns which may warrant a statutory safeguarding assessment
- New MALT protocol adopted
- Monthly audit of chairing, of MALT meetings has been implemented

4.6 For looked after children immediate recommendations included:-

- Review procedures for children and young people entering the care system through the powers of police protection so this response is only used when no other alternative is possible
- Ensure practice is improved so young people do not miss school to move placements or attend appointments linked with their looked after status
- London Borough of Barking and Dagenham and North East London Foundation Trust to review the provision of Child and Adolescent Mental Health Services to children in care to ensure that they receive a prompt response to their needs

4.7 Action taken to progress these recommendations thus far:-

4.7.1 Review procedures for children and young people entering the care system through the powers of police protection so this response is only used when no other alternative is possible

- A 'Police Protection action plan' has been drafted and agreed with the Metropolitan Police Service Child Abuse Investigation Team (MPS CAIT) colleagues
- The level of Police Protection Orders (PPO) use is now monitored and analysed regularly. Numbers are weekly reviewed and reported to DCS and Divisional Director. Data is also shared monthly with lead member as part of placement scrutiny
- PPO use reviewed on a bi-monthly basis with MPS CAIT via bi-monthly meetings between CAIT Detective Inspector and B&D Divisional Director
- We have developed a joint protocol with MPS around the use of PPO. The protocol is aimed at reducing the numbers of PPO and encouraging dialogue between Police Officers and social care staff before powers of protection are taken
- Provide an in-depth analysis of factors around families experiencing PPO but previously supported through the Common Assessment Framework (CAF)
- Monitor progress and outcomes via quarterly reports to Children's Trust

4.7.2 Ensure practice is improved so young people do not miss school to move placements or attend appointments linked with their looked after status

- We have developed a placements 'checklist' to ensure that any placement move does not disrupt school attendance
- Looked After Children reviews are always to be scheduled outside of school hours to ensure that education is not disrupted

4.7.3 London Borough of Barking and Dagenham and North East London Foundation Trust to review the provision of Child and Adolescent Mental Health Services to children in care to ensure that they receive a prompt response to their needs

- North East London Foundation Trust (NELFT) have recently reviewed the referral criteria and processes across Child and Adolescent Mental Health (CAMHS) services for looked after children
- Monitoring of the referral to appointment time has been undertaken for the B&D CAMHS service in June-August 2012 (inc) and found that on average this took:
  - June - 4 weeks
  - July - 3 weeks
  - August - 2 weeks
- NELFT are in the process of establishing a new Triage Service within B&D CAMHS which is planned to be operational as a pilot by January 2013
- NELFT now has a system in place to 'flag' Looked After Children and monitor progress through the service for B&D CAMHS
- Specific CAMHS resource to support the LAC Team has been identified and the practitioner commenced duties in post during September 2012

## 5. Governance and Corporate Parenting Group

- 5.1 In addition, governance arrangements have been revised leading to the establishment of a single portfolio lead for Children's Services. All cabinet portfolio leads have agreed to take a corporate parenting responsibility for their areas. A summary of work last year is available as **Appendix 8**.
- 5.2 The report also recommended that corporate parenting arrangements and strategic planning are strengthened to ensure that they properly reflect the Council's responsibilities to children looked after.
- 5.3 Corporate Parenting Group has been refreshed in April 2012 and the inspection has lead to the following actions:-
- Lead member to attend the Corporate Parenting Group
  - Attendance from senior managers from within and beyond the Council to be secured
  - Corporate Parenting Group to 'sign off' revised 'Children in Care Pledge' and monitor outcomes Corporate Management Team to ensure that Corporate Parenting roles are embedded throughout services
  - In particular elected members who are assigned portfolio leads within Cabinet are specifically requested to illustrate how they will support looked after children and how they will carry out their role and function as corporate parents within the council directorates that they oversee.

## 6. Consultation

This report has been widely circulated and comments where received have been included.

## 6.1. **Financial Implications.**

Completed by Dawn Calvert (Group Manager – Finance)

6.1.1 The Children's Social Care budget is funded from within the general fund. In 2012/13 there is budget provision of £29.352m and a forecast cost pressure of £1.5m. This cost pressure is largely related to assessment and care management, Section 17, SEN transport and supporting those families with no recourse to public funds. The forecast pressure is currently being mitigated by under spends within other areas of the Children's Service budget.

6.1.2 The impact of future service pressures is currently being modelled.

## 6.2. **Legal Implications**

Compiled by: Lindsey Marks - Legal Services

6.2.1 The responsibility of corporate parenting applies to the Local Authority as a whole and not just the departments directly responsible delivering services to children and young persons.

6.2.2 The Children Act 2004 and statutory guidance specifies that the Cabinet Member for Children Services has the lead political role in respect of looked after children and young people contributing to and being satisfied that the Local Authority high standards of corporate parenting.

6.2.3 Since the 1 September 2012 the Adoption Panel no longer makes recommendations to the Agency Decision Maker as to whether or not a child should be placed for adoption save in the case of a relinquished baby.

## 6.3. **Other Implications**

6.3.1 **Risk Management** - All of the necessary and relevant actions related to this report are contained within the action plans for the CR01 & 2 as relevant.

6.3.2 **Staffing Issues** - There are no specific staffing issues contained within this report. However, the ability of the service to sustain continued performance improvement at a time of fiscal austerity and increasing demand without further resource consideration is a very serious challenge.

6.3.3 **Customer Impact** -The report highlights the areas of service improvement, as well as the areas where performance continues to be addressed. Children and their families will continue to experience a positive response to their social care needs. In particular the strengthened role of the Members Corporate Parenting Board will provide more rigorous oversight and scrutiny with regards to the outcomes for the Borough's looked after children population.

6.3.4 **Safeguarding Children** - The report includes the findings of the recent OFSTED inspection of June 2012 which judged the safeguarding services for children within the Borough to be 'good'. The report also highlights the strength of the local safeguarding children board and the contribution of the partnership to the safeguarding of local children. Services are determined to continually improve but

such aspirations are an ever increasing challenge within a local context of growing demand and fiscal austerity.

**6.3.5 Crime and Disorder Issues** - Research shows that young people who have stable support mechanisms and sound parenting are less likely to become involved in anti-social behaviour and crime. The work highlighted in the inspection reports and undertaken through children's social care and the LSCB, as detailed in this report, contributes to the wellbeing of young people, as set out in the Children and Young People's Plan and helps them to make positive choices as they grow older.

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

**List of appendices:** The appendices are available via the following links:

**List of appendices:** The appendices are available via the following links:

**Appendix 1** - Barking and Dagenham Safeguarding Children Board's 6<sup>th</sup> Annual Report

<http://www.bardag-lscb.co.uk/professionals/Documents/BDSCB%20Annual%20Report%202011-2012.pdf>

**Appendix 2** - Quality Assurance Strategy, 'Building a Better Life for All'

<http://www.bardag-lscb.co.uk/Documents/Childrens%20Social%20Care%20Report%20-%20App.%202%20QA%20Strategy%202011v9.pdf>

**Appendix 3** - Annual Children in Care Placement Availability Review

<http://www.bardag-lscb.co.uk/Documents/Childrens%20Social%20care%20Report%20-%20App.%203%20Placement%20Availability%20Review%202011-12.pdf>

**Appendix 4** - Adoption Inspection Report

<http://www.bardag-lscb.co.uk/Documents/Adoption%20Inspection%20Report.pdf>

**Appendix 5** - Adoption Inspection Report, Action Plan

<http://www.bardag-lscb.co.uk/Documents/Adoption%20Action%20Plan%202012-13.pdf>

**Appendix 6** - Revised Foster Carers Handbook

<http://www.bardag-lscb.co.uk/Documents/Handbook%202013%20pdf%20document.pdf>

**Appendix 7** - B&D Safeguarding & Looked After Children Inspection report via

[http://www.bardag-lscb.co.uk/Documents/050\\_Safeguarding%20and%20looked%20after%20children%20inspection%20as%20pdf\[1\].pdf](http://www.bardag-lscb.co.uk/Documents/050_Safeguarding%20and%20looked%20after%20children%20inspection%20as%20pdf[1].pdf)

**Appendix 7a** - SLAC action plan

<http://www.bardag-lscb.co.uk/Documents/Childrens%20Social%20Care%20Report%20-%20App.%207a%20OFSTED%20Multi%20Agency%20Action%20Plan.pdf>

**Appendix 8** - Corporate Parenting Actions by Portfolio Holders

<http://www.bardag-lscb.co.uk/Documents/Childrens%20Social%20Care%20Report%20-%20App.%208.pdf>

**CABINET****19 March 2013**

<b>Title:</b> Debt Management Performance and Write-Offs 2012/13 (Quarter 3)	
<b>Report of the Cabinet Member for Finance</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
<b>Report Author:</b> Jonathan Bunt, Divisional Director Finance	<b>Contact Details:</b> Tel: 0208 724 8427 E-mail: Jonathan.Bunt@lbbd.gov.uk
<b>Accountable Divisional Director:</b> Jonathan Bunt, Divisional Director Finance	
<b>Accountable Director:</b> Graham Farrant, Chief Executive	
<p><b>Summary</b> This report sets out the performance of the Council's joint venture company, Elevate East London, in carrying out the debt management function on behalf of the Council and covers the third quarter of the year 2012/13. It also includes details of debt written off in accordance with the write off policy approved by Cabinet on 18 October 2011.</p>	
<p><b>Recommendation(s)</b> Cabinet is asked to:</p> <ul style="list-style-type: none"> <li>(i) note the contents of this report as it relates to the performance of the debt management function carried out by the Revenues and Benefits service operated by Elevate East London, including the performance of bailiffs; and</li> <li>(ii) note the debt write-offs for the third quarter of 2012/13 and that a number of these debts will be publicised in accordance with the policy agreed by Cabinet.</li> </ul>	
<p><b>Reason</b> Assisting in the Council's Policy House aim of ensuring a well run organisation delivering its statutory duties in the most practical and cost-effective way. It will ensure good financial practice and adherence to the Council's Financial Rules to report on debt management performance and total debt write-off each quarter.</p>	

## 1. Introduction and Background

- 1.1 The Council's Revenues, Benefits, General Income and Rents Service is operated by the Council's joint venture company Elevate East London LLP (Elevate). The service is responsible for the management of the Council's debt falling due by way of statutory levies and chargeable services.
- 1.2 This report sets out the performance for the third quarter of 2012/13 and covers the overall progress of each element of the service for the year so far. In addition it summarises the debts that have been agreed for write off in accordance with the Council's Financial Rules. Write offs in the third quarter have been actioned in accordance with the Council's debt management policy agreed on 18 October 2011.

## 2. Proposal and Issues

- 2.1 Set out below is the performance for quarter 3 of 2012/13 and highlights of the improvements made by Elevate for each of the functions of the Revenues Service during the year.

**Table 1: Collection Rate Performance - 2012/13 Quarter 3**

Type of Debt	Annual Target	Profiled target	Performance	Variance	Actual £m
Council Tax	94.5%	81.9%	82.1%	+0.2%	42.9
NDR	97.1%	79.8%	79.1%	-0.7%	45.1
Rents	96.80%	96.80%	96.24%	-0.56%	95.9
Leaseholder	86.26%	67.71%	68.74%	+1.03%	2.5
General Income	99.62%	92.52%	78.77%	-13.75%	43.9

### Council Tax performance and service improvements

- 2.2 Council Tax collection at the end of the third quarter finished 0.2% above the target. The percentage collection was 82.1%, equating to £42.9m of the £52.3m Council Tax due for the full year. This continues the trend of improvement from 2011/12 when Council Tax collection improved by 1.2% compared to an average increase of 0.4% amongst LBBB's family of councils<sup>[1]</sup>. It was also the highest collection rate achieved in the last ten years despite the challenging economic climate. In the third quarter of 2012/13, collection remains above the new higher target.
- 2.3 The main improvements implemented so far this year are:
- Continuing to improve the number of Council Tax payers paying by direct debit with an increase of 4.74% at the end of quarter 3, taking those paying by direct debit from 26,422 to 27,675 since April 2012.

<sup>[1]</sup> Greenwich, Hackney, Haringey, Islington, Lambeth, Lewisham, Newham, Tower Hamlets, Southwark, Waltham Forest.



- Improvements in the debt recovery process, e.g. the arrangement policy and processing and segmentation of cases returned from the bailiff has seen a continued increase in arrears collection for quarter 3 so it is now £356k above the target.
- Having carried out quality monitoring of the call centre, the Council Tax team moved to co-locate with the call centre to concentrate on improving the quality of telephone answers.
- Saturday serving of bankruptcy proceedings was undertaken in Quarter 3 to ensure action is taken against habitual defaulters. Saturday serving increases the chance of finding the debtor,

### **NNDR performance quarter 3 and service improvements**

- 2.4 NNDR collection at the end of the third quarter 79.1%, equating to £45.2m of the £57m debt due for the whole year. Whilst this is an improvement on the position at the end of quarter 2, this is still 0.7% below the target.
- 2.5 Although the collection rate is below the target for the year this has been affected by the government scheme allowing business rates payers the option to defer payment over 2013/14 and 2014/15 on an element of the charge related to the annual increase. This scheme was introduced during 2012/13 after collection targets for the year had been set. A total of £210k has been deferred this year resulting in a reduction of 0.36% to the collection rate. Adjusting for this element, the collection rate is in line with the collection achieved last year, however, it is still below the target increase in collection required.
- 2.6 Work in quarter 3 has focused upon identifying businesses that have failed to pay in order that contact can be made earlier to attempt to avoid enforcement action.
- 2.7 The challenging economical times have resulted in many businesses struggling to make payment and in many cases closing completely. The service has concentrated upon being flexible with businesses that are clearly experiencing difficulty whilst balancing this with the need to collect the outstanding debts.

### **Rents collection performance and service improvements**

- 2.8 At the end of quarter 3 rent collection achieved was 96.24%, which is 0.56% below the target performance of 96.80%.
- 2.9 For 2012/13 the House Mark measure for rent collection has been adopted which is different from the former Rents performance indicator (PI), known as "BV 66a".
- 2.10 The new PI measures collection performance in respect of current year collection and includes arrears brought forward from the previous financial year. The definition is different in a number of aspects to BV66a making direct year on year comparisons difficult. When the collections for this year and last year are made like for like, collection is higher in 2012/13 though, again, below the target set. At the end of December the collection for the financial year so far is £95.9m of the £99.6m which is projected as the collectable amount for the whole year.
- 2.11 Collection performance declined by over 0.5% during December but this is the norm for the month. In the previous two years we have retrieved the position within 4 – 6 weeks and fully expect the same recovery of the position this year.

- 2.12 In close liaison with Housing staff, the new approach to considering whether to use the eviction option has seen the number of evictions fall by around 50% up to the end of December 2012 with 53 evictions compared to 101 at the same time last year.
- 2.13 The main improvements in rents in Q3 were:
- The housing benefit officer who is now attached to the Rents team won the Council's STAR award for excellence in customer service.
  - SMS texting was introduced in quarter 3 of 2011/12 so that lower level arrears cases receive a text message in addition to a standard arrears letter and tenants can text to find out their rent account balance.
  - A winter campaign was launched in November 2012. Posters showing that over 140 households were evicted last financial year have been displayed in high density blocks and officers have visited in groups to deliver pre printed cards to tenants in arrears which carry messages about the need to clear their rent account if they wish to avoid being a household who we consider for eviction.

### **General Income**

- 2.14 General Income is used to describe the ancillary sources of income available to the Council and which support the cost of local service provision. Examples of areas from which the Council derives income include; charges for social care, rechargeable works for housing, nursery fees, trade refuse, truancy penalty notices, hire of halls and football pitches. Oracle is used for the billing of these debts and collection performance across all these debts is reported together.
- 2.15 Collection is 13.75% below target at the end of December. Two of the main reasons for the shortfall are:
- 1) Schools failing to reimburse the Council for salaries paid by the Council, totalling over £3m at the end of December. Elevate are actively engaging with the schools concerned to improve the process; and
  - 2) PCT not having paid around £3.5m. The payment of this debt is being discussed with the PCT by officers in Adult and Community Services.
- 2.16 The collection of Leasehold Service Charges and Penalty Charge Notices are monitored through separate computer systems and the performance of these is reported separately as set out below.
- Leaseholders performance and service improvements*
- 2.17 For the charges for 2012/13 and for the arrears of previous years, collection at the end of December stood at a total of £2.5m from a debit of £3.7m, a collection rate of 68.74%. This is 1.03% above the target for the end of this quarter.
- 2.18 The main area of improvement in respect of leaseholder debt has arisen from the increase in the reminders sent to leaseholders who are behind with their payments.
- Penalty Charge Notices*
- 2.19 This recovery work only includes debts due to Penalty Charge Notices (PCNs) for parking, bus lane and box junction infringements once a warrant has been obtained from the Traffic Enforcement Centre (TEC). The majority of these relate to parking infringements and Elevate enforce these warrants through bailiffs and monitor their performance. Overall collection rates on PCNs will be reported by Environmental and Enforcement Services (Parking Services).

- 2.20 The number of warrants related to PCNs from December 2011 to the end of December 2012 sent to bailiffs is 18,823 totalling £3.5m. The target is to collect 18% on each batch and the actual collection performance on a batch of warrants can only be measured when a warrant expires after 12 months. The first batch expired in December and the collection rate achieved was 16.07%.
- 2.21 Performance monitoring of bailiffs is in place to improve collection and warrants for collection are sent to the bailiff with the better performance. Currently JBW have been provided with the latest batches and are targeted to achieve a collection rate of 18%.
- Collection of home and residential care charges*
- 2.22 The Council's Fairer Contribution Policy commenced from October 2011 and applies to home care. Residential care charges are covered by the Department of Health's *Charging for Residential Accommodation Guide* (CRAG).
- 2.23 Collection of debt for home and residential care are reported separately.
- 2.24 For both the agreed measure for performance reporting is the percentage collected on debt over 120 days old.
- 2.25 Detailed below is the performance as at the end of December 2012 for both residential and home care debt.

#### Residential care

	Invoices	Debit Raised	Total Collected	Collection rate	Target	Difference	Uncollected
Sep12	120+ days	£2,053,106	£1,717,857	83.67%	90%	-6.33%	£335,249
Dec12	120+ days	£2,669,928	£2,333,586	87.40%	90%	-2.60%	£336,342

#### Homecare

	Invoices	Debit Raised	Total Collected	Collection rate	Target	Difference	Uncollected
Sep12	120+ days	£432,510	£387,413	89.57%	90%	-0.43%	£45,097.00
Dec12	120+ days	£653,226	£614,968	94.14%	90%	4.14%	£38,258.00

- 2.26 A case by case analysis of accounts in arrears is being carried out. Given the nature of the client group each case must be reviewed to ensure the next recovery action is appropriate in liaison with Adult and Community Services.

#### *Housing Benefit Overpayments*

- 2.27 For 2012/13 a target for collection of £2.6m has been set. At the end of December the target has been exceeded by £374k, with a total of £2.4m collected so far this year.

### *Bailiff Performance*

- 2.28 Bailiff action is a key tool for the Council to recover overdue debts but is only one area of collection work. Detail of bailiff performance by type of debt for quarter 1, 2 and 3 of 2012/13 is set out in the tables below.

#### *Council Tax*

Quarter	Value less returns	Total remitted	Collection rate
Apr – Jun	£969,564	£29,943	3.1%
Jul – Sep	£2,194,052	£84,448	3.9%
Oct - Dec	£3,815,266	£388,253	10.2%

Quarter 3 between October and December saw an increase in collection as the bailiffs worked through the debts provided to them in quarters 1 and 2.

#### *NNDR*

Year	Value less returns	Total remitted	Collection Rate
Q2	£151,208	£43,084	28.5%
Q3	£526,062	£159,151	30.3%

#### *General Income*

Year	Value of cases	Total remitted	Collection Rate
Q2	£47,397	£7,128	15.0%
Q3	£67,206	£9,609	14.3%

#### *Commercial Rent*

Bailiff Work (commercial rent)	Number referred to bailiff April to December	Value Referred to bailiff April to December	Amount Collected by bailiffs April to December	% Collected by bailiffs April to December
Q2	10	£23,243	£7,608	32.7% <sup>1</sup>
Q3	10	£23,243	£7,608	32.7% <sup>2</sup>

Note: Bailiff performance is higher for this line of debt as failure to pay will lead to a loss of tenancy by the business.

## Road Traffic Debt

Expired Warrants Date of issue	Net number of cases	Value less returns	Total paid	Percentage collection
7.12.2011	740	£144,336	£23,198	16.1%

### *Write offs*

#### Debt Write-off: Quarter 3 2012/13

- 2.29 The value of debts written off for the third quarter of 2012/13, i.e. October to December 2012 total: £629,908 (Appendix A). This means the total debt written off to date this year is £1.86m (Appendix B) (c£2.4m in 2011/12).
- 2.30 Of the 683 debts written off the three main reasons were that for 30.01% the debtor had absconded and could not be traced, for 40.26% it was deemed uneconomical to pursue the debt and for 7.32% the debtor was insolvent.

#### Publication of individual details of debts written off (Appendix C)

- 2.46 In line with Council policy established in 2007 due to the difficulties of finding absconding debtors, a list showing the details of debtors who have had debts written off is attached to this report at Appendix C. The list has been limited to the top ten debts only and can be used in the public domain.

### **3. Options Appraisal**

- 3.1 This is not relevant for an information report.

### **4. Consultation**

- 4.1 This is not relevant for this information report.

### **5. Financial Implications**

- 5.1 Collecting all sums due to the Council is critical to its ability to function. In view of this, monitoring performance is a key part of the monthly meetings with Elevate. Their cumulative performance across all areas is generally an improvement on what the Council was achieving prior to the creation of the partnership company. For example, Council Tax collection is on track to achieve this year's target of 94.5%, which is an increase of 1.6% since the start of Elevate.
- 5.2 The monthly meetings focus on the areas where the targets are not being achieved and discuss other possibilities to improve collection. An example of this is the need to collect prior to or when a service is provided, thereby avoiding the need to raise an invoice and collect a debt.
- 5.3 These meetings also ensure that key activities to enable debts to be collected and accurately administered are being carried out. A key indicator of this is the processing of bad debts. At the end of Q3, the total of write-offs at £1.86m indicates that this is happening.

## **6. Legal Implications**

- 6.1 The pursuit of debts owed to the Council is a fiduciary duty. The Council seeks to recover money owed to it by the courts once all options are exhausted. Not all debt will be recovered and a pragmatic approach has to be taken with debts as being on occasions, uneconomical to recover in terms of the cost of process and the means of the debtor to pay. As observed in the body of this report, in the case of rent arrears, a possession and subsequent eviction orders are a discretionary remedy and the courts will on many occasions suspend the possession order on condition the tenant makes a contribution to their arrears. The Council's decision to utilise Introductory Tenancies will over time begin to have an impact as only those tenants with a satisfactory rent payment history can expect to be offered a secure tenancy.
- 6.2 The decision to write off debts has been delegated to Chief Officers who must have regard to the Financial Rules.

## **7. Other Implications**

- 7.1 **Risk Management** - No specific implications save that of this report acting as an early warning system to any problems in the area of write off's.

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

- Continuous Service Improvement Plans (CSIPs) for Revenues Service areas.

### **List of appendices**

- **Appendix A** – Debt Write Off Table for Quarter 3 2012/13 and totals for Quarter 1 and 2
- **Appendix B** – Debts written off in 2011/12
- **Appendix C** – Top Debts Written Off

Table 1: Debts Written Off during Qtr 3 2012/13

Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
<b>Oct-12</b>							
Under 2k	495.09	15,024.96	0	0	113,549.69	5,297.04	134,366.78
Over 2k	0	14,274.36	0	0	0	0	14,274.36
Over 10k	0	0	0	0	0	154,426.11	154,426
<b>Total</b>	<b>495.09</b>	<b>29,299.32</b>	<b>0.00</b>	<b>0.00</b>	<b>113,549.69</b>	<b>159,723.15</b>	<b>303,067.25</b>
<b>Nov-12</b>							
Under 2k	368.86	15,928.73	0	673.83	0	0	16,971.42
Over 2k	0	2,249.10	0	2,098.93	0	0	4,348.03
Over 10k	0	0	0	0	0	0	0
<b>Total</b>	<b>368.86</b>	<b>18,177.83</b>	<b>0.00</b>	<b>2,772.76</b>	<b>0.00</b>	<b>0.00</b>	<b>21,319.45</b>
<b>Dec-12</b>							
Under 2k	7,704.62	1,071.34	60,115.47	0	103,927.28	0	172,818.71
Over 2k	0	5,000	63,979.83	0	63,722.94	0	132,702.77
Over 10k	0	0	0	0	0	0	0
<b>Total</b>	<b>7,704.62</b>	<b>6,071.34</b>	<b>124,095.30</b>	<b>0.00</b>	<b>167,650.22</b>	<b>0.00</b>	<b>305,521.48</b>
<b>Quarter 3 Totals</b>	<b>£8,568.57</b>	<b>£53,548.49</b>	<b>£124,095.30</b>	<b>£2,772.76</b>	<b>£281,199.91</b>	<b>£159,723.15</b>	<b>£629,908.18</b>

Table 2: Debts Written Off during Qtr 1 and 2 of 2012/13

Write-offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NNDR	TOTAL
Quarter 1 Totals	£3,117.51	£23,768.82	£42,103.05	£6,287.52	£351,620.88	£37,588.35	£464,486.13
Quarter 2 Totals	£51,470.98	£17,594.67	£204,320.98	£9,348.10	£360,632.15	£122,617.16	£765,984.04

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Table 3: Debts written off during 2011/12

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	PSL Homeless	Home Care	Residential Care	Council Tax	NDR	TOTAL
2011-12 Totals	£260,487	£145,284	£987,383	£2,808	£N/A	£0	£0	£205,789	£772,683	£2,374,433

Table 4: Debts written off during 2012/13 YTD

Write Offs	Housing Benefits	General Income Debts	Former Tenant Arrears	Rents	Council Tax	NDR	TOTAL
2012-13 YTD	£63,157	£94,912	£370,519	£18,408	£993,453	£319,929	£1,860,378

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**APPENDIX C**

<b>NAME</b>	<b>AMOUNT</b>	<b>DEPARTMENT</b>	<b>REASON</b>
Dagenham Working Men's Club	£29,689.61	NNDR	Dagenham Working Men's club is no longer operating. As a registered Friendly Society the Council was unable to enforce collection or take Insolvency action against the society. Payment arrangements made with the Council and bailiffs were not paid and there were no goods in the property that would cover the amount of debt.
Mr Iqbal Zahoor	£15,897.59	NNDR	The individual resides in France and attempts to contact him at the rated property or in France were unsuccessful. All post was returned. Account was taken to court to obtain liability order but bailiffs were unable to enforce collection abroad. It is not possible to carry out insolvency on an individual when they reside abroad.
Mr John Patrick Murphy	£12,672.96	NNDR	Unable to trace ratepayer at address supplied. After liability order obtained, the bailiffs attempted to contact him at both property and home addresses, but were unsuccessful. All recovery action possible was unsuccessful.
Mr A McCracken	£4,986.92	FTA (Former Tenants' Arrears)	Passed for write off because tenant abandoned property on or before May 2010. Housing notes confirm they were not aware that the tenant vacated until January 2011, by this time Rents had already commenced Court proceedings. No forwarding address found on system searches. Account was reoffered to debt collector to trace and recover, but it was returned as tenant has gone away without trace.
Mr GR Woodward	£4,963.34	FTA	Passed to write off because tenant was evicted from this property on in July 2008, forwarding address found in search. All recovery action taken but arrears could not be recovered. Tenant made an arrangement to clear the arrears by direct debit but most of the payments were returned unpaid. Letters sent to forwarding address were returned with tenant unknown at that address. Rent account was referred to debt collector to recover debt but was returned as they were unable to recover debt as no access to the property could be gained.
Zahid Ali Khan	£4,280.26	CTAX	All liability orders have been referred to the bailiff company for collection at least once. The account was closed in 2011 as paper work received

Miss N Mensah	£4,267.80	FTA	<p>from the courts that confirmed the property was subject to a possession order and Mr Khan had been evicted. Financial and credit checks were completed but no forwarding address was established. The account was opened for 3 months to trace again. These further attempts to trace were unsuccessful and the account was then passed for write off.</p> <p>Passed to write off because tenant was evicted from this property in April 2011. Tenant used false ID of someone who bears the same name for whom a forwarding address was found, but the person whose name was found proved that she was not the tenant through evidence dating back to 2006 (birth certificate, passport and tenancy agreements). The Council's Fraud Section were involved and they certified that she was not the tenant. Tenant also has council tax and housing benefit overpayment arrears. Search done on all systems but no forwarding address found. Account was also returned from debt collector that addressee has gone away without trace.</p>
Sharon & David Preston	£4,195.15	CTAX	<p>The recovery process has been completed but it has not proved possible to collect the debt. For this debt all but one liability order have been with the bailiffs for 6 months before being returned as Nulla Bona (the bailiff cannot identify any goods/chattels belonging to the debtor). A trace was then carried out and Mrs Preston was located via a financial check, Mr Preston was not traced. However, attempts to contact the debtor were not successful.</p>
Ms J Westbrook	£4,054.52	FTA	<p>Passed to write off because tenant passed away on 14.10.12 and there was no money in the estate.</p>
Mr M Palmer	£3,431.78	FTA	<p>Passed to write off because tenant abandoned property before the eviction. No forwarding address was found. The account was referred to the debt collector to trace without success. Subsequently the Council has been informed by the Prison Service that the debtor has been in prison and then released but it has not been possible to establish an address.</p>



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